



## REPORT ON THE MEMORIAL CENTER & CULTURAL COMPLEX AT THE WORLD TRADE CENTER SITE



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

FEBRUARY 10, 2004



**LMDC**

Remember Rebuild Renew  
[RenewNYC.com](http://RenewNYC.com)

# SUMMARY REPORT

## TABLE OF CONTENTS

INTRODUCTION	5
I. The Vision: A Premier Cultural District for the World Trade Center Site	6
II. The Context: The World Trade Center Memorial and Redevelopment Plan	7
III. Proposed World Trade Center Cultural Complex	7
IV. Next Steps and Timeline	11
<hr/>	
Attachment A, List of respondents to the ICI	13

Culture is acquainting  
ourselves with the best  
that has been known  
and said in the world,  
and thus with the history  
of the human spirit.

*Matthew Arnold (1822 - 1888)*  
*English poet, critic*



## INTRODUCTION

---

As Lower Manhattan continues to rebuild after the attacks of September 11th, culture has the potential to infuse the redevelopment with hope and energy drawn from the human spirit. The Lower Manhattan Development Corporation (“LMDC”)<sup>1</sup> released a “Blueprint for the Future of Lower Manhattan” in 2002. This early document set forth principles and objectives for the revitalization of Lower Manhattan and included initiatives for culture. The presence of a cultural “core” on the World Trade Center site was identified as a key to the economic revitalization and transformation of Lower Manhattan. Both New York State Governor George E. Pataki and New York City Mayor Michael R. Bloomberg have given their support to the creation of a cultural district in Lower Manhattan. In December 2002 Mayor Bloomberg provided a “Vision of Lower Manhattan” that called for an expanded role for culture in Lower Manhattan and in April 2003 Governor Pataki announced a plan to invite cultural institutions from around the world to express their interest in locating on the World Trade Center site. In response, the LMDC issued the Invitation to Cultural Institutions (“ICI”).

The ICI sought information from cultural institutions interested in locating or being a part of cultural facilities and/or programs on the World Trade Center site. The information collected through the ICI process has been utilized to further develop the site plans for the World Trade Center site, to shape the process by which cultural organizations will be selected for the site, and to define the next steps in cultural development. In addition, the LMDC and the City of New York held a series of neighborhood workshops in the summer of 2003 to solicit input about priorities for the development of the WTC Site and Lower Manhattan. In a survey conducted at the workshops, 69% of respondents strongly agreed that building cultural facilities was important. Indeed, the value of cultural facilities and programming was a common theme at the workshops.

The report draws upon ideas, input, and feedback gathered through these and other processes and forums. The report is divided into the following sections:

- The Vision: A Premier Cultural District for the World Trade Center Site
- The Context: The World Trade Center Memorial and Redevelopment Plan
- Proposed World Trade Center Cultural Complex
- Next Steps and Timeline

---

<sup>1</sup>The Lower Manhattan Development Corporation (“LMDC”) was established in the fall of 2001 to redevelop and revitalize Lower Manhattan in the aftermath of the September 11, 2001 attacks. LMDC is a subsidiary of the New York State Urban Development Corporation, doing business as Empire State Development Corporation (“ESDC”), a political subdivision and public benefit corporation of the State of New York, created by Chapter 24 of the Laws of New York, 1968, as amended. LMDC is governed by a sixteen member Board of Directors, eight of whom were nominated by the Governor of the State of New York and eight of whom were nominated the Mayor of the City of New York. LMDC is funded by federal appropriations administered by the United States Department of Housing and Urban Development (“HUD”) through its Community Development Block Grant (“CDBG”) program.

## **I. THE VISION: A PREMIER CULTURAL DISTRICT FOR THE WORLD TRADE CENTER SITE**

---

The mandate is clear: to honor those who died and the sacrifices of so many and to renew our commitment to celebrate life. The creation of a memorial center and cultural buildings on the World Trade Center site will be a powerful symbol of resiliency, tolerance and hope in the wake of the 9/11 attacks.

Cultural programming on the site of the World Trade Center will remind us of our common humanity and reaffirm our democratic values. Cultural institutions that present international programming will reflect and draw from the existing diversity of New York City. The presentation of local, national and international exhibitions, performances, symposia, festivals and cinema, experienced in a context of visionary architecture will make Lower Manhattan an even more vibrant hub of culture and commerce: a live, work and visit community for the world.

