

WORLD
TRADE CENTER
SITE MEMORIAL COMPETITION

GUIDELINES

Remember and honor the thousands of innocent men, women, and children murdered by terrorists in the horrific attacks of February 26, 1993 and September 11, 2001.

Deadline for Registration: May 29, 2003

Deadline for Submission: June 30, 2003

Remember

INVITATION TO COMPETE

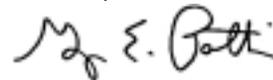
Dear Competitors,

On behalf of all New Yorkers, we welcome your participation in the World Trade Center Site Memorial Competition. This is the most significant public memorial project in our City's recent history, and we are depending on the creative community for your vision and insight.

Memorials serve so many essential functions: they give us a context for remembering the past, engaging the present, and reflecting on the future. We are seeking to honor the lives lost in the attacks of 9/11 on New York City – and on Washington, DC and the flight that ended in Shanksville, PA – as well as during the attack on the World Trade Center on February 26, 1993. We also need to commemorate the resilience as well as the grieving of survivors, co-workers, neighbors, and citizens profoundly affected. The values of liberty and democracy transcend geography and nationality, and they must be given physical expression as we reimagine Lower Manhattan.

By taking part in this competition, you have already helped to heal our City and demonstrate once again, New York does not stand alone.

Sincerely,



George E. Pataki
Governor
State of New York



Michael R. Bloomberg
Mayor
City of New York

LETTER FROM THE LMDC CHAIRMAN

Dear Competitors:

On behalf of the Lower Manhattan Development Corporation, I wish to extend my heartfelt appreciation and encouragement to the hundreds of people around the world who will take part in this competition. It is difficult to imagine a more important endeavor to which you could apply your creative talents.

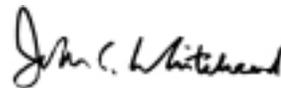
The World Trade Center Site Memorial will ensure that future generations never forget the thousands of people killed on September 11th – in New York, in Shanksville, Pennsylvania and at the Pentagon in Virginia – as well as the six people killed during the first World Trade Center attack on February 26, 1993.

The memorial will not only recall life, it will reaffirm life itself. The heroism displayed on September 11th revealed the bright light of humanity even in our darkest hour. The global outpouring of support in the days after showed that freedom is not an American idea, it is a universal ideal.

I would like to acknowledge the contributions of the numerous individuals and organizations whose dedication and hard work have laid the broad foundation for the competition you are entering. We are especially appreciative of the leadership of Governor George E. Pataki and Mayor Michael R. Bloomberg, under whose guidance we have been able to achieve remarkable progress in the recovery effort, the cleanup of the site, and in the selection of a site plan. The LMDC has numerous partners who work tirelessly to rebuild Lower Manhattan, particularly the Port Authority of New York and New Jersey, the State of New York, the City of New York, and the U.S. Department of Housing and Urban Development.

We are deeply indebted to the members of the Memorial Working Group of the LMDC Board, including Deborah Wright, Tom Johnson, and Lewis Eisenberg, whose stewardship has brought this competition to fruition. The guidelines you are about to review evolved out of months of careful deliberation among citizen volunteers who served on the Memorial Mission Statement Drafting Committee and the Memorial Program Drafting Committee. Their work helped articulate the meaning of this competition and the ideas and elements the memorial must embody. Lastly, we are grateful to the family members of victims of the attacks who, despite their profound loss, have contributed so much to our process.

In closing, I wish you the best of luck. Thank you for applying your talent to help our City reflect on loss, and celebrate life.



John C. Whitehead
Chairman

Lower Manhattan Development Corporation

LETTER FROM LMDC PRESIDENT

Dear Competitors:

As you begin to envision your design for a World Trade Center Site Memorial, please allow a moment to reflect upon the nature of its location.

The World Trade Center complex was declared, upon its completion 30 years ago, a "living symbol of man's dedication to world peace" through world commerce. Built in the heart of Lower Manhattan, the World Trade Center embodied and reflected the culture and vitality of its surroundings.

From nearby Federal Hall, where George Washington was sworn in as the first President of the United States and the Bill of Rights was conceived; to the Brooklyn Bridge, completed in 1883 as the world's largest suspension bridge, to South Street Seaport, where ships from around the globe once docked with precious cargo, the finest expressions of democracy, ingenuity, and international exchange emerged from the area's citizens and visitors.

Today, a multitude of thriving local communities nurture the history of Lower Manhattan and provide the foundation for its future. Residents, artists, business owners, school children, commuters, tourists, financiers, all sustain downtown's diversity and add to its rich potential.

The events of September 11, 2001 and February 26, 1993 affected individuals and families around the world. In your design, remember all those who were lost, but celebrate the values that endure, drawing inspiration from its setting in the cradle of American democracy.

I wish you the best of luck.

Sincerely,



Kevin M. Rampe
Interim President

Lower Manhattan Development Corporation

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1 OVERVIEW

The Lower Manhattan Development Corporation (LMDC) is administering the World Trade Center Site Memorial Competition (Competition). Through this competition, LMDC will select a design for a single memorial (Memorial) that will remember and honor all loss of life on September 11, 2001, and February 26, 1993 and the contributions of all without establishing any hierarchies. Design concepts must be consistent with the Memorial Mission Statement and Memorial Program developed by committees convened by the LMDC that included family members, residents, survivors, first responders, arts and architecture professionals and community leaders. These committees premised their work on an initial memorial mission statement and program developed by the LMDC Families Advisory Council. Both documents were subject to extensive public comment and were subsequently revised based on such comment.

This is an open international competition that will be conducted in two stages. The first stage (Stage I) requires the submission of design concepts on a single presentation board. Members of the memorial competition jury (Jury) will evaluate the submissions. Stage I evaluations will be anonymous. At the end of Stage I, approximately five finalists will be selected to proceed to a second stage (Stage II) during which the finalists will further develop their design concepts. The jury will then reconvene to review the revised designs, and select a finalist to be announced in the fall of 2003.

Registration forms and guidelines for the competition are available on www.wtcsitememorial.org or by faxed request to 1-800-717-5699. If you are requesting a printed version by fax, you must include a mailing address to which all forms and printed materials may be sent. All forms, images and information contained on the website are identical in content to printed materials.

The following guidelines for the competition include details of the memorial mission statement and program, instructions for registration and submission, presentation requirements and recommendations, and other essential information for competitors.

A brief description of the guidelines is available 24 hours a day at 1-800-696-0081. This number will not accept messages.

2 HISTORY AND BACKGROUND INFORMATION

2.1 HISTORICAL EVENTS

The seven-building World Trade Center complex was developed and constructed by the Port Authority of New York and New Jersey between 1962 and 1973. The Twin Towers, rising 110 stories high and 1,368 and 1,362 feet tall, were the two tallest buildings in the world at the time of their completion.

On February 26, 1993, at 12:18 p.m., a terrorist truck bomb exploded on the B-2 level of the World Trade Center, killing six people and injuring thousands. The bomb created a five-story crater underground and caused severe damage to the complex, including emergency communications, electricity and water systems. The formal return of office tenants to the complex began three weeks after the attack.

On September 11, 2001 two passenger airplanes traveling from Boston to Los Angeles were hijacked and redirected to New York City. One airplane was flown into the 80th floor of the north tower of the World Trade Center at 8:46 a.m. The second airplane was flown into the 78th through the 84th floors of the south tower at 9:03 a.m. The attacks caused massive explosions that showered burning debris over surrounding buildings and the streets below and ignited fires within the towers themselves. The south tower of the World Trade Center collapsed at 9:59 a.m. and the north tower collapsed at 10:30 a.m.

A third airplane traveling from Washington to Los Angeles was hijacked and flown into the southwestern "wedge" of the Pentagon, headquarters of the United States Department of Defense, at 9:38 a.m. A fourth airplane traveling from Newark to San Francisco was hijacked and, after turning east from its westerly course across Pennsylvania and Ohio, crashed in rural Somerset County, Pennsylvania at 10:03 a.m. A group of passengers and flight attendants fought back against the plane's hijackers, precipitating its crash but likely saving numerous lives at an unknown target.

The planes were hijacked by members of al Qaeda, an international terrorist organization. Al Qaeda has also been linked to the 1993 bombing of the World Trade Center, the bombings of the US embassies in Kenya and Tanzania, and the attack on the USS Cole in Yemen.

The entire story of September 11, 2001 is yet to be told. The brave men and women of the New York City Fire Department, the New York City Police Department, the Port Authority Police Department, and the many other unsung heroes whose deeds we may never know, will not be forgotten. New York is indebted to countless construction and steel workers, emergency medical services personnel, recovery technicians, engineers, psychologists, relief organizations, the New York City Medical Examiner's office, and thousands of volunteers who worked around the clock to ease suffering and bring home the lost.

The following is a summary of facts, as they are known today:

- 7 buildings destroyed at the World Trade Center site including two 110 story towers;
- 13.4 million square feet in 6 buildings destroyed;
- 21.1 million square feet in 23 buildings damaged;
- 1.8 million tons of debris were removed in less than ten months;
- 40 people aboard the airplane that crashed in Shanksville, PA were murdered;
- 184 military personnel and civilians were murdered at the Pentagon;
- 2,792 people were murdered in the World Trade Center and its vicinity (number of victims confirmed by New York City Medical Examiner's office as of April 18, 2003); and
- People from 92 countries around the world were murdered at all of these locations.

In total, 3,016 men, women and children were murdered September 11, 2001 and six people were murdered in the bombing of the World Trade Center on February 26, 1993.

2.2 COMPETITION SPONSOR: ABOUT LMDC

The Lower Manhattan Development Corporation was created in the aftermath of the September 11, 2001 attacks by Governor George E. Pataki and then-Mayor Rudolph W. Giuliani to help plan and coordinate the rebuilding and revitalization of Lower Manhattan, defined as the geographic area of Manhattan south of Houston Street. The LMDC is a joint State-City corporation governed by a 16-member Board of Directors, half appointed by the Governor of New York State and half by the Mayor of New York City. LMDC is funded by \$2.78 billion in grants from the United States Department of Housing and Urban Development.

