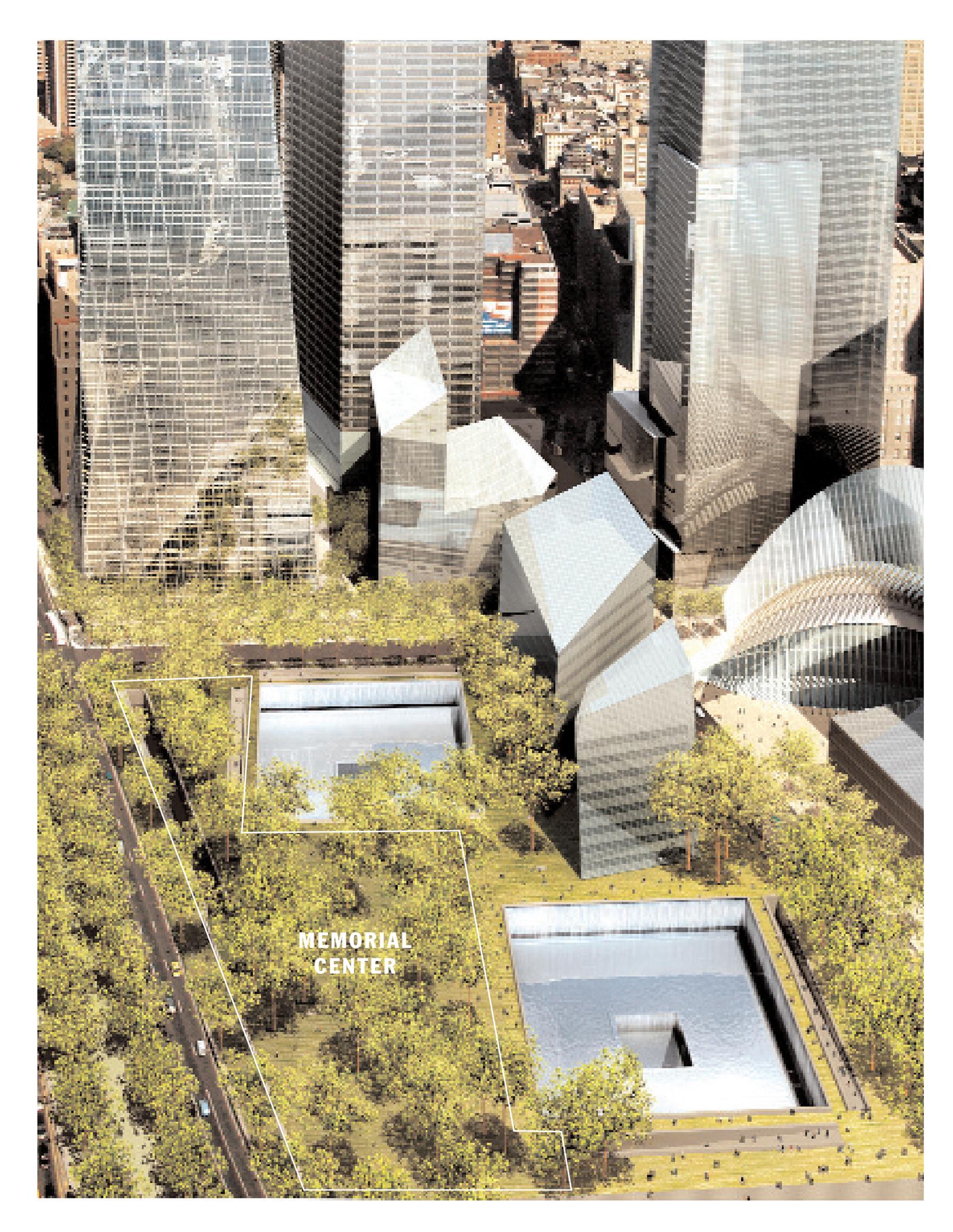




**WORLD TRADE CENTER SITE MEMORIAL CENTER ADVISORY COMMITTEE
RECOMMENDATIONS FOR THE MEMORIAL CENTER**



JOHN C. WHITEHEAD, CHAIRMAN
KEVIN M. RAMPE, PRESIDENT

An aerial photograph of a city featuring a memorial center. The memorial center is a large, rectangular area with a light-colored, reflective surface, possibly water or a polished stone, and is surrounded by lush green trees. A white outline highlights the memorial center and the surrounding greenery. In the background, several tall, modern skyscrapers with glass facades are visible, along with a dense urban area. The text "MEMORIAL CENTER" is written in white, bold, uppercase letters in the lower-left quadrant of the image.

**MEMORIAL
CENTER**

WORLD TRADE CENTER SITE MEMORIAL CENTER ADVISORY COMMITTEE RECOMMENDATIONS FOR THE MEMORIAL CENTER

PREFACE

In January 2004, LMDC unveiled the winning World Trade Center Site Memorial design, *Reflecting Absence*, by Michael Arad and Peter Walker. LMDC and Studio Daniel Libeskind, working in collaboration with the memorial design team of Michael Arad and Peter Walker, established a new location for a below grade Memorial Center dedicated to the events of September 11, 2001, and February 26, 1993 at the southwest corner of the memorial site.

In April 2004, LMDC announced the formation of a Memorial Center Advisory Committee to make recommendations for the Memorial Center. The Advisory Committee—victims' family members, residents, survivors, first responders, historians, preservationists, and curators—visited the WTC memorial site and Hangar 17 at JFK Airport, where many artifacts from the World Trade Center are being stored, and met with professionals to learn from their experience in creating exhibitions. The Advisory Committee also reviewed an expansive list of archives and resources relating to the attacks. Through a series of facilitated meetings, the Advisory Committee first produced a set of Draft Recommendations for the Memorial Center. These recommendations were released for public comment on June 2, 2004.

During the public comment period, the Draft Recommendations were available for download on the LMDC website along with a comment form that could be completed on-line or downloaded and mailed to LMDC. The LMDC sent the Draft Recommendations and comment form to over 5,000 family members and performed additional email outreach to available family databases. In addition, the LMDC presented the Draft Recommendations to the LMDC Families Advisory Council, which consists of representatives from several family organizations that actively work to include their respective constituencies in the public process. Draft Recommendations and comment forms were also sent to local elected officials, area community organizations, and other established outreach partners to disseminate throughout the area. Public comment was accepted through July 1, 2004.

