

The Public Dialogue
Draft Memorial Mission
Statement and Program
for the World Trade
Center Memorial

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Introduction and Overview of the Draft Memorial Mission Statement and Program

The Lower Manhattan Development Corporation (LMDC) is committed to a continuing dialogue with the public regarding the creation of an appropriate memorial to the victims of the World Trade Center attacks on February 26, 1993 and September 11, 2001.

Two important milestones in the creation of an appropriate memorial are the creation of a memorial mission statement and the formulation of a memorial program. A mission statement provides inspiration and guidance for the creation of the memorial, while the memorial program identifies design parameters that will be incorporated into guidelines for the memorial design competition.

In June 2002 the LMDC Families Advisory Council began the process of creating a draft Memorial Mission Statement and Program for the World Trade Center memorial. The LMDC solicited comment in the summer of 2002 on the Families Advisory Council draft documents in a variety of ways, including a mailing to the victims' families in July, the Listening to the City events on July 20th and July 22nd, and through a series of public meetings held in all five boroughs and New Jersey in August and September of 2002. These draft documents, and the public comment that was received, then served as the starting point for two drafting committees, which were created in the fall of 2002 by the LMDC. These committees were comprised of family members, residents, survivors, first responders, arts and architecture professionals and community leaders. The drafts, along with extensive public comment, were used by the committees to create a revised draft Mission Statement and Program. All of the public comments related to the memorial that were received prior to the committee meetings was reviewed, analyzed, and categorized by the LMDC. These comments were then provided to the committee members to consider in their deliberations. As a result of the hard work of these volunteer committees, the LMDC released the revised draft Mission Statement and Program for the World Trade Center memorial on January 8, 2003. The LMDC then launched an aggressive public outreach campaign to solicit public input on these important documents.

The Public Dialogue - Plans in Progress Public Outreach Campaign

On January 8, 2003 the LMDC released the revised draft Mission Statement and Program and began to solicit public comment as part of the comprehensive "Plans in Progress" campaign which was already underway to solicit input on the nine design concepts for the World Trade Center site. Public comment was accepted through February 2, 2003.

The Plans in Progress campaign included a variety of ways for the public to view and comment on the revised draft Mission Statement and Program. The LMDC placed public hearing notices in major metropolitan and local papers throughout the tri-state area to inform the public that comment was being accepted. The LMDC also conducted outreach throughout the five boroughs, Long Island and

New Jersey, through leafleting at major transportation hubs servicing all areas of New York City, Long Island, Westchester, and New Jersey, and outreach via email to major civic organizations, such as Imagine New York. Thousands of flyers were also distributed throughout Lower Manhattan.

The following is a summary of opportunities for public participation.

- **Public Hearings**

The LMDC held a large-scale public hearing on January 14, 2003 in Lower Manhattan. The public hearing was simulcast in locations throughout New York City and Long Island and live on the LMDC's website. A public hearing was also held in New Jersey on January 21, 2003. Thousands of concerned citizens from the tri-state area attended these public hearings, and over 1,000 people from around the globe participated and commented through the website simulcast. In addition to providing oral comments at these meetings, attendees had the opportunity to submit written comments on public comment cards as well.

- **Advisory Council Meeting**

A meeting for all LMDC Advisory Council members was held on January 15, 2003 to discuss the revised draft Mission Statement and Program.

- **Community Board 1 Meeting**

During the public comment period, the LMDC appeared before Community Board 1 to review the revised draft Mission Statement and Program and to hear the questions and concerns of Lower Manhattan residents.

- **Mailing to the Families of Victims**

The LMDC sent a mailing to over 3,000 families, including the 1993 Families. The mailing included an overview of the Plans in Progress campaign, the revised draft Mission Statement and Program, a questionnaire that families could complete and mail to the LMDC, and a complete summary of all the ways families could provide input.

- **Elected Officials Mailing**

Every City, State, and Federal elected official in New York State received a mailing that included a notice of public meetings and an overview of the Plans in Progress public outreach campaign. Elected officials were encouraged to share this information with constituents and to encourage the public to participate throughout the comment period.

- **LMDC's official website, email and regular mail**

The LMDC also invited public comment through its website. The revised draft Mission Statement and Program were accessible through the LMDC website. Visitors could view the documents and submit their comments to the LMDC from anywhere around the world. The LMDC received thousands of comments through the web site and via email between January 8, 2002 and February 2, 2003, in addition to letters sent via regular mail and fax.

