

INSTITUTE FOR CONFLICT ANALYSIS AND RESOLUTION  
GEORGE MASON UNIVERSITY

POINT OF VIEW MASTER PLAN



BUSHMAN DREYFUS ARCHITECTS PLC  
SITEWORKS STUDIO  
NOVEMBER 2007



# PROJECT TEAM

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# POINT OF VIEW MASTER PLAN

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# EXECUTIVE SUMMARY

## PROJECT GENESIS

In 2000, Edwin and Helen Lynch donated their home and 120 pristine acres of land on Mason Neck, Virginia to the George Mason University Foundation for the purpose of creating a retreat and research center for the Institute of Conflict Analysis and Resolution (ICAR). The Lynches named the land Point of View, and they asked that it be used as “an instrument to help people resolve differences and work through disputes in a secluded and restful environment.” With this master planning study, the first step has been taken toward realizing the Lynch’s vision.

## OBJECTIVES

The leadership of ICAR and George Mason University has determined that Point of View should serve three primary functions:

1. CONFLICT RESOLUTION RESOURCE: Facilitate conflict resolution and reconciliation through dialogue, negotiations, stakeholder engagement, national and international retreats and workshops.
2. RESEARCH RESOURCE: Provide forum for theoreticians and practitioners of conflict analysis and resolution.
3. TEACHING FACULTY: Promote conflict analysis and resolution teaching, training and mentoring for students.

## THE STUDY

This master planning effort addresses the broad range of questions encountered while contemplating such an important facility for the mission of ICAR and for George Mason University. The team’s early work included numerous interviews and vision sessions with a broad range of stakeholders including:

- ICAR students and faculty
- ICAR’s Advisory Board
- Point of View’s fundraising leadership group
- The leadership of George Mason University
- Heads of various departments and colleges at George Mason University.
- Residents of the Mason Neck neighborhood.

Out of these conversations emerged a facility that would serve as a kind of “teaching hospital” where ICAR faculty and their students bring together groups in privacy and in trust to address deeply-rooted conflicts while engaging in serious teaching of the theory and practice of conflict resolution.

## ICAR’S PROCESS

ICAR’s work and the evolution of community require creation of the liminal (the in-between) through separation (from others), inversion (through reversal of the everyday) and aggregation (with the coming together of the whole). By first separating from the familiar, participants can then come together to create new relationships, opening new avenues of dialogue and moving forward in heretofore unanticipated ways.

## ACADEMIC PROGRAM

Point of View will offer ICAR faculty, students and alumni the necessary facilities to support the practice of conflict analysis and resolution. ICAR will conduct retreats, workshops, conferences, small meetings and individual sessions. The scheduling of the facilities for conflict resolution activities will be controlled by ICAR. Faculty offices for research and writing will also be provided in the building originally constructed as the Lynch’s home. ICAR students will gain experience “in the field” working alongside faculty in conflict analysis and resolution work sessions. A lecture hall for 50 will serve as teaching space for ICAR’s certificate programs, as a meeting space for groups participating in Point of View sessions, and as a venue for public meetings.

At the center of Point of View, a library for academic research will be constructed alongside an archive dedicated to the history of the development of the field of conflict analysis and resolution; of the use of conflict analysis and resolution and to help bring peace to the world. Specifically, the archive will contain records of historical cases of practical conflict resolution interventions as well as “Track 2” efforts to resolve intractable and protracted conflicts. Offering educational opportunities for ICAR students, groups in residence, tourists and school children alike, the library and archive will offer an additional layer of richness to the activities at Point of View.

Group living accommodations will be provided for six Point of View “fellows” so they may immerse themselves in the work and research of conflict analysis and resolution and so that ICAR may offer housing incentives to attract the best scholars and researchers in the field.

## PROCESS EMBODIMENT

Planning for Point of View is predicated on creating an environment where individuals and groups feel safe, secure and open to transformation via the liminal experience. The site's seclusion sets the stage for change as visitors leave behind their daily routines and the influence of their culturally infused environments. Guests will be immersed in a setting free of cultural and organizational strictures so their thinking may expand in new directions.

The buildings that comprise Point of View will be located on the western slip of land where the Lynch's home was built. This peninsula offers separation from the surrounding landscape and neighborhood and provides increasing degrees of privacy and seclusion as one moves toward the southernmost tip of the landform.

Similarly, buildings progress from the most public uses at the entry point (check-in and a spacious lecture room) to the most private and intimate at the southern tip of the land (meeting rooms for up to ten). At the center of the plan are ritual, remembrance and community spaces that support liminal process and provide for guests' needs: places for creating and performing ritual (spiritual spaces and outdoor communal places), for remembering those that came before and those that will come after (archives and libraries), for working (meeting rooms), for sharing meals (a dining room), for relaxing (lounges, quiet spaces and a bar), for recreating (exercise studio and outdoor activities) and for retreating (private guest rooms overlooking the quiet marsh to the east).

Progressing from very public spaces at the point of arrival to very intimate spaces at the furthest reaches of the property, these increasing degrees of privacy parallel guests' gradual immersion into the liminal process.

## RESPECTING THE LAND

Point of View is planned to be in harmony with its environment and the surrounding ecology; buildings and site interventions are intended to "walk lightly upon the land" and the project aspires to the highest LEED rating possible. At the outset of the planning process, the design team studied the entire 120-acre gift from the Lynch family in order to determine the most responsible and reasonable place for building. The resounding conclusion was to focus development on the 40 acre peninsula that the Lynches built their home; not only are utilities and access already in place for this portion of the land, but building on land that has already been disturbed by previous development is environmentally sound, leaving the remaining 80 acres of Point of View pristine and untouched for generations to come.

Renovation and reuse of the Lynch's home—while serving as a tribute to the hospitality and spirit of the Lynch family—also offers an overt example of recycling and reinventing an existing structure for new uses in order to economize and conserve the earth's resources. Roads and parking areas are located

to minimize disturbance of the land and to remove vehicles from the day-to-day pedestrian experience of guests. New construction is sited to reduce impact on the existing tree cover. Infrastructure such as sewage and storm water treatment will be designed so that water leaving the site is cleaner than when it entered. And furthering ICAR's wish to "teach by example", the very highest standards of environmentally sensitive materials and construction practices will be incorporated into the design and specifications of the structures at Point of View.

## ALLIED PARTNERSHIP PROGRAMS

Point of View is a place for extending the knowledge and practice of conflict resolution. While Point of View is intended to serve primarily as a venue for ICAR's work in conflict analysis and resolution and as a resource for its students and faculty, ICAR intends to make the facility available to the George Mason University community and external groups working on projects related to the practice of conflict analysis and/or resolution as availability and scheduling allows. "External groups" refers to those organizations/networks of persons likewise devoted to addressing intractable conflicts, via either research or practice. ICAR will also seek external partners with like-minded institutions to provide a broader context for the work at POV and begin to develop an external set of users of the facility. Conflict analysis and resolution will be the underlying theme of all the work at POV, but it will be open to external groups and partners for use within this context.

Additionally, ICAR is exploring collaborative opportunities with other academic programs at George Mason University to expand the methods and tools of conflict analysis and resolution. Conversations are already underway with the College of Visual and Performing Arts, the Environmental Sciences Department and the School of Public Policy. And once Point of View is operating and growing, the opportunities for collaboration with other academic divisions will only expand.

ICAR will also seek external partnerships with like-minded institutions to provide a broader context for the work at Point of View and begin to develop an external set of users of the facility. Conflict analysis and resolution will be the underlying theme of all the work at Point of View, but it will be open to external groups and partners for use within this context.

## ADDITIONAL NEEDS

Point Of View will have a small staff of full-time employees responsible for running and maintaining the facility. Administrative offices will be located at the site's entry point (along with guest check-in and parking), and maintenance facilities will be constructed adjacent to the wooded parking area. One staff member will reside permanently on site in a two-bedroom apartment constructed near the entry in conjunction with the Fellows housing.



**SITE ACCESS**

Vehicular access to Point of View is via Belmont Boulevard, a neighborhood street lined with private residences located close to the road. This route is not ideal from either community or program viewpoints because of the high visibility of traffic along this road.

**PROJECT PHASING**

The Lynch family gave ICAR this gift as an effort to promote the field of conflict analysis and resolution. Because of the importance of this mission, immediate use of the property is important. As the fundraising for POV gets underway, a phased approach to building will allow for a progression in the development of the site, with each stage of development providing a space for research and practice in conflict resolution. For this reason, POV will be constructed in three phases with each phase having the ability to support the work of ICAR and its users:

- **Phase 1** consists of the new Welcome, Lecture and Administration building, three new dialogue suites (each with two private meeting rooms for 8 and shared amenities), two houses serving a total of 6 student Fellows, outdoor performance and ritual amphitheater, Peace Walk and all site infrastructure (roads, utilities, parking) needed for the development of all three phases. The Lynch’s home will undergo minor renovations and remain in use in its current configuration, capable of hosting meetings of up to 16 people and containing approximately five faculty offices.
- **Phase 2** includes complete renovation of the Lynch’s home with enlarged meeting rooms, guest services and faculty offices, an archive for papers and artifacts relevant to the history conflict analysis and resolution, a new dining facility, fifteen guest rooms for overnight visitors and a new maintenance facility.
- **Phase 3** will consist of a large Conflict Resolution Ritual and Performance hall with a ceremonial stair leading to a terrace above with expansive views of Belmont Bay, a library, fellows’ offices, twenty guest rooms for additional overnight visitors, and a two-bedroom apartment to house an on-site staff member throughout the year.

All infrastructure, meeting spaces and guest service facilities built in Phase 1 will be adequately sized to accommodate the final tally of thirty-five guest rooms.

**TIME FRAME**

With detailed planning and design set to begin in early 2008, the fundraising will determine the completion deadlines for the full build-out of Point of View; however, site development will begin in 2009 with Phase 1 construction to be completed by 2010. Phase 2 will begin in Spring of 2010 and completed by fall of 2011, and Phase 3 will begin construction in Spring of 2012 with completion anticipated in 2013. The entire build-out of Point of View is projected for completion within five years; however, Point of View will be in use during all three phases of construction.

# BUILDING PROGRAM

The following list of rooms and spaces was derived with the help of the Academic Programming Committee including Nadim Rouhana, Sandra Cheldelin, Chris Mitchell and Peter Mandeville.

