



**LMDC ALL ADVISORY COUNCIL MEETING ON
THE DRAFT MEMORIAL MISSION STATEMENT AND PROGRAM
WEDNESDAY, JANUARY 15, 2003
5:30-8:30PM
HELD AT THE OFFICES OF MERRILL LYNCH
3 WORLD FINANCIAL CENTER, 250 VESEY STREET**

Anita Contini, Vice President and Director of Memorial, Cultural & Civic Programs for the Lower Manhattan Development Corporation (LMDC) opened the meeting by welcoming the Advisory Council members in attendance. She explained the purpose of the meeting was to listen to the Council Members' comments on both the revised Mission Statement and the Program for the World Trade Center memorial produced by the Mission Statement and Program drafting committees.

Ms. Contini introduced members of the drafting committees who were present to assist with the presentation. They included Kathy Ashton, a member of the Mission Statement drafting committee, and also a member of the LMDC's Families Advisory Council and the Coalition of 9/11 Families; Richard Kennedy, a member of the Program drafting committee, and also a member of the LMDC's Transportation and Commuters Advisory Council, and Paula Grant Berry a member of the Program drafting committee as well as a member of the LMDC's Families Advisory Council.

Ms. Contini introduced Todd Jick, the facilitator for the evening. She continued by stating that Mr. Jick served as the facilitator for both the Mission and Program drafting committees and was asked to assist with the facilitation of today's joint Advisory Council meeting. With introductions completed, Ms. Contini opened the floor to Mr. Jick to explain the process used by the drafting committees to devise the draft Mission Statement and Program.

Mr. Jick explained the mechanisms used to define the boundaries of the committees' discussions. His first goal was to build emotional trust within the group by asking its members to describe what they expected to accomplish as a committee. His goal was create an atmosphere of security where they could express themselves genuinely without reproach or judgment. Next committee

members needed to reach an agreement about the overall criteria for effectiveness of a mission statement and program elements. Additionally, committee members discussed the Families Advisory Council's original draft Mission Statement and Program which was to be used as a starting point. During these discussions it was discovered that many words and phrases held different interpretations or meanings to committee members resulting in further discussion.

Ms. Contini then clarified what was meant when referring to the "*World Trade Center memorial*." The "*World Trade Center memorial*" refers to the core symbolic memorial that represents all people. In addition to the core symbolic memorial, the site may contain other important elements, such as an interpretive museum, an information center, etc. It is in these that one could expect to find detailed information about the context of the attacks, the individual stories of the victims and all who came to help, including the firefighters, the police officers, rescue personnel, recovery and construction workers, survivors and all those working at the World Trade Center site and surrounding area. The role of such a museum and information center would be to educate and inform, whereas the role of a symbolic memorial would be to remember, respect, recognize and inspire.

Ms. Contini informed Council Members that the Memorial Mission Statement and Program would be included in the future memorial design guidelines and provide guidance and instruction to the participants of the memorial design competition. To further assist participants in developing their submissions, other information will be included in the memorial design guidelines including a context of the terrorist attacks, from both 1993 and 2001, submission procedures, site plans, evaluation processes and other important items. The draft Memorial Mission Statement and Program will also be used as one of the criteria in the selection of the final site plans. This will help ensure the successful integration of both the overall site planning and the memorial.

The Program drafting committee began and ended its work by invoking the letter and spirit of the Draft Memorial Mission Statement. Ms. Contini characterized the draft Memorial Program as being comprised of two key components: guiding principles and program elements. The guiding principles are aspirations that must be embodied within and conveyed through the memorial design.

Before opening the floor for discussion, Ms. Contini shared with Advisory Council members, suggestions and reoccurring themes that were raised during the previous evening's public meeting regarding the Mission Statement and Program.

Ms. Contini recognized and thanked the Families Advisory Council for their thoughtful and diligent work on the preliminary Mission Statement and Program which framed the issues that helped the drafting committees create the revised documents. Ms. Contini then opened the floor for discussion.

Advisory Council members expressed appreciation and respect for the hard work and efforts of the Drafting Committees. Several Advisory Council members prefaced the importance of not underestimating the sheer volume of tourists the memorial will probably draw and its effect on the neighborhood connectivity and residents.

A member of the Families Advisory Council shared their concerns about the request for a separate memorial for uniformed rescue workers. She expressed the opinion that the Mission Statement was not the appropriate place to recognize those who risked their lives to save others and those who survived.

A member of the Mission Statement Drafting Committee attempted to address this issue, explaining their goal was to reflect an arc of experience, mainly human nature at its worst and best; the experience of 9/11 during its darkest and lightest hours. She further expressed the view that, as a family member on this committee, she felt it important to end up somewhere more hopeful than where she started in the process.

A few Council Members felt the Mission Statement didn't fully address or mirror the anger and rage they felt at the senselessness of the attack, and commented that the Mission Statement should be changed to reflect that more.

A family member of a victim of the 1993 bombing was concerned because the 1993 bombing was not included in the latest draft of the Mission Statement. They requested amending the Mission Statement and Program to reflect the 1993 attack, and further requested that they be remembered in any memorial that gets built for the victims of September 11th.

Another member of the Families Advisory Council expressed concern over the creation of a dedicated family center, saying they felt it was too exclusive and that over a period of time such a center would be unnecessary. They suggested having a family section within the museum with special times for private family usage. Other family members said that the creation of a separate area for family reflection and prayer away from the public eye is imperative.

Drafting Committee members, in answer to a number of comments about adding the word “*terrorist*” or “*Islamic terrorists*” to the Mission Statement, explained they deliberately chose to leave such words out of the Mission Statement for fear of creating a monument to the terrorist. In response, one Council Member suggested using the term “*religious extremist terrorists,*” as a politically correct alternative.

Several Advisory Council Members indicated the need for all to take a “*leap of faith*” and trust that they would continue to have a voice in the process as we move forward, and that whatever memorial is chosen in the end will be beautiful, respectful and lasting. Once a site plan is identified, the architects, designers and stakeholders will work together to ensure a respectful memorial is built.

Anita Contini and LMDC Board Member Tom Johnson thanked the drafting committees and Advisory Council Members for attending and the meeting adjourned.