A Memorial Center focusing on the events of February 26, 1993 and September 11, 2001 will be located on the World Trade Center site. This Memorial Center is an essential element to memorialize and honor those who died. The memorial center will pay tribute to the many individuals who lost their lives in these horrific attacks and it will recognize the countless acts of heroism that emerged from tragedy. These events could be related within a broader social, political or historical context which would evolve over time.

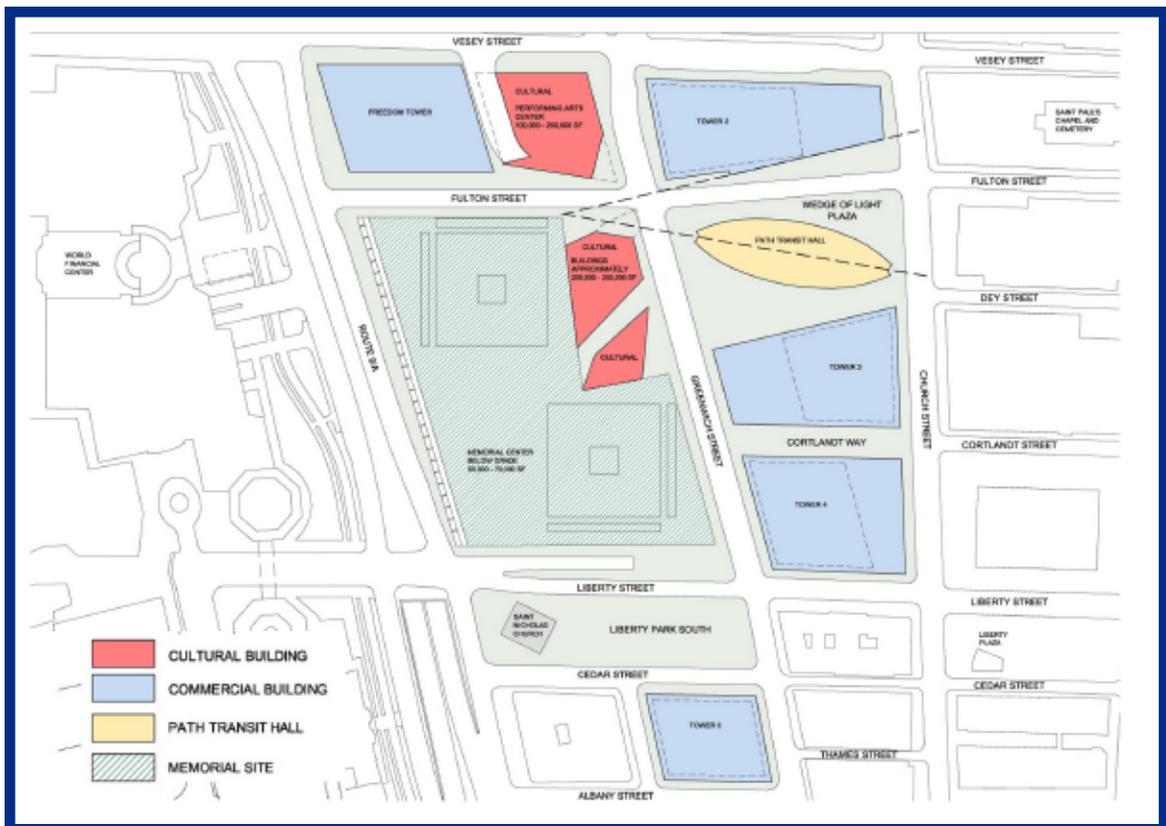
Cultural institutions near the memorial will celebrate life, animate a neighborhood and define a community. The LMDC has searched for cultural institutions that would establish and maintain Lower Manhattan as a world class cultural destination — full of vitality, energy and diversity. We are committed to working with local, regional, national and international institutions of various scales and disciplines in creating a preeminent cultural district in Lower Manhattan that will support the artistic community, produce great works of art, and serve the general public. We are interested in cultural organizations that are able to provide a diverse and broad range of cultural programs and activities for this growing residential and business district.

Successful cultural institutions with dynamic programming at the World Trade Center site will contribute to the creative and economic development of communities throughout Lower Manhattan. Cultural facilities and activities that complement existing institutions will create a critical mass of opportunities that will improve the quality of life for workers, visitors and residents of the diverse communities of Lower Manhattan.