By July 1, 2004, when the public comment period on the Draft Recommendations ended, the LMDC had received submissions from over 400 individuals constituting a total of 1,070 comments (many individuals commented on several topics—these were counted as separate comments). LMDC then prepared a Summary Report describing this response and analyzing its substance.

On July 20, 2004, the Memorial Center Advisory Committee convened to discuss the public comment on the Draft Recommendations and consider areas where a review, clarification or revision to the Draft Recommendations might be necessary. Each member had received copies of the Summary Report on the public comment via email prior to the meeting, and copies were again available at the meeting along with the full text of all 1,070 comments. Committee members were moved by the public's response and thoughtfulness, noting that many comments echoed some of the committee's own. The committee concurred with the Summary Report's analysis that a great majority of the public comment was supportive of or encompassed by the ideas and values expressed in the Draft Recommendations, and therefore made no major changes to the document. With respect to comments opposed to including a factual presentation of the terrorists, no changes to the document were made, as the committee felt that these comments were relatively few (2.4%). With respect to comments stating that the stories of the victims should be the top priority or centerpiece,

no changes were made to the document, as the committee felt that these comments were relatively few (2.9%), and that victims' stories would be prominent in the recommended centerpiece exhibit about the events and impact of the day. The changes that were made reflect the committee's consideration of the following as a result of the response by the public:

The great number of comments expressing support for the inclusion of individual stories, images, and personal objects (representing a majority of total comments received); and

Comments expressing a desire on the part of many families for space to commune with their loved ones; and

Some confusion evident in the public comment over the nature of the recommended supporting exhibit presenting and exploring "the personal stories of and tributes to each and every victim of the attacks" as distinct from the space described for the families in the Memorial's Mission and Program.

