



THE
NATIONAL D-DAY MEMORIAL

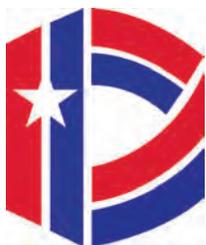
MASTER PLAN





NATIONAL D-DAY MEMORIAL

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NATIONAL D-DAY MEMORIAL

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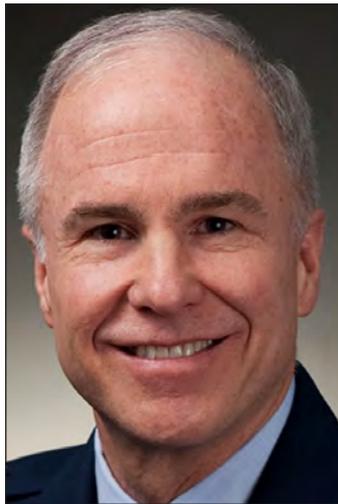
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MESSAGE FROM THE CHAIRMAN

During my tenure on the Board of Directors, I have been inspired by the tremendous outpouring of support for the National D-Day Memorial and the veterans it represents and honors. The Memorial has truly benefited from a wave of popularity, historical interest, and celebration of WWII veterans that we, as Americans, have engaged in over the past decade or so. As we look forward, we must not only accept the reality of their diminishing numbers, we must refresh our vision for the Memorial to ensure its beauty and relevance for future visitors. All of this must be accomplished while remaining true to the mission to faithfully remember the “Valor, Fidelity, and Sacrifice” of those who fought in the largest amphibious assault the world has ever known.

As we look to the future, we realized the



National D-Day Memorial must continue to expand and further enhance its offerings in order to raise its stature as a tourist destination and gathering place for veterans of all wars. Simply put, we must grow to survive—to ensure our future sustainability and financial viability. Given that, a bold vision was crafted with the intention to transform this beautiful and unique site into a modern attraction heralded as one of the most popular and acclaimed memorials in the nation.

To achieve this vision we needed a plan. Working closely with the architectural firm Glavé and Holmes, we developed a comprehensive, sequenced master plan for future growth. We felt it important for the plan to express the totality of our vision for the Memorial rather than just a short-term, piece-meal effort. As a result, you will see a plan that includes multiple elements—visitor center, gift shop, education center, event center, amphitheater, and walking trails.

The Memorial’s Master Plan, expressed in the pages that follow, is an initial road map guiding and

prioritizing our efforts. It will be a multi-phase plan we will regularly review and update. The plan seeks to satisfy multiple objectives to improve efficiency of operations and enhance the visitor experience. These objectives include:

- The addition of a visitor center to serve as a dramatic “front door” for the Memorial and guide the visitor experience.
- Relocation of administrative offices for staff to increase efficiency, reduce costs, and enable more hands-on oversight.
- Addition of indoor space to allow meaningful visitation regardless of the weather conditions or season.
- Emphasis on facilities that will allow dynamic programs and expanded educational initiatives.
- Inclusion of flexible, multi-use facilities that will greatly enhance the visitor experience and improve staff operations, even during the early phases of the master plan.
- Development of facilities that will generate significant revenue for the Memorial.

We are very excited about our vision for the Memorial and the master plan to get us there. This journey will have twists and turns, and many challenges, but inspired by the spirit of the brave warriors who overcame unimaginable obstacles on D-Day, we know we can succeed. I invite you to join our journey to ensure the National D-Day Memorial continues to be a fitting tribute to the brave men who liberated Europe and ensured freedom for us all.

Respectfully,

A handwritten signature in black ink, appearing to read 'R. T. Devereaux', with a stylized, sweeping flourish at the end.

Maj. Gen. Richard T. Devereaux, USAF (Ret.)
Chairman

MESSAGE FROM THE PRESIDENT

Since its inception, the National D-Day Memorial Foundation has consistently discussed building an education center to further enhance telling the D-DAY story. For years, the Memorial's primary focus has been to pay tribute to these giants of history who did nothing short of preserving freedom for the world. After nearly two decades spent commemorating their successes and sacrifices, the time has come to do more.

Having spent countless hours with D-Day and WWII veterans over the years, I have listened to their thoughts on the legacy they wish to leave behind. Ever humble, they simply hope for their comrades to be remembered, for our nation to "never forget," and for our country to never take freedom for granted.



Committed to fulfilling their hopes for a lasting legacy, the Memorial has:

- educated thousands of students,
- captured hundreds of oral histories,
- collected countless priceless artifacts,
- provided educational lectures,
- presented outreach activities to diverse groups,
- developed innovative programming for a new generation,
- and researched and assembled the names of the fallen for the first time in history.

Today, our mission continues – but with a renewed purpose. Our D-Day and World War II veterans are rapidly leaving us. This is why the creation of an educational complex is so pivotal to the ongoing mission of the National D-Day Memorial.

Through continued growth, we will help ensure the future sustainability of the Memorial's educational mission and of the monument itself. An important component for reaching as many visitors as we can, creating a museum complex will provide an all-weather facility to encourage year-round visitation

and offer options for generating additional revenue. This new complex will ensure the legacy the Foundation exists to memorialize remains clear, meaningful, and accessible to present and future generations.

Outlined in the Memorial's mission statement, "Remembering Their Valor, Fidelity, and Sacrifice," the Foundation will explore these qualities through broad educational projects and programs. Through such initiatives, the National D-Day Memorial and its education center have an opportunity to become a national and international resource regarding the history of this watershed event.

Future expansion will allow the Foundation to organize and host scholarly conferences, academic seminars, leadership institutes, distance learning initiatives, and ongoing lecturing opportunities. Through the years the Foundation has collected over 10,000 artifacts. An expansion of our facilities will make it possible to display a number of these items, establish interactive exhibits, and create traveling exhibits to be utilized anywhere in the

country and around the world.

Additional space will also enable the Memorial to appropriately host events such as military reunions, military commissions, military retirement ceremonies, as well as other functions to honor our veterans - past, present and future - exposing the Memorial and its history to new audiences and allowing the monument to serve as a resource for veterans and military personnel.

Currently, the primary platform for educational programming is the Memorial itself, but like the Allied forces on D-Day, we are ready to move inland, beyond the hedgerows, and toward final victory. With carefully planned growth and a road map for the future, our mission continues.

Sincerely,

A handwritten signature in black ink, reading "April Cheek-Messier". The signature is written in a cursive, flowing style.

April Cheek-Messier
President

MASTER PLAN SYNOPSIS

The significance of D-Day to the community of Bedford, the Commonwealth of Virginia and the entire United States of America cannot be understated. The National D-Day Memorial is the singular site in the U.S. exclusively dedicated to this event and documenting those who sacrificed their lives on June 6, 1944 on the beaches of Normandy. The Memorial has been beautifully conceived to tell this story in an engaging and compelling manner. But, in the decade and a half since its original opening, certain challenges to achieving the full potential of the Memorial have presented themselves. The 2016 Master Plan seeks to create a vision for the Memorial over the next 25 years. A Master Plan is indeed a long range vision and acknowledges that all ideas conceived will not be implemented at one time. It serves as a guide for the future developments. It is also intended to be a flexible, living document, regularly revisited by the staff and the Board of the National D-Day Memorial Foundation.



This Master Plan is a bold future vision for the site. It addresses short term needs, such as the need for a permanent Visitor Center facility and consolidation of operations on the site. It also addresses long range needs such as expanded interpretive facilities and program space that will be needed as operations continue to expand. In the next twenty five years, the connections to the events of D-Day and World War II will become entirely second and third person relations. Over this time, the knowledge base of D-Day by the average visitor will have decreased. So, while in its first decade and

a half the Memorial has served as a gathering space and Memorial for many of the survivors and family members of those survivors, the National D-Day Memorial will become increasingly an education organization. The goals of this educational mission will be to share the complexities of this story, and to preserve the memories of those who sacrificed on the behalf of all future generations in this country.

In order to achieve these goals, the Master Plan has been conceived through a consensus based process involving the Board, staff and key stakeholders of the National D-Day Memorial. The

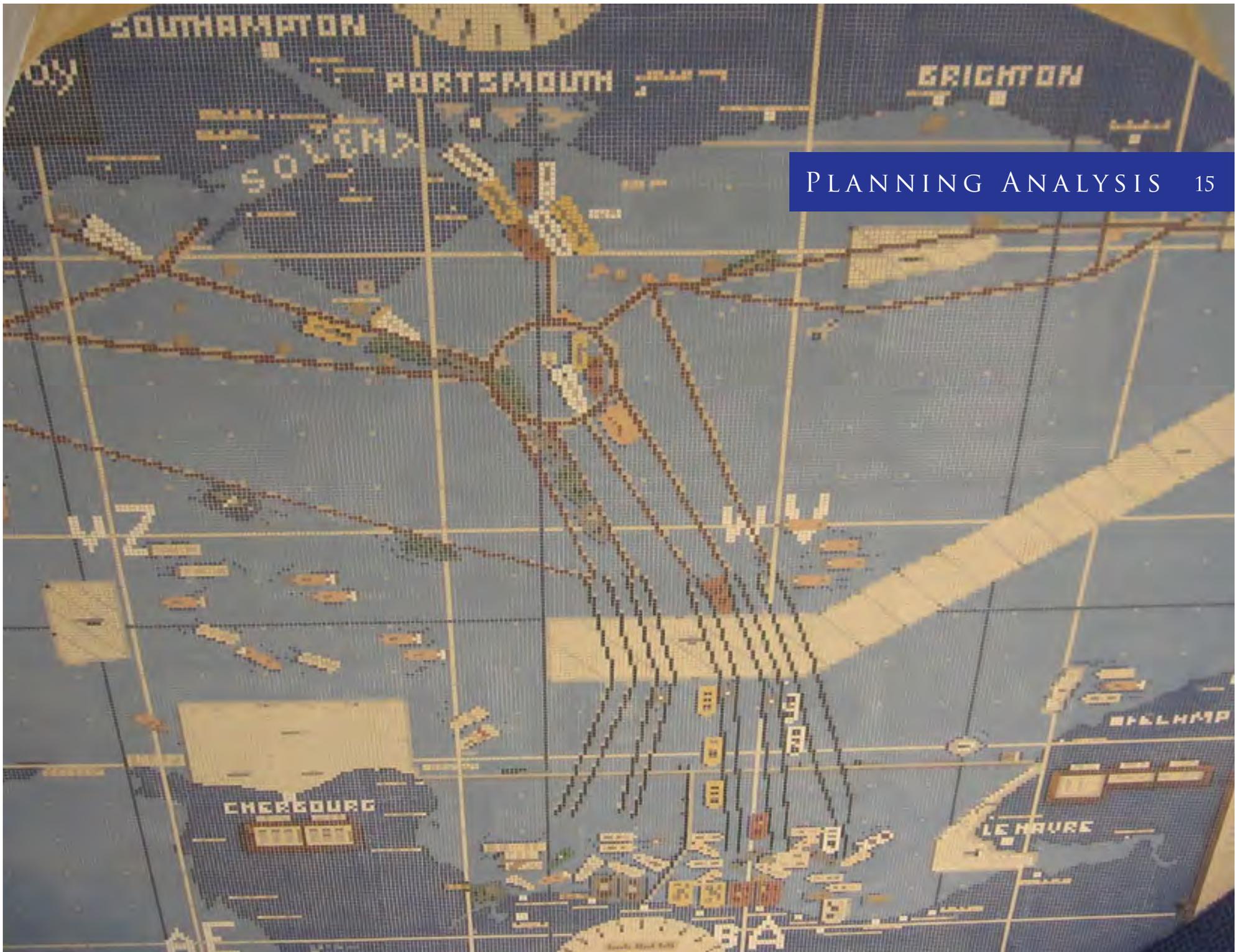


Master Plan preserves the Memorial intact, but reconsiders virtually all of the surrounding elements to better support visitation, operations and the visitor experience. The Master Plan aims to address the following key issues:

1. Address the need for a permanent Visitor Center and visitor amenities.
2. Preservation and respect for the Memorial site, but allowing for alternative venues for programs; allowing the Memorial to retain a solemn and reverent atmosphere.
3. Consolidation of all operations on the Memorial site.
4. Respond to Visitor perception by improving the intuitive expectations of a visitor for a clear point of arrival.

Each of these issues is addressed by the Master Plan laid out in the ensuing pages and ideally conceived in a way that will enhance the entire visitor experience and understanding of the importance of the sacrifices made by Allied troops on June 6, 1944.





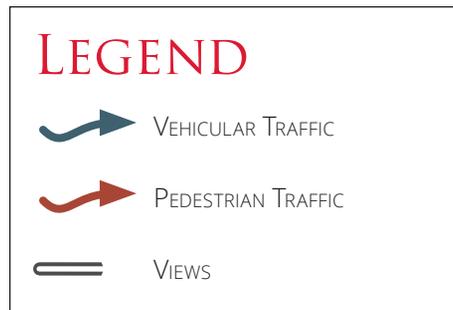


SITE DIAGRAMS

VEHICULAR CIRCULATION

Bedford is a small town, aligned along the rail line, about midway between Lynchburg and Roanoke, Virginia. Most visitors arrive to Bedford via Highway 460 which runs just to the South of the National D-Day Memorial. Visitors typically get off Hwy 460 at an interstate type interchange at Burks Hill Road (Route 122), which leads into the Town of Bedford. At the top of the exit ramp, visitors can catch their first view of the Memorial on the hill. Vehicles enter

the property adjacent to the Bedford Area Welcome Center and drive up a winding drive to the top of the hill. The Memorial itself is a one way loop/circle and visitors drive around the Memorial until they reach the present location of the gift store. There is one primary access point in and out of the Memorial. With parking around the full perimeter of the Memorial, some visitors will park and enter the Memorial before arriving at the gift store.