Phase 1	no of rooms	sf each	total sf
Welcome, Lecture and Administration Building			
Entry Hall	1	336	336
Coats	1	45	45
Check-in desk	1	168	168
Lecture Hall for 50	1	1,800	1,800
Assistant Director / conference coordinator office	1	120	120
Facilities manager's office	1	100	100
Bookkeeping/Administrative Assistant office	1	100	100
Administrative support	1	55	55
Conference room for 12-15	1	290	290
			net 3,014
efficiency factor	80%		gsf 3,784
Dialogue Suites (3 buildings, each with 2 meeting rooms)			
Small meeting room for 5-10	6	240	1,440
Entry / break space	3	90	270
Kitchenette	3	60	180
			net 1,890
efficiency factor	64%		gsf 2,970
Fellows Housing (two 3-bedroom apartments)			
Bedroom	6	140	840
Living / dining room / kitchen	2	400	800
			net 1,640
efficiency factor	81%		gsf 2,036
<b>Phase 1 construction</b>			
			<b>net 6,544</b>
			<b>gsf 8,790</b>
Lynch House (requires life safety and ada modifications)			
Large meeting room for 14-16	3		
Mid-size meeting room for 8-10	1		
Small meeting room for 4-6	4		
Lounge / breakout space	3		
Faculty offices	5		
Guest services / administration	1		
Catering kitchen	1		
Site Development			
Woodland Amphitheater			
Walking Peace Trails			
Canoe / kayak slip			
Parking for 74 cars			
Infrastructure, utilities & roads for all 3 phases of construction			
<b>Phase 2 construction</b>			
			<b>net 18,606</b>
			<b>gsf 26,581</b>
Phase 2	no of rooms	sf each	total sf
Lynch House Renovation and Expansion			
Mid-size meeting room for 12-14	1	330	330
Guest exercise room	1	260	260
Lounge	1	360	360
Small meeting room for 4	1	156	156
Mid-size meeting room for 15-20	1	425	425
Large meeting room for 25 - 30	1	561	561
Sitting / reading room	1	228	228
Bar	1	361	361
Entry	1	330	330
TV lounge	1	266	266
Guest Services office	1	186	186
IT office and equipment hub	1	300	300
Director's office	1	264	264
Faculty offices	7	187	1,309
Administrative assistant / waiting area	1	294	294
Faculty archive storage	1	235	235
			net 5,896
efficiency factor	63%		gsf 9,370
Archive, Dining and Recreation			
Conflict Resolution Archive	1	750	750
Guest recreation facilities	1	200	200
Dining room lobby	1	250	250
Dining room for 30	1	870	870
Private dining for 20 / meeting room	1	530	530
Kitchen	1	480	480
Food service manager	1	90	90
Staff changing room	1	80	90
Staff lounge	1	100	120
Cold storage	1	100	120
Dry storage	1	120	120
Receiving dock/trash storage	1	230	250
			net 3,870
efficiency factor	70%		gsf 5,568
Guest Quarters			
Guest Rooms	15	360	5,400
TV / media entertainment room	1	150	150
Housekeeping	1	300	300
			net 5,850
efficiency factor	72%		gsf 8,125
Maintenance / Physical Plant			
Grounds maintenance	1	500	500
Facilities maintenance	1	400	400
Maintenance staff workspace	1	90	90
Mechanical	1	2,000	2,000
			net 2,990
efficiency factor	85%		gsf 3,518
<b>Phases 1, 2 and 3 construction total</b>			
			<b>net 38,516</b>
			<b>gsf 52,816</b>
Phase 3	no of rooms	sf each	total sf
Conflict Resolution Ritual and Performance Hall			
Ceremonial Stair	1	530	530
Foyer	1	450	450
Peace, Ritual and Performance Hall	1	1,980	1,980
Ceremonial Hall to Conflict Resolution Archive	1	450	450
			net 3,410
efficiency factor	81%		gsf 4,227
Library and Fellows' Offices			
Library stacks	1	800	800
Research stations (hard copy and electronic)	4	50	200
Study Carrels	6	30	180
Library Office	1	120	120
Fellows' Offices	6	90	540
			net 1,840
efficiency factor	84%		gsf 2,200
Guest Quarters			
Guest Rooms	20	360	7,200
			net 7,200
efficiency factor	72%		gsf 10,000
Staff Housing			
On-site staff apartment, 2-bedrooms	1	916	916
			net 916
efficiency factor	90%		gsf 1,018
<b>Phase 3 construction</b>			
			<b>net 13,366</b>
			<b>gsf 17,445</b>



# DESCRIPTION OF SPACES

## PHASE 1

### WELCOME, LECTURE AND ADMINISTRATION BUILDING

As Point of View's "front door", guests will arrive here for check-in and orientation, greeted by the building's welcoming and broad front porch. The open, glass-enclosed entry hall will offer views of the landscape and Belmont Bay beyond. A lecture hall with theater-style seating for fifty will offer Point of View's largest meeting space for ICAR lectures, large conflict resolution meetings, educational programs for allied partners and - equally important - for local community lectures and gatherings. The facility will also house the administrative staff responsible for the day-to-day running of Point of View.

### DIALOGUE SUITES

Critical to Point of View's mission, six private meeting rooms (capable of accommodating ten people per room) will rest quietly at the southernmost tip of the peninsula in order to provide privacy and quiet from the rest of the activities at Point of View. It is in these rooms that the hardest work in the process of conflict analysis and resolution is done - where those on opposite sides of the issues meet for intense dialogue and work. With tranquil marsh views as the backdrop, a total of three buildings will house two meeting rooms each, and each building will contain a small lobby, kitchenette and restroom for breaks during these intense work sessions.

### FELLOWS HOUSING

So that ICAR may offer immersion into the practice of conflict analysis and resolution at Point of View, and in order to provide housing incentives to attract the very best students in the field, group living accommodations will be provided for six student "fellows". Two apartment-type units, each with three bedrooms and communal living and dining spaces will be situated on the wood's edge, near the Welcome, Lecture and Administration Building, providing a spectacular setting with privacy and modern conveniences, while serving as a presence on-site when faculty, staff and guests are away.

### LYNCH HOUSE REUSE *(with life safety, security and ADA modifications)*

As the physical and sentimental center of Point of View, the home Ed and Helen Lynch built will continue to host groups working to understand and resolve their conflicts - just as it does today, with only minor upgrades for safety and security. Five faculty offices, meeting rooms for up to sixteen, and a variety of smaller meeting and breakout spaces are afforded stunning views of Belmont Bay, enhancing the sense of seclusion and removal that Point of View provides. An administrative/guest services office and catering kitchen round-out the facilities dedicated to meeting guests' needs.

## PHASE 2

### LYNCH HOUSE RENOVATION

As the true "heart" of Point of View, and with extensive renovation and expansion, the hospitality for which the Lynch family was known and their dedication to ICAR will come together in an enlarged center with a variety of meeting rooms capable of hosting groups as large as thirty people, lounges for relaxation and community building, and offices for eight faculty members. The views and ambiance of the Lynch's home won't change, but its capacity to host large groups at Point of View will be greatly enhanced.

### ARCHIVE, DINING AND RECREATION BUILDING

As a unique facility in the profession, Point of View will become a major repository for the papers and artifacts of work done in the field of Conflict Analysis and Resolution. A resource for students, faculty and practitioners, the Archive will rest next to the Lynch's home at the center of the Point of View campus. Along with the archive, facilities are planned at the campus center for sharing meals - an important function for building community amongst the guests that come here to address their deeply rooted differences of opinion. The new dining room will be bright and open, with vistas of both Belmont Bay to the west, and the ever-changing marsh to the east. And to offer overnight guests an opportunity to relax and recreate after a day of hard work, modest facilities are planned for indoor activities such as ping-pong, cards, and even movie-watching.

### GUEST QUARTERS

Overnight guests will retreat to their rooms when the hard work of the day is complete. With stunning views of the marsh to the east, fifteen guest rooms will be designed for privacy, quiet and regeneration. Warm woods, luxurious fabrics and the embrace of natural light will wrap guests in a comforting blanket of peace and solitude. Each room will have a private bath, queen bed, a writing desk and two comfortable "easy chairs" for relaxing at the end of a productive day.

### MAINTENANCE FACILITY / PHYSICAL PLANT

Acting as a sentinel along the wooded entry drive into Point of View, the facilities building will house the people and equipment necessary to maintain a forty acre, state-of-the-art retreat center. The new structure will blend with its surroundings, designed as a low, wood-sided farm building similar to those found throughout this once heavily agricultural area.

## PHASE 3

### CONFLICT RESOLUTION RITUAL AND PERFORMANCE HALL

Conflict analysis and resolution depends upon the building of community through ritual, dialogue and spending time together so we may get to know one another as individuals. The new ritual and performance hall, at the very center of the Point of View campus, will serve these needs and many that we cannot yet envision, as sessions will be organic and ever-changing in nature. And yet, we foresee groups coming together in a space that is both sacred and central to the process and the place of Point of View, convening at the start of their stay, learning about and teaching one another of their histories and passions, and creating rituals unique to their work at Point of View. Music, dance and theater will be performed in this hall, sometimes by guest artists and sometimes by program participants. And certainly community will grow through active and passive participation of the individual and of the group. The hall will be designed with superb acoustics and will have uninterrupted views of Belmont Bay across its ground-level terrace. Connecting the ritual space with the Archives, the Hall of Memory is a place for remembering those that have come before us, both at Point of View and in the world at large. As guests ascend the hall's ceremonial stair to the green terrace above, the view of Belmont Bay opens out toward the Chesapeake and onward to each participant's home beyond.

### LIBRARY AND FELLOWS' OFFICES

Point of View's library is intended to support the research and scholarly work of ICAR's undergraduate and graduate students. Research stations, study carrels, and six offices for resident fellows will meet the space needs, while expansive views of Belmont Bay will make for an environment conducive to creative and open thinking.

### GUEST QUARTERS

Twenty guest rooms will be added to meet the growing demand for overnight accommodations as Point of View's reputation grows as an important retreat center for conflict analysis and resolution. The new rooms will be built adjacent to the guest rooms constructed in Phase One, and they too will have views of the marsh to the east.

### STAFF HOUSING

In order to maintain a presence on-site even when Point of View is not open for business (e.g. during the holiday season), a two-bedroom unit will be constructed to house a full-time member of the administrative staff. Located alongside the fellows' housing and near the Welcome, Lecture and Administration building, the resident staff member will serve as a watchful eye for the property throughout the year.

