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New York, NY 10006
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Summer/Fall 2002

Dear Family Member:

The purpose of this letter is to provide you with information on the Lower Manhattan Development Corporation (LMDC), inform you of our mission, and encourage your involvement in our efforts.

I would like to begin, however, by expressing my most sincere condolences to you and your family. Our entire nation was shocked and saddened by the attacks of September 11th and we are sorry for the tremendous loss you have experienced.

The LMDC was established in the aftermath of September 11th by the Governor and the Mayor to oversee and coordinate the revitalization and rebuilding of Lower Manhattan, including the former World Trade Center Site. The LMDC is working with the Port Authority of New York and New Jersey (PANYNJ) to plan the future of the World Trade Center Site and its adjacent areas and, most importantly, to create a permanent, lasting memorial to honor and pay tribute to those who lost their lives on that tragic day.

The LMDC and the PANYNJ are committed to an open and inclusive public planning process. As part of this process, early this year the LMDC consulted with a broad spectrum of individuals and groups, including the LMDC Advisory Councils, regarding the future of the World Trade Center Site and Lower Manhattan. Many common themes and elements emerged, chief among them the affirmation of the need for a permanent memorial. Other suggestions included more public open space, greater access to the waterfront, increased recreational facilities and cultural institutions, better integration of the World Trade Center Site with the surrounding neighborhoods, and a more efficient transportation system.

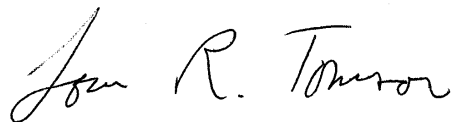
As part of the planning process, the LMDC and the PANYNJ recently released six concept plans for the World Trade Center Site. These six alternative concept plans, generated as part of Phase I of a three-phase planning study, are now subject to public comment. The LMDC and the PANYNJ encourage you to examine these concept plans and provide us with your views and ideas. The concept plans present different ways of arranging the various elements to be included on the World Trade Center Site. None of these concept plans is final; in fact, the various elements are intended to be mixed and matched. The concept plans can be viewed on the LMDC web-site at www.renewnyc.org and will be on display at Federal Hall, located at 26 Wall Street in Lower Manhattan. Public hearings will also be scheduled and we encourage you to visit the LMDC web-site for times and locations. Based on public input, these concept plans will be refined and recombined. Up to three new concept plans will be released in the fall (Phase II). Following additional public comment and consultation, a final proposed concept plan will be released at the end of the year (Phase III).

As a family member who may have a particular interest in the memorial, please know that the geographic area dedicated for the memorial will be determined by this process. However, the planning process will not determine the memorial's design. The design for the memorial will be accomplished through a separate process and initial steps have been taken to begin the dialogue on this important subject. Included in this mailing is a draft mission statement that was created by the LMDC's Families Advisory Council. One of LMDC's highest priorities is to create a magnificent, lasting memorial of which future generations will be proud. Anita Contini, the newly appointed Vice President and Director for the Memorial, Cultural and Civic Programs for the LMDC, will be leading this effort. Ms. Contini can be reached at 212-962-2300. The LMDC looks forward to receiving your comments regarding the memorial and would value your thoughts, ideas and input.

The LMDC and the PANYNJ invite you to participate in this effort. We would like to establish on-going communication with you as we move forward with the three phase planning study and the development of a fitting memorial. To help us learn how best to communicate with you and to provide you with updates, we have attached a comment sheet and enclosed a self-addressed envelope.

We look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script that reads "Louis R. Tomson". The signature is written in dark ink and is positioned above the printed name.

Louis R. Tomson

Families Advisory Council

Dear Family Member,

In the aftermath of the September 11th terrorist attacks, Governor George E. Pataki and the Mayor of the City of New York established the Lower Manhattan Development Corporation (LMDC) to redevelop and revitalize Lower Manhattan and the World Trade Center (WTC) site, with a focus on creating an appropriate memorial. Mayor Michael Bloomberg affirmed this partnership and this mission. To assist in carrying out its functions, LMDC Chairman John C. Whitehead created eight Advisory Councils representing a variety of interests. These Advisory Councils advise and provide input to the LMDC on a number of issues. The Families Advisory Council was established to work with the LMDC on issues of concern to the families. This Council, consisting of 25 members, has been working over the past several weeks on ideas and suggestions for a memorial process and program. We have submitted these ideas and recommendations to the LMDC in the form of a draft mission statement. As a family member, it is important that the LMDC receive your views and ideas on the memorial and the mission statement.