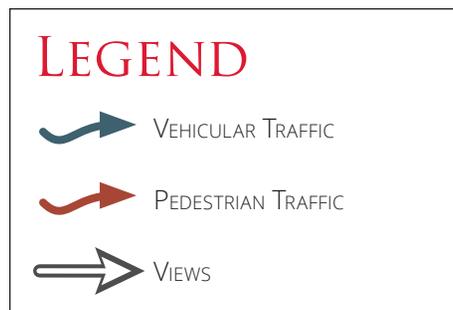


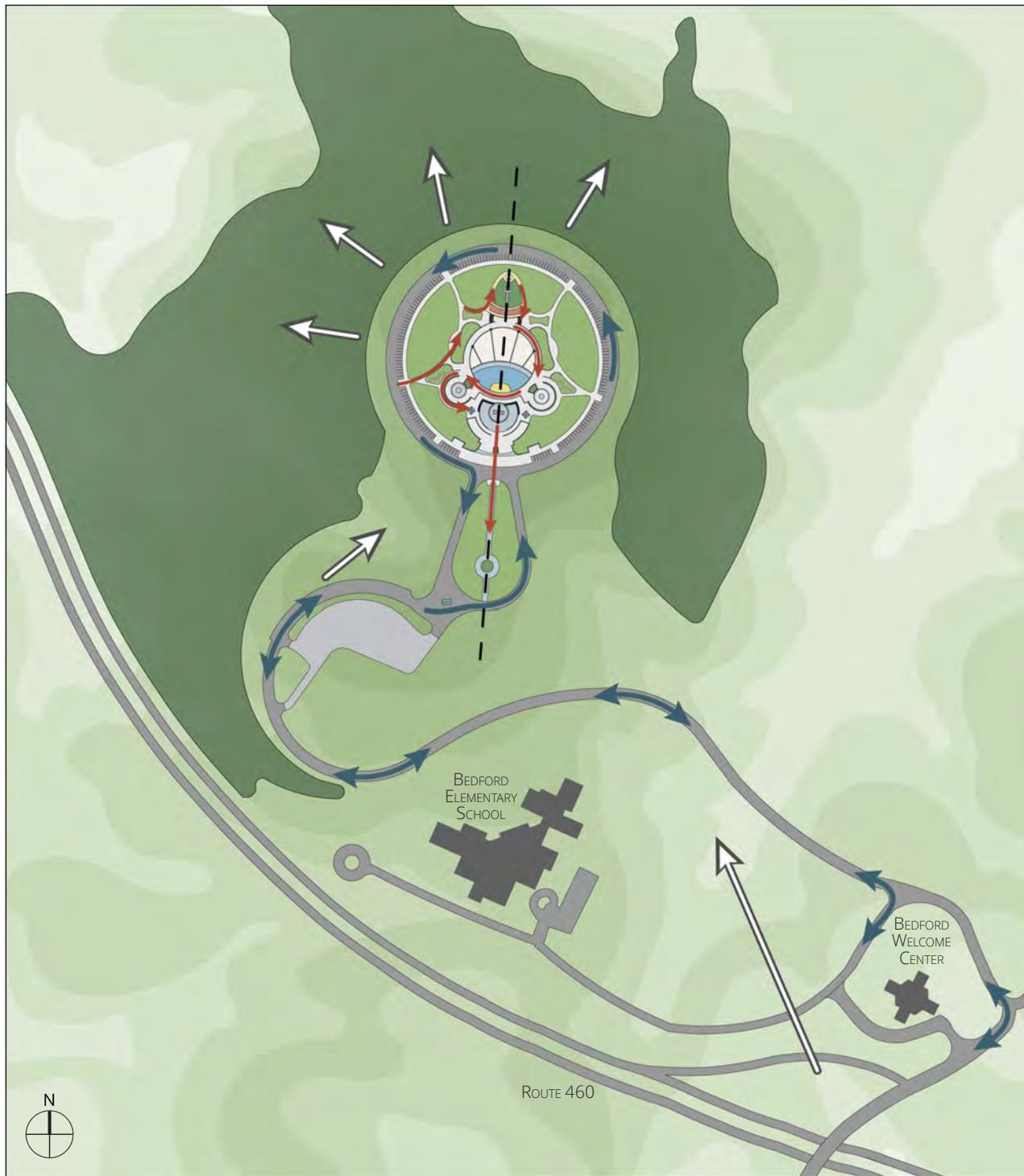


PEDESTRIAN CIRCULATION

Within the Memorial itself, primary access is by foot. The Memorial is organized in a linear fashion with the story being told as you progress from North to South. Visitors generally are intended to arrive at the gift store to begin their tour, which places them on the West side of the Memorial. This requires that the Tour moves to the North

end of the property before beginning the transition through the Memorial. Once reaching the Arch at the highest elevation of the Memorial, some visitor's will progress South into Stettinius Parade, which is the oval shaped area to the South of the Arch. In order to function as conceived most visitors require a guided tour, and it is not uncommon for visitors to follow other routes of circulation when not guided.

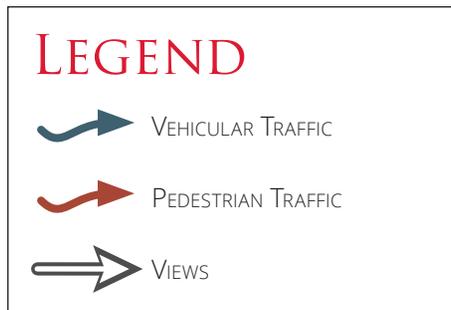


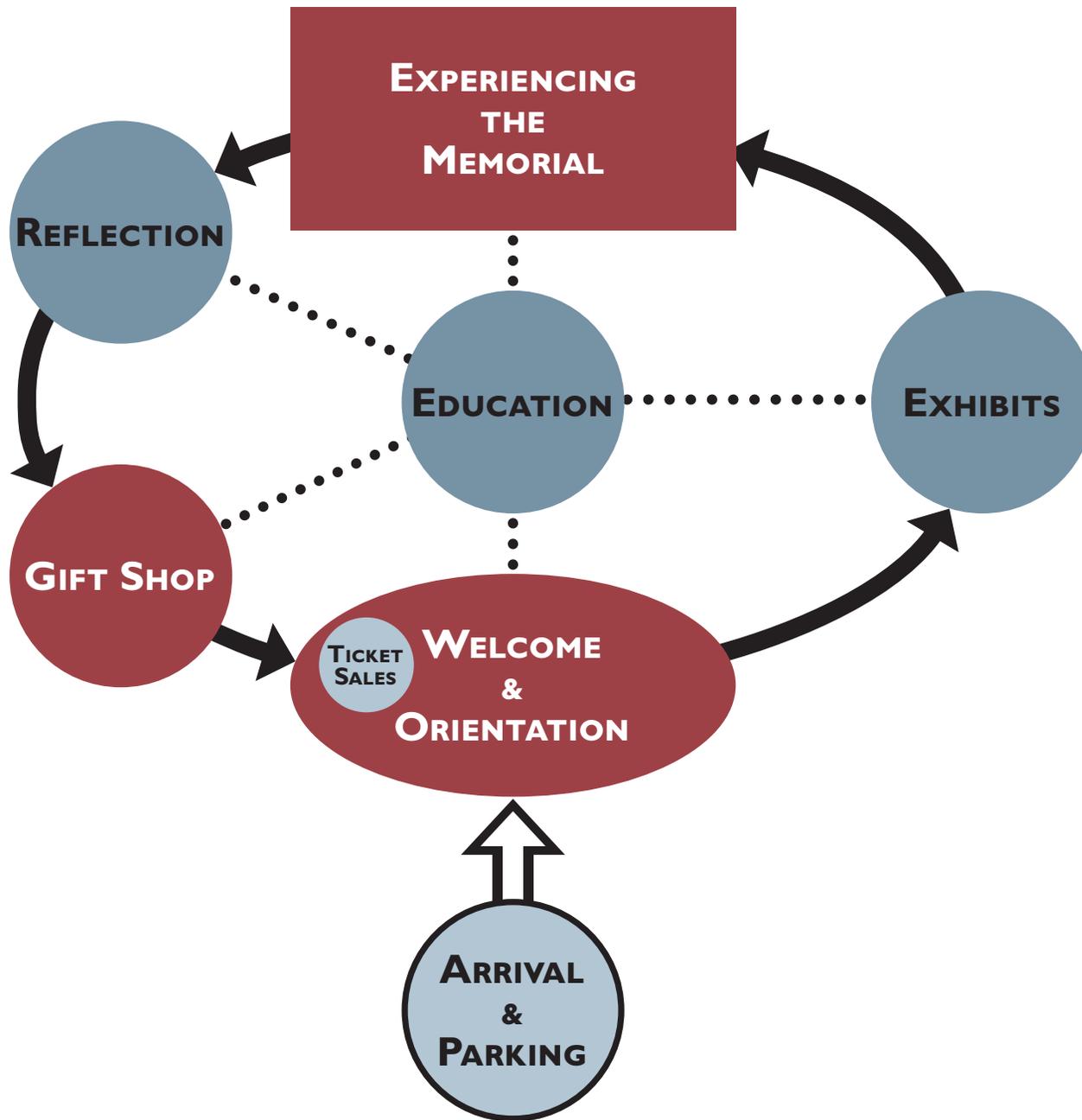


PRIMARY VIEWS

Situated on a plateau, the Memorial has expansive distant views to the Blue Ridge, particularly to the North and West. Tree cover directly around the perimeter of the Memorial limits views to the Town

situated to the Northeast of the Memorial. The views add a substantive visual impact to the setting and should be preserved. The Memorial itself is visible from below the hill, primarily from the Southeast.



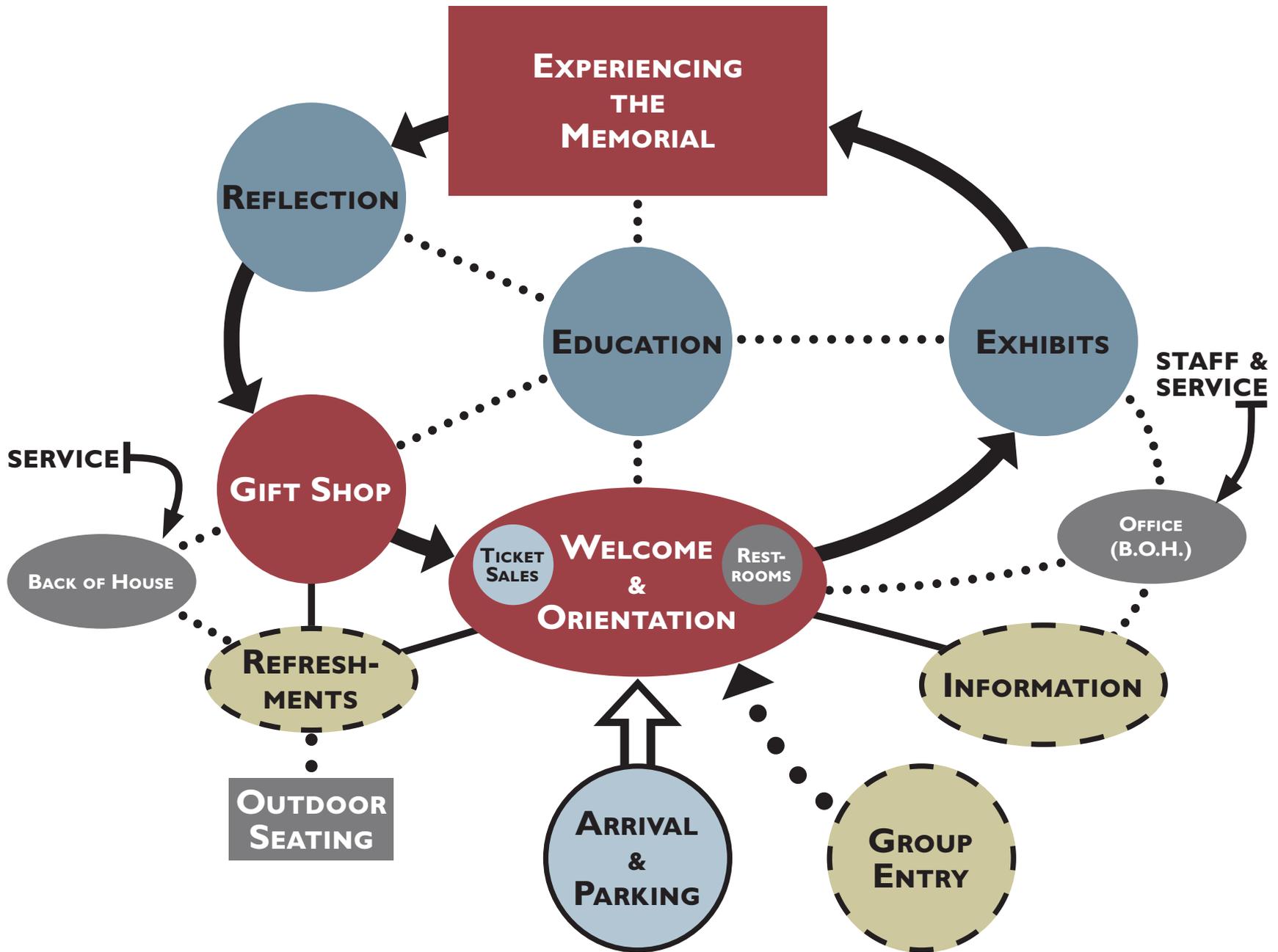


ELEMENTS OF A CULTURAL SITE

A typical Museum or Visitor Center is best organized around the intuitive expectations of a visitor. Following the intuitive patterns of the visitor provides a more comfortable and predictable experience, which serves to reduce anxiety when experiencing a new setting. Achieved well, the facility then becomes secondary to the stories that are being told within the facility. This diagram describes the basic patterns and expectations of a typical visitor and represents the elements that need to be addressed in Phase I of the plan in developing a new Visitor Center facility.