## II. THE CONTEXT: THE WORLD TRADE CENTER MEMORIAL AND REDEVELOPMENT PLAN

On January 15, 2004 the LMDC announced the winning World Trade Center memorial design, “Reflecting Absence” by Michael Arad and Peter Walker. In collaboration, Studio Daniel Libeskind and the memorial design team of Michael Arad and Peter Walker have proposed new locations for a below grade memorial center and above grade cultural buildings at the southwest corner of Fulton Street and Greenwich Street on the World Trade Center Site. The original proposed location for a Performing Arts Center, adjacent to the Freedom Tower at the northwest corner of Fulton Street and Greenwich Street, remains the same.

For information and a description of the current World Trade Center Memorial and Redevelopment plan, please go to the LMDC web site, [www.renewnyc.com](http://www.renewnyc.com).



LEVEL 1 GROUND

DRAFT FOR ILLUSTRATIVE PURPOSES ONLY

### III. PROPOSED WORLD TRADE CENTER CULTURAL COMPLEX

#### REVIEW PROCESS FOR INVITATION TO CULTURAL INSTITUTIONS

In June 2003 the Lower Manhattan Development Corporation released a world-wide Invitation to Cultural Institutions interested in developing cultural facilities and programs at the World Trade Center site. On September 15, 2003 the LMDC received 113 responses to the ICI from local, national and international organizations.

An ICI Evaluation Committee was made up of LMDC Vice President & Director for Memorial, Cultural & Civic Programs Anita Contini; New York State Council on the Arts Chairman Richard J. Schwartz; New York City Commissioner of Cultural Affairs Kate D. Levin; and their respective senior staffs.

From October, 2003 through January, 2004, the committee met to review the 113 responses to the ICI and to evaluate ideas for the WTC. The committee met with the LMDC Planning Department and Studio Daniel Libeskind to better understand site planning developments and how these could impact or conform to cultural programs and facilities proposed for the site. In conjunction with this process, the LMDC Board's Non-Profit Working Group, chaired by LMDC Chairman John C. Whitehead, is guiding the cultural planning effort.

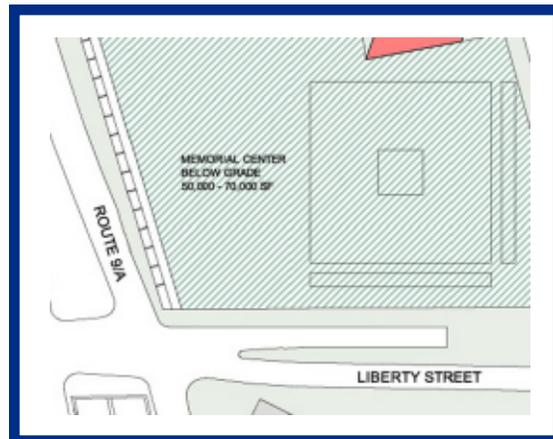
#### THE MEMORIAL CENTER AND CULTURAL COMPLEX

The conceptual framework of a Memorial Center and Cultural Complex at the World Trade Center site has been developed based on the elements of the World Trade Center Memorial and Redevelopment Plan, input from the cultural community at the ICI Public Forum, the LMDC Neighborhood Workshops conducted throughout Lower Manhattan, and the evaluation of ICI responses. The components of this framework are the Memorial Center, the Performing Arts Center, and the Cultural Buildings.

##### 1) The Memorial Center

The Memorial Center will educate, inform and inspire by telling the individual stories of the victims of the attacks on February 26, 1993 and September 11, 2001, as well as the collective contributions of all toward the subsequent rescue, recovery and relief efforts. Dynamic programming will include the display and conservation of artifacts from the World Trade Center site, among other elements. The LMDC will begin a process to establish the mission for a Memorial Center and a curatorial approach will be put in

place to determine the appropriate program of the institution. The planning process will include creating an advisory council of family members and community leaders, holding public forums, and consulting with museum directors, curators and conservators. In addition to exhibiting and conserving the artifacts from the site, the Memorial Center will include