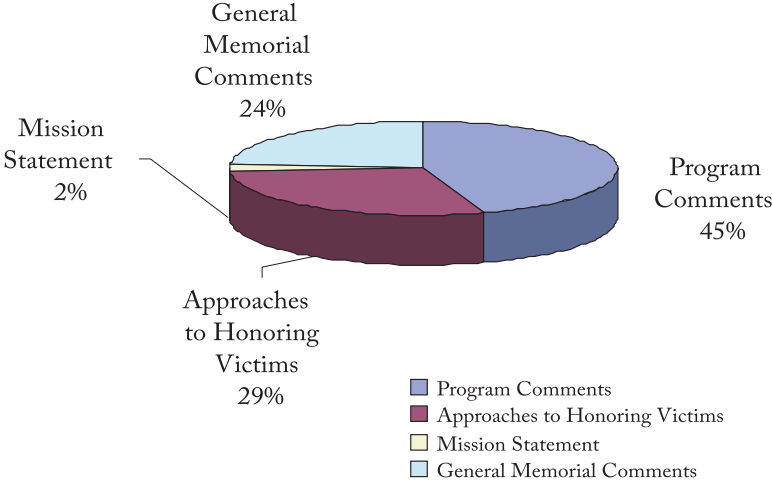
The Public Dialogue - "Plans in Progress"

For the draft Mission Statement and Program

The LMDC received nearly 2,400 comments during the public comment period. The comments were categorized in four main areas:

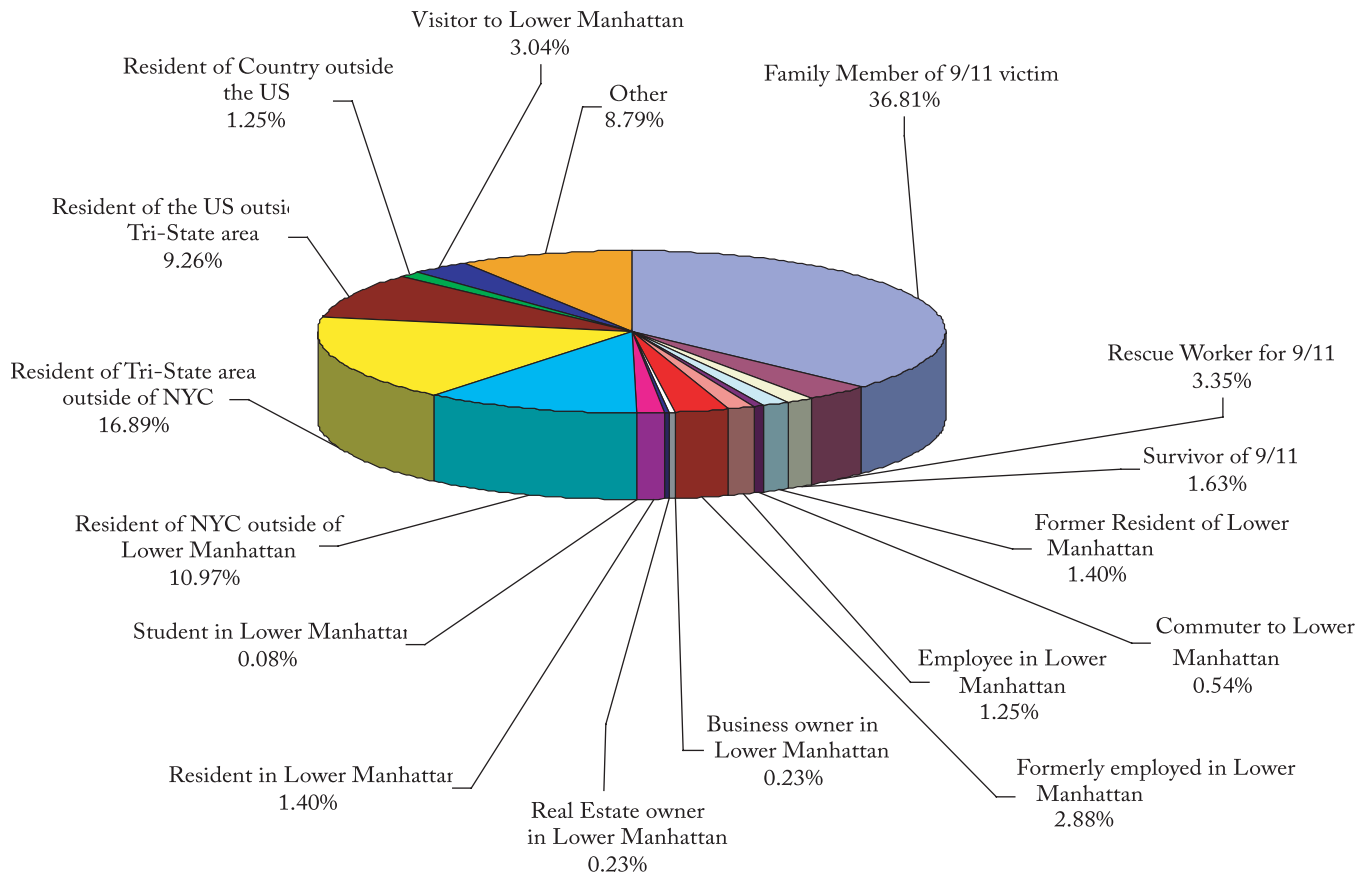
1. Comments related to the draft Mission Statement (including general support or opposition and suggestions for specific textual changes);
2. Comments related to the draft Program (including support for or against program elements in the draft Program and comments about program elements not included in the draft Program);
3. Comments related to how the victims should be honored in the memorial (these comments might be considered applicable to both the mission statement and program);
4. General memorial comments (including memorial design suggestions, memorial competition comments or questions, comments on the memorial area, general questions to the LMDC, etc.).