Arrival and parking should have a clear relation to the Main Entry. This reduces the first hurdle for visitation, providing an obvious point of arrival. Signage can only achieve so much. Visitors should

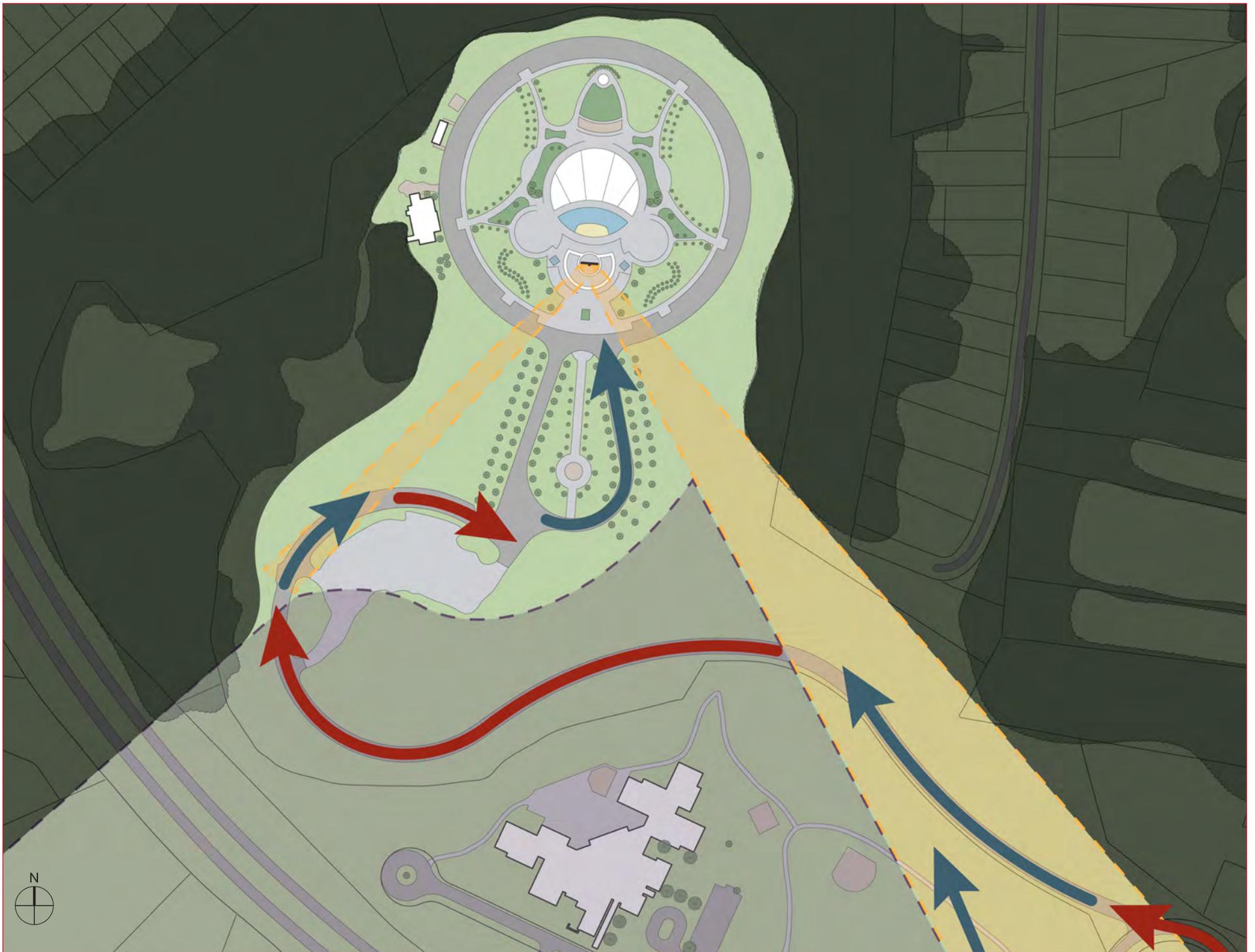
arrive to a space for welcome and orientation. When ticketing, this element should be clearly evident within the entry. Visitors are then generally directed to exhibits which introduce and provide information about significant story lines. This serves as a preface to the Memorial and helps visitors gain some perspective. The Memorial experience is the most important aspect of the visit, and visitors are provided with the opportunity for reflection and contemplation following this experience. Visitors are then directed back through an area where they can obtain some element to remember the experience and to share with others. Educational elements are at the core of this diagram, and visitors for special programs or events can connect to all of the core elements.



ELEMENTS OF A CULTURAL SITE

Extending beyond the basic components, there are a number of additional amenities that assist the operations of a Visitor Center. This diagram describes the additional public service elements that are often included in these types of spaces. Considerations at the Virginia War Memorial

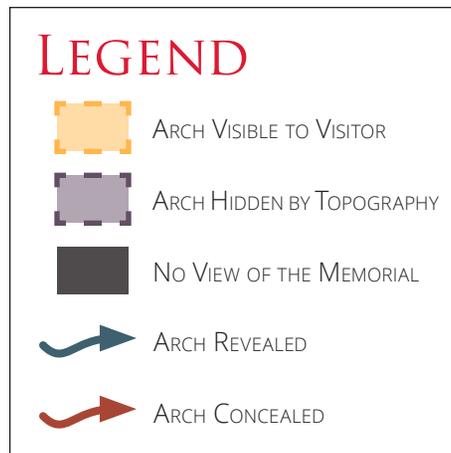
include future options for Food Service and Group Entry. In addition to the Public elements, there are a number of Back of House spaces that will need to be included, including staff offices, service entry and loading, and exhibit preparation.

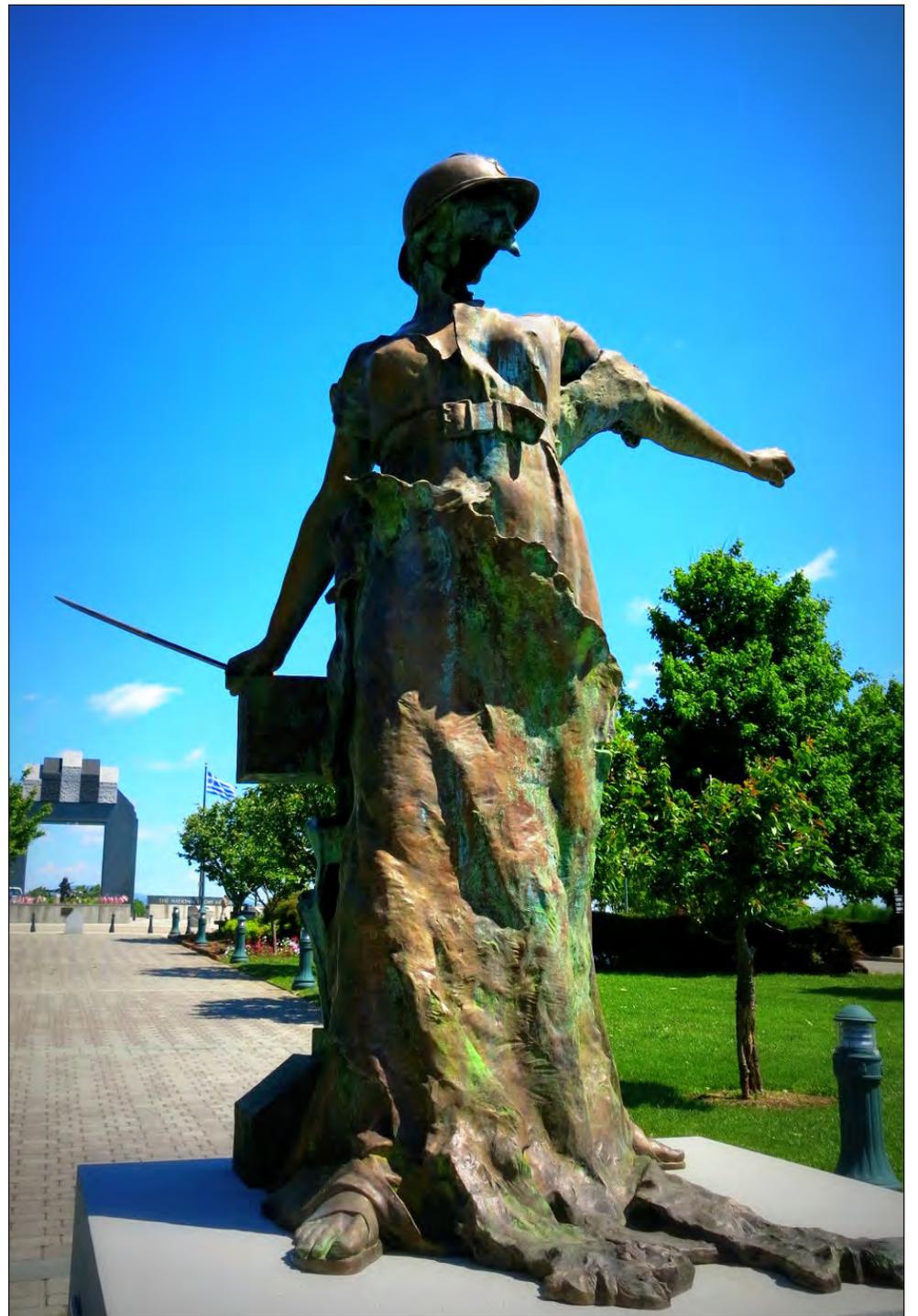


VIEW CORRIDORS

When considering the design approach to a significant site there are two common design paradigms with which to develop a dramatic arrival experience. The first is a long axial path of travel, where the primary destination is continually visible on the path of travel. The other approach is to take a more circuitous route and build the drama of approach through a process of revealing and concealing the destination along the path. The original design of the National D-Day Memorial

successfully takes the latter approach, as the view of the arch up the hill goes in and out of view along a winding drive. The goal for the design of the Master Plan is intended to preserve this characteristic of the original approach and to ensure the visibility of the arch, along the path of travel. A study of view corridors of the Arch was established as part of this investigation, to help direct the design approach proposed in the Master Plan.





NORMANDY CONNECTION

The Normandy region of France retains a strong connection to the events of D-Day and the Allied liberation of France. As the key connection to the beachheads, the physical and emotional impact of D-Day has been closely held by these French villages for decades. Evidence of this connection is present at the Memorial, with the statue *Le Monument aux Morts* proudly standing at the Memorial, a donation from the citizens of Trévières, France. The community of Bedford shares this connection, with more than a dozen sister cities, most of which were directly impacted by the events of D-Day. The importance of this French connection is significant.

Over the years, the National D-Day Memorial

has had countless visitors from France, and a close connection with these villages, those who operate similar Memorials in France, and the preservation of the shared memory and collective sacrifice made by the Allied forces and the French citizens. Honoring this connection and enhancing this story, to be shared with visitors, is a key goal for the Memorial in this Master Plan. To the extent feasible, the Master Plan seeks to acknowledge this connection and encourage further connections through references, imagery and physical elements representing this region and the importance of this mutual connection to the story of D-Day.

THE VILLAGE CONCEPT

A core component of the Master Plan for the National D-Day Memorial is the “village concept.” The story line conceived in the Memorial begins with an English garden, progresses through the events of D-Day, and ends with a figurative reference to the Champs-Elysees in Paris. The Trévières statue

stands along this path. However, this connection to France, has great potential to be further developed at the Memorial and to expand the narrative and reverence of this important story in a more comprehensive manner. These small French villages and the bridges which connected them to



larger portions of the French countryside were, in fact, the objectives for the end of the first day of the invasion. It would be most natural for this storyline to reach its terminus at some representation of these villages. Based on this concept, the new Visitor Center complex is conceived as a continued part of the narrative storyline.

The primary public facilities of the Visitor Center are conceived to represent a French Village in massing, materials and character. While not a literal re-creation, the concepts developed in the Master Planning process are based on precedents identified in actual Normandy region French villages, such as St. Marie Du Mont, Trevieres and some of the other sister cities of Bedford, VA.

The Village Concept becomes one of the driving orientation elements of the proposed facilities. Given the programmatic needs of the spaces conceived, a creative design approach will be required to develop the buildings to effectively represent the modest scale of a French Village on the exterior while providing ample interior spaces. Generally the village structures should be two or three stories with sloping roofs and stone exteriors. They are conceived to create a village square which will be a key arrival and gathering space for visitors

to the site. This will also be the location for the relocated statue from Trevieres. Larger glass areas and contemporary elements should be balanced within the overall design to retain the overall French village character consistent with the story line.



CONTEMPORARY PHOTOGRAPHS OF ST. MARIE DU MONT.
LIBERATING 1944 ALLIED FORCES OVERLAID ON IMAGE. [BELOW]



PROGRAMMING ANALYSIS

An analysis of the full build-out program for the master plan correlates each desired space with an estimated square footage. These numbers are grouped by category and do not directly reflect

physical buildings. Using comparable cultural sites, the square footages are based on typical areas that fit the scale for the envisioned future of the National D-Day Memorial.