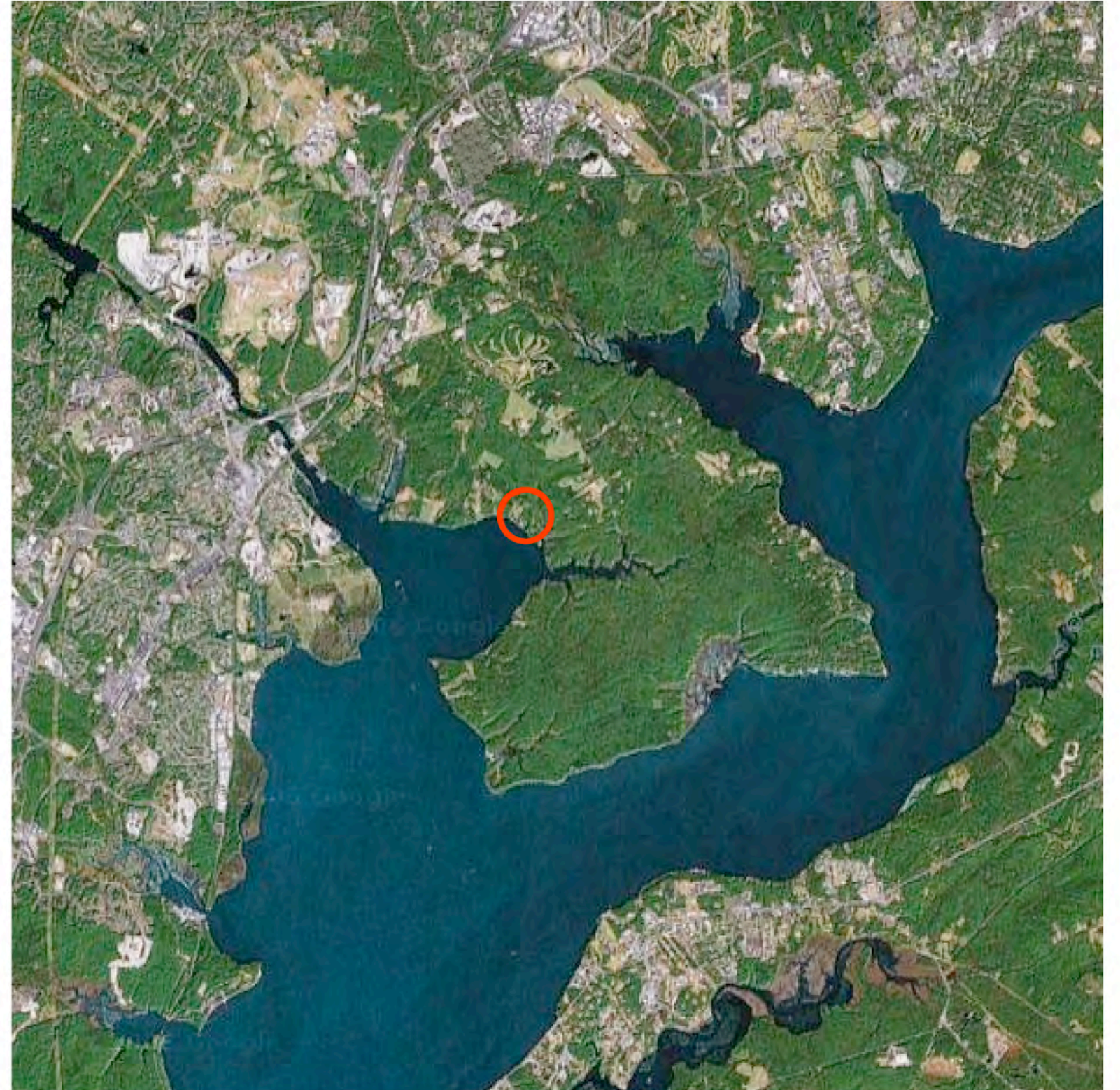






# LOCATION

Located in Fairfax County on Belmont Bay, Point of View is 30 minutes from ICAR's Arlington campus, 25 minutes from George Mason University's Fairfax campus and 40 minutes from downtown Washington, D.C.





# SITE CONTEXT

## NEIGHBORING PROPERTIES

Mason Neck State Park to the south and Meadowood Recreation Area (part of the federal Bureau of Land Management) to the north provide wooded protection along boundaries of the property. Residential development borders the property to the northwest and the east.

## TRANSPORTATION

The site is approximately 4 miles off of Interstate 95 and easily accessed by car from all points in and around the Washington D.C. area. Reagan National Airport and Dulles International Airport (30 and 50 minute drive respectively) serve the region; nearby Fort Belvoir (a 10 minute drive from Point of View) is slated for conversion to a private airport in the coming years and would provide accommodations for arrival by private jet or helicopter.

## EXISTING ACCESS ROAD

Point of View is currently accessed via Belmont Boulevard, a neighborhood street lined with private homes. A number of undeveloped parcels remain along the road, though future development of these parcels is limited only by the need to locate soils appropriate for on-site septic systems. This route is not ideal. Many guests to Point of View will desire privacy given the sensitive nature of the discussions that will take place here; arriving through a neighborhood is counter to that need. Additionally, traversing this route lacks a sense of separating one's self from the day-to-day world that guests must leave behind in order to fully participate in ICAR's process. Finally, the current configuration of Belmont Boulevard at its southeast end (where Point of View's entry road meets Belmont Boulevard) is not adequately designed for the school buses and emergency vehicles that must use it.

## ALTERNATE ACCESS ROUTES

Alternatives to arrival via Belmont Boulevard were explored in this master planning process but they were not found to be feasible at this time.

## UTILITIES

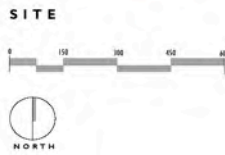
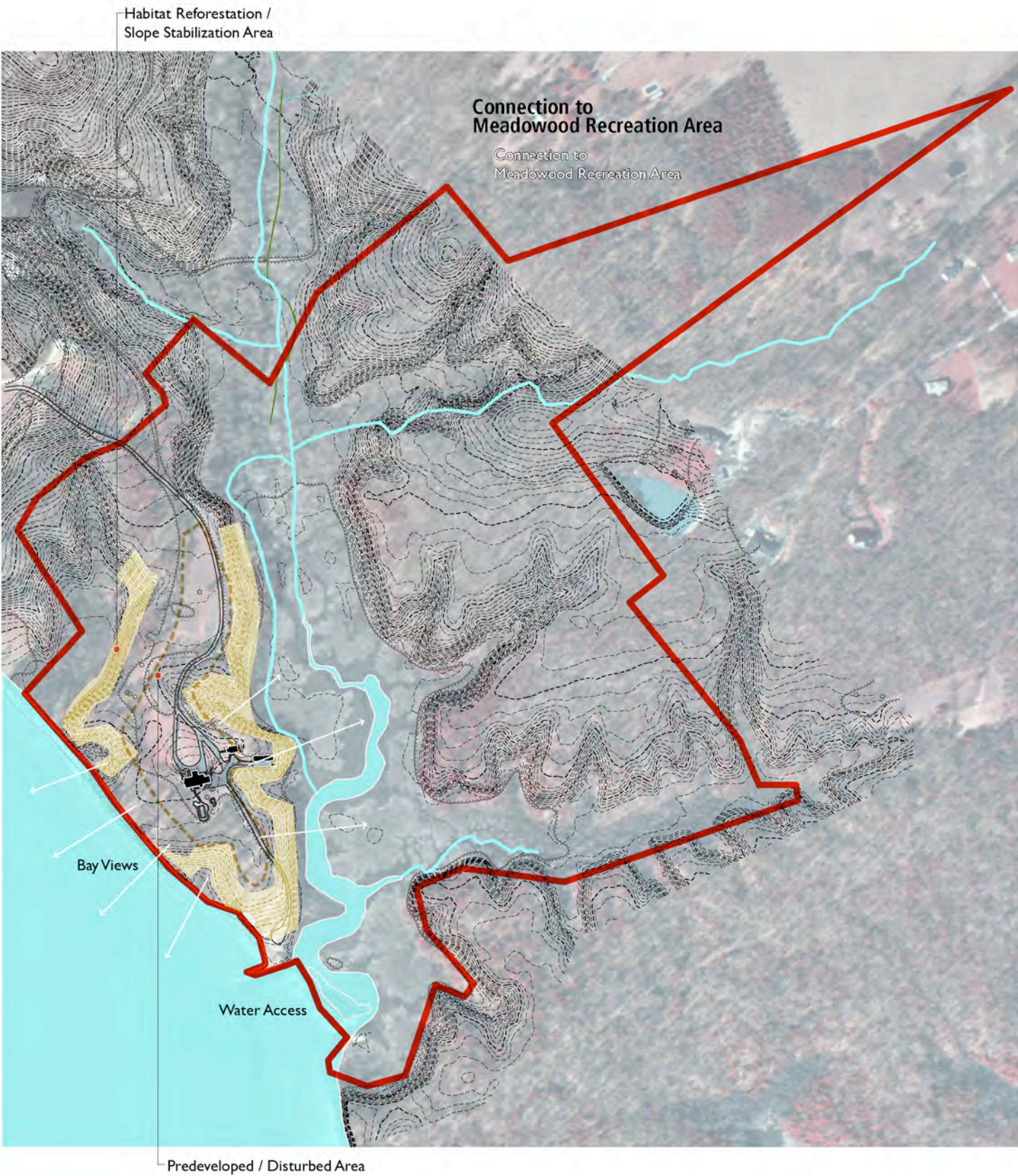
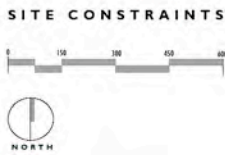
The site is served by the following utility companies; electricity: Dominion Virginia Power; water: Fairfax Water, phone: Verizon; cable/tv: Cox. Public sewer is not available; a septic disposal system is required for all new construction.



Site context



# SITE CONSTRAINTS AND OPPORTUNITIES





## SITE PHOTOGRAPHS



View across Belmont Bay.

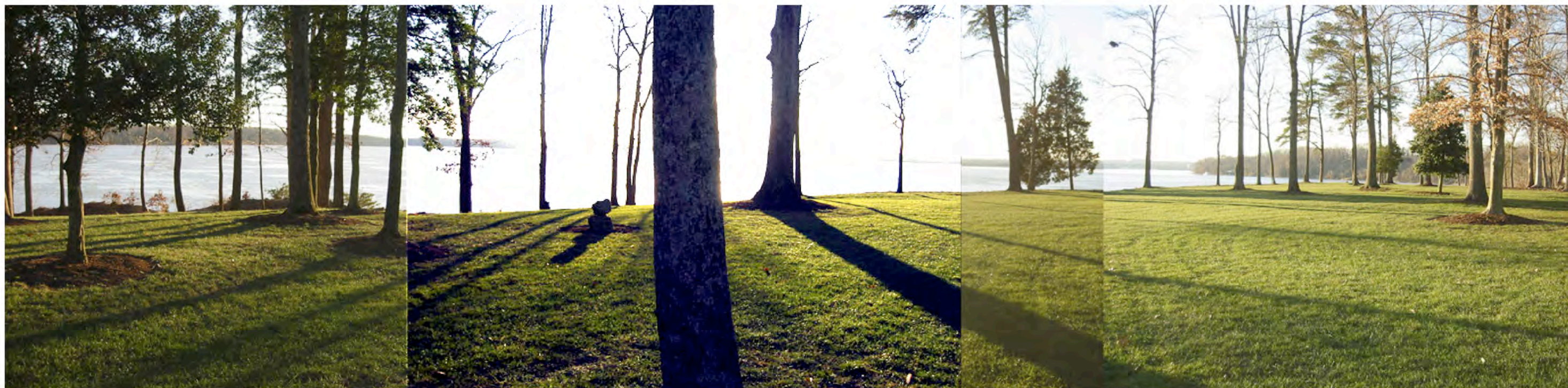


Looking north at the trees bordering the entry drive; the marsh is to the right.