LMDC is charged with ensuring that Lower Manhattan recovers from the attacks and emerges as a strong and vibrant 24-hour community. The centerpiece of LMDC's efforts is the creation of a permanent memorial honoring those lost, while affirming the democratic values that came under attack on September 11, 2001 and February 26, 1993.

LMDC works in cooperation with its partners in the public and private sectors to coordinate long-term planning for the World Trade Center site and surrounding communities, while pursuing short-term initiatives to improve the quality of life in Lower Manhattan during the revitalization effort. LMDC is committed to an open, inclusive, and transparent planning process in which the public has a central role in shaping the future of Lower Manhattan. Nine Advisory Councils representing a broad spectrum of groups affected by the World Trade Center attacks, including victims' families, business owners, and downtown residents, regularly consult with the LMDC on issues of concern to their respective constituencies. LMDC also conducts public hearings, participates in Community Board meetings, and continuously meets with community groups, civic organizations, and public officials.

3 HISTORY, LOCATION AND PLANNING OF WORLD TRADE CENTER SITE

3.1 HISTORY AND LOCATION

The World Trade Center site sits in the heart of Lower Manhattan, the birthplace of New York City and the cradle of American democracy. Manhattan has a history marked by change and innovation. In the 17th century, the Dutch colony of New Amsterdam flourished into a modern community boasting cobblestone streets and a protective wood wall along what is now Wall Street.

The English took control in 1664 and the young city was renamed New York, with its northern boundary just beyond Chambers Street. From 1785 to 1790, following the American Revolution, New York became the capital of the United States. On the site where Federal Hall now stands, George Washington was sworn in as the first President of the United States. In 1792, the nation's first stock exchange opened a few steps away. The Brooklyn Bridge was completed in 1883 and the Statue of Liberty was dedicated three years later in 1886. In 1892, Ellis Island opened as a gateway to the United States for immigrants from around the world.

In the early 1900s, modern skyscraper technology began to transform the Lower Manhattan skyline. The Woolworth building, constructed in 1913, was, at the time of its construction, the world's tallest building at 792 feet. Meanwhile, Wall Street financial firms cemented their distinction as world leaders, further accelerating the need for office space in Lower Manhattan. The skyscraper boom continued with the opening of the 60-story Chase Manhattan Bank headquarters in 1961, which helped maintain Lower Manhattan as a center of financial services and related industries. The skyward advance in Lower Manhattan culminated in the 1970's with the completion of the World Trade Center by the Port Authority of New York and New Jersey. Over the past 25 years, Lower Manhattan has been transformed into a mixed-use area with the development of new residential buildings and the conversion of commercial office space into residential apartments. By the year 2000, Lower Manhattan was Manhattan's fastest growing residential neighborhood. Lower Manhattan is also home to several cultural destinations including museums and major tourist attractions.

For more information regarding the area, go to www.lowermanhattan.info. Lower Manhattan and the World Trade Center site are serviced by a variety of transportation systems, including 15 Metropolitan Transportation Authority (MTA) subway lines, Port Authority Trans Hudson (PATH) trains from New Jersey and ferry service across the East River and the Hudson River. Plans for improving and expanding these transportation systems are currently under development.



1. MAP OF LOWER MANHATTAN

3.2 HISTORY OF THE WORLD TRADE CENTER SITE

The World Trade Center site was developed and constructed by the Port Authority of New York and New Jersey, a bi-state public authority created by interstate compact. Six buildings occupied the 16-acre site. By far the most prominent were 1 WTC and 2 WTC, the north and south towers. At 1,368 and 1,362 feet tall, respectively, and 110 stories each, the Twin Towers were, at the time of their completion in 1971 and 1973, the two tallest buildings in the world. The buildings, designed by architect Minoru Yamasaki, were known around the world and marked the skyline of Lower Manhattan for close to thirty years. The soil and rock excavated from the site helped create the land upon which the residential community of Battery Park City was built.

3.3 RECENT DEVELOPMENTS AND CURRENT CONDITIONS

Lower Manhattan's resurgence in the aftermath of September 11, 2001 is well underway. Downtown communities continue to evolve as additional residential, cultural and commercial space is developed and supported. Lower Manhattan, already the third largest commercial business district in the United States, continues to provide a mix of commercial office buildings, a growing residential community, and academic, cultural and civic institutions.

The World Trade Center site has been cleared of all debris. The retaining walls surrounding the memorial site, or "slurry" walls, are visible and there is ongoing reconstruction of the temporary PATH train station slated for completion in December of 2003. Several other construction and development activities are also underway, including reconstruction of the 7 World Trade Center building directly north of the site.

Although competitors may visit the perimeter of the site, LMDC cannot provide tours or access to the interior of the site.

Plans for rebuilding the World Trade Center site have been under consideration since September 11, 2001. Nine site designs were formally presented to the public on December 18, 2002, and subject to widespread public comment. All designs commissioned by the LMDC provided a site and context for a World Trade Center site memorial.

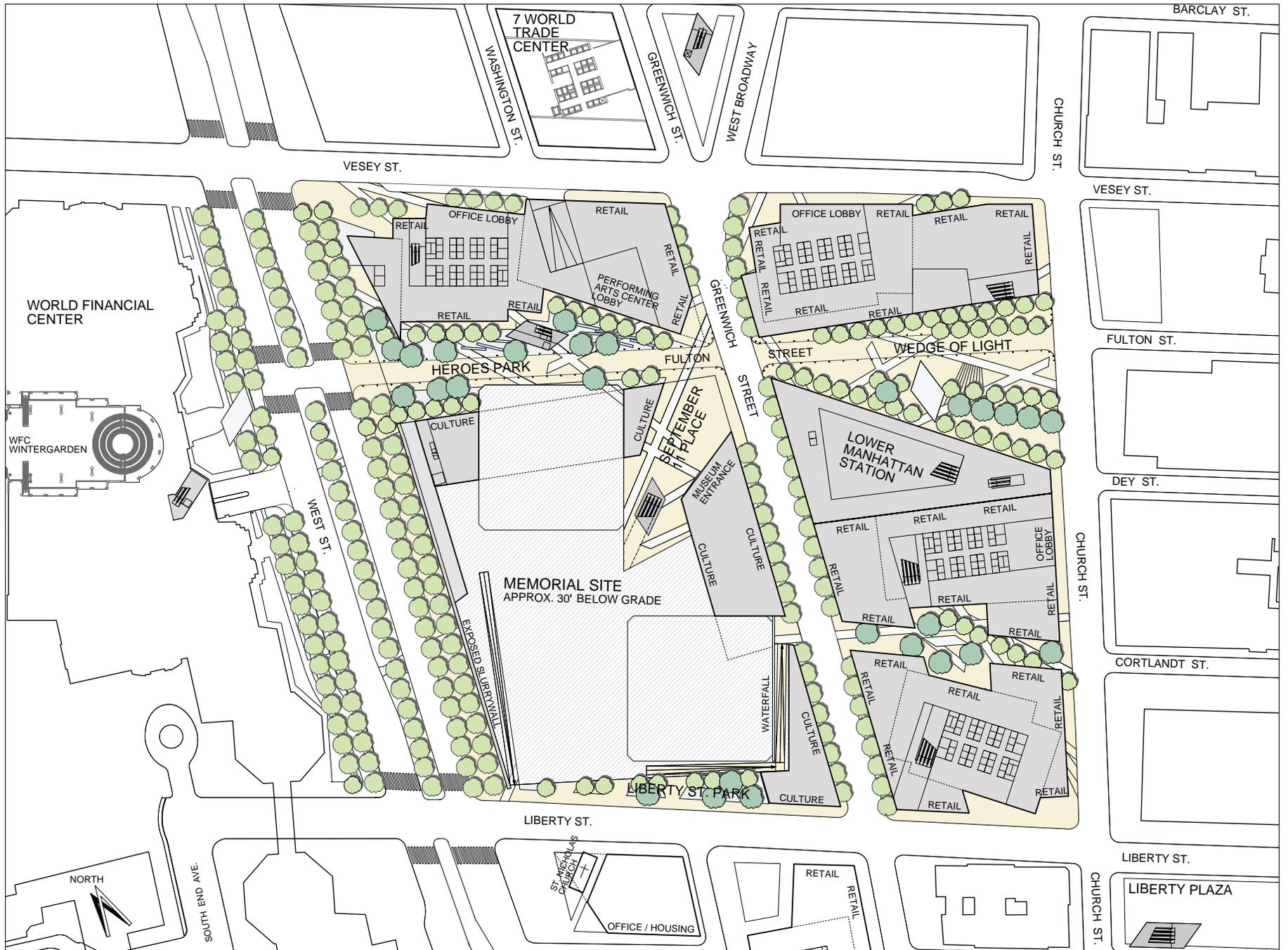
On February 27, 2003, the LMDC announced the selection of the design proposed by Studio Daniel Libeskind. The Studio Daniel Libeskind plan provides the context and space for the memorial competition as described in the next section.

Visit the LMDC website at www.renewnyc.com for additional information about the World Trade Center site plan.



2. WORLD TRADE CENTER SITE BEFORE SEPTEMBER 11, 2001

PHOTO CREDIT: JULIAN OLIVAS



3. WORLD TRADE CENTER SITE PLAN GROUND LEVEL





4. STATUE OF LIBERTY, STUDIO DANIEL LIBESKIND SKYLINE VIEW

4 MEMORIAL SITE

4.1 MEMORIAL SITE DEFINITION

This competition seeks to elicit the most creative and exceptional designs for the memorial at the World Trade Center site. The memorial site is part of the larger site plan for the future rebuilding of the World Trade Center site. (See Illustration #5) Of the approximately 16 acres designated for reconstruction, the memorial and cultural complex occupies an area of 6.5 acres that includes the 4.7-acre memorial site, a museum and other cultural buildings. The memorial and cultural complex is bounded by the West Street 8-lane highway to the west, an extension of Fulton Street to the north, a restored Greenwich Street to the east, and a new, east-west oriented Liberty Street Park to the south. The cultural buildings form a protective shield and a buffer zone for the memorial site along Fulton Street and Greenwich Street.