Visitor Center Grouping:

<i>Space</i>	<i>Proposed Size</i>
Entry / Ticketing	1,500 SF
Gift Shop (3-4 registers)	1,000 SF
Exhibits (1500 SF/Gallery)	9,000 SF
Cartoon Gallery	
Medic Gallery	
Chaplain Gallery	
Artifact Gallery	
Changing Gallery	
Permanent Gallery	
Exhibit Prep/Storage	1,500 SF
Orientation Room	500 SF
Canteen-vending / coffee bar	500 SF
Docent / Volunteer Space	400 SF
Circulation/Mechanical/Facilities	4,320 SF
Sub-Total	18,720 SF

Events / Education Grouping:

<i>Space</i>	<i>Proposed Size</i>
Classroom and tent	1,200 SF
Conference Room / Board Room	600 SF
Event Space (150 seats)	2,500 SF
Catering Kitchen	800 SF
Theater (100p)	1,500 SF
Circulation/Mechanical/Facilities	1,980 SF
Outdoor Space / Deck	2,500 SF
Sub-Total	11,080 SF

Library Grouping:

<i>Space</i>	<i>Proposed Size</i>
Library	1,000 SF
Archives (expand current capacity)	2,500 SF
Distance Learning Center	1,000 SF
Circulation/Mechanical/Facilities	1,350 SF
Sub-Total	5,850 SF

Site Support Grouping:

<i>Space</i>	<i>Proposed Size</i>
Maintenance	3,500 SF
Vehicle Storage / Repair	3,500 SF
Circulation/Mechanical/Facilities	2,100 SF
Sub-Total	9,100 SF

Staff Support Grouping:

<i>Space</i>	<i>Proposed Size</i>
Offices (25)	3,750 SF
Conference Space	500 SF
Laundry / Showers	300 SF
Lounge (lockers)	800 SF
Storage	1,000 SF
Circulation/Mechanical/Facilities	1,900 SF
Sub-Total	8,250 SF

Full Build-out Program:

Total Proposed Size	53,000 SF
Design Contingency	4,000-7,500 SF
Core Buildings Total	57,000-60,500 SF

Site Exhibits/Amenities Grouping:

<i>Space</i>	<i>Proposed Size</i>
Memorial / Chapel Area	7,500 SF
Amphitheater	10,000 SF
Large Artifact Exhibit (Outdoor)	5,000 SF
Sub-Total	22,500 SF

Other Site Amenities:

- Columbarium / Scatter Garden
- Outdoor Walking Trail
- Outdoor Interpretive Exhibit
- Tour Gathering Spot
- Parking



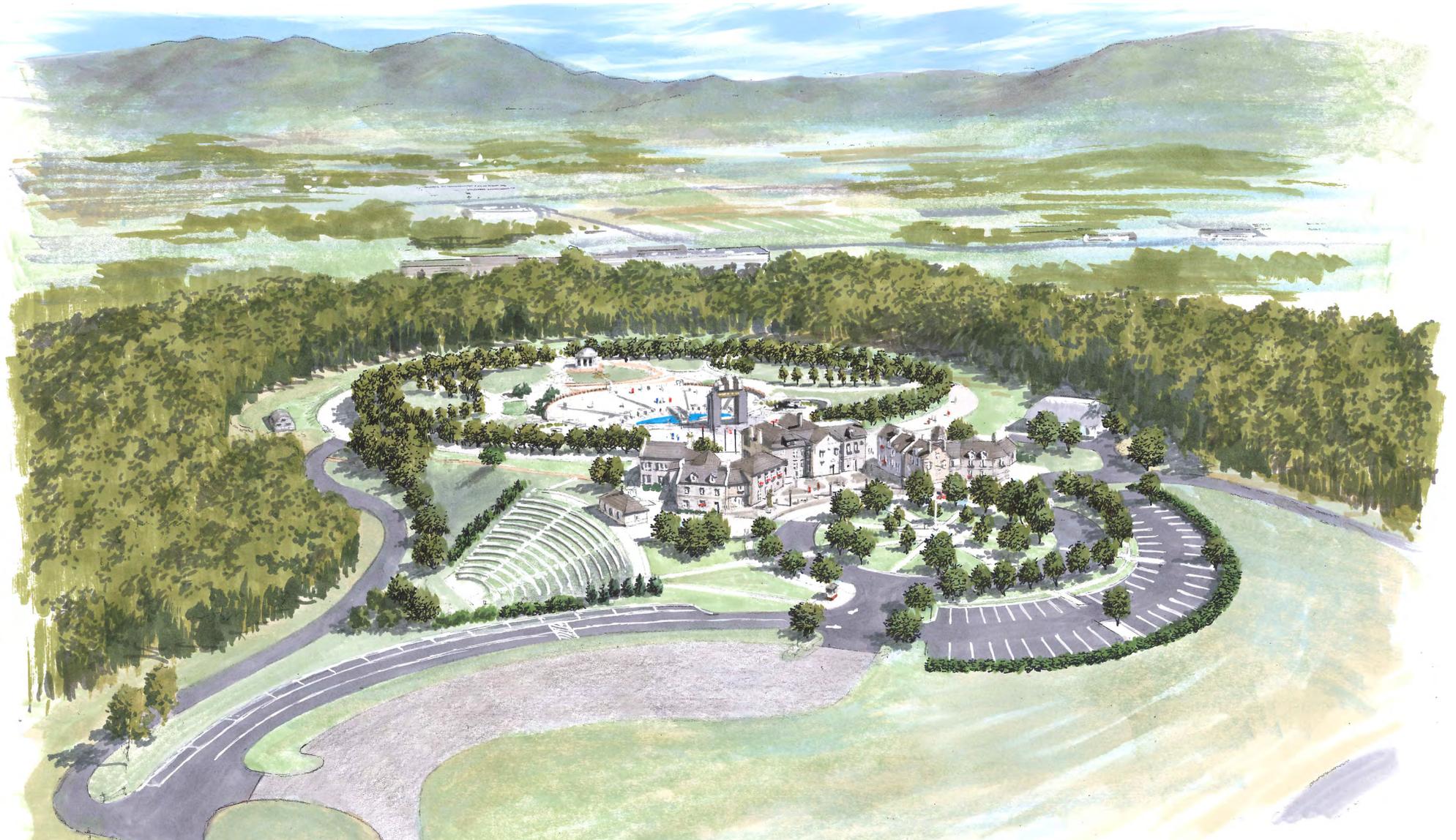




D-DAY MEMORIAL SITE PLAN

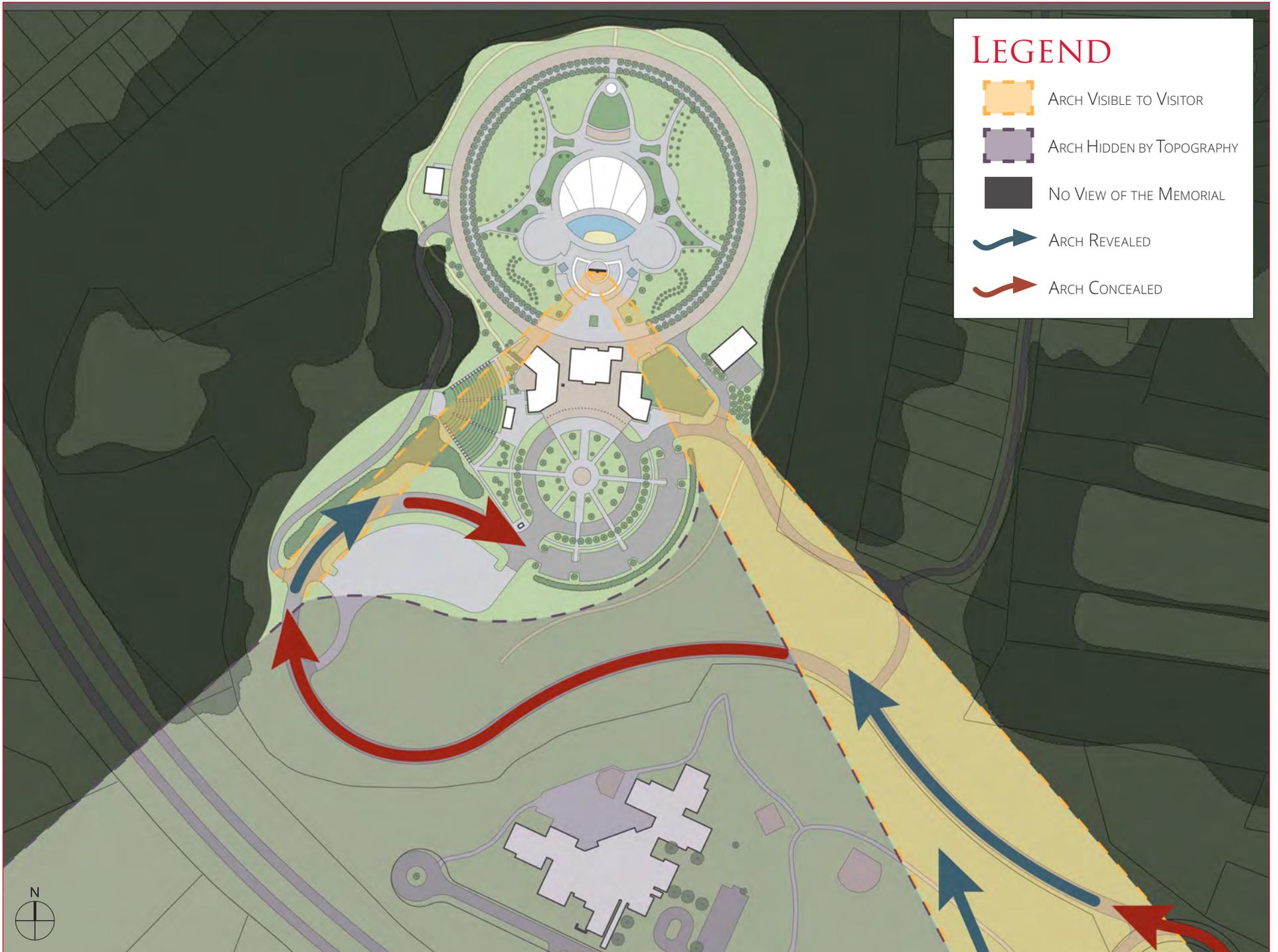
- A** NEW VISITOR CENTER
- B** MULTI-PURPOSE SPACE
- C** EDUCATION AND OFFICE BUILDING
- D** AMPHITHEATER
- E** SITE EXHIBIT SPACE
- F** CIRCLE
- G** MAINTENANCE BUILDING
- H** INTERPRETIVE QUONSET HUT
- I** TIMELINE PATH
- J** PARKING
- K** ACCESS ROAD
- L** SERVICE ROAD
- M** IMPROVED OVERFLOW PARKING
- N** EXPANDED NATURE TRAIL

BIRD'S EYE VIEW



ENTRANCE VIEW





VIEWS AND MASSING STUDY

It is critically important for the future of the Memorial that certain key design features are retained and respected from its original conception. Among these is the idea that visitors to the Memorial obtain glimpses of the Memorial and the Arch from both short and long range views as they approach the site. The Arch stands on the hill as a reminder to the local community and new visitors of the important sacrifice made by the community of Bedford and countless other communities. On the present approach, the Arch goes through this cycle of being Concealed and Revealed, both as an orienting reminder of the destination as a visitor progresses to the site and enticement to visitors to learn more about the story. This feature, created by both the circuitous route up the hill, and the topography and vegetation, significantly enhances the visitor experience of arrival to the National D-Day Memorial.

In order to retain this concept and feature, key view corridors have been identified that serve this role on the site. The intent is to maintain these view corridors and avoid placement of structures or

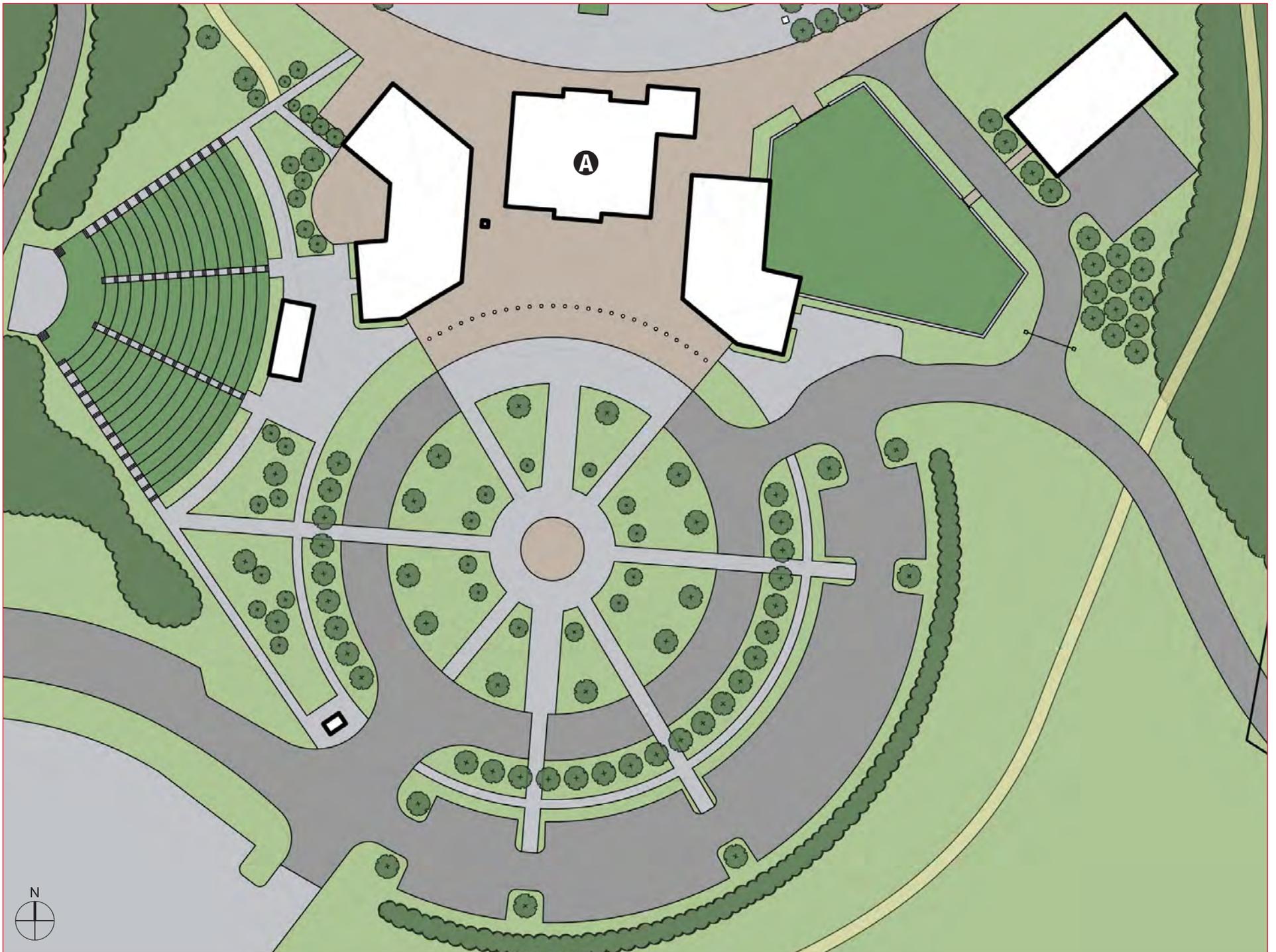
other site improvements in such a manner that the views would be impeded.



