

**Kevin Rampe, President  
Lower Manhattan Development Corporation  
Crain's Breakfast  
December 2, 2003**

THANK YOU.

TWO WEEKS FROM NOW, WE WILL REACH A CRITICAL MILESTONE IN THE CREATION OF A MEMORIAL. I'M NOT REFERRING TO THE SELECTION OF A WINNING DESIGN FROM AMONG THE EIGHT NOW ON DISPLAY AT THE WINTER GARDEN. WHAT I'M REFERRING TO IS THE REALIZATION OF A TRUE 16 ACRE MEMORIAL, WHICH HAS AS ITS APEX THE TALLEST BUILDING IN THE WORLD, THE FREEDOM TOWER.

THE WORLD TRADE CENTER SITE IS ONE COHESIVE MEMORIAL INCORPORATING, BUT AT THE SAME TIME, TRANSCENDING THE 4.5 ACRE AREA RESERVED FOR THE COMPETITION. THE ENTIRE SITE MUST RECONCILE THE NEED TO REMEMBER LOSS AND REAFFIRM LIFE IN THE AFTERMATH OF TERROR. FUTURE GENERATIONS MUST BE ABLE TO SET FOOT ANYWHERE ON THAT GROUND AND GRASP THE ENORMITY OF WHAT HAPPENED THERE.

TO FULLY UNDERSTAND THE MEMORIAL WE WILL LEAVE FOR FUTURE GENERATIONS, YOU MUST LOOK BEYOND THE DESIGNS ON DISPLAY AT THE WINTER GARDEN, TO THEIR SURROUNDINGS - AND TO VIEW IT ALL AS A SINGLE COMPOSITION.

THE WINNING MEMORIAL DESIGN MUST FULFILL AN AMBITIOUS MANDATE THAT DOES NOT LEND ITSELF TO EASY COMPARISON WITH OTHER MEMORIALS. IT MUST PROVIDE A PLACE FOR QUIET

CONTEMPLATION IN THE MIDST OF AN URBAN SETTING. IT MUST RECALL THE LOSS OF SO MANY INDIVIDUALS AND EVOKE THE LOSS OF THE TWIN TOWERS. AND IT MUST NOT ONLY PROVIDE A PLACE TO REMEMBER THOSE WHO DIED, BUT A FINAL RESTING PLACE FOR THOSE UNKNOWN BUT NOT FORGOTTEN.

NO MEMORIAL ALONE COULD COMPLETELY CAPTURE THE TRUE MAGNITUDE OF THE LOSS WE ENDURED, OR CONVEY THE FULL MEASURE OF HEROISM WE WITNESSED. TO DO SO, WE MUST BUILD A MUSEUM TO ACCOMPANY THE MEMORIAL. IT WILL TELL OUR CHILDREN THE STORIES OF LIVES CUT SHORT, OF THE GREATEST RESCUE EFFORT IN HISTORY, OF OUR TWIN BEACONS OF WORLD COMMERCE, AND HOW TERRORISTS DESTROYED THEM. AND, IT WILL TELL OUR CHILDREN'S CHILDREN ABOUT THE ORIGINS OF A WAR WE CANNOT POSSIBLY COMPREHEND WITHOUT THE HISTORICAL PERSPECTIVE THAT TIME ALONE CAN PROVIDE.

TO THE NORTH OF THE MEMORIAL WILL RISE THE TALLEST BUILDING IN THE WORLD, THE FREEDOM TOWER. DURING THE WEEK OF DECEMBER 15<sup>TH</sup>, DAVID CHILDS AND DANIEL LIBESKIND WILL ANNOUNCE THEIR DESIGN. WHATEVER GENIUS THEY PRODUCE, THE FREEDOM TOWER WILL RECLAIM THE SKYLINE WITH A PROUD NEW SYMBOL OF OUR NATION'S RESILIENCE AND A MONUMENT TO OUR TWO LOST ICONS.

TO THE EAST OF THE FREEDOM TOWER WILL RISE A PERFORMING ARTS CENTER AS THE CORNERSTONE OF A NEW CULTURAL CENTER, THE

TRIUMPH OF CIVILIZATION OVER TERROR. ALONG CHURCH STREET, SANTIAGO CALATRAVA WILL CREATE A GRAND GATEWAY TO LOWER MANHATTAN THAT WILL STAND AS A REAFFIRMATION OF LIFE, WELCOMING TENS OF THOUSANDS OF COMMUTERS EACH DAY.