Breakdown of Memorial Comment



Over half of the comments were submitted through letters to the LMDC, with a significant number of comments also being submitted through the LMDC web site. The comments were received from a variety of stakeholders, the largest category being family members of victims.

Stakeholder Comment Breakdown for the Draft Mission Statement & Program

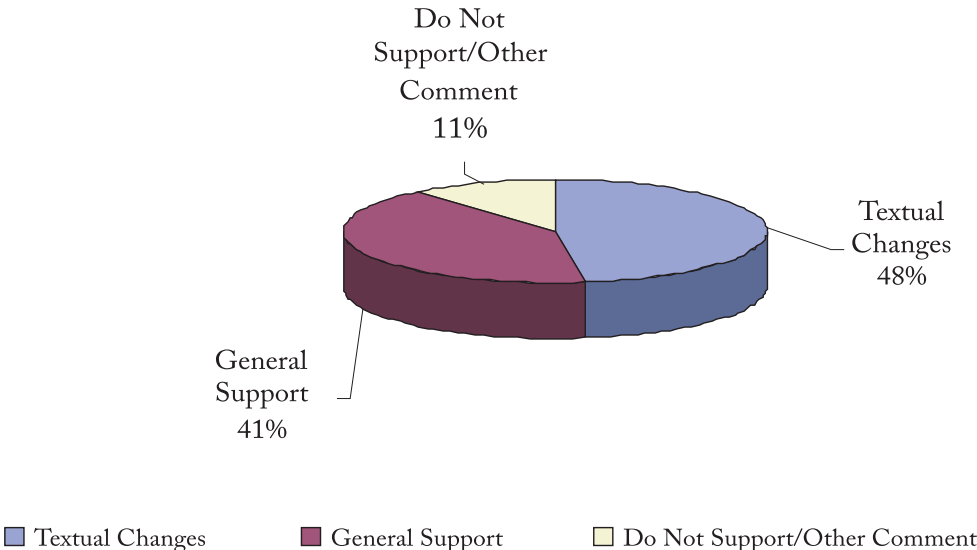


Draft Mission Statement

The comments on the draft Mission Statement were categorized in three areas. They include specific textual suggestions, general support, and lastly, other comments including an unfavorable view of the statement. Of those comments on the Mission Statement, approximately 48% related to specific textual changes. Reoccurring comments included changing the word "killed" in the first sentence to "murdered," adding the word "terrorist" to the first sentence, adding a specific reference to the February 26, 1993 terrorist attack at the World Trade Center site in the first sentence, and lastly, adding in the word "terrorism" to the last sentence of the Mission Statement.

Approximately 41% expressed general support for the Mission Statement, stating that it was well done, and the remaining 11% either did not support the Mission Statement or offered a general comment.