- The memorial site itself is an area of approximately 4.7 acres that is recessed 30 feet below street level. The site includes the two approximately 200 by 200 feet areas known as “footprints,” where the original World Trade Center Towers were located.
- There is a glazed wall defining the northern edge of the north tower footprint. This glazed wall provides natural light for the adjacent, below grade pedestrian concourse.
- On the southern side of the site there is a new concrete wall forming the edge of the memorial site at Liberty Street.
- At the western perimeter of the memorial site is an area adjacent to the slurry wall going all the way down to bedrock, approximately 70 feet below street level. It extends approximately 260 feet south from the northwest corner of the site and has a width of approximately 24 feet. It provides an opportunity for visitors to experience the full depth of the site and allows views of the slurry wall’s full height.
- The museum and cultural buildings framing the site, including the façades and all architectural elements, are not included as part of the competition.

The western edge of the site, below grade, is defined by the exposed slurry wall, the only surviving structure from the original World Trade Center. It is fundamental to Studio Daniel Libeskind’s design that the slurry wall remains prominent and visible. This wall will be stabilized

by steel structures and protected by a climatized glazed plane.

The north wing of the cultural building complex spans over the North Tower footprint and provides a visual frame from Fulton Street. The eastern wing cantilevers over the southern footprint and, together with a waterfall, provides a definition of the South Tower footprint. (See Illustrations # 6 and 7: Sections) Areas under these building portions are part of the memorial site and are shown as dashed lines on the site plan and on the sections. Between the two wings and at their center is September 11 Place plaza, overlooking the memorial site and giving central access to the memorial and the museum. The museum is housed in a suspended building floating over September 11 Place plaza. Included in these guidelines are drawings and images illustrating the site plan designed by Studio Daniel Libeskind for your reference and use, along with other information about the site and its environment.

4.2 ACCESS AND CIRCULATION

It is estimated that the number of visitors to the memorial site will be 5 million annually, with an estimated 8,000 – 50,000 visitors daily. Memorial designs may accommodate opportunities for ceremonies and celebration.

Currently, access to and movement around the site is restricted by construction equipment. Future pedestrian and vehicular access and movement around the site is illustrated and described in detail in the Studio Daniel Libeskind site plan for the World Trade Center site. In general, however, future primary east-west pedestrian movement through the site to the memorial will be on Fulton Street. Starting on the east side at the South Street Seaport and moving west, Fulton Street will connect: (a) the planned MTA subway Transit Center hub at Broadway and further west; (b) the Wedge of Light Plaza and the PATH station at Church Street; and (c) the September 11th Place plaza, one of the four points of access to the memorial site itself. Fulton Street continues west past the World Trade Center site to the World Financial Center Winter Garden, and finally the Hudson River waterfront and the ferry terminal. Pedestrians will also arrive using the remapped Greenwich Street running north-south, as well as the entry ramps on Liberty and Fulton streets.

There are four access points to the memorial site:

- First, the main access from September 11th Place plaza;
- Second, a ramp from the corner of Liberty Street and West Street;
- Third, a ramp at Greenwich Street; and
- Finally, a staircase and elevators at the intersection of Fulton and West Street, giving access to the memorial site and the area at bedrock.

4.3 CLIMATE

New York City is in a temperate region. Summers are often hot and humid. Winters may be harsh with freezing temperatures, snowfall, and northwest winds off the Hudson River located three blocks from the World Trade Center site. Competitors should consider this wide range of climates when creating their designs.

4.4 COMPETITION BOUNDARIES

Competitors may locate or integrate the memorial anywhere within the memorial site limits and boundaries as shown in Illustrations #5, #6, and #7. The memorial site limit is indicated by a blue line on the site plan and sections and labeled as "site boundary." (This appears as a heavy black line when printed in Black and White.)

Competitors may, within the boundaries illustrated, create a memorial of any type, shape, height or concept. Designs should consider the neighborhood context, including the connectivity of the surrounding residential and business communities. All designs should be sensitive to the spirit and vision of Studio Daniel Libeskind's master plan for the entire site.

Design Concepts that propose to exceed the illustrated memorial site boundaries may be considered by the jury if, in collaboration with the LMDC, they are deemed feasible and consistent with site plan objectives.

The memorial site ground plane is a concrete deck located approximately 30 feet below street level and approximately 40 feet above bedrock. Memorial designs should not extend below this plane except at the northwest corner of the memorial site where the exposed slurry wall extends down to the bedrock as shown in Illustration #6. Any landscaping and soil must extend up from this memorial plane.

Access points, escalators, and ramps are indicated on the attached site plans as excluded from the memorial competition, even though they are located within the memorial site boundary. The exposed slurry wall, the waterfall and the walls of the cultural buildings are also excluded from the memorial competition.

Areas located within dotted lines indicating that there may be buildings bridging those areas, or cantilevered out over those areas, may be used to the limits specified on the section/elevation drawings included in these guidelines.

4.5 MEMORY FOUNDATIONS: Statement from Daniel Libeskind for World Trade Center Site Plan

I arrived by ship to New York as a teenager, an immigrant, and like millions of others before me, my first sight was the Statue of Liberty and the amazing skyline of Manhattan. I have never forgotten that sight or what it stands for. This is what this project is all about.

When I first began this project, New Yorkers were divided as to whether to keep the site of the World Trade Center empty or to fill the site completely and build upon it. I meditated many days on this seemingly impossible dichotomy. To acknowledge the terrible deaths which occurred on this site, while looking to the future with hope, seemed like two moments which could not be joined. I sought to find a solution which would bring these seemingly contradictory viewpoints into an unexpected unity. So, I went to look at the site, to stand within it, to see people walking around it, to feel its power and to listen to its voices. And this is what I heard, felt and saw.

The great slurry wall is the most dramatic element which survived the attack, an engineering wonder constructed on bedrock foundations and designed to hold back the Hudson River. The foundations withstood the unimaginable trauma of the destruction and stand as eloquent as the Constitution itself asserting the durability of Democracy and the value of individual life.

We have to be able to enter this ground while creating a quiet, meditative and spiritual space. We need to journey down, some 30 feet into the Ground Zero Memorial site, past the slurry wall, a procession with

deliberation. The Memorial site remains protected from the dynamic activities of a revitalized new neighborhood.

The foundation, however, is not only the story of tragedy but also reveals the dimensions of life. The PATH trains continue to traverse this ground now, as before, linking the past to the future. Of course, we need a Museum at the epicenter of Ground Zero, a museum of the event, of memory and hope. The Museum becomes one of the entrances into Ground Zero, always accessible, leading us down into a space of reflection, of meditation, a space for the Memorial itself. This Memorial will be the result of an international competition.

Those who were lost have become heroes. To commemorate those lost lives, I created two large public places, the Park of Heroes and the Wedge of Light. Each year on September 11th between the hours of 8:46 a.m., when the first airplane hit and 10:30 a.m., when the second tower collapsed, the sun will shine without shadow, in perpetual tribute to altruism and courage.

We all came to see the site, more than 4 million of us, walking around it, peering through the construction wall, trying to understand that tragic vastness. So I designed two ramps, one from Liberty Street and West Street running along the great slurry wall and one from Greenwich Street, behind the waterfall to the southern edge of the site.

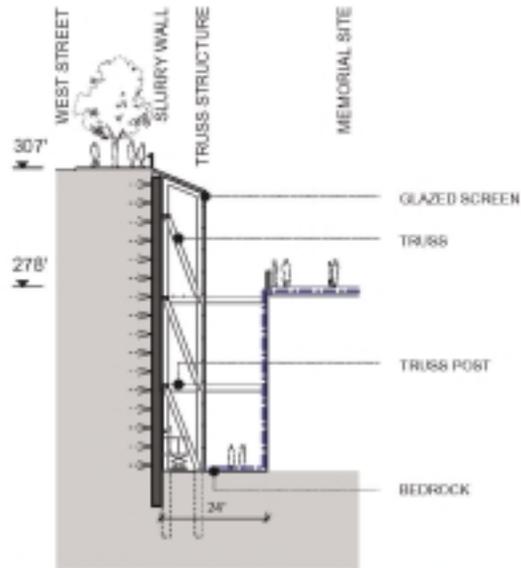
The exciting architecture of the new Lower Manhattan Rail station—with a concourse linking the PATH trains, the subways connected, hotels, a performing arts center, office towers, underground malls, street level shops, restaurants, cafes—creates a dense and exhilarating affirmation of New York.

The sky will be home again to a towering spire 1,776 feet high, an antenna Tower with gardens. Why gardens? Because gardens are a constant affirmation of life. A 1,776-foot skyscraper rises above its predecessors,

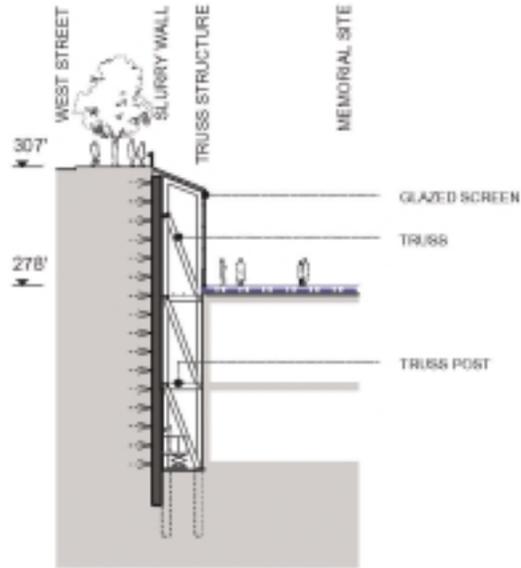
reasserting the pre-eminence of freedom and beauty, restoring the spiritual peak to the city, creating a building that speaks of our vitality in the face of danger, and our optimism in the aftermath of tragedy. Life victorious.