The LMDC and the Port Authority have recently released six concept plans for the World Trade Center site and its adjacent surroundings as part of a three phase planning study. Included in these site concept plans will be an area set aside for future memorial development. These site concept plans will be subject to extensive public review and input. Up to three new site concept plans will be released in the fall, followed by another public review and comment period, with a goal of one site concept plan being proposed by the end of the year. This three-phase planning process will result in defining the area reserved for the memorial; it will not result in its design. That will be done separately and the LMDC is committed to involving the families in this process.

To assist the LMDC and to begin the process with respect to the memorial design, the Families Advisory Council has drafted the attached mission statement. This initial draft has been reviewed and approved by the full Families Advisory Council and is now being sent out to family members for review and comment. It is also being provided to the LMDC and the other Advisory Councils for their consideration.

In order to create a lasting memorial to honor and memorialize our loved ones it is important to receive your input. We would like to invite your review and comment on the attached draft of the Memorial Mission Statement & Program Description. Please use the enclosed form to provide your input and mail it back to the LMDC, c/o Anita Contini, Vice-President and Director for the Memorial, Cultural and Civic Programs, 1 Liberty Plaza, 20th Floor, New York, NY 10006.

As the LMDC and the Port Authority, working with the families and other stakeholders, consider ideas for the memorial and the memorial process, it is important they receive your comments and input.

Yours truly,

Members of the Families Advisory Council

Virginia Bauer

Paula Grant Berry

Darlene Dwyer, Director,
Windows of Hope

Kathy Ashton,
Give Your Voice

Christy Ferer

Mary Fetchet,
Voices of September 11th

Marian Fontana, President,
*September 11th Widow's & Victims
Families Association*

Anthony Gardner, Chairman,
WTC United Family Group

Elinore Hartz

Monica Iken, Founder,
September's Mission

Lee Ielpi

Tom and Ann Johnson

Anthoula Katsimatides

Carie Lemack, President,
Families of September 11

Edith Lutnick, Co-Executive Director,
Cantor Fitzgerald Relief Fund

Michael Macko

Kathleen Lynch Martens

Maria McHugh

Nicole Petrocelli

Vincent F. Pitta

Sally Regenhard, Founder & Chair,
*Campaign for Skyscrapers Safety: A Project
of Parents & Families of Firefighters and
WTC Victims*

Tom Roger, Vice-President,
Families of September 11th

William Rodriguez,
Founder of Hispanic Victims Group

Jim Smith

Nikki Stern

WORLD TRADE CENTER MEMORIAL

LOWER MANHATTAN DEVELOPMENT CORPORATION'S

FAMILIES ADVISORY PROGRAM SUBCOMMITTEE

MEMORIAL MISSION STATEMENT & PROGRAM DESCRIPTION



PREFACE

In the aftermath of the September 11, 2001 terrorist attack on the New York World Trade Center, the Pentagon, and the Flight 93 crash in Pennsylvania; Governor George Pataki established the Lower Manhattan Development Corporation (LMDC) and eight advisory committees to focus on the redevelopment of the World Trade Center site. Specific to the issue of a memorial on the site, a Families Advisory Committee was established to work with the LMDC, the Port Authority, and other interested parties. In order to provide coordinated and timely input to the process, the members of this Families Advisory Committee have established two subcommittees to focus on the memorial development “process” and the overall memorial development “program” and how it will guide other potential site development. The overall site planning process is underway and Phase 1 work is scheduled for completion in mid-July 2002 with the release for public comment of up to six development concepts. The Families Advisory Committee is working with the LMDC/Port Authority staff and their planning consultant to provide input to the concept development process and will assist in obtaining and coordinating other family input during the public review and comment process.

In order to assist the LMDC/Port Authority in the initial planning process for the memorial and to set the stage for the planned international design competition for the memorial, the Families Advisory Program Subcommittee has drafted a *Memorial Mission Statement* which has been reviewed and approved by the full Families Advisory Committee and is being sent out for review and comment by other families not represented on the advisory committee, the LMDC/Port Authority and their other advisory committees and consultants. This dialogue should lead to final approval of a Memorial Mission Statement in concert with the public review process of the Phase 1 development concepts.

The Mission Statement will be the guiding vision for the design and development of the Memorial.

MEMORIAL MISSION STATEMENT

We create this memorial to honor the 3,042 innocent lives lost in the terrorist attacks that occurred on September 11, 2001 when American Flight 11 and United Flight 175 crashed into and destroyed the World Trade Center Towers, American Flight 77 crashed into the Pentagon in Washington, DC, and United Flight 93 crashed in Shanksville, Pennsylvania, and when the World Trade Center was bombed on February 26, 1993. These were attacks on our loved ones, our cities, our nation, our way of life and our very freedom. We respectfully honor those who died and those who survived and carried on, those who came to help and those who risked their lives to save others, and those brave and compassionate citizens from around the world who stood with us in our time of need.