Breakdown of Mission Statement Comments

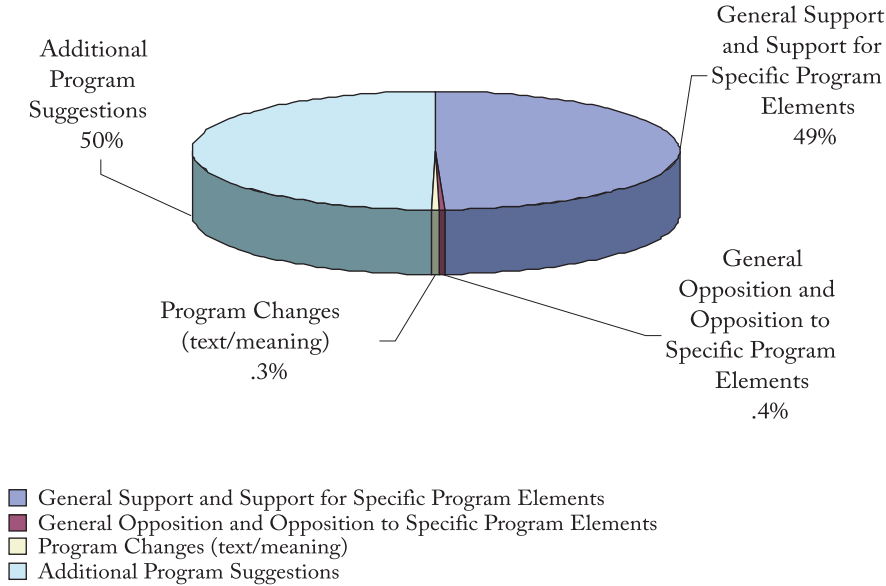


Draft Memorial Program

Nearly one-half of the comments related to the Memorial Program. These comments were categorized in five ways. The categories included: 1) general support for the draft program, 2) general opposition to the draft program, 3) specific textual/meaning changes related to the program, 4) comments specific to the draft program elements, and 5) suggestions regarding program elements not included in the draft. Those comments expressing support for the program stated general agreement with it without any changes, saying that the guiding principles provide the outline for a meaningful and appropriate memorial, while allowing for artistic creativity for the competition. Comments that provided specific textual/meaning changes related to the program were varied. Some expressed themes similar to some of the comments on the Mission Statement, suggesting incorporating words such as "terrorist attack" when referring to September 11th, while others expressed a desire to remove the phrase "with the understanding of the events", suggesting that it would be impossible to understand the rationale of such a savage attack. Others suggested not using the word "visitor area" to describe the separate area for families and loved ones.

The majority of the comments on the program related to two categories - comments specific to the draft program elements or suggestions regarding elements not included in the draft program.

Breakdown of Memorial Program Comments



Comments specific to the draft program elements included such suggestions as incorporating the 1993 bombing victims and the Pennsylvania and Pentagon victims in the WTC memorial, creating a separate area for family members, and returning the unidentified remains to the World Trade Center site. The majority of these comments expressed support for the existing program elements.

Additional program suggestions not in the draft program were, for example: incorporating items such as the Cross (currently at the WTC site), the Sphere, an eternal flame, and the Tribute in Light in the WTC memorial, returning the material at Fresh Kills to the site, identifying victims individually, and creating a memorial museum. Among this group of comments, the vast majority related to building a memorial museum at the site (both supporting the idea of a museum and providing ideas on what types of items/themes might be part of such a museum).

Honoring the Victims

A number of the comments - nearly 30% - related to the memorial and how the victims should be remembered. More specifically, these suggestions pertained to questions of whether victims should be remembered and honored with equal distinction or whether separate memorials should be created for specific groups such as uniformed personnel and rescue workers. The majority supported remembering the victims with equal distinction without establishing hierarchies or honoring specific groups.

General Comments

The remainder of the public comments, nearly one-fourth of the total, were categorized as general memorial comments. This category includes other memorial program ideas/design submissions and comments on the memorial area related (including preserving the footprints of the Twin Towers, preference for leaving certain areas for the memorial - such as all 16-acres or the "bathtub", and statements that the site is sacred ground or that no traffic should run through the site). Also in this category are comments and questions regarding the upcoming memorial competition, comments and questions on the memorial process, and general comments and questions for the LMDC.

Conclusion

The LMDC drafting committees convened again after the end of the comment period to review the public comment specifically related to the draft Mission Statement and Program. As a result of the public comment, changes has been made to the Draft Mission Statement and Program.

On February 27, 2003, the LMDC and its partners announced the final proposed plan for the World Trade Center site. Daniel Libeskind's plan, Memory Foundations, was widely embraced by the public, in large part due to its approach to the memorial context and setting.

In the spring of 2003, the LMDC will launch a worldwide memorial competition. The basis for this competition will be the Memorial Mission Statement and Program, as well as the memorial area designated in the Libeskind plan. Many of the memorials of our time have been selected through such a competition, including the Vietnam Veterans Memorial in Washington, D.C., the Oklahoma City memorial, and, most recently, the memorial to the September 11th victims at the Pentagon in Washington, D.C. The LMDC anticipates announcing the selection of a final design for the memorial in the fall of 2003.