LOCATION OF BELOW GRADE MEMORIAL CENTER

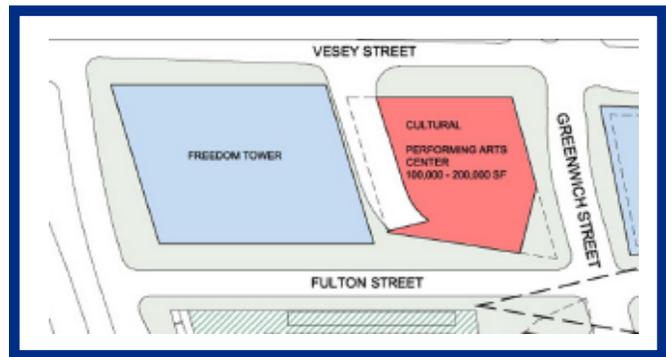
educational programs, a resource center or library, and a memorial visitor center. Several approaches were offered through the ICI process that will be explored in light of the decision to include a below-grade Memorial Center within the final memorial design. The exact building location, configuration of entrances and circulation spaces, and square footage of the Memorial Center will be developed in conjunction with the refinement of the site plan and memorial design.

**Proposed location:** The proposed Memorial Center within the memorial design is below grade, adjacent to the exposed slurry wall, between the south and north tower footprints. Above grade entrances are proposed for the corner of Liberty Street and West Street, among other locations.

**Proposed size/volume:** Approximately 50,000 to 70,000 square feet.

## 2) Performing Arts Center

The Performing Arts Center will provide Lower Manhattan with a new venue for world class programming that will serve residents and visitors. The opportunity exists for a single institution to operate and program a large theater, or for various performing arts disciplines of theater, dance, music, film or other cultural programming to be housed within the same venue to maximize efficiencies. Various generic performing arts architectural schemes have been analyzed for the proposed location and building envelope. Based on this preliminary analysis and review of ICI responses, there are two potential scenarios for governance and use:



LOCATION OF PERFORMING ARTS CENTER

- A single organization that would operate and program a large theater or multiple theaters in one building; or
- Multiple organizations, or a consortium, that could operate and/or lease the facility to two or three performing arts groups which would program various size theaters within the same complex.

The configuration of the Performing Arts Center, specific theater sizes, and the overall architectural program will be developed with individual performing arts organization(s). In either development scenario above, the building envelope could include a lobby entrance, fly space, circulation and egress, a rehearsal area, back-of-the-house space, and administrative offices, as well as a café, bookstore, scene shop, and other uses.

**Proposed location:** There will be one building at the northwest intersection of the restored Greenwich Street and Fulton Street. The building will be east of the Freedom Tower and diagonally across the street from the new PATH Transit Hall.

**Proposed size/volume:** Approximately 100,000 to 200,000 square feet.

### 3) Cultural Buildings

A variety of cultural uses are possible and desirable for the cultural buildings adjacent to the memorial site:

- Museums that recognize and complement the historical and cultural significance of the World Trade Center site;
- Museums and/or institutions that would diversify the cultural opportunities downtown and complement the existing history and heritage museums currently in Lower Manhattan;
- Educational institutions and organizations with strong outreach and programming, especially for children;
- Civic organizations that would create humanities programs and conduct forums drawing from cultural and academic resources in the region, building an identity for the WTC site as a place for inquiry and discussion; and
- Fine arts institutions.

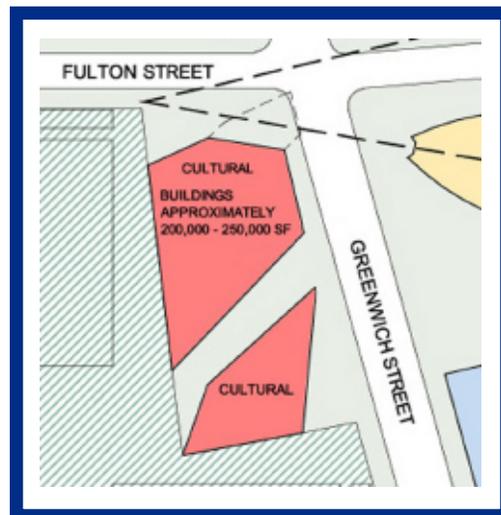
Of special interest will be international programming allowing for the exploration of issues and traditions around the world, both secular and religious, and that could highlight the values of tolerance, diversity and understanding among nations.

Building envelopes for the structures on the WTC site are currently under development. The LMDC Planning Department, in consultation with Studio Daniel Libeskind, has begun a preliminary analysis of generic cultural program uses for exhibition spaces and auditoriums. It is envisioned that one to five cultural organizations would occupy the buildings. Recommendations will be made regarding

possible cultural uses consistent with available footprints and allocated space. Specific architectural programs will be developed with cultural organizations.