MASSING PERSPECTIVE FROM THE SITE ENTRANCE



MASSING PERSPECTIVE FROM THE LEFT APPROACHING TURN

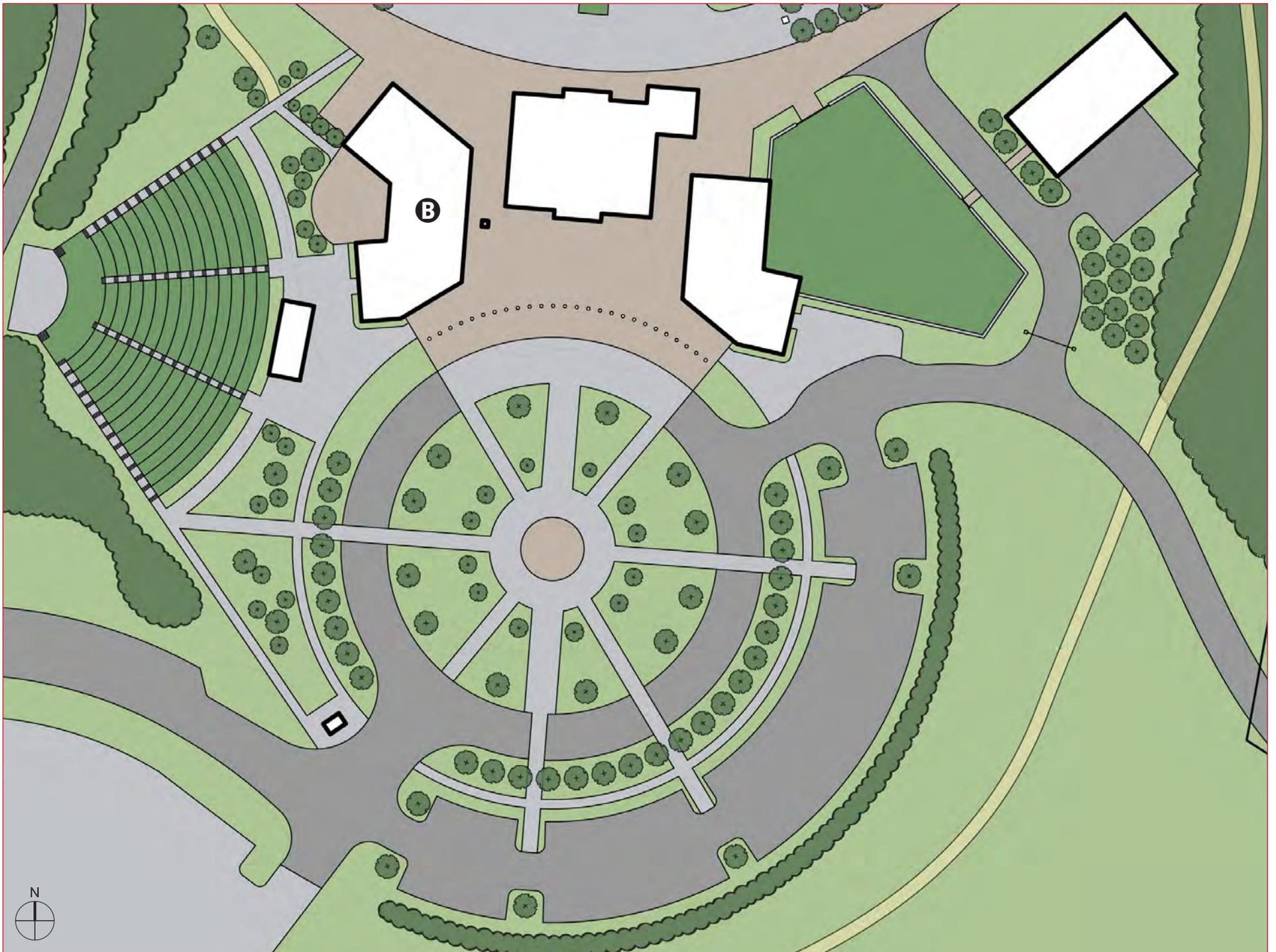


NEW VISITOR CENTER

Ⓐ A new Visitor Center is the central focus of the planned development at the Memorial. The Visitor Center will be the primary point of visitor arrival and orientation to the Memorial. Visitors will arrive at the Memorial Visitor Center to obtain tickets, organize for tours and receive general orientation to the stories and significance of D-Day. Once arriving at the Visitor Center, visitors will have the opportunity to explore the galleries, to learn of the significance, the sacrifice and the many nuances and stories surrounding D-Day. This space will house the main galleries for displaying collections, both permanent and changing. Amenities such as restrooms, modest food service, and a gift shop will support the visitor needs. At the outset, this facility will also house staff offices, collections storage and archival space until future structures are developed at the site. Visitor tours will commence at this site and lead visitors into the Memorial. The placement of the new Visitor Center significantly reduces the potential for visitors to enter the Memorial without orientation.

One of the most dramatic conceptual ideas of this new concept is to allow visitors to enter the facility through the village square and be presented with a dramatic view of the Memorial Arch from within the building. The Visitor Center should capitalize on the existing topography to enhance this experience and provide ample views to the Memorial itself. This offers both a visual enticement for visitors to what is ahead and allows for an interaction and retained connection with the Memorial on days of inclement weather.

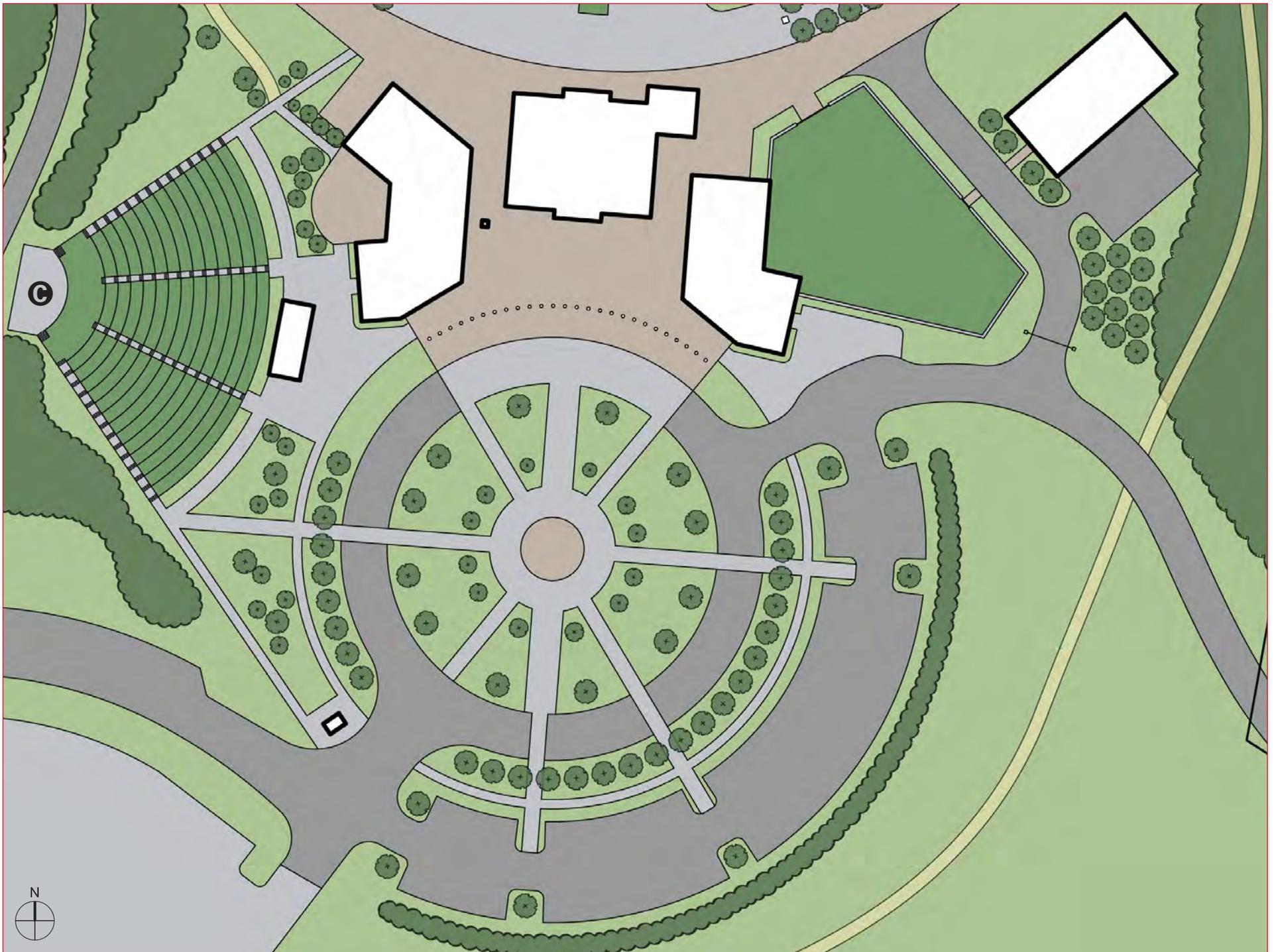
This facility and the other structures immediately surrounding it are conceived to be stylistically representative of a French village surrounding a courtyard. The courtyard is not a literal recreation of an actual village, but is intended to expand the storyline as discussed earlier in the Master Plan. These buildings are intended to be modest two or three story structures, with stone facades and sloping rooflines.



MULTI-PURPOSE BUILDING

B The Multi-Purpose Building will be the second structure of the “French Village”. This facility will provide key indoor facilities that will house a variety of components to support and hold events and programs at the Memorial. One of the key limitations for the Memorial over its first decade plus in operation has been the limitation of weather and seasons on the operations of a predominantly outdoor facility. The multi-purpose events facility, will provide indoor facilities for lectures, ceremonies and a variety of programs. Until the Education Center can be built, it will also be the primary venue for education programming and school groups at the Memorial.

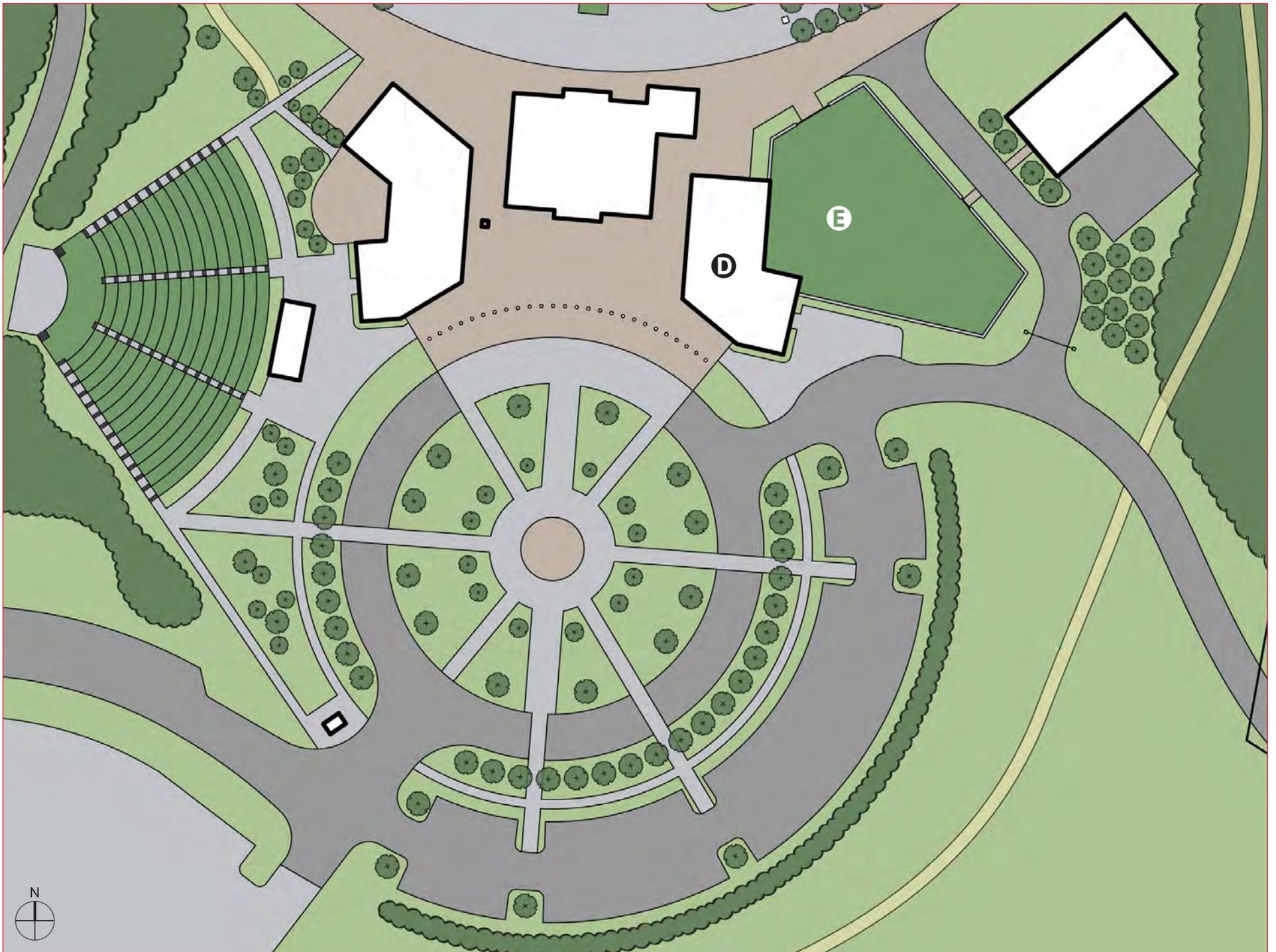
The structure will be similarly articulated as the Visitor Center on the exterior, to represent the French Village character and design. On the inside there will be large, open spaces with the ability to subdivide the spaces based on programming needs. A catering kitchen and ample storage will support a variety of potential event types. This structure is strategically placed with adjacency to the amphitheater, and may play a key role in outdoor programming. This space will also provide earned income potential through facility rentals.