4.6 MEMORIAL SITE DRAWINGS

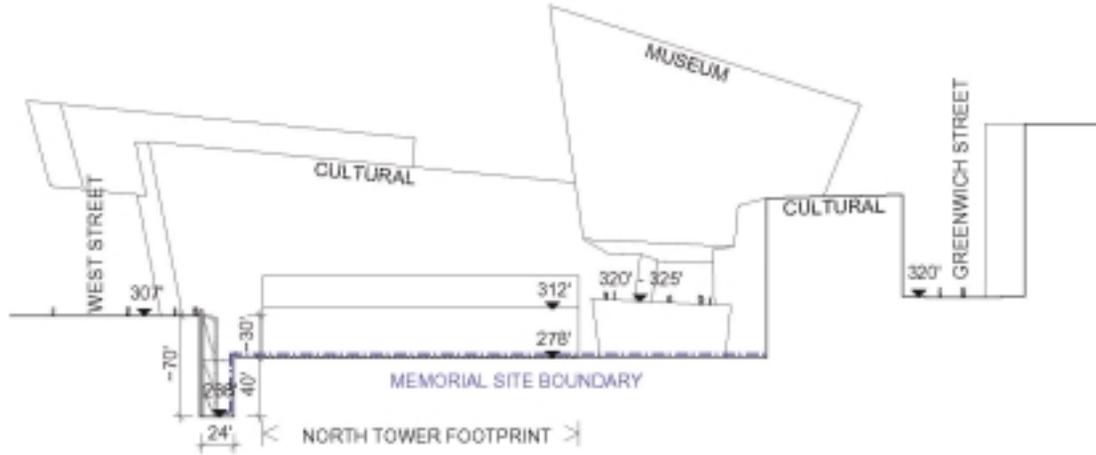
Base drawings, including a site plan, overhead views of the site, site sections and elevations, are provided on the following pages for reference.



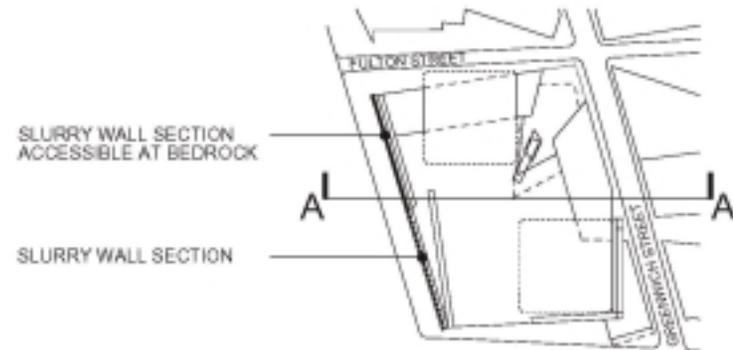
SLURRY WALL SECTION ACCESSIBLE AT BEDROCK



SLURRY WALL SECTION

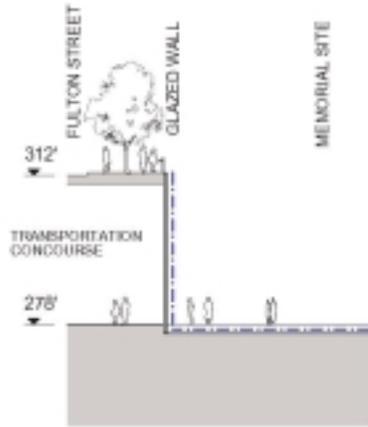


MEMORIAL SITE SECTION A-A

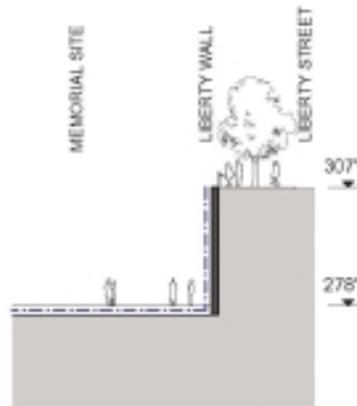


▼ Denotes relative elevation in feet

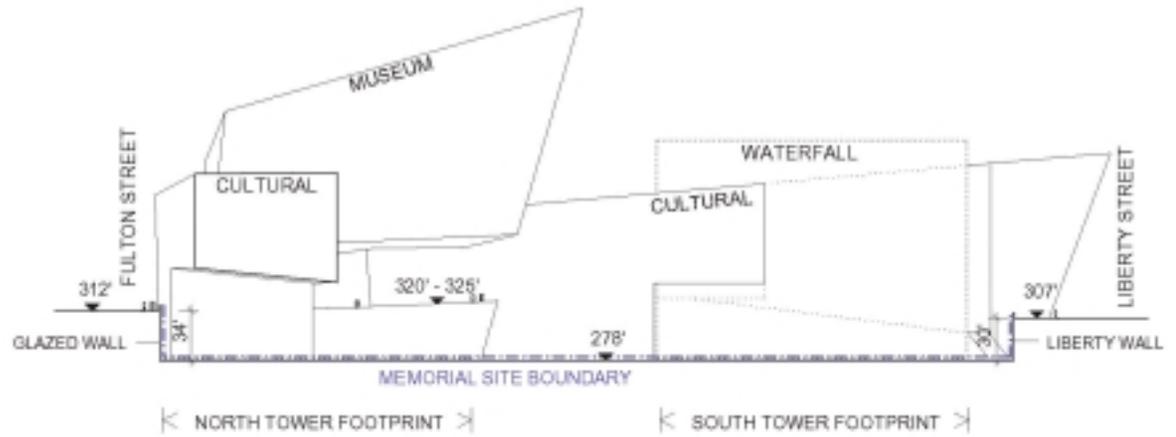
6. MEMORIAL SITE BOUNDARIES — SECTION A-A