For all who come to learn and understand, we dedicate this memorial to the unfulfilled dreams of those lost, to our country and the strength of our democracy, to our resolve to preserve an open, diverse and free society, to our determination to remain ever vigilant in order to safeguard our nation and to those peoples around the world who unite with us in a joint quest to end hatred, ignorance, intolerance and strife and promote peace.

CONTEXT

No event in the history of this nation has affected our perception of our basic institutions more than the terrorist attack of September 11, 2001. This attack, like the 1993 World Trade Center bombing, was an attack aimed at the very soul of our nation. These were cowardly acts of terrorism, aimed at innocent people representing citizens from over 80 different nations. The resulting death of 3,042 people in New York, Washington DC, and Pennsylvania so brutally ravaged our nation that thousands of the surviving family members and friends will forever bear the scars of having their loved ones so viciously taken from them and thousands of survivors and witnesses continue to grapple with memories of the savage attack.

The context of this discussion of the events of September 11, 2001, along with the 1993 bombing, and the process for developing a memorial does not stop with the attacks. The responses of the communities in which the attacks occurred and the response of the nation and the world to these attacks are stories that are filled with heroism, compassion and unity. The people who reached out to rescue and provide comfort were, like those family members who lost loved ones, representatives of all races, ages, nationalities, religions and political philosophies. Thousands of workers,

professionals and bystanders appeared almost instantly to help and worked tirelessly at the sites to aid with the rescue and recovery efforts. And our nation's citizens, in an overwhelming display of support, contributed generously to the families and survivors through numerous charities.

GUIDANCE: MEMORIAL PROGRAMMING ISSUES

Following is a description of the important programming issues pertaining to the planning for the memorial facilities within the overall WTC site development process:

First, the Memorial design, the associated “*Memorial Complex*” facilities, and the overall “*Memorial Development*” of the 16-acre WTC site shall reflect the recommendations of the overall LMDC Families Advisory Committee with input from other advisory committees, other identified stakeholders and a community review process.

Second, the entire 16-acre WTC site shall be considered to be part of a “*Memorial Development.*” This means that those buildings, signage, site features, transportation facilities and anything constructed or operated within the boundary of the entire 16-acre WTC site must be done in accordance with “*Memorial Complex*” design and operation standards which would incorporate a number of items intended to convey a sense of respect and dignity that would be accorded any developments within this area. This “standards” process is similar to that used on other large mixed-use, multi-phase projects (*i.e. Battery Park City*) where compliance with the design and operation standards is mandatory. A method of enforcement of these standards, in order to maintain the long-term dignity of the “*Memorial Complex*” and the safety of its occupants, needs to be devised through various design and operation’s approval procedures for near-term developments and legal restrictions on the property to ensure that this compatibility is maintained in the future when buildings and other site facilities are modified or replaced. An example of an important site operation requirement is that in order to maintain the dignity of the site, street vendors of 9/11 memorabilia would be prohibited from the 16-acre area.

Third, because the remains of many of our loved ones were never recovered, the entire site should be viewed as “*sacred ground*”—as the final resting-place for our loved ones. Specifically, the footprints of the former North and South World Trade Towers are especially important—considered by the families to be hallowed places deserving of the respect and solemnity associated with the great loss that occurred on these areas of the site—and not areas for non-memorial development of any type. In that vein, only the Memorial and its support facilities (*i.e. the “Memorial Complex”*) should be considered for location on these areas. How the “*Memorial Complex*” is finally designed to occupy these and adjacent spaces (*i.e. single level or multi-level*), and the additional site area needed to buffer and/or connect the Complex facilities with other site developments, needs to be closely coordinated. In particular, generous provision should be made for circulation spaces both leading to and around the “*Memorial Complex*” facilities including adequate “*common*” spaces with other developments to avoid congestion and disruption between Memorial visitors and other site uses. Another related site development issue, which deals with the ability to create a dignified and respectful Memorial, is the consideration of the extension of Greenwich, Fulton, and other streets in an attempt to reestablish the grid and the possible burying of West Street. It is expected that the

street extensions into the site would only be for the purpose of providing pedestrian promenades or limited vehicular (*i.e. emergency*) access and **not** for regular traffic access within the site. And it is hoped that if new acreage is created through the burial of West Street, that the needs of the “*Memorial Complex*” be given first priority.