View to the east across the marsh.



Belmont Bay viewed across the lawn south of the Lynch's home.





Mason Neck State Park viewed across the marsh from the southern tip of the peninsula.



Belmont Bay viewed across the lawn north of the Lynch's home.



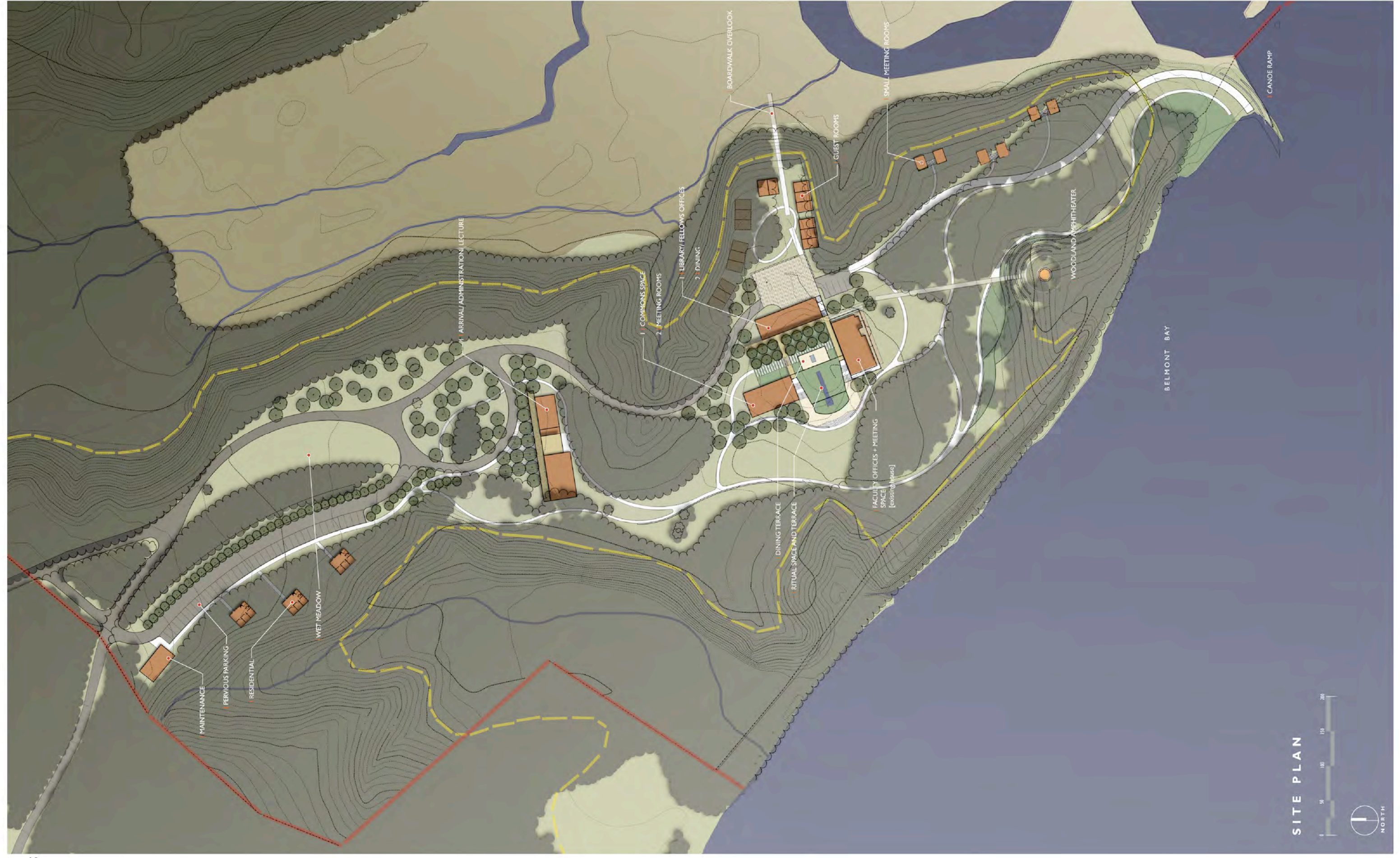
Neighboring properties to the northwest viewed across the lawn north of the Lynch's home.





The Lynch's home viewed from the southwest.





SITE PLAN





# MASTER SITE PLAN

Point of View is designed for increasing degrees of privacy as one moves further into the site.

Guest check-in, a lecture hall (accessible to the general public) and administrative offices act as the gatehouse for arriving visitors. Housing for Fellows and for resident staff, the facilities building and parking also occupy this most public portion of the site.

The center of the site, the Lynch's home, is the day-to-day heart of Point of View. Indoor and outdoor ritual spaces rest at the center of the campus and look out at Belmont Bay. They are surrounded by the library and archives, mid-sized meeting rooms, the dining room, reception rooms and faculty offices. Accommodations for overnight guests (15 rooms in Phase 2, 20 additional rooms in Phase 3) are nearby with private views onto the marsh to the east.

The southern tip of the site is the most remote and private area of Point of View. Six small meeting rooms, constructed in pairs, face the marsh to the east and are constructed low to the ground for increased privacy and solitude. The woodland amphitheater—nestled into a natural landform—is an ideal setting for outdoor rituals, performances, and bonfires.





# PHASING STRATEGIES

The Lynch Family gave Point of View to further ICAR’s work in conflict analysis and resolution. Because of the critical need in our world for ICAR’s mission, a phased approach to construction is planned so that facilities come on-line quickly and as the program grows. To parallel fundraising, development of Point of View is planned in three phases, and each phase is devised to grow the services and facilities in lockstep with Point of View’s growth in programs, attendance and reputation.

## Phase 1

The initial phase of construction will provide ample space for conflict analysis and resolution sessions, dialogue suites for small groups, a lecture hall for teaching and community meetings, fellows housing, faculty and administration offices.

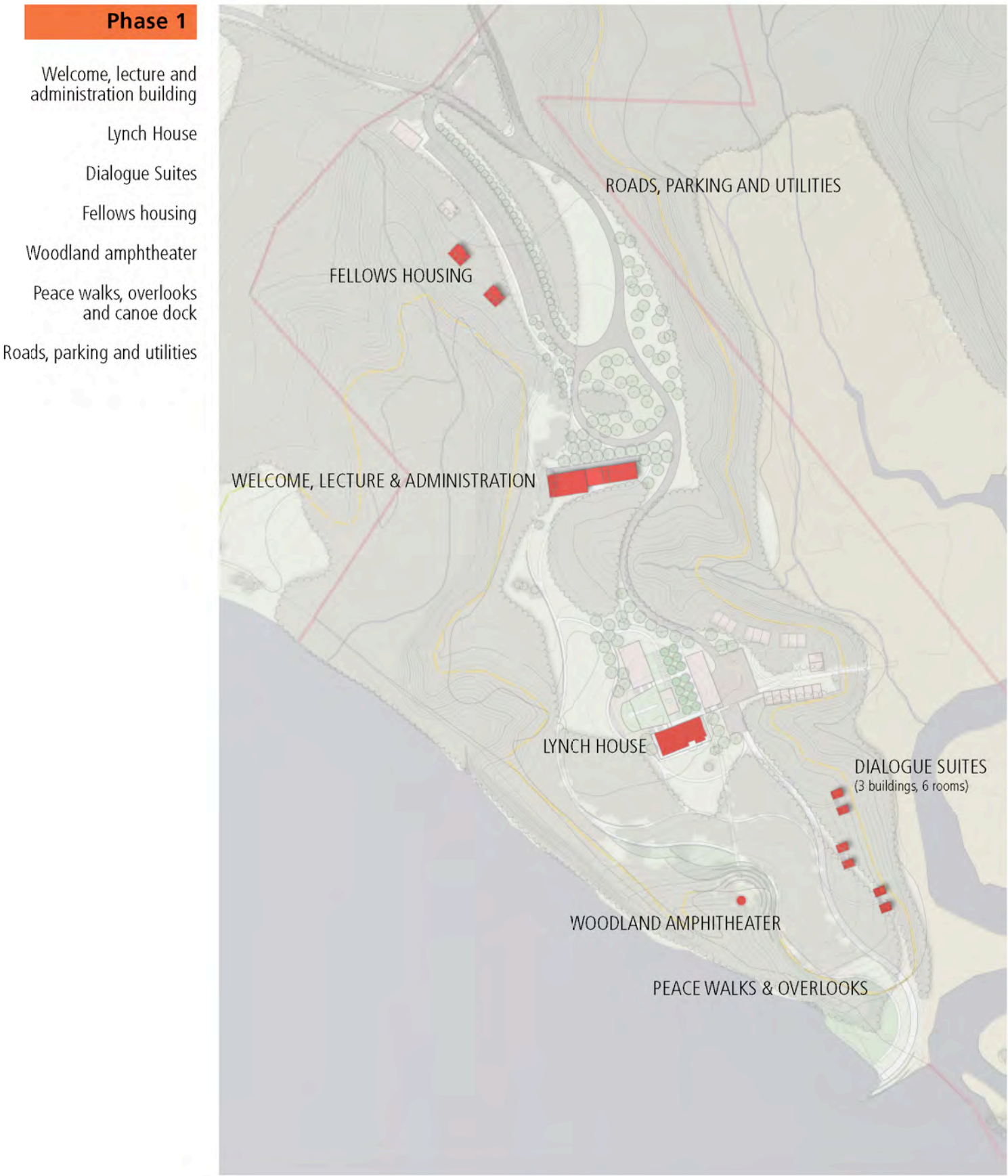
The new Welcome, Lecture and Administration building will offer guest arrival services, lecture hall for 50 and administration offices. The Lynch’s home will undergo minor renovations and remain in use in its current configuration, capable of hosting meetings of up to 16 people and containing approximately 5 faculty offices. Three new dialogue suites, each with 2 private meeting rooms for 8 and shared amenities, will offer the seclusion and privacy necessary in the conflict dialogue process. Six student fellows will be housed in two structures. Site infrastructure (roads, utilities, parking) needed for the full development of all three phases will be constructed in Phase 1, as will Peace Walks and the outdoor performance and ritual woodland amphitheater.

