

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

PREFACE

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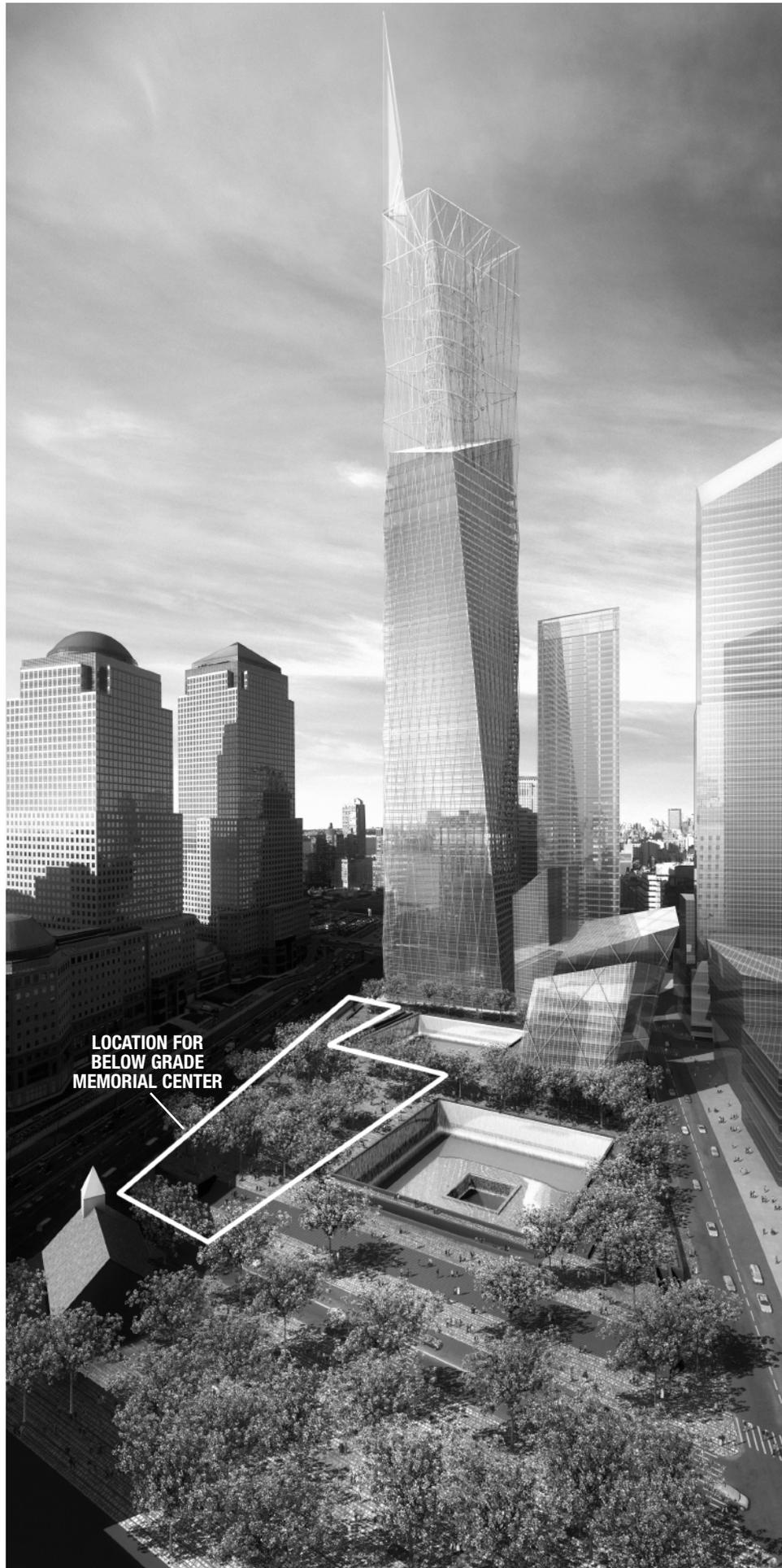
In January 2004, LMDC unveiled the winning World Trade Center Site Memorial design, *Reflecting Absence*, by Michael Arad and Peter Walker. LMDC and Studio Daniel Libeskind, working in collaboration with the memorial design team of Michael Arad and Peter Walker, established a new location for a below 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 produced these draft recommendations.

During the course of their meetings, members of the Advisory Committee debated a number of issues. One issue was the breadth of the Memorial Center’s subject matter, particularly with respect to the terrorists and their ideology. The Committee agreed that some information regarding the terrorists and who they were should be provided, but refrained from recommending information beyond the facts. Another issue was the level of specificity to give in relation to the inclusion of artifacts within the Memorial Center. The Committee ultimately agreed that recommendations for the inclusion of artifacts should be more general (i.e., recommending categories of artifacts as opposed to specific artifacts) to leave room for curatorial expertise and allow for changes to the exhibits in the future.

**Next Steps**

LMDC will reach out to stakeholders in the form of electronic and hard-copy mailings of these draft recommendations. The draft recommendations will also be posted on LMDC’s website ([www.RenewNYC.com](http://www.RenewNYC.com)) along with a comment form during a formal public comment period. After the close of the public comment period, LMDC will assemble and analyze the public comment and will consult with the Memorial Center Advisory Committee to revise this document. The revised draft will then be presented to the LMDC Board in final form for adopting as formal recommendations. The final recommendations for the Memorial Center will serve as a resource for development of the Memorial Center. All ideas and responses gathered will be preserved as additional resources in the development of the Memorial Center’s program.



LOCATION FOR  
BELOW GRADE  
MEMORIAL CENTER

# MEMORIAL CENTER ADVISORY COMMITTEE

## DRAFT RECOMMENDATIONS

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**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 using a variety of media, with significant consideration given to incorporating personal objects paired with images and other biographical information to give a tangible sense of that person's life;
- 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 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.

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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.
- 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.

**Collecting institutions and organizations with substantial collections  
of primary materials related to September 11, 2001  
(listed alphabetically)**

■ **COLLECTIONS OF ARTIFACTS FROM THE SITE:**

Museum of the City of New York  
New Jersey Historical Society  
New York City Fire Museum  
New York City Police Museum  
New-York Historical Society  
New York State Museum  
Smithsonian Institution, National Museum of American History  
Staten Island Historical Society

■ **COLLECTIONS OF ORAL HISTORY:**

City Lore: The New York Center for Urban Folk Culture  
Columbia University Oral History Research Office  
Library of Congress, American Folklife Center  
New-York Historical Society  
New York State Museum  
September 11 Digital Archive (CUNY and George Mason University)  
Sonic Memorial/Lost & Found Sound

■ **COLLECTIONS OF OTHER MATERIAL DOCUMENTING HISTORY AND RESPONSE  
(photographic, videographic, audio, digital, paper-based, etc.):**

Here is New York Archives (photographs and videos - also includes c. 100 oral histories)  
Library of Congress  
Municipal Archives  
Museum of the City of New York  
New Jersey Historical Society  
New York City Fire Museum  
New-York Historical Society  
New York State Museum  
Pentagon/Armed Forces Military Collecting Units  
Project Rebirth (six 35mm time-lapse motion picture cameras, situated around the site,  
each shooting one frame of film every five minutes, 24 hours a day)  
Red Cross Museum  
September 11 Digital Archive (CUNY and George Mason University)  
Smithsonian Institution, National Museum of American History  
Trinity Church/St. Paul's Chapel

For the Shanksville Crash site, artifacts and messages left at the site were archived by the Somerset County Historical Society, working at the behest of the Pennsylvania Historical & Museum Commission (Harrisburg, PA).

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