AMPHITHEATER

● Based on the existing topography and the original conception for the design of the Memorial, the Amphitheater is sited to take advantage of the surrounding views and the beauty of the natural setting. Its primary role is to provide an alternative venue to holding events on the main plaza of the Memorial itself. This will allow the Memorial to retain an added sense of repose and solemnity, reducing the wear and tear of the Memorial. The amphitheater will be outfitted for lectures, concerts,

and performances. Seating is conceived to have a mix of permanent, temporary and lawn space for events, with a capacity of 500+ for larger programs. A smaller structure at the top of the slope will provide support space, storage and audio visual capabilities to the venue. This small structure has been conceived to be either an extension of the French architectural influence or a small Quonset hut.



EDUCATION AND OFFICE BUILDING

ⓓ The final component of the French Village is conceived to be an Education Center and Office facility. Over time this facility would house the majority of the staff operations. The Education Center will become the key site for group visitation to the Memorial. The structure is placed to allow for separate bus drop off and access for tour groups and school programs. The Education Center should

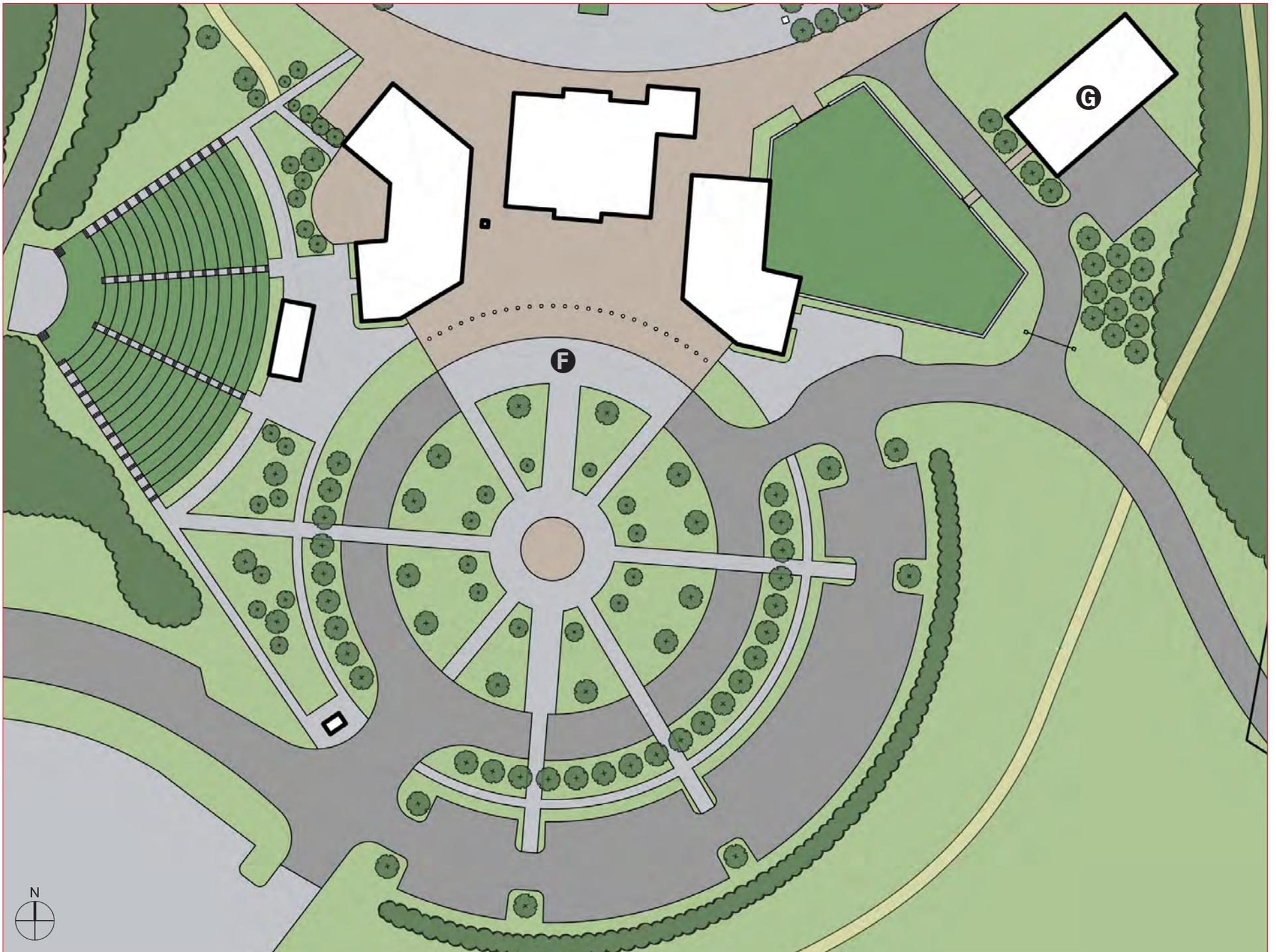
be a self-supporting facility that can be operated independently from the other facilities. Classroom spaces, labs and archival research space (including a library), will be key components.

The exterior architecture will continue the French character and articulation of stone and additive massing. Directly adjacent to the Education Center will be an outdoor exhibits area.

SITE EXHIBIT SPACE

ⓔ The Site Exhibit area is envisioned as an enclosed, walled space that can house larger collection objects such as vehicles, larger weapons and other interpretive exhibits appropriate to outdoor settings. During operational hours this area will be open through an exterior gate facing the Memorial, and include a path and interpretive signage. Objects in the enclosure will also be visible from the Education Center and may be utilized for educational programming. In this context the

outdoor exhibit area will serve a dual role as a setting for outdoor programming and activities of the education programs and group visitation. This area is not intended to be a “playground,” but may have some areas of active/interactive elements to allow for outdoor time associated with longer school programs. The wall is intended to provide a measure of security, but also to enhance the French Village character of the village concept.



CIRCLE

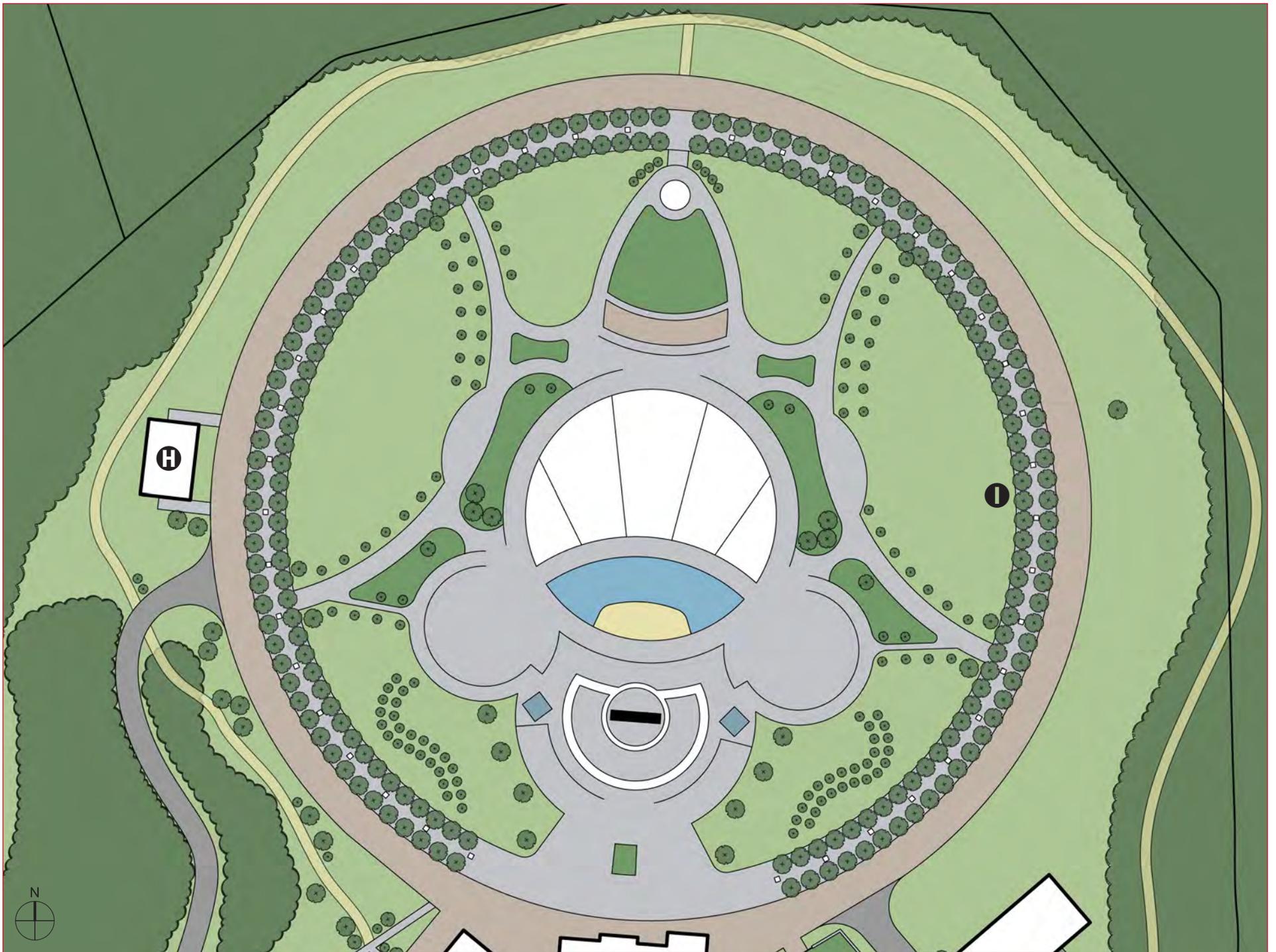
F The new entry circle formalizes Stettinius Parade into the central arrival point for all visitors to the Memorial. It sits on axis with the Memorial and the new village square. At the center of the circle is the flagpole. Formal radiating walks extend out from the center to connect parking, new facilities and the Amphitheater. The drive will be wide enough to accommodate parallel parking on event days with high visitation, and allow for drop off and direct access to the village square during regular operations. Over time the landscaping inside the

circle may be further developed to add additional Memorial elements and opportunities for visitor reflection. The wide central walk, on axis with the Memorial, will remain as a figurative representation of the Champs-Élysées in Paris, as originally conceived. By converting this configuration into a central radiating circle, it is anticipated that this area will be significantly activated from its current configuration, while more formally reflecting the geometries of the original design for the Memorial itself.

MAINTENANCE BUILDING

G To support the operations of the Memorial, a new Maintenance Building is envisioned for the site. The building should be visually modest but consistent with the character of the new structures; perhaps appearing as a simple barn or agrarian type building. The facility is intentionally tucked to the side behind the tree line, to not affect the views of the Memorial from the approach drive. It is also anticipated to take advantage of the topography of the site, so that it will appear as a single story from

the Memorial but have a second lower level with grade access for vehicle storage, maintenance and operations. A drive connecting the Maintenance Building to the Memorial loop and the lower entry road will allow for ongoing use of golf carts used to shuttle accessibly challenged visitors around the site. It will also serve as vehicle access to the Memorial loop during event days when additional parking and closer access to the Memorial is desired. The drive will be gated, to allow for controlled access.