## Phase 2

The second phase of construction will see the complete renovation of the Lynch’s home with enlarged meeting rooms, guest services and additional faculty offices, a new archive for papers and artifacts relevant to the history conflict analysis and resolution, a new dining room for up to 50, accommodations and recreation facilities for fifteen overnight guests and a new maintenance facility.

## Phase 3

The final phase of work will add a large Conflict Resolution Ritual and Performance Hall with a ceremonial stair leading to a terrace above with expansive views of Belmont Bay, a research library with six fellows’ offices, overnight accommodations for an additional 20 guests, and a two-bedroom apartment to house an on-site staff member throughout the year.





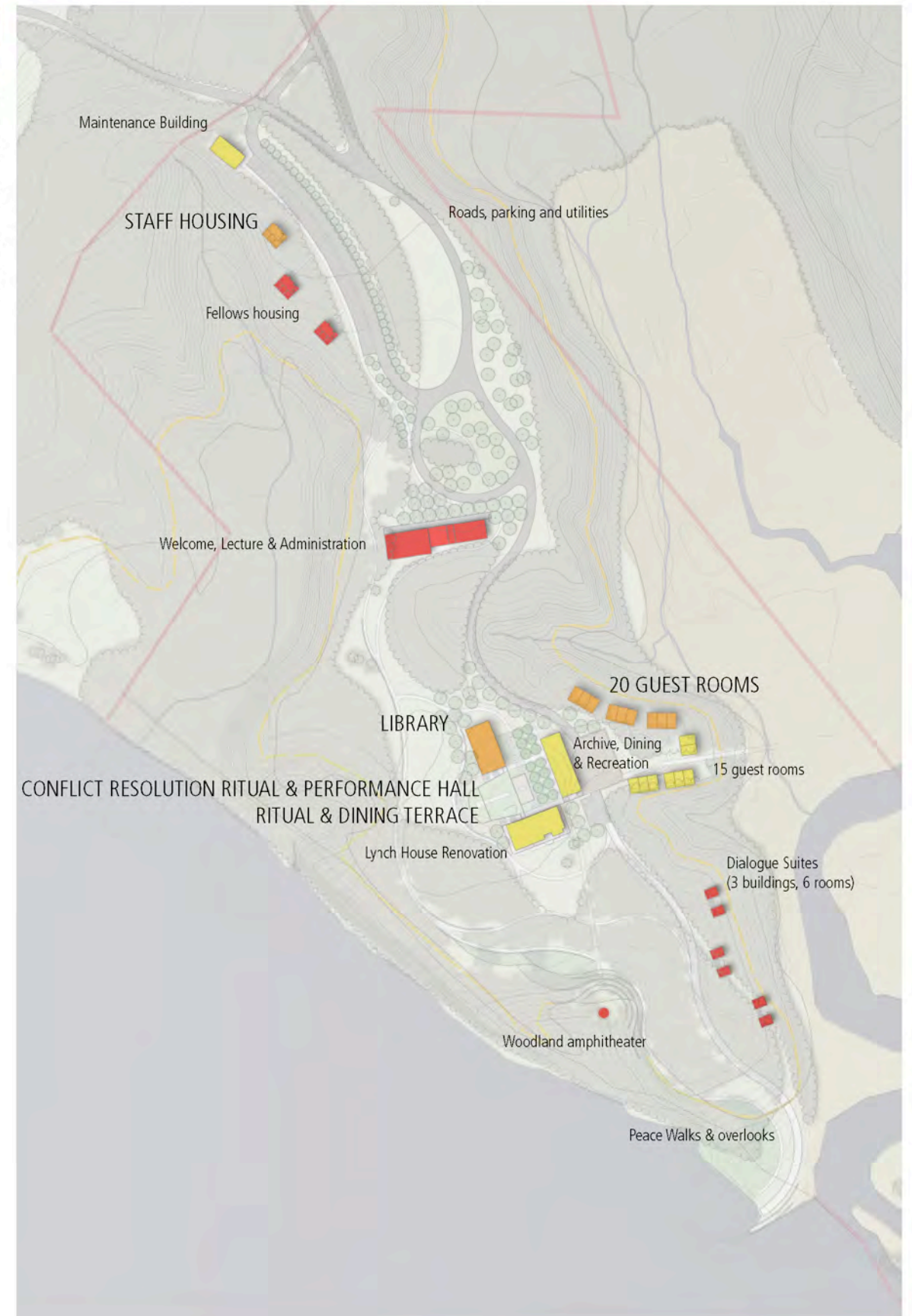
## Phase 2

Lynch House renovation  
Archive, dining and recreation center  
15 guest rooms  
Maintenance building



## Phase 3

Conflict Resolution and Performance Hall  
Ritual and dining terrace  
Library  
20 guest rooms  
Staff housing