WHEN A WINNING DESIGN FOR THE MEMORIAL IS SELECTED, ALL OF THE ELEMENTS FOR THE SITE WILL BE CHARTED. BUT WE MUST THEN MEET A NEW CHALLENGE: ENSURING THAT THE ELEMENTS ARE REALIZED. AS FOR THE MEMORIAL AND MUSEUM, A PRIVATE FOUNDATION HAS BEEN ESTABLISHED THAT WILL BEGIN OPERATION IN JANUARY. THE FOUNDATION WILL RAISE THE MONEY TO FUND THE MEMORIAL, SEE TO ITS CREATION, AND ENSURE ITS LONG-TERM PRESERVATION.

WE MUST ALSO ENSURE THE REALIZATION OF OUR VISION FOR THE ENTIRE SITE. IN FACT, PERHAPS THE GREATEST MEMORIAL WE CAN CREATE IS A LIVING MEMORIAL, REFLECTING OUR DETERMINATION TO REBUILD LOWER MANHATTAN INTO A 21<sup>ST</sup> CENTURY BUSINESS DISTRICT.

THE REALIZATION OF THE SITE PLAN WILL CREATE THAT LIVING MEMORIAL, ENSURING THAT LOWER MANHATTAN RETAINS ITS ROLE AS THE FINANCIAL CAPITAL OF THE WORLD AND FUELING OUR RESURGENCE. JUST AS SEPTEMBER 11<sup>TH</sup> AFFECTED OUR ENTIRE REGION, REBUILDING THE SITE WILL UNLEASH A FLOOD OF ECONOMIC ACTIVITY.

AS GOVERNOR PATAKI ANNOUNCED IN HIS OCTOBER SPEECH, BETWEEN NOW AND THE END OF CONSTRUCTION IN 2015, BUILDING OUT

THE SITE PLAN WILL GENERATE AN AVERAGE OF 8,000 FULL-TIME JOBS A YEAR IN NEW YORK CITY ALONE.

ONCE THE SITE IS BUILT OUT IN 2015, IT WILL GENERATE APPROXIMATELY 90,000 FULL TIME JOBS STATEWIDE – 42,000 ON THE SITE, APPROXIMATELY THE SAME NUMBER OF JOBS ON THE SITE PRIOR TO THE ATTACKS.

BUT EVEN AS WE REMAIN TRUE TO OUR PLAN FOR THE SITE, WE MUST STRIKE A BALANCE - ENCOURAGING THE FINEST ARCHITECTS TO SHAPE IT WITH THEIR OWN DISTINCT STYLE. TODAY, I'M PLEASED TO ANNOUNCE THAT NEW YORK NEW VISIONS AND OTHER PROFESSIONALS FROM VARIOUS DISCIPLINES WILL HELP US STRIKE THAT BALANCE, BY WORKING WITH THE LMDC AND THE PORT AUTHORITY TO REFINE THE COMMERCIAL DESIGN GUIDELINES.

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ALTHOUGH A LOT OF WORK REMAINS, THE GAINS ARE UNMISTAKABLE, THE PROGRESS, IRREVERSIBLE. NO ONE EXPECTED LOWER MANHATTAN TO MAKE SUCH GREAT STRIDES IN SUCH A SHORT PERIOD OF TIME, BUT WE DID IT - TOGETHER – THE FAMILIES, THE RESIDENTS, THE BUSINESS COMMUNITY, THE CIVICS, ALL GUIDED BY THE TREMENDOUS LEADERSHIP OF GOVERNOR PATAKI, MAYOR BLOOMBERG AND CHAIRMAN WHITEHEAD. THERE ARE MANY REASONS FOR OUR SUCCESS, BUT CHIEF AMONG THEM IS OUR COMMON PURSUIT OF A BETTER LOWER MANHATTAN.

IT'S AN IMPORTANT PRECEDENT TO DRAW UPON AS WE CONSIDER HOW BEST TO REMEMBER ALL THAT WE LOST ON SEPTEMBER 11<sup>TH</sup> AND IN THE 1993 BOMBING. WHATEVER FORM THE MEMORIAL ULTIMATELY TAKES, IT SHOULD NOT SERVE TO DIVIDE US, BUT UNITE US, IN HONOR OF OUR SHARED LOSS.

THANK YOU.