INTERPRETIVE QUONSET HUT

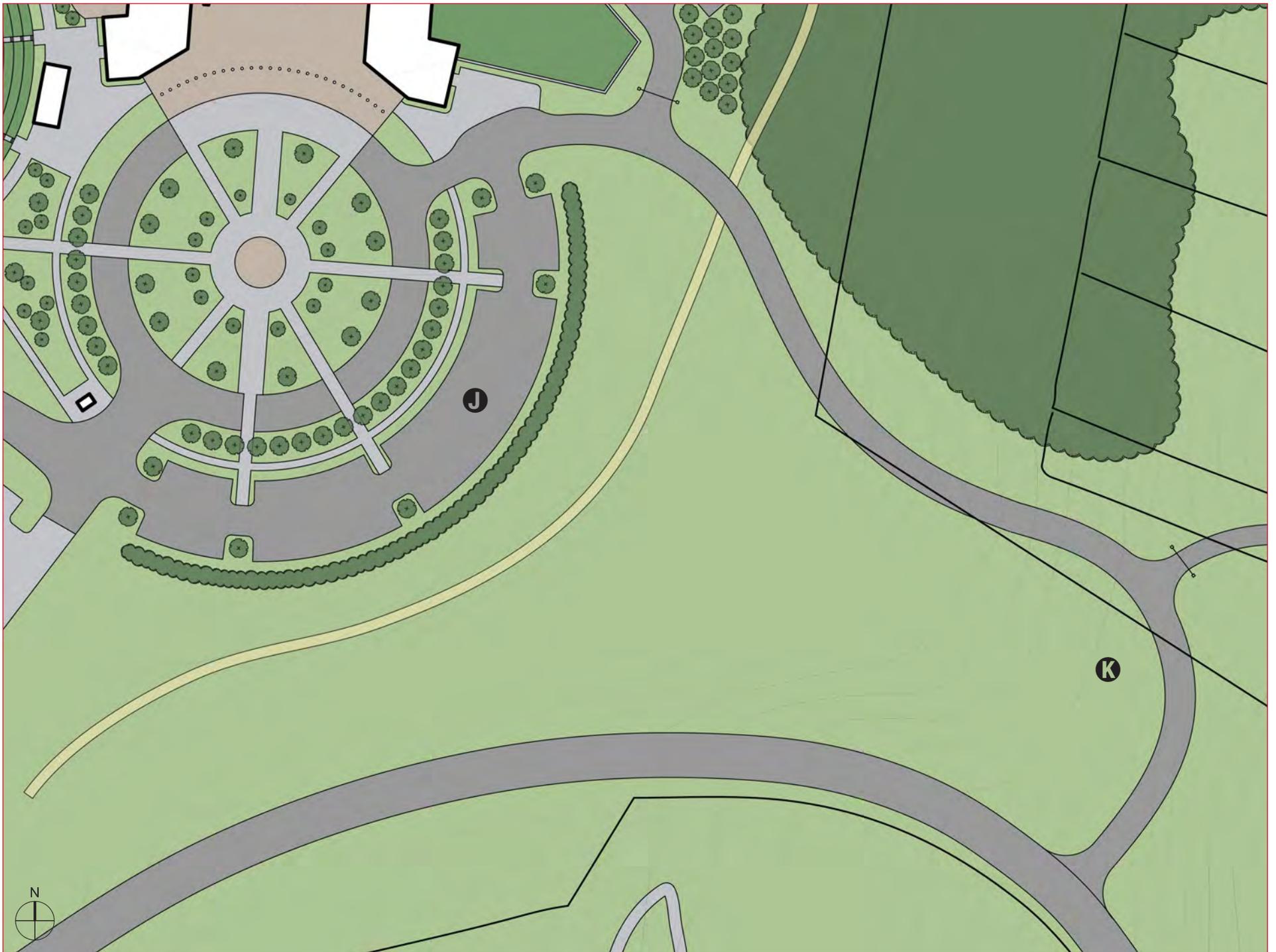
Ⓜ The Interpretive Quonset Hut is envisioned to be one of the first modifications established under the new Master Plan. Its purpose is to allow for a short term alternative gift store and visitor area which allows removal of the existing temporary structures used for visitor services. Over time, the hut and the

area surrounding it are envisioned to become an outdoor interpretive area to allow for additional educational programming particularly interpreting the pre-invasion planning and preparations leading up to D-Day.

TIMELINE PATH

① The one potential enhancement to the Memorial considered in this Master Plan is the addition of a timeline path around the perimeter of the Memorial. This path will provide an opportunity for tours, as they progress from the Visitor Center, to move around the perimeter of the Memorial. The path leads to a new access point at the north side, which is the figurative beginning of the Memorial story as originally conceived. The Timeline Path will allow for interpretation and orientation to the events

leading up to D-Day. With the circular configuration of the Memorial, this provides an opportunity for two different stories to be told, depending on which side is chosen, allowing for more variation of the Tour experience. As an overall concept, the Master Plan envisions removal of parking around the circle enveloping the Memorial and this area becomes a pedestrian only area except during the largest events.



PARKING

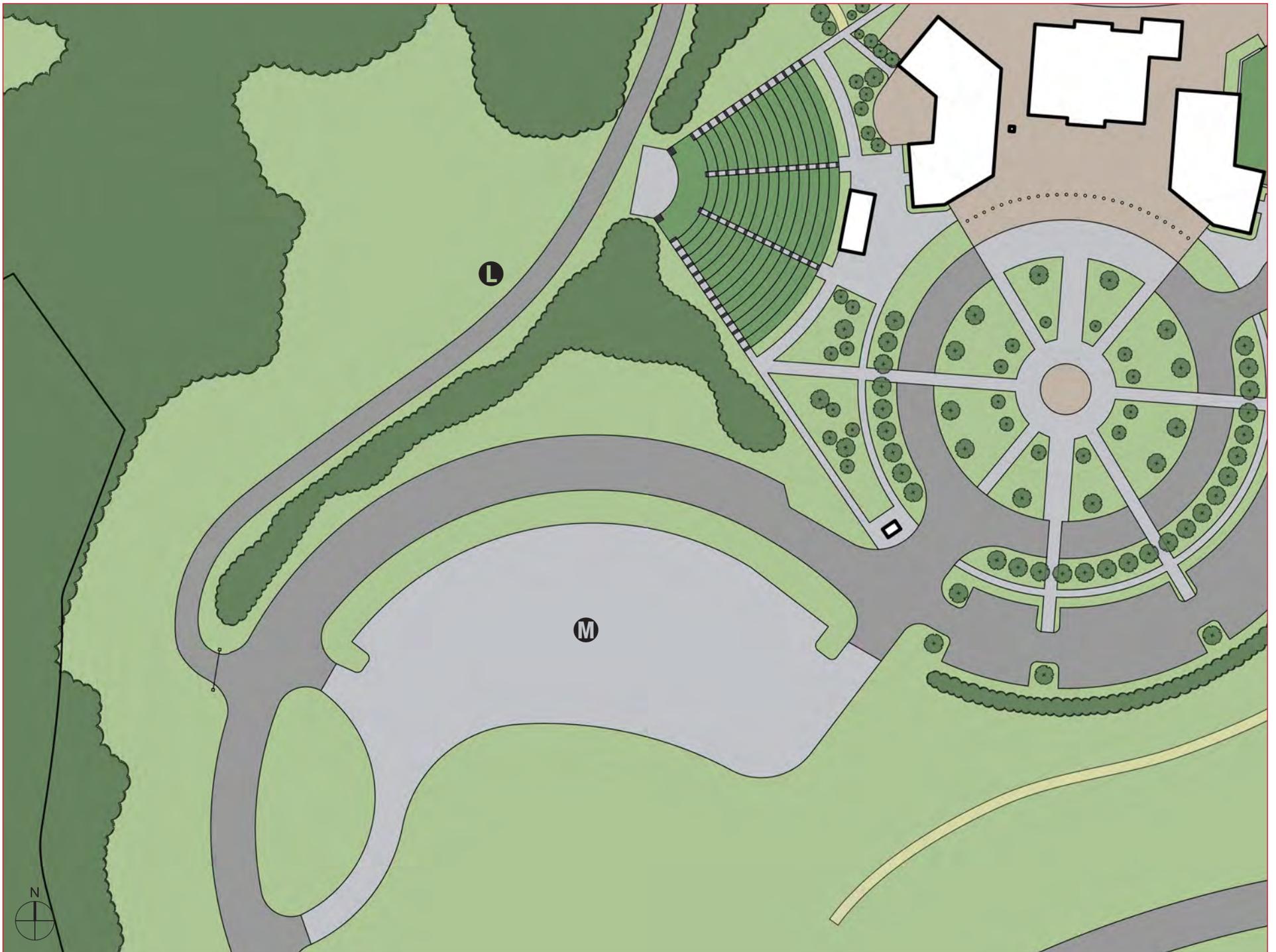
❶ A new parking area is conceived to wrap around the outside of the circle. The entry road will lead visitors directly into this parking area, which will serve as the typical day to day parking for visitors to the Memorial. It is desirable for the parking to be screened from view of the entry road on the

slope below. Radiating paths and walks extend from parking to the new Visitor Center complex and other areas of the site. During larger events additional parking will be opened to visitor access at various locations on the site.

ACCESS ROAD

❷ A new Access Road solves several key issues for the Memorial. First, it allows for service and emergency access for vehicles during larger events, when there is a great deal of traffic on the site. The access road provides direct access to the service facility. A secondary connection is envisioned to the end of the adjacent neighborhood road off this access road, which will be reserved for emergency vehicles only. Second, this access road will become the primary route for busses to access and drop off

adjacent to the Visitor Center and into a Group Entry conceived with the addition of the Education Center facility. Third, the drive provides a connection to a new access to the Memorial loop. In conjunction with another drive on the opposite side, the Memorial loop, which will be closed from parking/access on a general basis, will become accessible for vehicular traffic and parking and allow for circular flow around the site.



RETURN ACCESS ROAD

● A second Return Access Road is conceived on the west side of the Memorial. This road, which is already partially graded and accommodated by an existing curb cut will serve two purposes. The first is to provide service access into the amphitheater. Vehicles will be able to access the back side of the stage in preparation for events. Second, it will provide a route out of the circular drive surrounding

the Memorial to be utilized by staff. This drive may be open to the public during larger events when additional parking capacity necessitates the use of the upper circle. Prior to the implementation of elements such as the new Maintenance Building, this road will also provide primary service access, to maintenance facilities and golf cart storage. This Access Road will be gated for controlled access.

OVERFLOW PARKING

● Conceived as the parking area in the original Visitor Center concept design for the Memorial, the Overflow parking will remain as a gravel lot. Its primary use is as overflow parking during larger events and bus parking for groups. This parking area may eventually be developed or paved as visitation increases and the Memorial evolves. Generally the area below this area and along the slope is being

reserved for future interpretive elements and other functions conceived but not specified within this Master Plan concept. Any future developments in this area should be cognizant of the view corridors to the Arch along the entry drive and the impact on visitor perception and wayfinding as they arrive to the top of the hill.





STRATEGY

In creating a Master Plan, the National D-Day Memorial has set out a twenty-five year vision for development of the facilities at the site to meet long range needs and allow for growth for the Memorial. Over the next few decades, as the importance of education for new generations increases, facilities will need to respond to growing and changing needs of the Memorial. To respond, the Master Plan represents both current needs and future visions. It is neither intended nor feasible that the entire Master Plan be implemented at once. Therefore, the Master Plan lays out a strategy for growth, through a Phasing process described in the ensuing pages.

At the point of the development of the plan, the National D-Day Memorial needs to address three key issues: Removal of temporary structures serving as visitor services facilities, consolidation of staff at the Memorial, and follow through on commitments from the original campaign to build galleries and exhibit space. Addressing these three issues are the core of what is proposed as Phase I. Coupled with addressing these functional needs, the Memorial needs to clearly establish its new direction and

concept in the first phase in order for the facilities to be compatible with the narrative visitor experience. The French Village concept should be apparent even while it cannot be fully implemented with this first phase.

The French Village concept, in full development, anticipates multiple structures surrounding a public plaza / town square. In order to establish this feel from the outset, Phase I proposes that at least two structures be constructed along with the use of other temporary facilities to provide the bounds of the town square configuration. These first structures can then be expanded and future structures be added in subsequent phases. As a result Phase I moves the Memorial directly into the new configuration, revising Stettinius Parade at the outset and reconfiguring the entry drive. Within Phase I, vehicular circulation is relocated including the establishment of new daily parking areas and additional access roads to the Memorial loop.

As a part of Phase I, the amphitheater offers a unique option. The grading of this portion of the site has already been established near to the desired

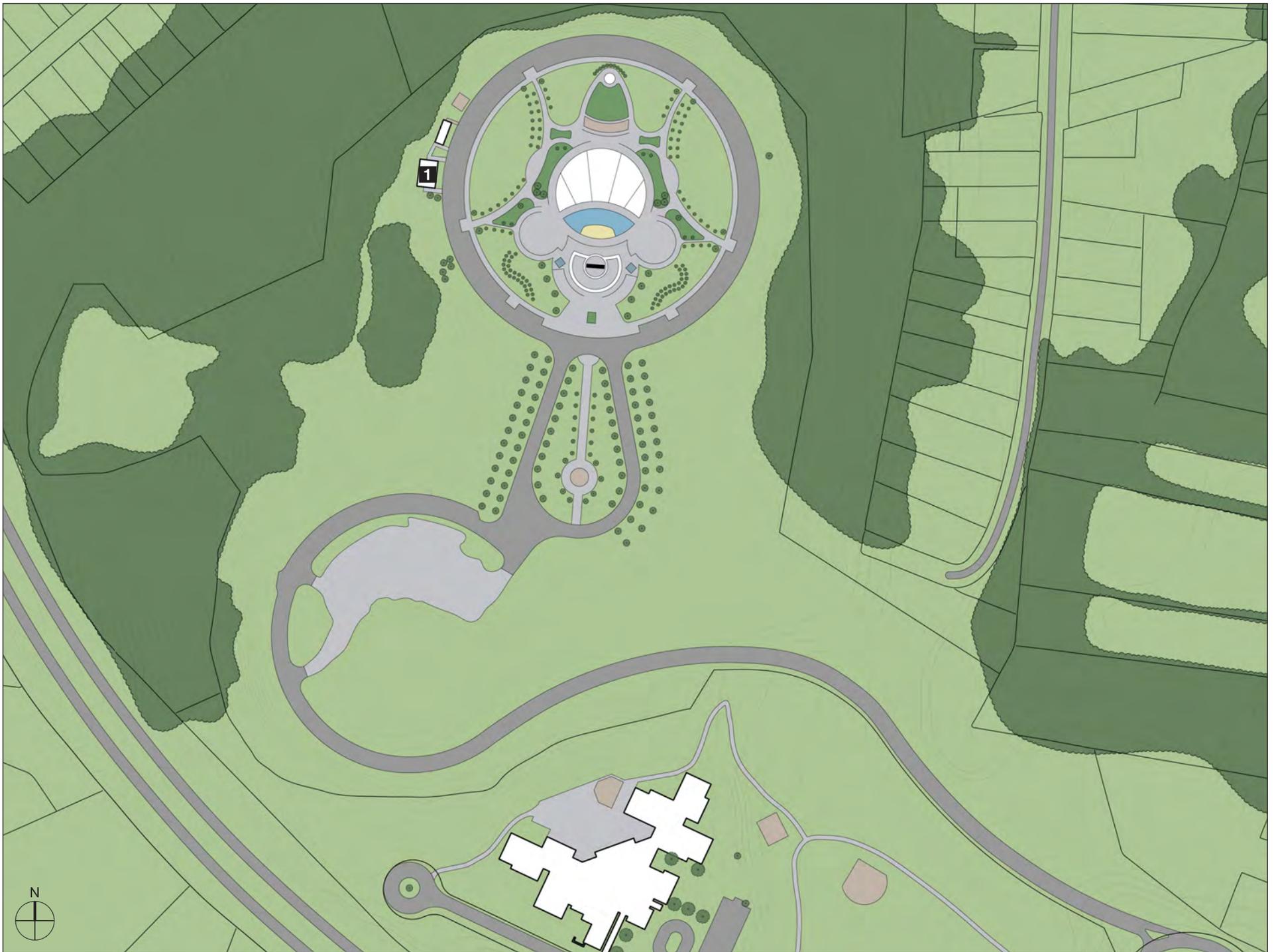
configuration proposed, resulting from original planning efforts in the design of the Memorial. Based on funding available and desired schedules, the amphitheater may easily be constructed in advance of the other proposed Phase I changes to the site.