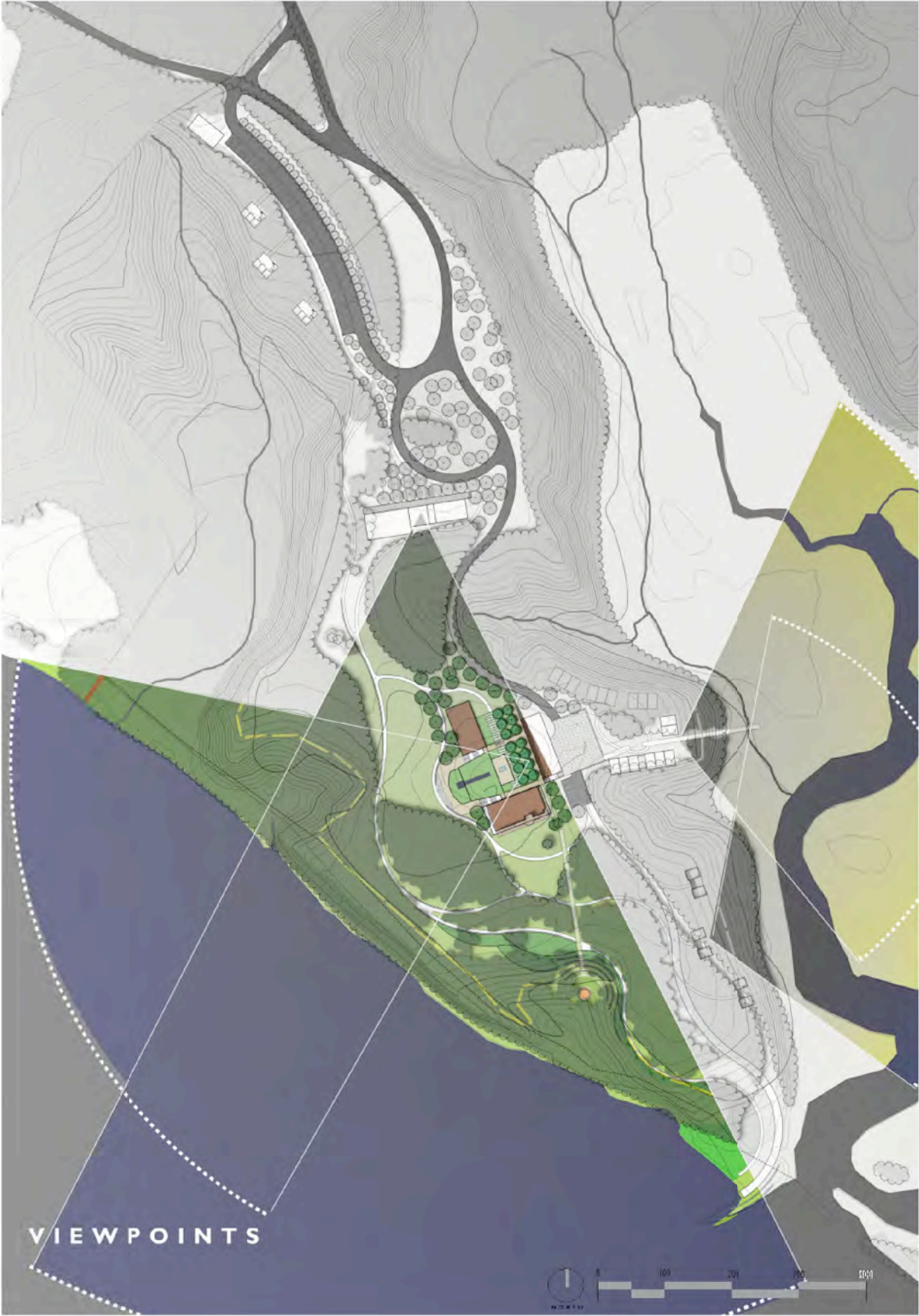


SITE DESIGN STRATEGIES: TREES AND GROUNDCOVER





SITE DESIGN STRATEGIES: VIEWSHED AND WATER COLLECTION





# SITE DESIGN STRATEGIES: CIRCULATION AND PRIVACY THRESHOLDS



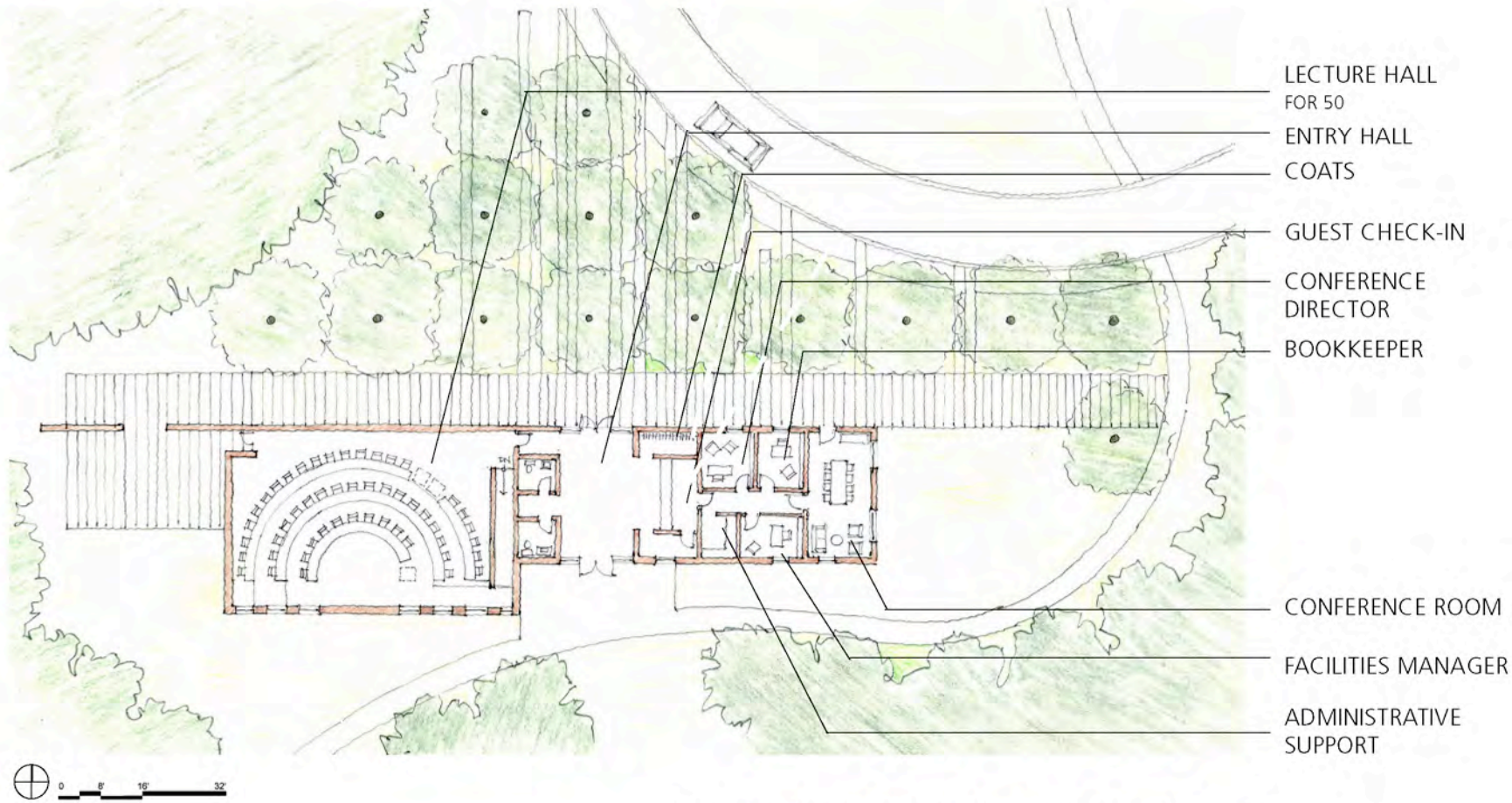


# BUILDING CONCEPT PLANS



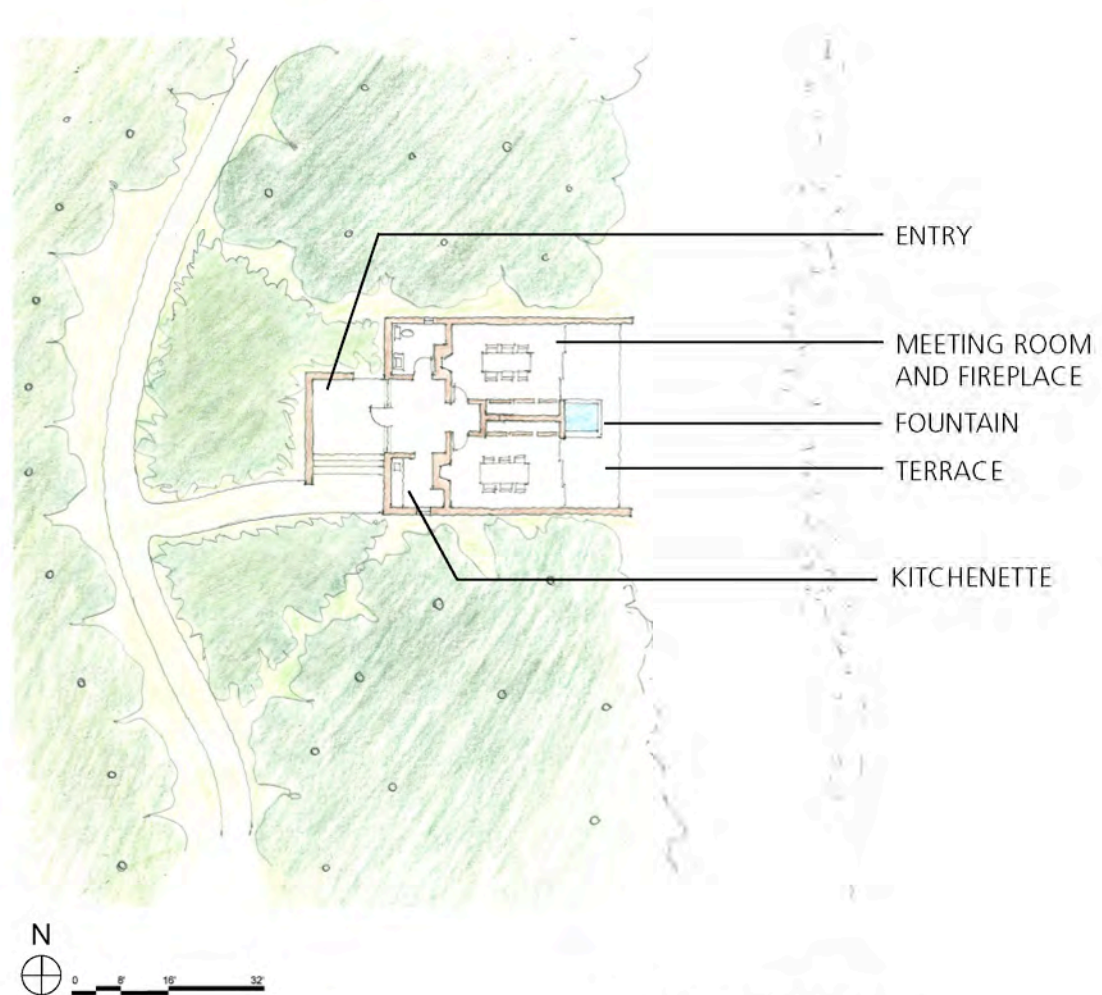
SITE PLAN

- 1 WELCOME, LECTURE AND ADMINISTRATION BUILDING
- 2 SMALL MEETING ROOMS
- 3 FELLOWS AND STAFF HOUSING
- 4 CAMPUS CENTER

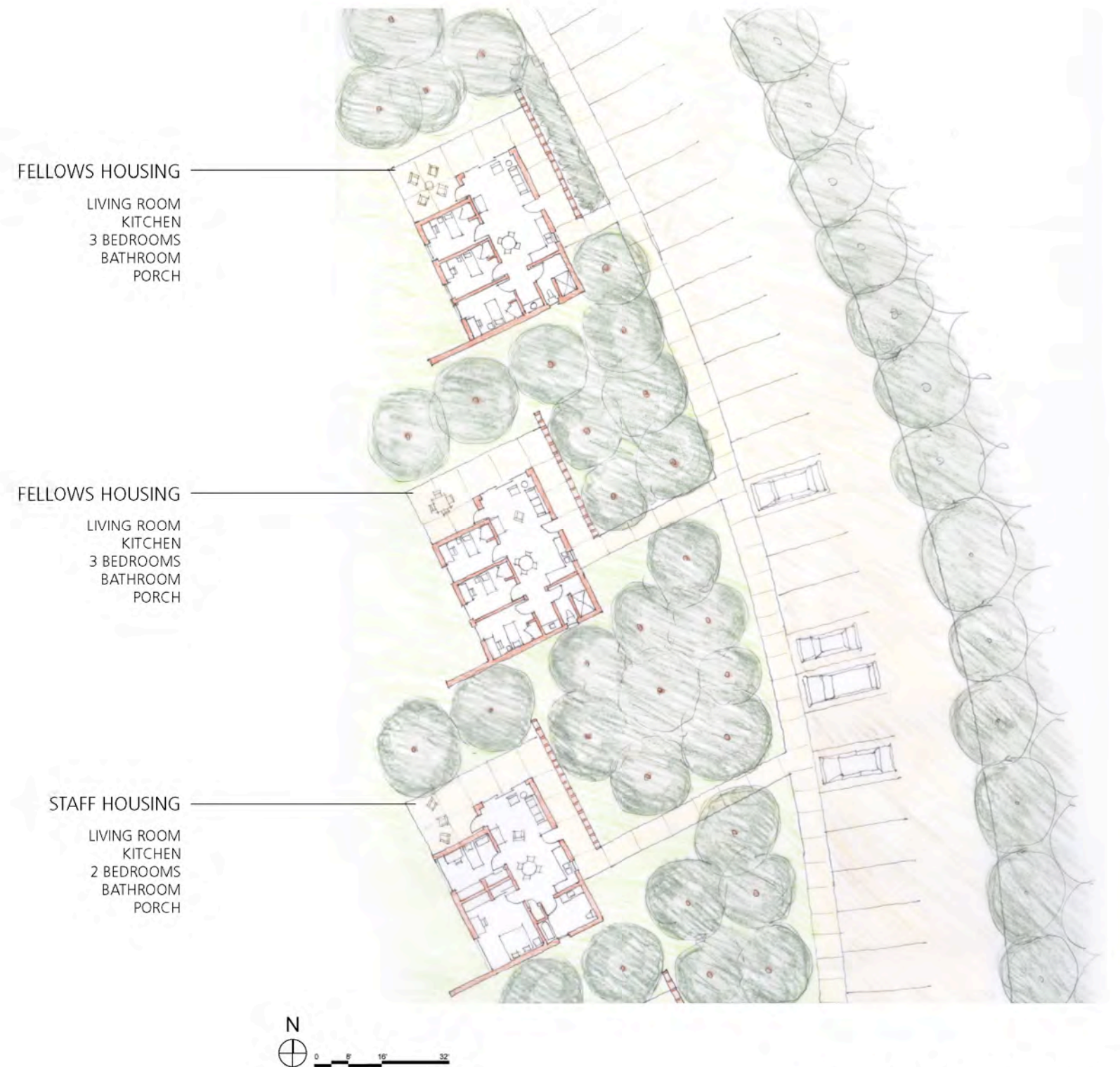


WELCOME, LECTURE and ADMINISTRATION BUILDING





SMALL MEETING ROOMS



FELLOWS AND STAFF HOUSING







LYNCH HOUSE  
 ICAR DIRECTOR'S OFFICE  
 FACULTY OFFICES  
 ADMINISTRATIVE SUPPORT  
 STORAGE  
 ELEVATOR



THIRD FLOOR PLAN - LYNCH HOUSE

GREEN RAMP  
 TO GRADE BELOW

DINING PERGOLA

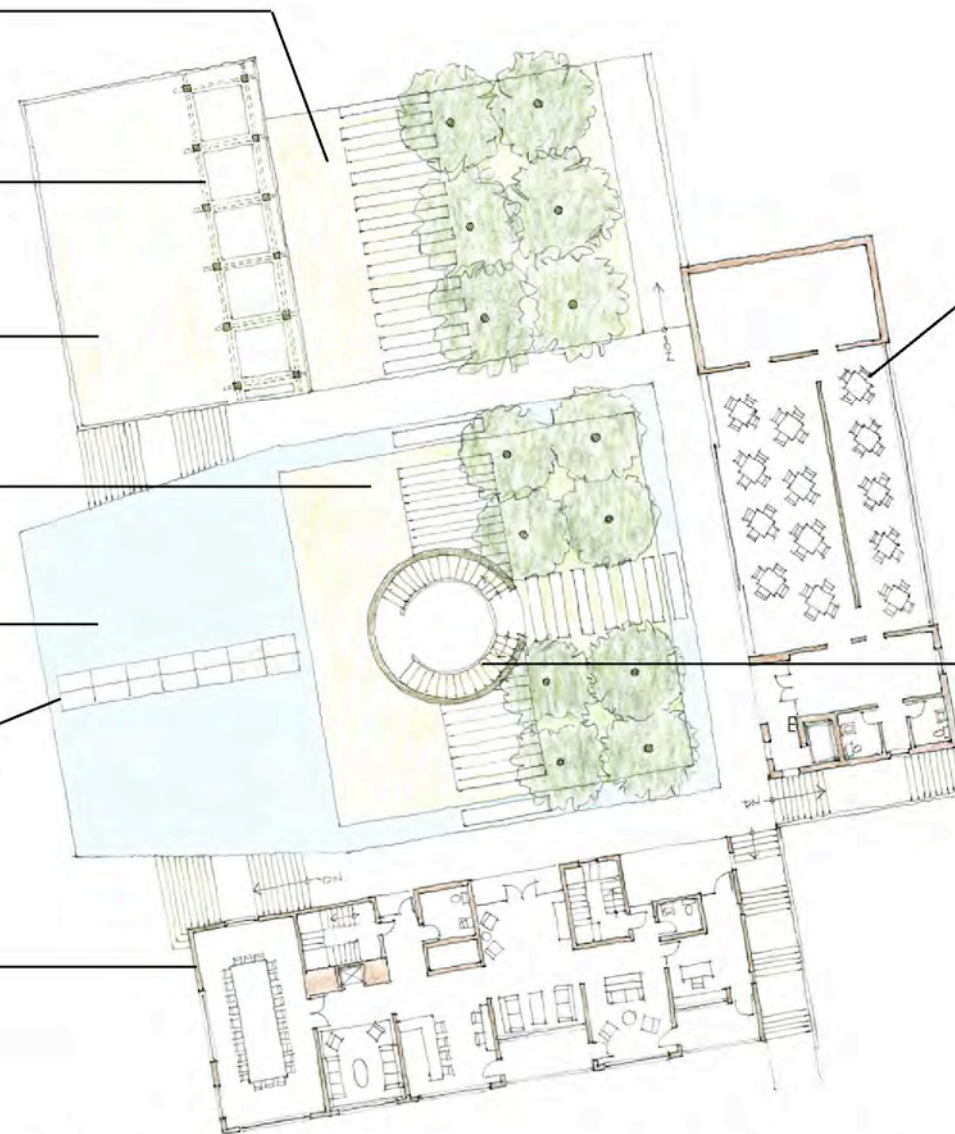
GREEN ROOF OVER LIBRARY

OUTDOOR RITUAL SPACE  
 AND DINING TERRACE

REFLECTING POOL

SKYLIGHT

