


[Welcome](#)
[Participate](#)
[News](#)
[Search](#)
[Contact Us](#)
[About Us](#)
[Programs & Resources](#)
[Memorial](#)
[Planning, Design & Development](#)
[Funding Initiatives](#)
[Consultant RFPs/RFPs](#)
[Around Downtown](#)
[Photo Gallery](#)

DRAFT MEMORIAL MISSION STATEMENT AND MEMORIAL PROGRAM

PREFACE

In the aftermath of the September 11, 2001 attacks on the World Trade Center, the Lower Manhattan Development Corporation (LMDC) formed nine advisory councils, consisting of representative members of the affected communities and elected officials representing those communities. In recognition of the devastating loss of life and lasting impact, as well as the outpouring of emotional, material and financial support provided by businesses, government agencies, nonprofit organizations and individuals alike, the LMDC made an early commitment to the establishment of a fitting memorial at the World Trade Center site.

In 2002, the LMDC Families Advisory Council created and revised a preliminary memorial mission statement and program. Following public comment on this preliminary document, which included a mailing to the family members of the victims and public hearings held throughout New York and New Jersey, the LMDC convened memorial mission statement and program drafting committees. The drafting committees were comprised of family members of victims, residents, survivors, first responders, arts and architecture professionals, community leaders, and representatives from the LMDC advisory councils. Using the Families Advisory Council's preliminary drafts and the public comments as a starting point, the drafting committees prepared the revised drafts of a memorial mission statement and a memorial program.

The draft memorial mission statement and program are the result of the committee members each contributing their own unique thoughts and perspectives. Through their dialogue and collaborative process, a unified and concise statement was forged to provide guidance for the creation of a memorial.

After the public comment period, the memorial mission statement and program will ultimately be incorporated into the guidelines for an international memorial design competition scheduled to begin in the spring of 2003.

In addition, both committees decided that a statement of context of September 11, 2001 was an appropriate way to recount the events and recognize individual contributions. This statement of context will be included in the competition guidelines.

The two following documents will provide guidance in two distinct areas to participants in the memorial design competition.

MEMORIAL MISSION STATEMENT

The memorial mission statement serves as a compass to guide not only the creation of the memorial, but also its evolution through the ages - ensuring the symbolic representation never diverges from the mission.

Notes from the Draft Memorial Mission Statement Committee

The mission statement committee took great care in considering the meaning and significance of each word of the mission statement. Important themes incorporated within the mission statement were the result of lengthy discussions and debates about the naming of particular groups such as firefighters, police officers, rescue personnel, recovery and construction workers, and those working in the WTC buildings and surrounding area. Based on these discussions the committee decided it was important to honor the loss of life equally and the contributions of all without establishing any hierarchies. Descriptive words were carefully considered for their meaning and implications for the statement: "murdered, killed or lost," "senseless, horrific or devastating," "sacrifice," "hero," "Islamic or Muslim

terrorists." All of these words raised issues that were debated and decisions were made that best reflected the intentions of the committee. The draft mission statement contrasts the darkest depths of humanity and the bright light of human compassion and bravery. Remember, respect, recognize and inspire are its essential guiding themes. These themes are drawn as an arc, beginning with remembering those who died, recognizing courage and sacrifice and ending with a resolution of hope.

DRAFT MEMORIAL MISSION STATEMENT FOR THE WORLD TRADE CENTER SITE

- ▶ *REMEMBER AND HONOR THE THOUSANDS OF INNOCENT MEN, WOMEN, AND CHILDREN KILLED IN THE HORRIFIC ATTACKS OF SEPTEMBER 11, 2001.*
- ▶ *RESPECT THIS PLACE MADE SACRED THROUGH TRAGIC LOSS.*
- ▶ *RECOGNIZE THE ENDURANCE OF THOSE WHO SURVIVED, THE COURAGE OF THOSE WHO RISKED THEIR LIVES TO SAVE OTHERS, AND THE COMPASSION OF ALL WHO SUPPORTED US IN OUR DARKEST HOURS.*
- ▶ *MAY THE LIVES REMEMBERED, THE DEEDS RECOGNIZED, AND THE SPIRIT REAWAKENED BE ETERNAL BEACONS, WHICH REAFFIRM RESPECT FOR LIFE, STRENGTHEN OUR RESOLVE TO PRESERVE FREEDOM, AND INSPIRE AN END TO HATRED, IGNORANCE AND INTOLERANCE.*