These changes were reviewed and accepted by the LMDC Board Memorial Working Group.

NEXT STEPS

The final Recommendations for the Memorial Center, along with the complete record of the public comment, will serve as a resource for the interpretive experts (curators, public historians, exhibit designers, and others) hired to develop the Memorial Center's program in the coming months.

MEMORIAL CENTER ADVISORY COMMITTEE RECOMMENDATIONS

The purpose of the Memorial Center should be to commemorate the extraordinary events of September 11, 2001 by:

- preserving and transmitting the history, magnitude and global impact of the events of that day;
- drawing upon the power and authenticity of the World Trade Center site;
- providing an appropriate sense of the context, background and aftermath of the terrorist attacks;
- conveying the individual and collective stories of the victims, survivors, responders, area residents and witnesses; and
- serving as a place of ongoing dialogue about the meaning and impact of the events of that day, and as a gateway for information that will expand and contribute to the evolving perspective of these events.

The centerpiece of the Memorial Center should be an exhibition focused on the events of September 11, 2001, which should incorporate the individual stories and perspectives of victims, survivors, responders, area residents, and witnesses. The narrative of this multi-layered, multi-media exhibit should be conveyed through primary sources and artifacts – including salvaged remnants of the buildings, physical objects, oral histories, film, video and audio footage, photographs, posters, handbills, memorabilia, signage, and personal effects.

Supporting exhibits—which will deepen, broaden and contextualize a public understanding of the attacks—should present and explore:

- the personal stories of and tributes to each and every victim of the attacks, including images and, where possible, personal objects to give a tangible sense of that person's life—complementing for a general public the more private family space to be provided in the memorial itself;
- the bombing of the World Trade Center on February 26, 1993, including the stories of the victims and the nature of the response;
- a factual presentation of what is known of the terrorists, including their methods and means of preparation;
- the history of Lower Manhattan and the World Trade Center, evoking the importance and meaning of the site;
- a day in the life of the World Trade Center at the turn of the millennium, evoking the tenor of the time and the human and physical character of the buildings;
- the extraordinary impact of the attacks, locally, nationally, and around the world, and the breadth and variety of the response;
- the spontaneous memorials, improvised rituals, public commemorations, philanthropic and voluntary efforts, and other expressions of support and response created in the hours, days and months following the attacks of September 11, 2001;
- the evacuation, rescue and recovery efforts, including the stories of those involved in those efforts and the many forms of recovery;

- the clean-up and rebuilding of the site, chronicling the individual and collective achievements that went into clearing the site in the eight months following the attacks, and the complex process of planning, designing and re-building; and
- the evolving significance of the attacks over time for the City, the nation, and the world.

The Memorial Center's exhibits should:

- provide a signpost and icon for the Memorial Center at or above street level through the use of a powerful, visible, artifact, such as a remnant from the buildings or complex;
- convey the authenticity of the Center's historic location by preserving and providing for reasonable and appropriate access by Memorial visitors to 1) portions of the western slurry wall on the WTC site, and 2) truncated box beam column bases outlining portions of the lower "footprints" of the former Twin Towers;
- incorporate physical reminders of the World Trade Center, such as salvaged remnants from the buildings, art work, and other architectural elements that were part of the World Trade Center complex, along with evacuation, rescue, and recovery artifacts and various response memorabilia;
- include a discrete area that is inspired by private family tribute spaces, such as the Family Room near the World Trade Center site;
- convey the transformative and unprecedented nature of the attacks;
- relate the extraordinary scope and scale of the events – the awesome scale of the buildings themselves; the surprise and horror of the attacks; the magnitude of the chaos and fear they engendered; the apocalyptic impact of the towers' collapse; and the loss of life;
- contrast the horror and chaos of the day to the outpouring of heroism, sacrifice, and human ingenuity during, and in the aftermath of, the attacks;
- acknowledge the worldwide impact and significance of the events by providing ways for visitors to participate in the understanding and interpretation of those events, and to connect their own experiences to the experiences conveyed by the exhibits;
- present information in a clear, accessible manner, so as to speak to the broadest possible audience; and
- create a synergy (both physical and programmatic) between the Memorial and the Memorial Center.