LYNCH HOUSE  
 LARGE MEETING ROOM  
 LOUNGE AND BAR  
 TELEVISION ROOM  
 ADMINISTRATIVE SUPPORT  
 ELEVATOR



SECOND FLOOR PLAN (TERRACE LEVEL) - CAMPUS CENTER

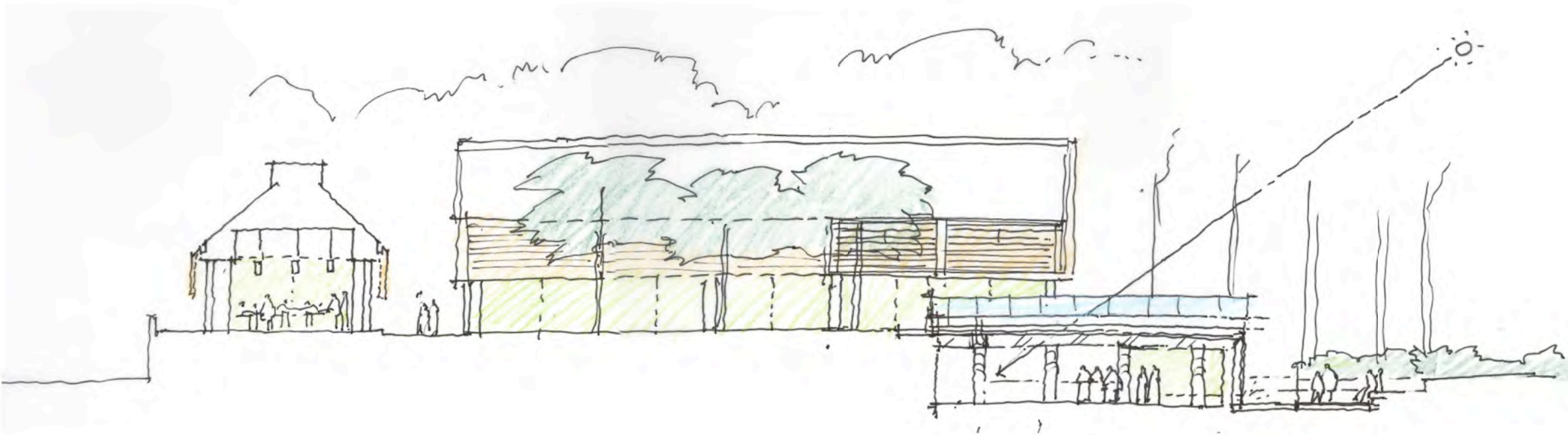
DINING PAVILION

DINING ROOM FOR 30  
 DINING ROOM FOR 20  
 LOBBY  
 KITCHEN  
 TOILETS  
 ELEVATOR

CEREMONIAL STAIR TO  
 RITUAL AND ARCHIVES



BUILDING CONCEPT SKETCHES



RESIDENCES.

DINING HALL

MEETING HOUSE.



BAY VIEW.

POV STUDY 4.13.07.

RAINWATER HARVESTING.  
RECLAIMED WOOD  
REFLECTIVE ROOF.

TRANSPARENCY











# ARRIVAL



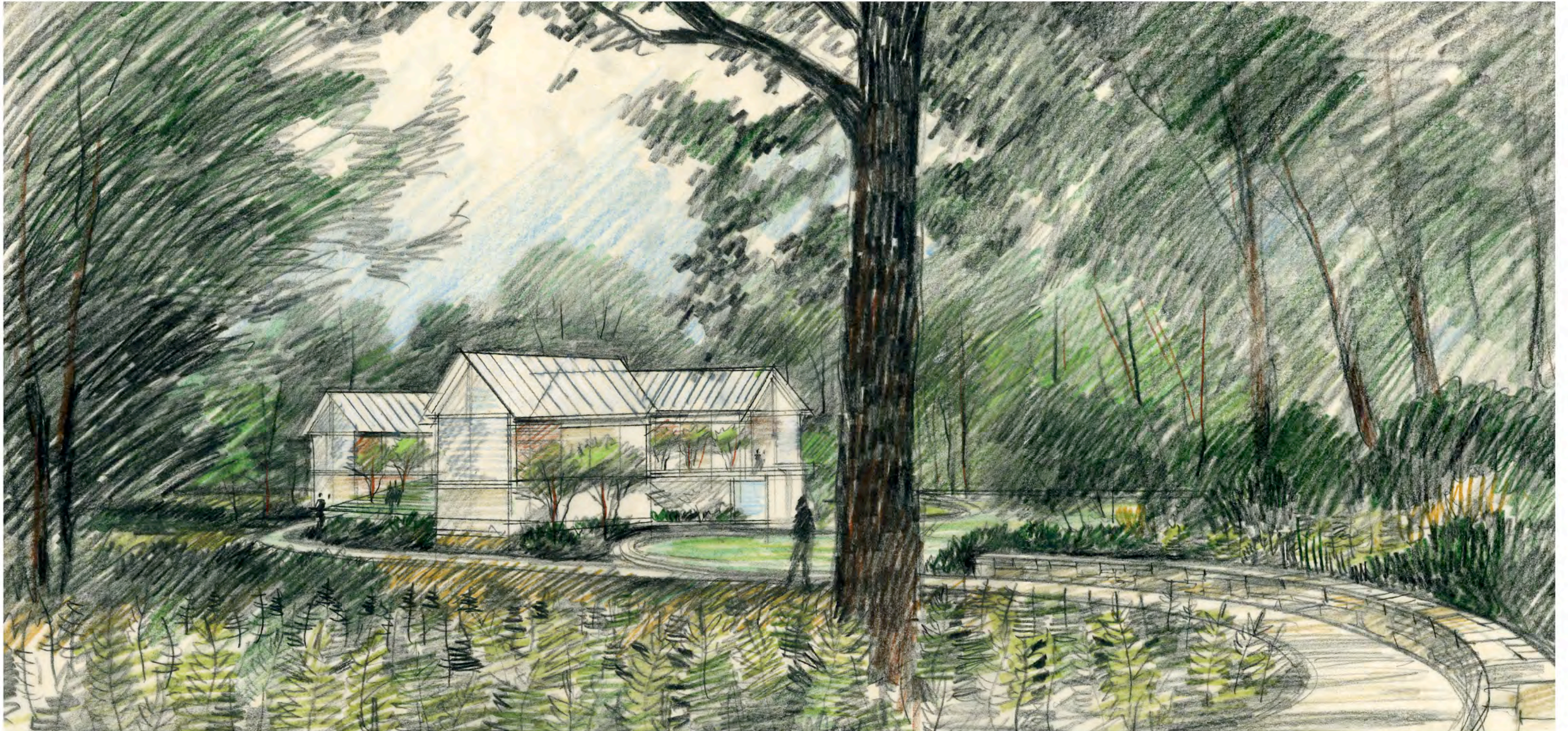
The arrival building as seen from the entry drive.







## CENTRAL BUILDINGS AND LYNCH HOUSE



The buildings at the heart of Point of View: Lynch House at right, library at center and the dining and recreation building at left.







## SMALL MEETING ROOMS



The path to the southern tip of the site with the small meeting rooms at left.