**Proposed location:** One or two buildings could be located at the southwest corner of the restored extensions of Fulton Street and Greenwich Street directly across from new PATH Transit Hall. Cultural buildings will be within the memorial area and adjacent to the north and south tower footprints.

**Proposed size/volume:** Approximately 200,000 to 250,000 square feet with an approximate maximum footprint of 40,000 square feet.



POTENTIAL CONFIGURATION OF CULTURAL BUILDINGS

## IV. NEXT STEPS AND TIMELINE

---

### NEXT STEPS

To coordinate and facilitate cultural development on the World Trade Center site, a Memorial Foundation is being established that will guide the development of the World Trade Center Site Memorial, the Memorial Center, and related cultural facilities and uses. Governor Pataki and Mayor Bloomberg have formed a search committee to appoint a chair for the board of directors of the Foundation. Selections of board members and other key staff will follow.

In concert with the establishment of the Memorial Foundation, a number of important steps are planned for the coming months to advance the development of cultural uses on the WTC site.

Beginning in February, meetings will be convened with organizations that seem most promising, including those that responded to the ICI as well as other institutions. These organizations will be asked to submit proposals with information on programming, costs, management structure, and other elements. Additional input and advice will be sought from the local, national, and international cultural communities, as well as various stakeholders and other interested parties. By the end of April, the result of these meetings will be a proposal for the composition of the Cultural Complex.

### Criteria for Selection

The following criteria are helping to guide the selection of a set of institutions for the Memorial Center and Cultural Complex:

- Ability to present local, national and international exhibitions, performances, symposia, festivals and cinema that will reflect and draw from the diversity of New York City.
- Capacity to offer programs that animate the neighborhood and become an integral part of the Lower Manhattan community. The LMDC is in search of cultural institutions that would establish and maintain Lower Manhattan as a world class cultural destination - full of vitality, energy and diversity.
- Potential to contribute to a mix that represents various scales and a diversity of disciplines.
- Ability to support the local artistic community and serve the general public.
- Capacity to provide a diverse and broad range of public programs and activities for the growing residential and business district.
- Potential to stimulate economic development.
- Ability to complement existing Lower Manhattan institutions.
- Capacity to raise funds for capital projects and operations. Sustainability is a very important factor in assessing the viability of cultural institutions. While the World Trade Center Memorial Foundation is expected to launch an international fundraising campaign to secure funding for the memorial and cultural uses, funding from LMDC has yet to be determined.

## **ADDITIONAL CONSIDERATIONS**

More accurate information must be obtained from cultural organizations, specifically costs for core and shell construction, tenant fit-out, and maintenance and operations. Additional cultural facilities site planning issues to resolve include retail locations, signage, vehicular and pedestrian circulation, parking, and security. As site planning proceeds, back of the house infrastructure including load in/load out, mechanical systems, and sound proofing will be researched. Front of the house facilities including ground floor box office/ticketing, lobbies and entrances, concessions, and configurations of column-free spaces will also be developed during the planning process. Additional considerations for outdoor performance areas, such as weight-bearing capacity, utility access, ADA compliance, temporary or permanent seating, and public amenities will also be explored.

As development of the site plan and memorial design continue, greater detail will emerge regarding building envelopes, square footage, and other physical factors critical to the design of cultural facilities.

## **SHORT LIST OF INSTITUTIONS**

The following organizations will be among those invited to next-stage meetings (in alphabetical order):

### **Memorial Center**

- Organizations that may develop the curatorial approach or content for the Memorial Center include the Museum of the City of New York, New York Historical Society, New York State Museum, or a consortium of these and other institutions.
- Programming concepts from Project Rebirth and Sound Portraits Productions/Story Corps.

### **Performing Arts Center**

- Joyce Theater Foundation
- New York City Opera
- Signature Theatre Company
- Additional programming from Orpheus Chamber Orchestra and Tribeca Film Institute.

### **Cultural Buildings**

- The Children's Museum of the Arts
- The Drawing Center
- The Museum of Freedom
- The New York Hall of Science
- The building may also provide space for international public programs and educational offerings from organizations such as the 92nd Street Y.