MEMORIAL PROGRAM GUIDING PRINCIPLES AND ELEMENTS

The memorial program is comprised of Guiding Principles and Elements. The Guiding Principles are the aspirations that must be embodied within and conveyed through the memorial, regardless of the various interpretations to which it will ultimately be subject. Program Elements provide memorial designers with a list of specific elements that should be physically included in the memorial, without prescribing how or inhibiting creativity.

Notes from the Draft Memorial Program Committee

The memorial program drafting committee began and ended its task by invoking the letter and spirit of the mission statement. The committee discussed how to translate the goals of the mission statement into concepts and program elements for a design competition. It was essential to the committee that the program provide clear guidance, while also allowing for the most creative response possible by designers.

This balance was achieved in the program document through the careful consideration, and phrasing, of each program concept and element. Particular attention was devoted to discussing individual representation of victims, the interpretation and meaning of sacred space, the power of the footprints and the authentic character of elements and artifacts that survived.

The program drafting committee wants the memorial and site planning processes to influence and be coordinated with one another for mutual benefit. The memorial program will be used as one of the criteria for the site plan selection. Once the memorial designer is selected, both the memorial designer and site planner will work together to integrate their efforts.

DRAFT MEMORIAL PROGRAM FOR THE WORLD TRADE CENTER SITE

PROGRAM GUIDING PRINCIPLES

The memorial is to:

- ▶ *EMBODY THE GOALS AND SPIRIT OF THE MISSION STATEMENT;*
- ▶ *CONVEY THE MAGNITUDE OF PERSONAL AND PHYSICAL LOSS AT THIS LOCATION;*
- ▶ *ACKNOWLEDGE ALL THOSE WHO AIDED IN RESCUE, RECOVERY AND HEALING;*
- ▶ *RESPECT THE SACRED QUALITY OF THE SPACE THAT WILL BE DESIGNATED FOR THE*

MEMORIAL;

- ▶ *ENCOURAGE REFLECTION AND CONTEMPLATION; EVOKE THE HISTORICAL SIGNIFICANCE AND WORLDWIDE IMPACT OF SEPTEMBER 11, 2001;*
- ▶ *CREATE AN ORIGINAL AND POWERFUL STATEMENT OF ENDURING AND UNIVERSAL SYMBOLISM;*
- ▶ *INSPIRE AND ENGAGE PEOPLE TO LEARN MORE ABOUT THE EVENTS AND IMPACT OF SEPTEMBER 11, 2001; AND*
- ▶ *EVOLVE OVER TIME WITH OUR UNDERSTANDING OF THE EVENTS.*

PROGRAM ELEMENTS***The memorial should:***

- ▶ **RECOGNIZE EACH INDIVIDUAL WHO WAS A VICTIM OF THE ATTACKS**
 - ▶ *victims of the September 11, 2001 attacks in New York, Virginia and Pennsylvania*
 - ▶ *victims of the 1993 terrorist bombing of the World Trade Center*
- ▶ **PROVIDE SPACE FOR CONTEMPLATION**
 - ▶ *an area for quiet visitation and contemplation*
 - ▶ *a visitor area for families and loved ones of victims*
 - ▶ *a separate accessible space to serve as a final resting-place for the unidentified remains from the World Trade Center site*
- ▶ **CREATE A UNIQUE AND POWERFUL SETTING**
 - ▶ *be distinct from other memorial structures like a museum or visitor center*
 - ▶ *make visible the footprints of the original World Trade Center towers*
 - ▶ *include appropriate transitions or approaches to, or within, the memorial*
- ▶ **CONVEY HISTORIC AUTHENTICITY**
The memorial or its surrounding areas may include:
 - *surviving original elements*
 - *preservation of existing conditions of the World Trade Center site*
 - *allowances for public ceremonies and celebrations*

Welcome | Participate | News | Search | Contact Us | LMDC Home

©2002 Lower Manhattan Development Corporation | Privacy Policy