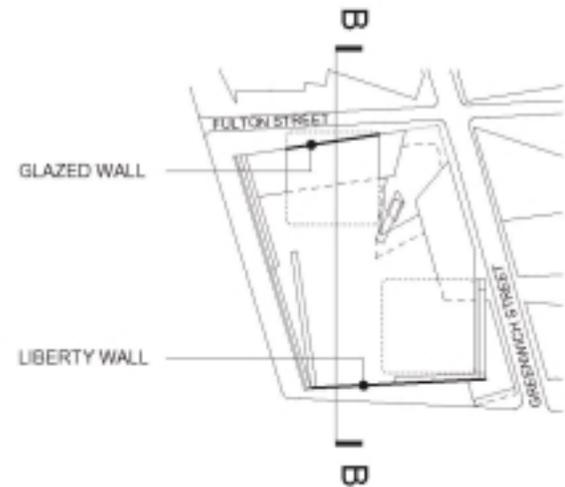
GLAZED WALL



LIBERTY WALL



MEMORIAL SITE SECTION B-B

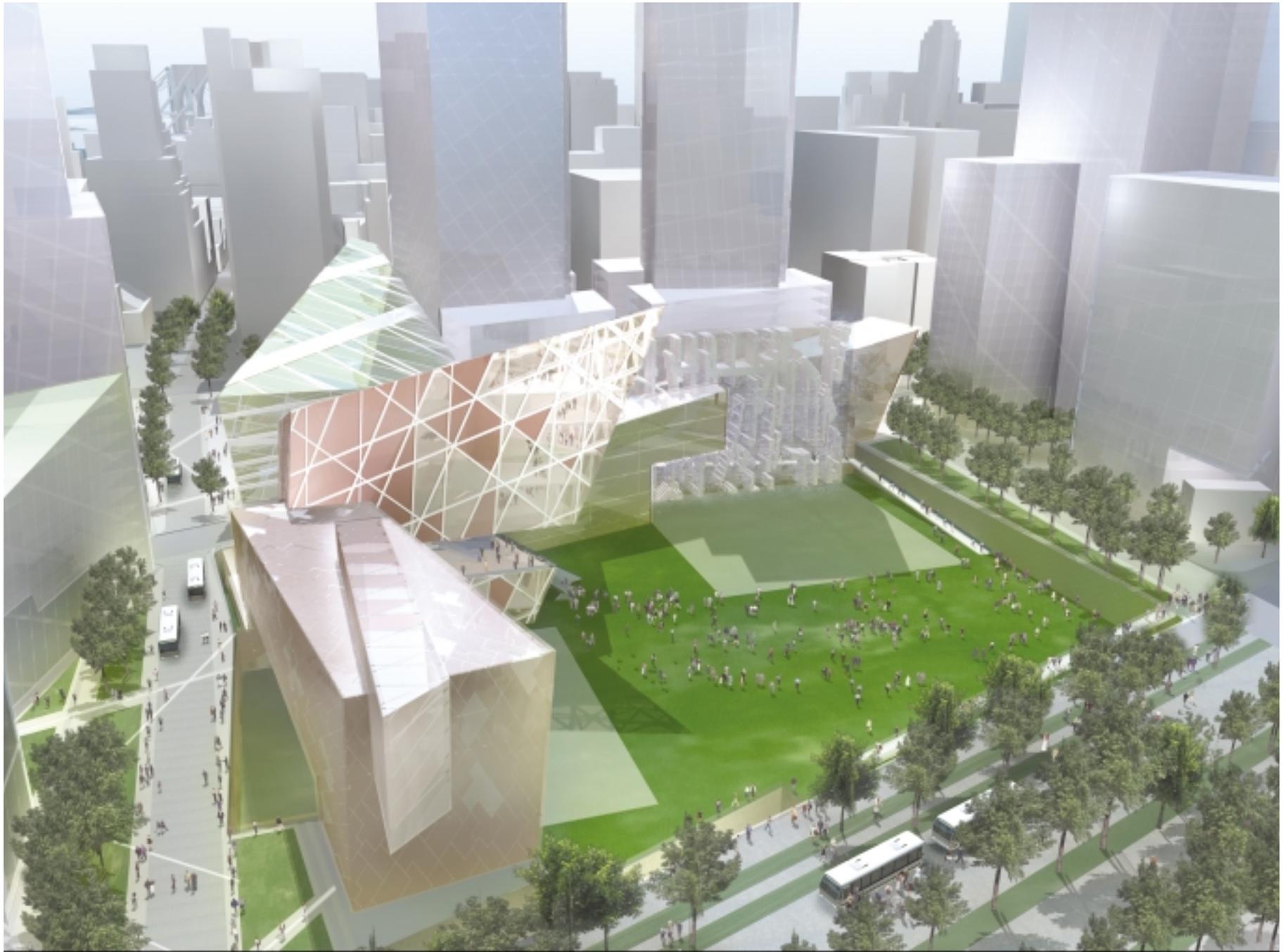


▼ Denotes relative elevation in feet

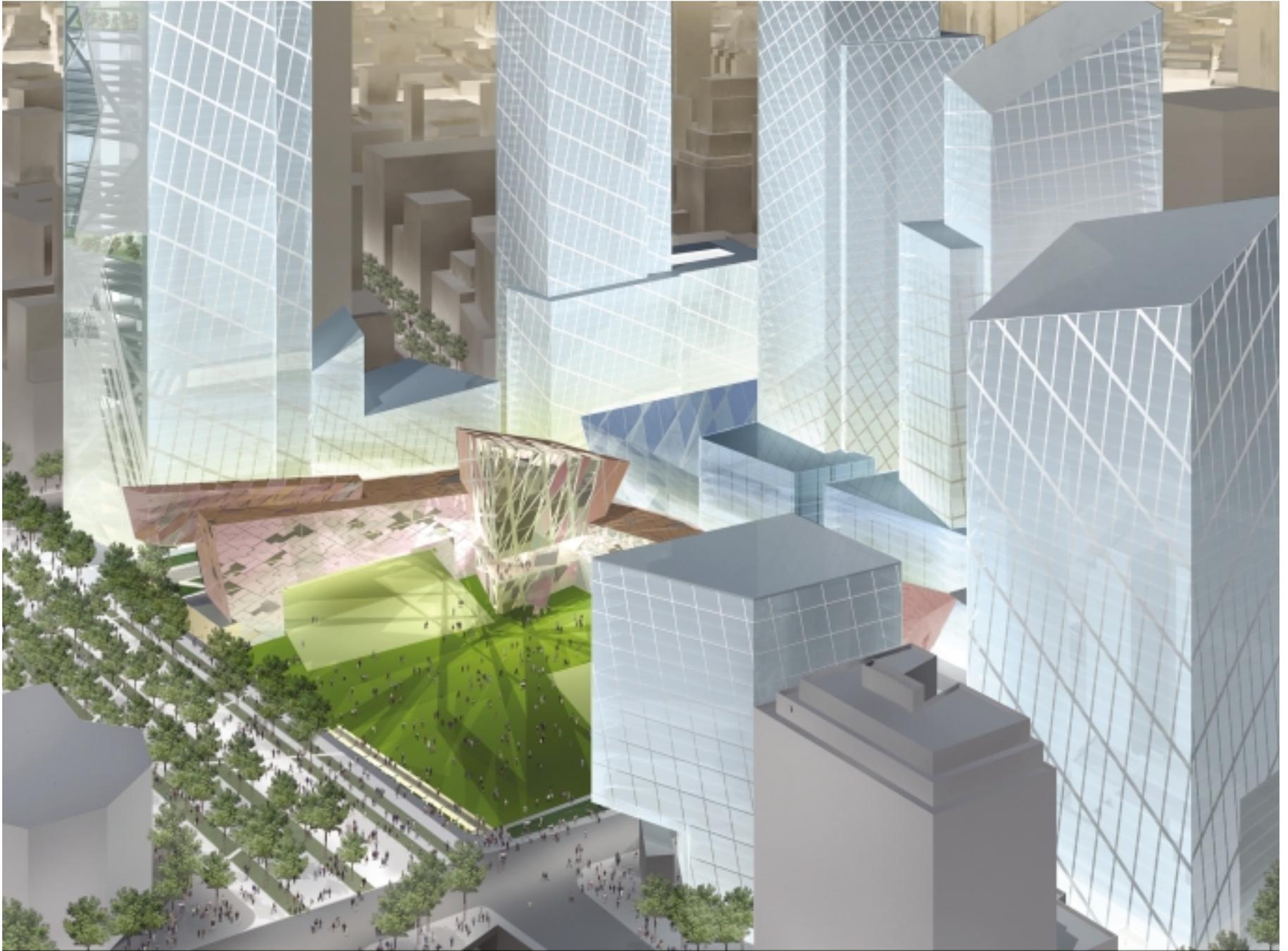
7. MEMORIAL SITE BOUNDARIES — SECTION B-B



8. SITE VIEW FROM NORTHEAST



9. SITE VIEW FROM NORTHWEST



10. SITE VIEW FROM SOUTHWEST

MEMORIAL MISSION STATEMENT AND PROGRAM

The Memorial Mission Statement serves to guide the creation of the memorial as well as its evolution through the ages, ensuring that the memorial never diverges from its mission.

The Memorial Program contains Guiding Principles and Program Elements that must be embodied within and conveyed through the memorial design.

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. A few Program Elements are numbered to assist competitors in identifying these elements in their memorial designs, as further explained in section 7.

The design for the memorial must be related directly to both the Memorial Mission Statement and Memorial Program as well as the Additional Program Considerations. The World Trade Center site memorial should honor the loss of life equally and the contributions of all without establishing any hierarchies.

5.1 THE MEMORIAL MISSION STATEMENT

Remember and honor the thousands of innocent men, women, and children murdered by terrorists in the horrific attacks of February 26, 1993 and 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.

5.2 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 and enhance the sacred quality of the overall site and the space 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 February 26, 1993; and
- Evolve over time.

5.3 PROGRAM ELEMENTS

There are five physical program elements which have been enumerated below. These should be used as a key in each competitor's submission. A competitor should use these numbers on their presentation boards in accordance with the instructions provided in section 7.

The memorial should:

Recognize each individual who was a victim of the attacks 1

- Victims of the September 11, 2001 attacks in New York, Virginia and Pennsylvania
- Victims of the February 26, 1993 terrorist bombing of the World Trade Center

Provide space for contemplation

- An area for quiet visitation and contemplation 2
- An area for families and loved ones of victims 3
- Separate accessible space to serve as a final resting-place for the unidentified remains from the World Trade Center site 4

Create a unique and powerful setting that will

- Be distinct from other memorial structures like a museum or visitor center
- Make visible the footprints of the original World Trade Center towers 5
- 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

5.4 ADDITIONAL PROGRAM CONSIDERATIONS

Supplementary uses that support and augment the Memorial Mission Statement, Memorial Program Guiding Principles and Elements, are allowed. These might include, for example, a modest amount of facilities for supporting activities and related services. However, the memorial site cannot include commercial structures.

The budget for the memorial will depend upon the memorial design. During Stage II, selected finalists will be asked to develop their designs, which will include feasibility studies and cost estimates.

The Memorial Program elements refer to specific areas and provisions for quiet visitation and contemplation, for families and loved ones of victims, and for a final resting-place for unidentified remains from the World Trade Center site. Entrance and access to these areas should be indicated along with the relationship between these separate spaces. These spaces can be adjacent to one another. Approximately 2,500 square feet of enclosed space should be allocated for the unidentified remains; however, competitors do not need to design the interior of this space.

6 SCHEDULE AND DEADLINES*

April 28	Competition begins. Registration opens. Guidelines available. Questions from competitors accepted on website.
May 18	Last day to submit questions.
May 23	Answers to questions posted on website.
May 29	Last day to register. All competitors must register by 5:00 p.m. EDT.
June 9	Opening date for receipt of submissions.
June 30	Closing date for receipt of submissions. Submissions will not be accepted after 5:00 p.m. EDT on this date.
July	Submission processing period.
August	Jury review and evaluation period.
September	Completion of Stage I
October	Completion of Stage II. Announcement of final memorial design.

*Schedule and deadlines are subject to change at any time by LMDC. LMDC will provide reasonable prior notice of any such changes on the competition website, www.wtcsitememorial.org.

7 COMPETITION RULES AND REQUIREMENTS

In order for a submission to be considered eligible, competitors must adhere to the following rules and requirements:

Eligibility

- All official registrants must be individuals who are at least 18 years of age and register for the competition as of May 29, 2003.
- Any team entering the competition must identify one individual to be the official registrant in the competition. The registrant will be the official representative of the competitor team. No person may register more than once or be a member of more than one team. Each registrant or team member may submit only one submission. If a person appears as the registrant or team member on more than one submission, all submissions associated with that person will be ineligible.
- Members of the Memorial Competition jury, all LMDC employees, board members and their immediate families, Memorial Competition consultants, Memorial Mission Statement and Program committee members and all employees and sub-consultants of Studio Daniel Libeskind are ineligible to compete.

Registration Form

To enter the competition, all competitors must first register by filling out and submitting a Registration Form. No submissions will be reviewed without prior registration.

For a step-by-step guide on obtaining, completing, and submitting the Registration Form, please see section 8.

Submission Form

All competitors must complete and submit a Submission Form with their Presentation Board (described below). Completed Submission Forms must be enclosed in a plain, opaque envelope, along with the Submission Fee (see below), which must be sealed and affixed to the back of the Presentation Board. No submissions will be reviewed without a Submission Form.

The Submission Form is only available to registered competitors, and includes the address to which submissions must be sent.

For a step-by-step guide on obtaining, completing, and submitting the Submission Form, please see section 8.

Submission Fee

All competitors must pay a non-refundable U.S. \$25.00 Submission Fee, submitted with their Submission Form and Board. Payment must be in the form of a money order or cashier's check payable to World Trade Center Memorial Foundation, Inc. Cash, personal checks, and travelers' checks will not be accepted.

Payment must be enclosed in a plain, opaque envelope, along with the Submission Form (see above), which must be sealed and affixed to the back of the Presentation Board. No submissions will be reviewed without payment of the Submission Fee.