Fourth, the “*Memorial Complex*” facilities are expected to be contiguous and encompass both indoor and outdoor spaces and include but not necessarily be limited to:

- The Memorial,
- A visitor’s information center,
- A Memorial Museum and Learning Center,
- A Children’s Memorial Center,
- Transportation facilities (*i.e. specific to the needs of the memorial*),
- Common meeting areas for multi-use purpose (*i.e. community groups or religious ceremonies*),
- A families’ area for use only by the families of those who died--including comfortable, private areas and restricted access ways to the Memorial and other Complex facilities,
- Large circulation and green spaces which would serve both the needs of the Memorial as well as providing common spaces for other Memorial facilities, and
- Provisions for an area for internment of unidentified remains. It is expected that final decisions on the memorial program will continue to evolve throughout the site development and public review and approval process and through ideas that may emerge in the international design competition.

Fifth, as a result of the many facility needs of the “*Memorial Complex*”, the site area allocated for the “*Memorial Complex*” is expected to include the area of the WTC site formerly occupied by the World Trade Center North and South Towers, and the adjacent areas formerly occupied by the Marriott Hotel, and those other portions of the site on the West side of the proposed extension of Greenwich Street between Liberty and Vesey Streets (*i.e. the “bathtub” area*). Although this area designation is representative of the space we feel may be required to accommodate the needs of the “*Memorial Complex*”, this is **NOT** meant to be limiting at this early stage of site planning because, other than the specific footprint areas of the Towers, it may be possible or desirable to accommodate the “*Memorial Complex*” facilities in a configuration that occupies other areas of the site outside of the “bathtub” area (*i.e. over a “buried” West Street or across Greenwich Street*), or through the incorporation of pedestrian pathways and green spaces throughout the site that lead into the “*Memorial Complex*”. Also, because the “*Memorial Complex*” includes a diverse grouping of facilities with different support requirements, it is expected that both at-grade and below grade spaces will be needed. While it is expected that many of the circulation and green space areas would be shared, the extent to which the other at-grade and below-grade spaces can be shared with needs of other on-site developments, will need to be closely coordinated.

Sixth, the Memorial will include recognition of all who died as a result of the September 11th attacks in New York, Washington DC, Pennsylvania, and those killed in the 1993 WTC bombing. The Memorial should be designed to incorporate the names of those who died such that they can be easily located, observed and physically touched. The Memorial space should also allow for the

incorporation of the globe from the Battery Park temporary memorial, an eternal flame, and a combination of both outside, opens areas as well as areas that are protected or enclosed for year-round access and evening use.

Seventh, the “*Memorial Complex*” in every respect should embrace design excellence. It is expected that the designer of the Memorial and its associated facilities will be selected as a result of an international design competition that is administered by the LMDC/Port Authority staff. The jury is expected to include some members of the Families Advisory Committee and others as designated by the LMDC/Port Authority. An important goal of this selection process is to ensure that the design concepts and the interpretive aspects of the memorial that are selected **must** withstand the test of time. We must strive to incorporate architecture, symbolism and features that will be relevant for future generations.

Eighth, an important requirement for the WTC development is that the design and operating standards for all building construction and operation be in compliance with federal, state and local building codes—particularly in the areas of life safety. Furthermore, any high-rise buildings (*i.e. over 30 stories*) built within the development must not only be in compliance with all existing life safety requirements but also serve as a nationwide “*model*” for improvements in high-rise life-safety as a result of the ongoing NIST investigation and study of the 9/11 events. This would include such things as advanced building design features that would protect occupants and emergency workers and allow safe egress in the event of a 9/11- type aerial attack or a large-scale interior explosion or fire. Specifically, building structural integrity must be preserved through a combination of “*protected*” and redundant structural design and fire protection and smoke evacuation systems; safe egress must be ensured for both the occupants that survive the initial event and access by emergency workers through a combination of redundant, secure and accessible stairwells or a highly-protected emergency elevator system; emergency communication systems must be operable and accessible by those in need; building and operation procedures must include provisions for response to 9/11 type events including safe evacuation procedures and emergency access (*i.e. including possible roof access and evacuation methodologies*). Also, security, long-term maintenance and all ADA accessibility standards must be carefully considered for all facilities.

GUIDANCE: THEMES

Families, survivors and the public want the “Memorial Complex” to be a place of:

Remembrance—The “*Memorial Complex*” should have on the site of the World Trade Center North and South Towers a beautiful and emotionally moving visual display that focuses on the victims and survivors of the September 11th attacks that occurred in New York, Washington DC, and Pennsylvania and for the victims of the 1993 terrorist bombing of the World Trade Center. The symbols and displays shall be enduring in form and content and appropriate to the culture and environment of New York and our nation. Visitors to the “*Memorial Complex*” should develop an understanding of the victims and survivors in their roles as family members, friends, co-workers and neighbors. The range of cultures, races, and ages of those attacked should be evident.