Strategically, with the advent of new facilities at the site, the Foundation staff can begin to develop and establish new programs, events and processes for visitors. The success and growth of these programs will begin to dictate subsequent priorities and future needs in a more specific way. The spaces can then be tailored and expanded based on those



developing needs. Future technologies may have a similar effect.

With the establishment of Phase I, the largest of the proposed phases, Phase II and Phase III are more modest and elements can be more easily interchanged as funding allows and priorities change for the Memorial. The needs for new and expanded maintenance/service space and additional multi-purpose space that can serve both events and education needs have pushed these elements into Phase II. Phase III can then add more dedicated education space as the new facilities in Phase I and II allow new programs to be developed and expanded. With the completion of Phase III, the Memorial will have been fully expanded to address the core long term needs identified in the Master Planning process. Development beyond Phase III then allows for further site development on the fringes and provides opportunities for specialized developments such as a Chapel or interpretive site exhibits. Phase IV elements could actually be established at any point in the process as fundraising allows.



PRE-PHASE

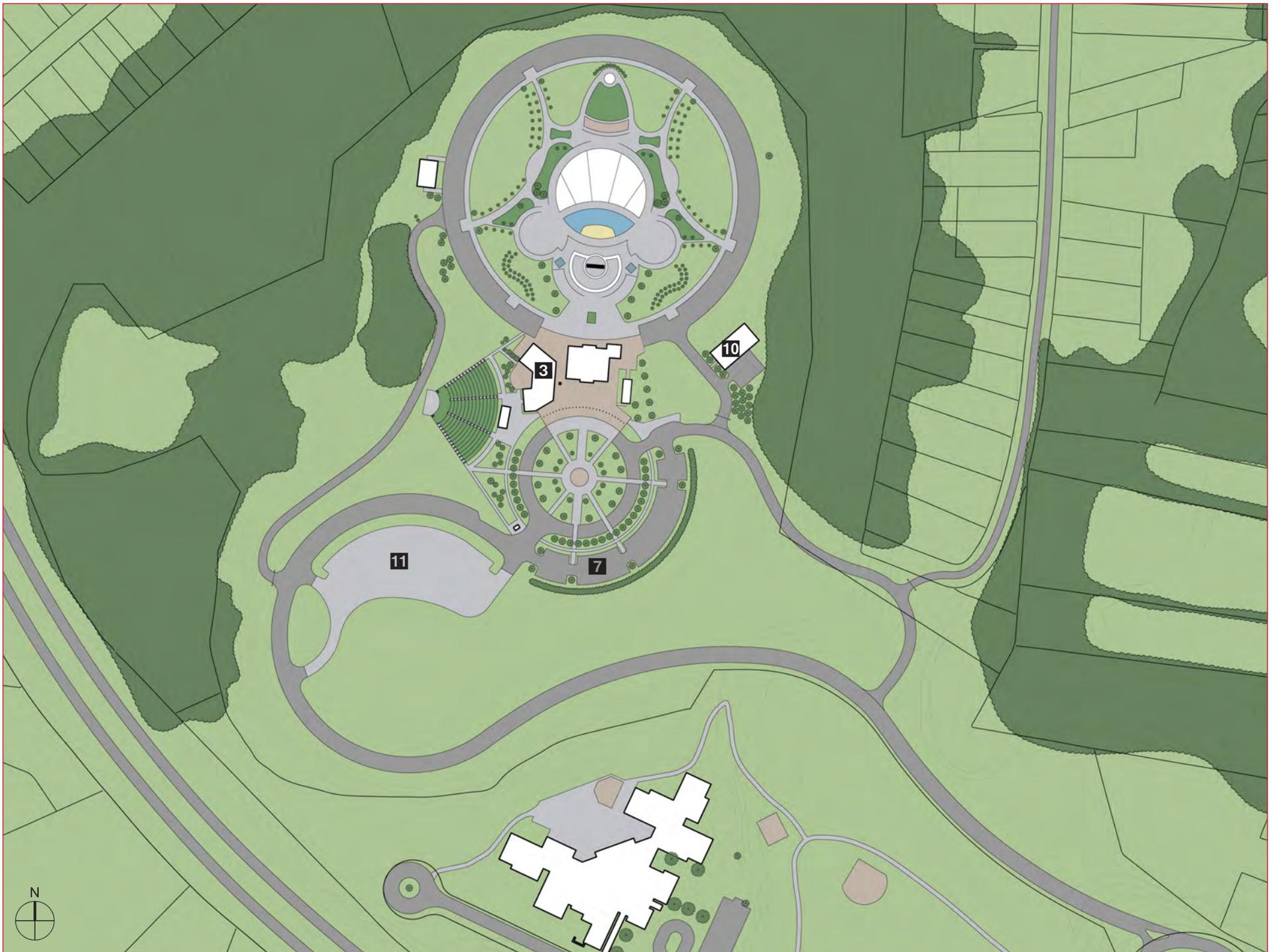
1 As a precursor to implementing the Master Plan, and based on considerations underway prior to the Master Plan, the Pre-Phase anticipates the construction of a new Quonset Hut structure near the site of the existing Education Tent. The

construction of this structure will allow for the removal of the existing leased facilities used for visitor services on a set time frame not dependent on implementation of Phase I.



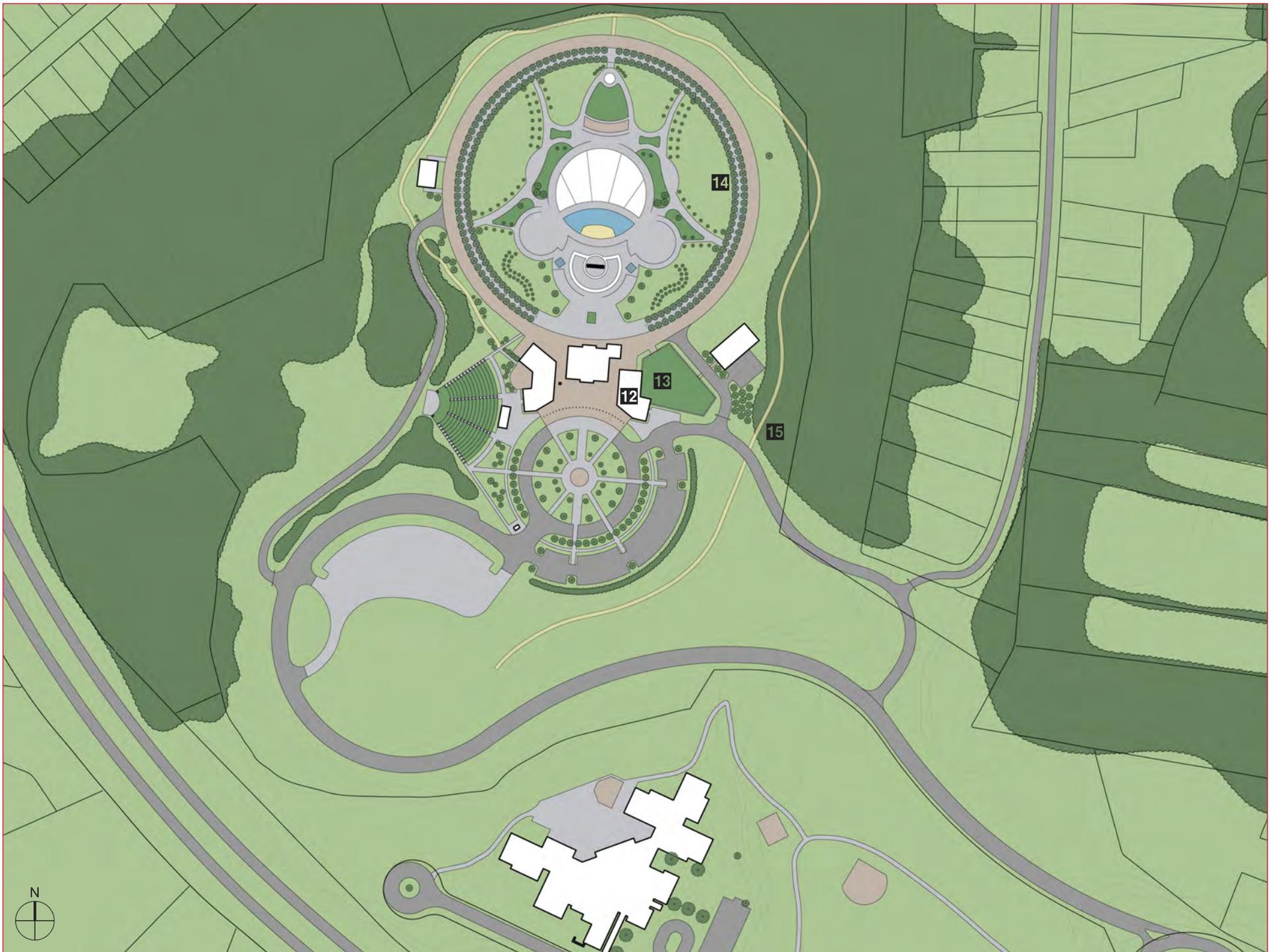
PHASE I

- 2** NEW VISITOR CENTER
- 3** MULTI-PURPOSE SPACE
- 4** AMPHITHEATER
- 5** RELOCATED EDUCATION TENT
- 6** CIRCLE
- 7** PARKING
- 8** ACCESS ROAD
- 9** SERVICE ROAD



PHASE II

- 3** MULTI-PURPOSE SPACE
- 7** PARKING EXPANDED
- 10** MAINTENANCE BUILDING
- 11** IMPROVED OVERFLOW PARKING



PHASE III

- 12** EDUCATION AND OFFICE BUILDING
- 13** SITE EXHIBIT SPACE
- 14** TIMELINE PATH
- 15** EXPANDED NATURE TRAIL



PHASE IV

16 SPECIALTY SPACES (CHAPEL, COLUMBARIUM)

17 INTERPRETIVE LANDSCAPE ELEMENTS

ESTIMATING

For the purposes of planning, preliminary estimates have been developed for the conceptual phases of the implementation of the Master Plan. Costs are in current dollars and have not been escalated for projected implementation dates as time frames are not set. As the actual content of the phases is somewhat fluid, the estimates should be understood as an order of magnitude evaluation, as opposed to a detailed specific estimate. Estimates are based on data from past projects.

Typical capital project budgets contain three key components:

- A. Facilities Construction Cost (includes Contingency) – Facilities construction costs include the costs of construction for a building (bricks & mortar). A contingency is usually included in this budget to allow for unforeseen conditions and construction phase changes.
- B. Owner Costs – Owner costs consist of project soft costs that the Owner is responsible for. These expenses include professional fees,

permitting costs and furniture, fixtures and equipment (FF&E). Owner's management time and expense, and fundraising costs are also included in this category.

- C. Endowment – For cultural sites, fundraising typically includes an additional sum to be allocated to endowment to offset the costs of future operations. Ideally the amount is categorized based on a sum that would generate returns on investment equal to the annual operating costs of the facilities constructed or expanded. Typical investment draw of 4-6% is used as a baseline.

The sum of these three components is the recommended sum of a capital campaign. Project costs are typically estimated in current dollars, based on recent data of construction costs. Additional sums may be allocated for escalation (project costs increased for inflation based on projected construction date). Actual market conditions may be significantly variable at the time of implementation.

CONCEPTUAL BUDGET

Phase I	\$13,086,400 - \$25,775,050
Phase II	\$9,750,000 - \$13,500,000
Phase III	\$9,750,000 - \$13,500,000
Phase IV	\$8,000,000 - \$12,000,000
Total	\$40,000,000 - \$65,000,000

PHASE I BREAKOUT

BUILDING PROGRAM

<i>Space</i>	<i>Existing Size</i>	<i>Proposed Size</i>
Administrative Office Space	5,200 SF	5,000 SF
Gift Store	750 SF	1,000 SF
Ticketing / Entry	Included	250 SF
Interactive Exhibits	None	5,000 SF
Bathrooms	None	750 SF
Archive Storage / Library	2,500 SF	3,500 SF
Distance Learning Center	60 SF	250 SF
Classroom	600 SF	1,200 SF
Circulation	Included / NA	3,500 SF
Outdoor Space / Deck	1,500 SF	1,500 SF
Sub-Total	8,910 SF	21,950 SF

BUDGET (CONCEPTUAL)

Phase I Building	21,950 SF x \$350-450/SF = \$7,682,000 - \$9,877,500
Amphiteater	10,000 SF x \$75-125/SF = \$750,000 - \$1,250,000
Site Improvements	\$250,000 - \$1,000,000
Sub-Total	\$8,682,000 - \$12,127,500
Owner Project Costs	\$1,536,400 - \$2,434,550
Contingency (10%)	\$868,000 - \$1,213,000
Endowment	\$2,000,000 - \$10,000,000
Total Phase I Campaign	\$13,086,400 - \$25,775,050











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