For a step-by-step guide on submitting the Submission Fee, please see section 8.

Presentation Board

In order for a submission to be eligible, competitors must adhere to the following requirements regarding the Presentation Board:

- Memorial design concepts must be presented on ONE 30 x 40 inch (76 cm X 100 cm) board.
- Boards must be no less than 1/4 inch (.64 cm) thick and no more than 3/8 inch (.95 cm) thick.
- Designs must be oriented vertically, 40 inches high by 30 inches wide. No other size Presentation Board will be accepted.
- The board must be rigid and lightweight, preferably foam core. No wood, masonite, or metal allowed. Boards must not be framed or covered in plastic or glass.
- No projections from the flat surface of the board are permitted.
- All text and information must be in English and a minimum 14 point (1/8 inch high) type size.
- Registration number must be included in the upper right hand corner on the front of the Presentation Board using the number and barcode label provided on your Submission Form.
- No additional materials will be reviewed.

Anonymity of Submissions

Other than a competitor's registration number, the Presentation Board shall bear no identification, name, symbol, or mark that might serve to reveal the identity of the author(s) of the submission. No competitor may otherwise directly or indirectly reveal the authorship of any design concepts to any juror, LMDC staff member, LMDC consultant or member of the press. Such identification, occurring at any time during Stage I of the competition, shall be grounds for disqualification.

Guidelines for the Presentation Board

The guidelines for the presentation board have been developed to ensure that the jury will have sufficient information to effectively evaluate and compare submissions. It is important that all presentation boards and design concepts are reviewed on an equal basis. The use or inclusion of any images contained in these Guidelines must show proper credit.

Presentation Media

The presentation techniques employed for the submissions are at the discretion of the competitors, with the exception of the registration number and barcode placement, as per the instructions and diagram.

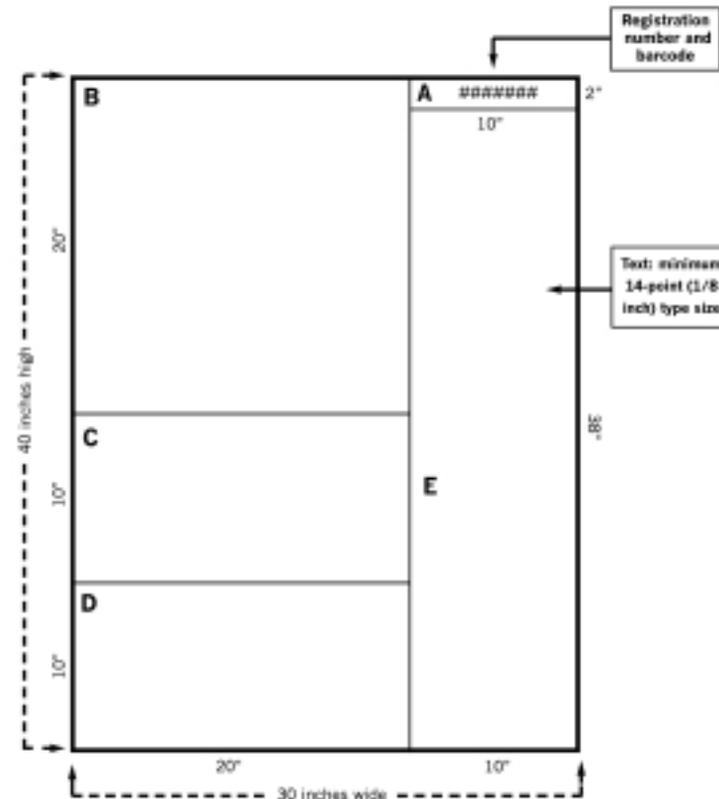
Competitors may use any medium, or combination of media, that can be accommodated within the board format. The method used for representations is left up to the individual competitors.

Representations may include photographs of models, computer generated images, hand drawings and paintings, or other forms of two-dimensional representation. No CDs or other forms of digital information are permitted.

Presentation Board Format

The Presentation Board should be divided into 5 areas as follows (see diagram on right):

- Area A: upper right, 2" high x 10" wide.
- Area B: upper left, 20" x 20"
- Area C: just below Area B, 10" high x 20" wide
- Area D: just below Area C, 10" high x 20" wide
- Area E: under Area A on right side of the board, 10" wide by 38" high.



Area A: Registration Number

The purpose of Area A is to identify design concepts by registration number. Registrants must affix their registration number here, using the registration number and barcode label included as part of each registrant's Submission Form.

Area B: Design Concept

The purpose of Area B is to show jurors the overall design concept and the integration of key features. This drawing should be one of the following, drawn within the boundaries shown in Illustration #5: Memorial Site Boundaries - Plan:

- a site plan or site axonometric drawn at a recommended scale of 1"=40' (a graphic scale should be included on the drawing); or
- a bird's eye view of the site.

Smaller drawings, details, and text may be included in this section of the board, but should not diminish the primary intention of providing an overall view of the site.

Areas C and D: Views of Observers and Participants

The purpose of Areas C and D is to show (a) how features and ideas are integrated, and (b) how the memorial will be viewed by observers or participants: as they approach the site; during either day or night; during different seasons; during different events; from near or afar; from surrounding buildings; as pedestrians or motorists. This graphic should be one of the following:

- an elevation or cross-section drawn at a recommended scale of 1"=40' (a graphic scale should be included on the drawing); or
- a perspective drawing, axonometric, model photograph, or similar depiction.

Smaller drawings, details, and text may be included in this section of the board, but should not diminish the primary intention of showing how the memorial will be viewed. For example, a cross-section detail, at a larger scale, might be used to enlarge a critical feature shown in a perspective.

Area E: Text, Diagrams, Sketches, Details

The purpose of Area E is to describe important concepts, experiences, and details that can be expressed more effectively using narratives, diagrams, small sketches, vignettes, photographs, and other graphic details.

This section of the board should begin with a statement of the overall concept typed in no less than 14 point (1/8 inch high) type size.

This statement should discuss how the submission responds to the Memorial Mission Statement, Memorial Program Principles and Elements, and other program considerations.

Use of Labels, Legends, and Keys

When comparing submissions, jurors will evaluate how each design concept addresses specific physical Program Elements (section 5.3). In order to facilitate this process, competitors may wish to use a key or legend. For example, suppose a portion of a drawing depicts areas

used for contemplation as stated previously in the "Program Elements." In such a case, the drawing could have a label that matches the corresponding code found along the right-hand side of the "program elements" (such as "1", "2", "3" ...). This would effectively indicate to a juror how the drawing relates to important program elements without requiring lengthy explanation. Competitors are encouraged to use these codes. Competitors may also use other labels, legends, and keys that will facilitate explanation of their submission.

8 HOW TO ENTER

The following provides a step-by-step guide for entering the World Trade Center Site Memorial Competition.

If you can access the competition website, www.wtcsitememorial.org, and print from your computer, follow these steps:

Step 1:

Please read all of the material contained on www.wtcsitememorial.org. A printable PDF version of the complete site content is available at the Downloads section of the website.

Step 2:

Complete and submit a Registration Form online. You will be asked to confirm your registration information before submitting.

All Registration Forms for the competition must be received no later than 5:00 p.m. EDT on May 29, 2003.

Step 3:

You will receive a Registration Acknowledgment via email. Please print the Registration Acknowledgment. You must retain this form for future use and reference.

Step 4:

When you are ready to send in your submission, please return to the competition website to obtain your Submission Form. (A link is also provided in your emailed Registration Acknowledgment.) Enter your Registration ID number from your Registration Acknowledgment, date-of-birth, and number of team members in the fields provided. Once you provide this information, a customized Submission Form will be generated for you to complete. Please complete and print this form.

Step 5:

Obtain a money order or cashier's check in the amount of U.S. \$25.00 payable to World Trade Center Memorial Foundation, Inc. This will constitute the required Submission Fee. Cash, personal checks, and travelers' checks will not be accepted.

Step 6:

Prepare Presentation Board according to the Guidelines for the Presentation Board Format, adhering to all Competition Rules and Requirements. You must include your registration number in the upper right hand corner on the front of your Presentation Board using the number and barcode label provided in your Submission Form.

Step 7:

Prepare a mailing label for your submission package, using the address provided on the Submission Form.

Step 8:

Enclose (a) completed Submission Form, and (b) Submission Fee together, in a plain, opaque envelope; seal it, and secure it to the reverse side of the Presentation Board.

Step 9:

Wrap submission in light-weight corrugated cardboard or double wrap it in heavy opaque paper. Corner protection is advised. Names and addresses should be clearly marked on only one side of the mailing package. Do not crate your submission.

Step 10:

Mail submission to the address indicated on the Submission Form.

All submissions for Stage I of the competition must be received no later than 5:00 p.m. EDT on June 30, 2003. No hand delivered submissions will be accepted. Submissions sent to LMDC offices will not be accepted. The LMDC and/or their consultants have no liability for the safe and timely delivery of the submissions. Each competitor bears the responsibility for the proper and timely delivery of their submission. Registrants are responsible for pre-paying all mailing costs, including any duties or tariffs. Submissions with outstanding mailing costs will not be accepted. **A completed submission consists of: (1) a completed Submission Form, with the signatures of the registrant and all team members, (2) Submission Fee, and (3) a Presentation Board.**

If you cannot access the competition website and/or print from your computer, follow these steps:

Step 1:

Submit a request via fax to 1-800-717-5699 for a printed version of the competition website content (including all forms, requirements, guidelines and images). Within this request, you must provide a mailing address to which these materials will be sent. Guidelines will not be faxed.

Step 2:

Complete and submit a Registration Form. Registration Forms must be faxed to 1-800-717-5699. **All Registration Forms for the competition must be received no later than 5:00 p.m. EDT on May 29, 2003.**

Step 3:

You will receive by return fax (if your fax number is provided on your Registration Form) or mail: a) a Registration Acknowledgment and b) a Submission Form, customized with your registration number and registration information.