## **TIMELINE**

### **February**

- Interviews with aforementioned short list of institutions
- Invitations to other organizations that have the potential to contribute a unique or needed activity or program to the Complex
- Consideration of additional solicited and unsolicited submissions

### **March and April**

- Further interviews with promising applicants
- Announcement of set of institutions proposed for inclusion in the Cultural Complex

ATTACHMENT A  
 SUBMITTED A PROPOSAL OR LETTER OF INTEREST TO THE  
 INVITATION TO CULTURAL INSTITUTIONS

- The 42nd Street WorkShop (dba WorkShop Theatre Company)
- 92nd Street Y
- The Academy of Sacred Music
- All Stars Project, Inc.
- Alliance for Downtown New York, Inc.
- Amas Musical Theatre
- American Clipper Trust, Inc.
- American Indian Artists Inc. (AMERINA)
- American Museum of Natural History
- American National Theatre
- The American Place Theatre
- America's Hall of Fame
- ARChive of Contemporary Music
- The Art Arena
- Art Exchange
- Art for Healing, Org.
- Art Start, Inc.
- Artists Space
- Arts International, Inc.
- Asian American Arts Centre
- Brighton Ballet Theater Company, Inc.
- Center for Traditional Music and Dance
- Children's Museum of the Arts, Inc.
- Circle in the Square Theatre School
- CityLore: The New York Center for Urban Folk Culture
- CityArts
- Creative Time, Inc.
- Danspace Project
- Development Committee for Hall of Hope
- The Doll and Toy Museum of NYC
- Down Town Glee Club
- The Drawing Center
- El Museo del Barrio
- Elisa Monte Dance
- EVER
- Exploring the Metropolis, Inc.
- The Flag Center
- Flamenco Vivo Carlota Santana Spanish Dance Company
- Folding Chair Classical Theatre
- The Forward Association, Inc. The Workmen's Circle, The Folksbiene Yiddish Theater, Inc.
- Friendship Ambassadors Foundation
- Gotham Center for New York City History
- Haleakala, Inc. dba The Kitchen
- Hunter College Center for the Arts
- Interaction Arts, Inc.
- The Interfaith Center of New York, Inc.
- International Arts Movement
- The International Children's Center
- International Institute of Classical Humanities
- International Language and Culture Foundation, Inc.
- International Studio & Curatorial Program (ISCP)
- J. Faith
- The Jackie Robinson Foundation
- Jean Cocteau Repertory
- The Joyce Theater Foundation
- Kula Yoga Project
- The Lark Theatre Company, Inc.
- Lower Manhattan Cultural Council
- Long Island Natural History Museum
- Lower East Side Printshop, Inc.
- Mabou Mines Development Foundation
- Melinda Holm
- The Metropolitan Peace Museum - Global Monitoring Room
- Metropolitan Playhouse
- Michael Mao Dance
- Moving Image Museum of New York
- Museum of World Religions (MWR) and Global Family for Love and Peace
- Museum of World Religions and the Center for Religious Dialogue
- The Museum of American Music
- Museum of Comic and Cartoon Art (MoCCA)
- The Museum of Freedom
- The Museum of Human Anatomy
- Museum of the City of New York
- Musiquarium
- The National Technology Hall of Fame
- Native American Contemporary Arts (NACA)
- New Jersey Performing Arts Center
- New Leaders for New Schools
- New York City Opera
- New York Hall of Science
- New-York Historical Society
- New York State Museum and Consortium
- Orchestra of St. Luke's/St. Luke's Arts Education Program
- Orpheus Chamber Orchestra
- Oxford Shake-speare Company
- Pace University
- The Paper Bag Players
- PEN American Center, Inc.
- Pieces of Paper
- Plain Language Productions
- Playwrights Theatre of New York, Inc.
- Poets House, Inc.
- Project Rebirth, Inc.
- Race for Success, Inc.
- Rosalind Newman
- The Russian-American Cultural Center
- Shakespeare's Globe
- Signature Theatre Company, Inc.
- The Skyscraper Museum
- Society of the Educational Arts, Inc.
- Society of Third Street Music School Settlement
- Soho Repertory Theatre, Inc.
- Sound Portraits Productions, Inc.
- Stephen Vassilev
- Theatre Development Fund
- Tribeca Film Institute and Hunter College
- UrbanGlass
- The Wildlife Conservation Society
- The Wooster Group, Inc.
- The World Consciousness Center
- The World Mosaic Project
- The World Peace Center
- World Potential Center @ The World Trade Center