MEMORIAL CENTER ADVISORY COMMITTEE

RESOURCE GROUP (TO PROVIDE INSIGHT AND HANDS-ON EXPERIENCE TO ADVISORY COMMITTEE)

Sara Bloomfield, Director, United States Holocaust Memorial Museum
J. Max Bond Jr., Partner, Davis Brody Bond, LLP; Architect for the Birmingham Civil Rights Museum and Malcolm X Memorial (LMDC Memorial Program Drafting Committee)
Ric Burns, Historian/ Filmmaker; President, Steeplechase Productions
Sarah M. Henry, Deputy Director of Programs, Museum of the City of New York
Robert Kuhn, State Archeologist for Government and Public Policy, NY Historic Preservation Office
Jan Seidler Ramirez, Vice President & Museum Director, New-York Historical Society
Mark Schaming, Director of Exhibitions and Public Programs, New York State Museum

WORKING GROUP

Virginia Bauer, Secretary & CEO, NJ Commerce & Economic Growth Commission; Cantor Fitzgerald family member (LMDC Families Advisory Council)
Gerry Bogacz, Member, Organizing Committee, Survivor's Network
Paul Browne, Deputy Commissioner, Public Information, NYPD
Michael Burke, Member, 9/11 Advocates
Gordon Campbell, Secretary, 9/11 United Service Group; CEO, Safe Horizon
Salvatore J. Cassano, Chief of Operations, FNDY Bureau of Operations
Andrew Dolkart, James Marston Fitch Professor of Historic Preservation, Columbia University
Sharon Dunn, Senior Instructional Manager for the Arts, New York City Department of Education
Tom Eccles, Director and Curator, Public Art Fund (LMDC Memorial Mission Statement Drafting Committee)
Bruce L. Ehrmann, Chair, Landmarks Committee, Community Board 1 (Section 106 Consulting Party)
Mary Fetchet, Board, Coalition of 9/11 Families; Co-founder, Voices of September 11th (LMDC Families Advisory Council)
Tom Finkelppearl (Downtown Resident), Executive Director, Queens Museum of Art
Raymond Gastil, Executive Director, Van Alen Institute (Section 106 Consulting Party)
Kathy Gupta (BPC Resident), Chief Administrator Development and Communications, Henry Street Settlement
David Harvey, Vice President for Exhibition, American Museum of Natural History
Ken Jackson, Barzun Professor of History and the Social Sciences, Columbia University; Consultant and Former President & CEO, New-York Historical Society
Meredith J. Kane, Partner, Paul, Weiss, Rifkind, Wharton & Garrison, LLP; Member NYC Landmarks Commission; Resident (LMDC Memorial Mission Drafting Committee)
David Lim, Port Authority Police Department, Police Officer, K-9 Division
Ken Lustbader, Preservation Consultant, Lower Manhattan Emergency Preservation Fund
Michael Macko, 1993 family member (LMDC Families Advisory Council)
Tom Roger, Director, Families of September 11, Inc (LMDC Families Advisory Council)
Richard J. Schwartz, Chairman, New York State Council on the Arts
Nanette Smith, Chief of Staff to Deputy Mayor for Administration
David Stanke (Financial District Resident), World Trade Center Residents Coalition
Nikki Stern, Executive Director, Families of September 11, Inc (LMDC Families Advisory Council)
John Kuo Wei Tchen, Director & Historian, Asian/Pacific/American Program & Institute, NYU
Robert B. Tierney, Chair, NYC Landmarks Preservation Commission