Step 4:

You must retain both your Registration Acknowledgment and Submission Form for future use and reference.

Steps 5 – 10:

Please follow the instructions for submission as outlined in Steps 5-10 on the previous page.

9 TERMS AND CONDITIONS

9.1 PACKAGING, DELIVERY AND CONDITION OF THE SUBMISSIONS

Each competitor bears the responsibility for the proper and timely delivery of their submission. LMDC, its employees, agents and consultants are not liable for the safe and timely delivery of the submissions.

9.2 EXAMINATION FOR ELIGIBILITY OF SUBMISSIONS

LMDC staff will examine submissions prior to the jury review to ascertain whether they comply with competition rules and requirements. They will report to the jury apparent instances of failure to comply with the rules and requirements and will present to the jury a list of any proposed ineligible submissions. The jury may review apparently ineligible submissions to determine the accuracy of the decision.

Disputes or questions of interpretation arising out of the competition rules and requirements will be considered by the LMDC which will render a final determination. All such determinations will be binding on all registrants and participants in the competition.

9.3 OWNERSHIP OF THE SUBMISSIONS

All submissions in Stage I and Stage II shall become the sole property of LMDC. LMDC shall own the entire copyright in all submissions selected, in whole or in part, for use in the final memorial design. Competitors whose submissions are not selected, in whole or in part, for use in the memorial shall grant to LMDC a worldwide, perpetual, gratis license to reproduce and/or use the submission in any way, in any medium now known or hereafter devised, for any purpose, including but not limited to publication, exhibition and archive of the competition results. Use of any submissions will be properly credited.

9.4 RETURN OF SUBMISSIONS

YOUR SUBMISSION WILL NOT BE RETURNED and access to the submission will not be allowed at any time. Therefore, it is important that competitors photograph their submissions and/or retain at least a copy of the submission materials. Once received, submissions become the sole property of LMDC.

10 STAGE II

The jury will select approximately five finalists from among the Stage I submissions. The selected finalists will be invited to refine their proposals in Stage II of the competition.

Finalists in Stage II will be given a detailed program and set of instructions from LMDC. Stage II instructions will include additional information, an update of the site planning and elaboration of the rules, regulations, and guidelines. Finalists will be contracted and compensated by LMDC for further development of design concepts, including but not limited to models, schematics, engineering assessments, and cost analysis. Stage II finalists will present their refined submission to the jury. The specific scope of work and instructions will be determined prior to the selection of Stage II finalists.

At the end of Stage II, the jury will be instructed to select and designate first, second, and third place finalists. The first place finalist will be required to enter into an agreement relating to the implementation of the winning design and their respective rights and responsibilities. In the event LMDC and the first place finalist are unable to reach an agreement within a specified time, then LMDC will pursue negotiations with other finalists in the order designated by the jury.

If the finalist or a team member is not a professional architect, the finalist may be required to associate with an architectural firm or other professional. LMDC may require the finalist to associate with an architectural firm selected by both the finalist and the LMDC.

In extraordinary circumstances, LMDC may terminate this competition and will not be responsible for any consequences to registrants, competitors, or any other interested party. LMDC is not liable for any failure for any reason to award a commission or to construct any of the designs designated as finalists.

11 THE JURY

For further information about each Juror, please visit the LMDC website, www.renewnyc.com.

11.1 NAMES AND BACKGROUNDS

Paula Grant Berry, Family Member; LMDC Families Advisory Council and Memorial Program Drafting Committee Member

Susan K. Freedman, President, Public Art Fund

Vartan Gregorian, Ph.D., President, Carnegie Corporation of New York

Patricia Harris, Deputy Mayor for Administration for New York City

Maya Lin, Artist/Architect

Michael McKeon, Managing Director, Mercury Public Affairs

Julie Menin, President and Founder, Wall Street Rising; Downtown resident; Memorial Mission Statement Drafting Committee Member

Enrique Norten, Architect; Founder, TEN Arquitectos, Miller Chair of Architecture, University of Pennsylvania

Martin Puryear, Visual Artist

Nancy Rosen, Independent Art Advisor, Nancy Rosen Incorporated.

Lowery Stokes Sims, Ph.D., Director, The Studio Museum in Harlem

Michael Van Valkenburgh, Principal, Michael Van Valkenburgh Associates; Charles Eliot Professor of Landscape Architecture at Harvard University

James E. Young, Ph.D., Professor and Chair, Department of Judaic & Near Eastern Studies, University of Massachusetts, Amherst

Honorary Member, **David Rockefeller**, Distinguished philanthropist, business leader and patron of the arts.

In recognition of his accomplishments and devotion to New York City, David Rockefeller will serve as an honorary member on the jury. Mr. Rockefeller will be available for consultation on the guiding vision

for the World Trade Center and to provide historical perspective on the evolution of downtown.

11.2 JURY AUTHORITY AND RESPONSIBILITIES

In agreeing to serve as members of the jury, the jurors have reviewed and have agreed to be bound by the rules and regulations of the World Trade Center Site Memorial Competition Guidelines.

In Stage I of the memorial competition, members of the jury will review the eligible anonymous submissions and select approximately five finalists. In Stage II, the jury will reconvene to evaluate the design proposals of these finalists and select a winner.

11.3 CRITERIA FOR JUDGING

The jury shall use the following criteria to evaluate the submissions and select the finalists:

- The Memorial Mission Statement,
- Memorial Program Guiding Principles,
- Program Elements,
- Additional Program Considerations (in section 5).
- Excellence in design and vision.

In collaboration with LMDC, the jury may determine special standards for judging an exceptional design concept. There will be additional criteria to evaluate Stage II submissions including cost and feasibility.

12 QUESTIONS AND ANSWERS

12.1 PROCEDURES FOR SUBMITTING QUESTIONS AND ACCESSING ANSWERS

All questions about the competition process, guidelines, or other content contained in the competition website must be submitted no later than May 18, 2003 and must be submitted via email to questions@wtcsitememorial.org or fax to 1-800-717-5699.

Answers to questions will be posted on the website on May 23, 2003 and will remain on the website until the close of submissions.

LMDC reserves the right to post answers at an earlier date if, in the judgment of LMDC, this will lead to a more effective competition. If you do not have access to the website, please fax a request for the answers and they will be sent to you. Ensure that your fax number or mailing address is included in your request.

12.2 FREQUENTLY ASKED QUESTIONS

Q-Why do I need to register?

To be fair, the jury will review the submissions anonymously. To make an anonymous review possible, each competitor will be assigned a unique registration number during the registration process. Registration also helps estimate the number of submissions LMDC may receive which will assist in the management of the jury process.

Q-What is the difference between the printed guidelines and the website?

The printed guidelines and the website are exactly the same. The printed guidelines include the same text and illustrations located on the website www.wtcsitememorial.org. Persons who use the website can download and print these guidelines. The scaled drawings of the memorial site in the printed guidelines have the identical information as the website. The printed version is for only those competitors who do not have access to a computer.

Q-Why do you need to be 18?

Only persons 18 or older may enter into agreements and contracts with the LMDC.

Q-What will happen to my Presentation Board?

The Presentation Board will become the property of LMDC and will not be returned.

Q-Is there a budget for the memorial?

The budget will depend upon design and will be determined during subsequent phases of development.

ACKNOWLEDGMENTS

We are especially appreciative of the leadership of Governor George E. Pataki and Mayor Michael R. Bloomberg, our partner Joseph J. Seymour, Executive Director of the Port Authority of New York and New Jersey, our Founding President, Louis R. Tomson, and the U.S. Department of Housing and Urban Development.

Thanks to all of the following individuals for their contribution to this effort:

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Anita Contini	Vice President and Director
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Sharon Tepper	Project Manager
Julia Powell	Administrative Assistant

MEMORIAL DRAFTING COMMITTEES

Memorial Mission Statement Drafting Committee

Kathy Ashton	LMDC Families Advisory Council
Lt. Frank Dwyer	New York City Police Department
Tom Eccles	Director and Curator, Public Art Fund
Capt. Steve Geraghty	New York City Fire Department; Family Member
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Nikki Stern	Public Relations Director, Swanke Hayden Connell; LMDC Families Advisory Council
Liz Thompson	Executive Director, Lower Manhattan Cultural Council; LMDC Arts, Education and Tourism Advisory Council

Memorial Program Drafting Committee

Diana Balmori	Founder, Balmori Associates; New York New Visions
Frederick Bell	Executive Director, New York Chapter of the American Institute of Architects; LMDC Development Advisory Council
Paula Grant-Berry	LMDC Families Advisory Council
J. Max Bond, Jr.	Partner, Davis Brody & Bond, Architects
Albert Capsouto	Proprietor, Capsouto Freres Restaurant; LMDC Restaurant, Retailers & Small Business Advisory Council
Christy Ferer	Mayor’s Representative for the families; LMDC Families Advisory Council
Monica Iken	LMDC Families Advisory Council
Father Alex Karloutsos	St. Nicholas Greek Orthodox Church
Richard Kennedy	Senior Director, Cushman Wakefield; LMDC Transportation & Commuters Advisory Council
Tom Roger	Vice President and Project Executive, Gilbane Building Company; LMDC Families Advisory Council
Jane Rosenthal	Co-Founder, Tribeca Productions
Inspector Christopher Trucillo	Inspector, Port Authority of NY & NJ and Commanding Officer of the Mid-town Port Authority Bus Terminal; Family Liason for the 37 surviving PAPD families

LMDC ADVISORY COUNCILS

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Arts, Education and Tourism Advisory Council
Development Advisory Council
Families Advisory Council
Financial Services Council
Professional Firms Council
Residents Council
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MEMORIAL COMPETITION CONSULTANTS

Planning & Design Institute, Inc.
Lance Jay Brown Architecture + Urban Design
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R/GA
Center for Executive Development, Inc.

Studio Daniel Libeskind

Julian Olivas, Photo Credit, Illustration #2

Website Powered by Akamai

DISCLAIMER AND PRIVACY POLICY

Introduction

Thank you for your interest in the World Trade Center Site Memorial Competition being sponsored and administered by the Lower Manhattan Development Corporation ("LMDC").