Peace—The “*Memorial Complex*” should provide a quiet and peaceful setting where visitors have the opportunity for reflection and should also serve to promote the concept of world peace. A private area should be provided, accessible only by families of the victims or survivors. Because the “*Memorial Complex*” is located in the middle of one of the busiest locations in the country, special attention should be given to creating both public areas and family areas where visitors are endowed with a sense of privacy and solemnity.

Spirituality—The Memorial should be powerful, awe-inspiring and convey a sense of deep loss caused by the atrocity of the attack and the horror that ensued, without unnecessarily giving any recognition to the terrorists, their acts, or their philosophy. It should evoke feelings of compassion for those who were killed as well as for their families, provide comfort to the survivors and provide hope and inspiration for all of us to live our lives more meaningfully. It should speak to the unity of the community and the nation and the unselfish sacrifices of volunteers and support workers that were so evident following the attack.

Children’s Memorial Center—The “*Memorial Complex*” should include a special place for children; not only to accommodate the needs of the children whose family members were killed in the attacks but also for any other visiting children. The Children’s Memorial Center should reach children on “*their level*” both physically and cognitively. It should provide assurance that the world and their lives can be fulfilling and hopeful.

Hope & Comfort—The “*Memorial Complex*” should create an atmosphere of comfort to visitors and offer some sense of the optimism and hope that resided in the unfulfilled dreams of those who died and the need of families to retain their cherished memories. It should also provide hope and comfort to survivors and the rescue and recovery workers who are forced to live with their memories of this experience.

Recognition—The “*Memorial Complex*” should include a tribute to those who helped during all phases of this event. It should honor the rescue workers who died during their attempts to save people in the buildings, the unsung heroes within the airplanes and buildings who helped those in need without regard for their own safety, and those who immediately responded following the attacks, working tirelessly to rescue the survivors and recover the remains. Such recognition should extend to the many volunteers who supported all of these efforts both here and throughout the nation as well as the emotional and spiritual support from this nation and the world. Also, the tribute should honor the spirit and unity that characterized the response of the community and the nation following the attacks.

Learning and a “Living Memorial”—The “*Memorial Complex*” should include both a visitor’s information center that contains facilities that will efficiently serve the needs of the many visitors **and** a Memorial Museum as a repository of important facts pertaining to:

- Observations of the attacks,
- Stories of the victims,
- The events following the attacks,
- Archival information of the history of the World Trade Center and the site and
- A history of ensuing significant political, economic and societal changes that emanated from this event.

Educational information and facilities should serve as a “*living memorial*” to the events of September 11th and the 1993 bombing with emphasis in conveying the magnitude of the destruction through depiction of the original size of the buildings. Such a learning center and museum would be a place where people can research and understand the senselessness of terrorism.



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Dear Family Member,

We are very interested in establishing on-going communication with you and getting your feedback on the attached Draft Memorial Mission Statement & Program Description. Here are a few questions we would like to hear your views on as they relate to the Draft Mission Statement & Program Description. Please feel free to add any additional thoughts or comments. Please also feel free to share this information with other family members so they may be able to contact us.

Contact Information

Would you like to receive further information/updates from the LMDC? Yes No

If so, how would you prefer we contact you?
(Please print)

Name: _____ Mail

Home Address: _____

Email Address: _____ Email

Do you belong to an organized group of families? Yes No

If so, which one? _____

Would you like that group to represent you or would you prefer to communicate with the LMDC directly? Group LMDC

Group Address
(Please print) _____

Phone Number _____

What is the name of the loved one you lost on Sept. 11th? _____

What is your relationship to this loved one? _____

Feedback on Draft Memorial Mission Statement & Program Description

Does the "Memorial Mission Statement" (page 2) capture your feelings about what the memorial should be? Yes No

If not, what should be added or deleted? _____

Do the "Themes" (page 5) outlined in the Draft Mission Statement and Program Description reflect the themes you feel the memorial should represent/convey? Yes No

Are there additional themes that you feel should be added? Yes No

Who else (*what other stakeholders*) do you feel should have input into the "Memorial Mission Statement" and/or the memorial process? (*Note: we are planning to have all the LMDC Advisory Councils review the draft*)

Other thoughts or comments on other sections of the Draft Memorial Statement & Program Description? _____

***Thank you for your time and input.
If you have any additional suggestions or comments please feel free to share them with us at any time.
(Additional space on the back) Σ***