When you visit www.wtcsitememorial.org ("this website") online or otherwise provide information about yourself as contemplated in the Memorial Guidelines, LMDC adheres to its policy (as more fully described below) in (i) collecting, using, and disclosing information collected from visitors to this website or otherwise provided by you and (ii) taking steps to protect that information.

This policy describes LMDC's privacy practices consistent with the provisions of the New York Internet Security and Privacy Act, the New York Freedom of Information Law, and the New York Personal Privacy Protection Law (among other state and federal laws). This privacy policy applies only to information collected from this website or otherwise provided by you in the manner set forth in the Memorial Guidelines. For purposes of this policy, "personal information" means any information concerning a natural person that, because of name, number, symbol, mark, or other identifier, can be used to identify that natural person. LMDC does not collect any personal information about you unless you provide that information voluntarily by any means, including by sending an email or by conducting an online transaction of, or sending via mail or fax, any survey, registration, application, or other participation form.

Information Collected Automatically When You Visit this Website

When you visit this website, LMDC's computers automatically collect and store certain anonymous information about your visit ("User Statistics"). User Statistics cannot be used to identify individual users and therefore are not personal information. User Statistics are used to improve this website's content, to help the LMDC understand how visitors are interacting with the website, to determine what information is of most and least interest to our visitors, and to improve the utility of the material available on the website.

User Statistics may include information such as:

- (i) Your Internet Protocol Address and domain name, but not your email address. The Internet Protocol Address is a numerical identifier assigned either to your Internet service provider or directly to your computer;
- (ii) The type of browser and operating system you used;
- (iii) The date and time you visited this site;
- (iv) The web pages or services you accessed at this site;
- (v) The website you visited prior to coming to this website;
- (vi) The website you visit as you leave this website; and
- (vii) If you downloaded a form, the form that was downloaded.

Information Collected When You Email this Website or Conduct a Transaction Online or By Mail, Fax or Otherwise

A cookie is a small piece of information sent by a web server to be stored in a visitor's computer so that it can be recalled from the browser. At times, one or more of our software applications may use cookies to allow us to know if you have previously visited one of our pages. This allows us to improve our interaction with you and enhance satisfaction with your current and future visits to this website.

We use "session cookies" to enhance or customize your visit to this website. Session cookies can be created automatically on the device you use to access this website. These session cookies do not contain personal information and do not compromise your privacy or security. Session cookies are erased during operation of your browser or when your browser is closed.

You may personalize this website and permit a "persistent cookie" to be stored on your computer's hard drive. This persistent cookie will allow the website to recognize you when you visit again and tailor the information presented to you based on your needs and interests. The LMDC uses persistent cookies only with your permission.

Commonly used software and hardware allow users to refuse new cookies and/or delete existing cookies. Refusing or deleting cookies may limit your ability to take advantage of some features of this website.

LMDC intends to use any personal information that you voluntarily provide to LMDC by email, online transaction, mail, fax or otherwise in connection with LMDC's administration of the Memorial Competition; nonetheless, any such personal information may, unless exempted from access by federal or state law, be subject to public access.

Children's Privacy

This website is directed towards, and designed for use by, persons aged 13 or older. LMDC does not knowingly collect personal information from children or create profiles of children through this website. Visitors are cautioned, however, that the collection of personal information submitted in an email will be treated as though it was submitted by an adult, and may, unless exempted from access by federal or State law, be subject to public access. LMDC strongly encourages parents and teachers to be involved in children's Internet activities and to provide guidance whenever children are asked to provide personal information online.

Information and Choice

As noted above, LMDC does not collect any personal information about you unless you provide that information voluntarily by any means, including by sending an email or by conducting an online transaction of, or sending via mail or fax, any survey, registration, application, or other participation form. You may choose not to send us an email, respond to a survey, or complete an application or other participation form. While your choice not to participate in these activities may limit your ability to receive specific information, assistance, or services through this website, it will not prevent you from requesting information, assistance, or services from us by other means and will not normally have an impact on your ability to take advantage of other features of the website, including browsing or downloading publicly available information.

Disclosure of Information Collected Through this Website

The collection of information through this website and the disclosure of that information are subject to the provisions of the New York Internet Security and Privacy Act. LMDC will only collect personal information through this website if the visitor consents to the collection by providing such information. If you voluntarily disclose personal information to LMDC, whether solicited or unsolicited, you consent to the collection

and disclosure of that information by LMDC for the purposes for which you disclosed the information to LMDC, as such purposes were reasonably ascertainable from the nature and terms of the disclosure.

Information collected from this website is not used for commercial marketing purposes, and LMDC is not authorized to sell or otherwise disclose information collected from the website for commercial marketing purposes.

However, LMDC may collect or disclose personal information without specific consent if the collection or disclosure is: (i) necessary to perform the statutory duties of LMDC, or necessary for LMDC to operate a program authorized by law or state or federal statute or regulation; (ii) to contractors that help LMDC maintain and operate this website or otherwise perform LMDC's official functions; (iii) made pursuant to a court order or by law (including disclosure consistent with the Freedom of Information Law); (iv) for the purpose of validating the identity of the visitor; (v) of information to be used solely for statistical purposes that is in a form that cannot be used to identify any particular person; (vi) to federal or state law enforcement authorities to enforce LMDC's rights against attempted or actual unauthorized access to LMDC's information technology assets; or (vii) for audit, risk, and fraud control purposes.

The disclosure of information, including personal information, collected through this website or otherwise provided by you in the manner set forth in the Memorial Guidelines is subject to the provisions of the Freedom of Information Law and the Personal Privacy Protection Law. Information collected in connection with grant programs will also be subject to protections of the Federal Privacy Act.

Retention of Information Collected Through this Website

The information collected through this website is retained by LMDC in accordance with applicable law. In general, the Internet services logs, comprising electronic files or automated logs created to monitor access and use of LMDC's information, assistance, and services provided through this website, are retained for 3 years and then destroyed. Information, including personal information, that you submit in an email or when you conduct an online transaction or fax transmittal of a survey, registration, application or other participation form is retained

in accordance with the records retention and disposition schedule established for the records of the program for which you submitted the information. Information concerning these records retention and disposition schedules may be obtained through LMDC's Office of the General Counsel.

**Access to and Correction of Personal Information
Collected Through this Site**

Any visitor may submit a request to LMDC Internet Privacy Compliance Officer to determine whether personal information pertaining to that visitor has been collected through this website. Any such request shall be made in writing and must be accompanied by reasonable proof of identity of the visitor. Reasonable proof of identity may include verification of a signature, inclusion of an identifier generally known only to the visitor, or similar appropriate identification. Requests should be addressed to:

LMDC Internet Privacy Compliance Officer
Lower Manhattan Development Corporation
1 Liberty Plaza, 20th Floor
New York, NY 10006

The LMDC Internet Privacy Compliance Officer shall, within five (5) business days of receipt of a proper request: (i) provide access to the personal information; (ii) deny access in writing, explaining the reasons therefore; or (iii) acknowledge receipt of the request in writing, stating the approximate date when it will be granted or denied, which date shall not be more than thirty (30) days from the date of acknowledgment.

In the event that LMDC has collected personal information pertaining to a visitor, and that information is to be provided to the visitor pursuant to the visitor's request, the Internet Privacy Compliance Officer shall inform the visitor of his or her right to request that the personal information be amended or corrected under the procedures set forth in section 95 of the Public Officers Law.

**Confidentiality and Integrity of Personal Information
Collected Through this Site**

LMDC is committed to protecting personal information collected through this website or otherwise provided by you in the manner set forth in the Memorial Guidelines from unauthorized access, use, and disclosure. Consequently, LMDC limits access to such personal information to only those individuals who need access to the information in the performance of their official duties. Individuals who have access to this information are instructed to follow appropriate procedures in connection with any disclosures of personal information.

In addition, LMDC has implemented procedures to safeguard the integrity of its information technology assets, including, but not limited to, authentication, monitoring, auditing, and encryption. These security procedures have been integrated into the design, implementation, and day-to-day operations of this website as part of our continuing commitment to the security of electronic content as well as the electronic transmission of information.

For website security purposes and to maintain the availability of the website for all visitors, LMDC employs software to monitor traffic to identify unauthorized attempts to upload or change information or otherwise damage this website.

Disclaimer

The information provided in this privacy policy should not be construed as giving business, legal, or other advice, or warranting as fail proof, the security of information provided through this website or otherwise.

Changes to this Privacy Policy

LMDC reserves the right to modify or supplement this policy at any time. If we make a material change to the terms of this policy, we will post a notice on our homepage and a link to the new policy.



WORLD TRADE CENTER SITE MEMORIAL COMPETITION REGISTRATION FORM

If you cannot access the competition website to register online, complete this form and return it by fax to 1-800-717-5699, by May 29, 2003 at 5:00 p.m. EDT, the close of Registration. Please include a return fax number and/or mailing address to which a printed Registration Acknowledgement and Submission Form may be sent.

Acknowledgment

By completing and submitting this form, registrant attests that he/she has read the World Trade Center Site Memorial Competition Guidelines, including all items referring to the submissions, eligibility, disqualification, and rules and conditions.

Agreement

By completing and submitting this form, registrant agrees to be bound by the rules and requirements as stated and authorizes LMDC to exhibit, publish or reproduce and archive for such purposes any or all parts of the submission.

Certification

By completing and submitting this form, registrant certifies that he/she is 18 years of age as of May 29, 2003.

Upon completion and submittal of the Registration Form (whether online or by fax), registrants will be assigned a unique registration number and receive a Registration Acknowledgment with this number indicated. Please RETAIN a copy of this form for future use and reference.

Registrant first and last name:

Date of Birth

Registrant Street address 1

Registrant Street address 2

Registrant City

Registrant State

Registrant Country

Registrant Postal code

Home Phone Number

Work Phone Number

Mobile Phone Number

Registrant Fax Number

Registrant Email Address