## WOODLAND AMPHITHEATER



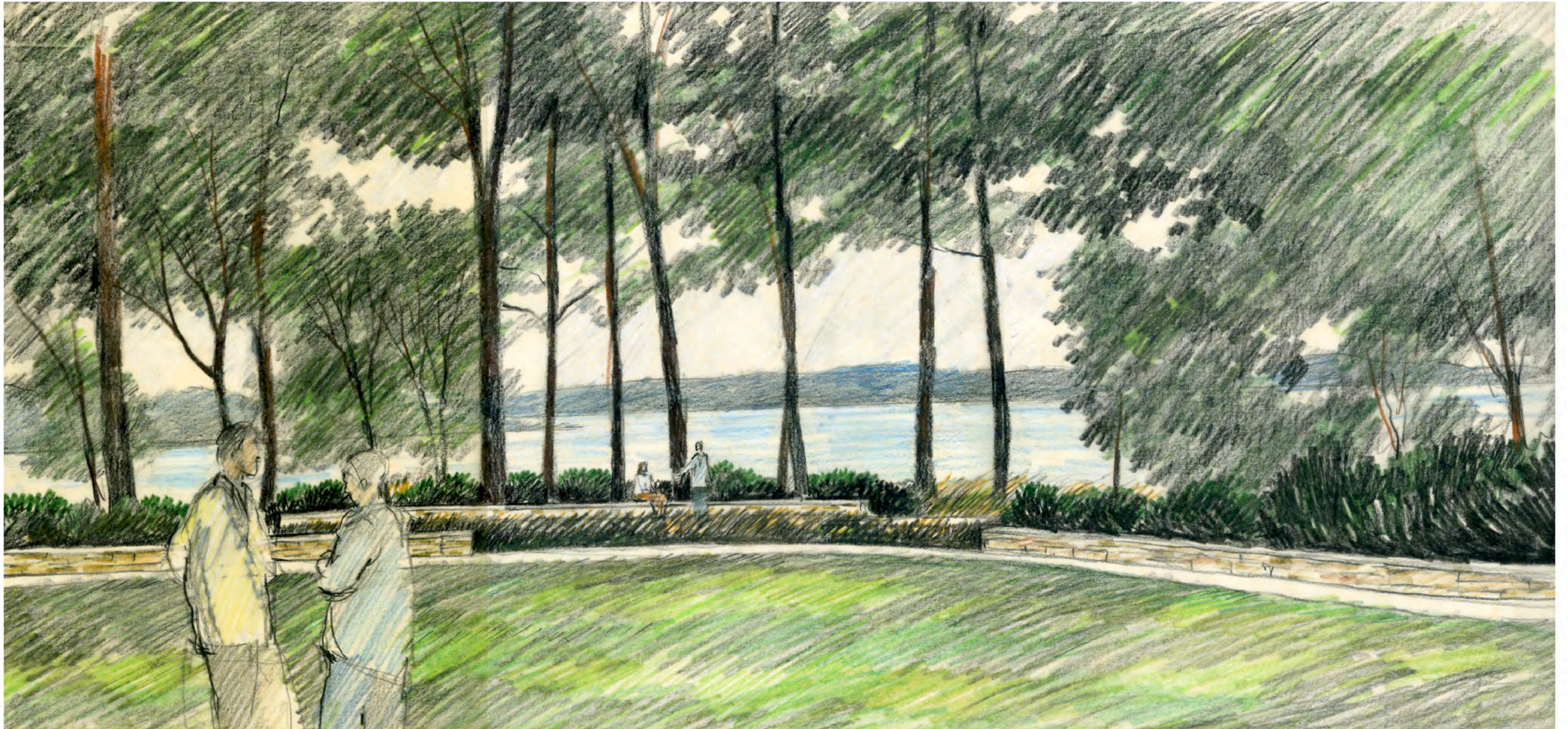
Nestled into a natural landform along the water's edge, the woodland theater will host rituals, performances and informal gatherings.







## PEACE WALK AND OVERLOOK



Paths and walkways will provide scenic overlooks as well as places for informal conversation.



# SUSTAINABLE DESIGN OPPORTUNITIES

Point of View will be a model of sustainable design and aspires to the highest LEED rating. By incorporating environmentally-friendly practices in these early building and site design concepts, a holistic approach can be integrated throughout the facility. Following are a number of opportunities to be explored and included as design moves forward.



Access to Public Transportation

By utilizing public transportation, possibly in the form of a campus bus line from Arlington, the site will experience less traffic and will benefit from increased accessibility. In addition, less parking will be required, which earns the project another LEED point.



Bicycle Storage + Changing Rooms

Providing bicycle storage as well as changing facilities for POV's faculty, students, staff and visitors will help encourage the use of sustainable transportation. This simple addition to the existing program leads to decreased traffic and parking areas as well.



Use of Alternative Fuel Vehicles

Encouraging guests at Point of View to utilize low-emitting or alternative fuel vehicles will reduce air and sound pollution. Possibilities include using electric carts for transportation on the Point of View campus, or providing low-e or alternative fuel vehicles for business use by faculty & staff.



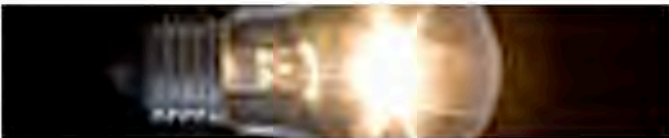
Permeable Paving Surfaces

The use of permeable paving surfaces for Point of View's parking lots and roads will reduce the cost and extent of storm water management, while eliminating the harmful effects of contaminated runoff into the delicate ecosystem surrounding the site. Additionally, by using permeable paving the site is not burdened with the issues of off-gassing which accompany some traditional forms of paving.



75% Green Roof Coverage

The incorporation of green roof technology has the effect of reducing heat gain within a structure, in turn contributing to a decline in overall energy consumption. In addition, rooftop plantings help to regulate the amount of rain water run-off. The roof over the library is an ideal opportunity to utilize green roof technology.



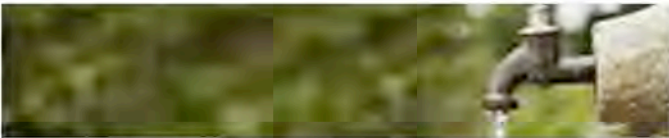
Reduced Light Pollution

Reduced light pollution will improve not only the ambiance of the site, but also that of the Mason Neck community. By minimizing the number of outdoor fixtures and selecting the correct bulbs, Point of View's energy consumption can be minimized and light pollution dramatically reduced.



Use of Rainwater

Capturing runoff from rooftops will help to reduce reliance on municipal water. This equates to lower costs due to pumping, delivery, and disposal. Rainwater can be used for hand washing and for general irrigation at select locations within the Point of View landscape.



Reduced Water Use

Reducing Point of View's water consumption will lower utility expenses associated with delivery and disposal. Limiting the amount of water consumed throughout the facility can be as simple as providing low-flow or dual-flush toilets, restricting shower heads, and relying partially on rain-water for applications such as hand washing and landscape irrigation.



Non-CFC Cooling System

Designing Point of View to take advantage of the natural air movement and ventilation across the site will minimize reliance on traditional air conditioning systems. Geothermal heating and cooling will reduce energy consumption and costs.



Reduced Energy Consumption

By monitoring and customizing the needs of each building at Point of View, energy consumption will be tailored room-by-room to minimize consumption and maximize overall efficiency.



Use of On-Site Renewable Resources

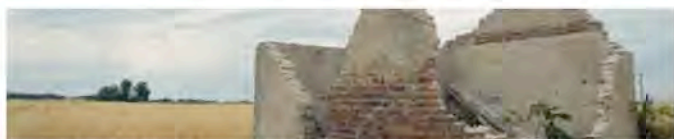
Incorporating on-site renewable resources will reduce energy consumption from fossil fuels. Individual buildings at Point of View may utilize photo-voltaic solar panels (electric), evacuated tube panels (hot water) and wind turbines (electric).



Purchase of Green Power

Utility providers are beginning to offer green power options such as energy generated by wind and water. The viability and availability of such green power resources will determine the opportunities to incorporate them into Point of View's overall energy consumption equation.





### Use of Existing Structures

Making use of existing structures such as the Lynch's home reduces waste and minimizes the demand for new materials. LEED awards points depending on the percentage of existing structures used; in the case of the Lynch's home, up to 75% of existing walls, floors, and roof will remain.



### Re-Use of Construction Materials

The re-use of construction materials at Point of View could significantly lower building costs associated with transportation and disposal. As construction materials contribute a large amount of waste, it can be more efficient, in some cases, to find uses for these materials on-site after construction is complete.



### Use of Recycled Materials

Specifying recycled products will reduce the embodied energy consumed in the manufacture of construction materials. Decking and storage tanks of recycled plastics and structural elements of recycled concrete and steel can all help decrease Point of View's ecological footprint.



### Use of Rapidly Renewable Resources

Rapidly renewable resources such as bamboo flooring, cotton insulation, cork wall coverings and soy-based sealants will be incorporated throughout Point of View's construction and interior finishes, using raw materials that are more rapidly renewable than many that are currently used in standard construction.



### Use of FSC Certified Woods

Construction at Point of View will use Forest Stewardship Council certified woods, guaranteeing that the lumber was harvested from a responsibly managed forest. Sustainable harvesting measures help to alleviate a portion of the ecological impact of the construction process.



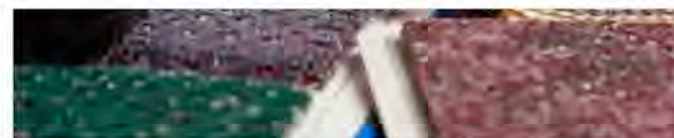
### Tobacco Smoke Control

Utilizing a tobacco smoke control system is a prerequisite for LEED certification and will ensure a clean and healthy environment for the guests at Point of View.



### Use of Low-Emitting Paint

Specification of low-emitting paints and sealants will preserve the integrity of both indoor and outdoor environments at Point of View. Low-emitting paints and sealants reduce the amount of off-gassing associated with some traditional forms of paint.



### Use of Low-Emitting Carpet

In a similar fashion to low-emitting paints, low-emitting carpets can contribute to greater indoor air quality and alleviate some of the symptoms associated with "sick building syndrome." Low-emitting carpets will be specified wherever carpet is called for, as in meeting rooms, guest rooms and faculty offices.



### Use of Low-Emitting Composite Wood

Some composite woods contain glues and adhesives that can be detrimental to health and the environment. Specifying low-emitting woods at Point of View will reduce the amount of off-gassing experienced both during and after construction.



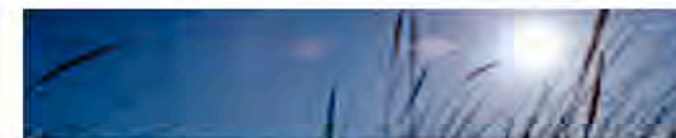
### Lighting Control

Providing lighting control to room occupants will enable individuals to tailor light use to their specific needs, greatly reducing the energy consumed by light fixtures. High-efficiency fluorescent and LED lights will be specified wherever possible to reduce overall energy consumption.



### Thermal Control

Point of View occupies a spectacular site with gentle breezes throughout the year. Operable windows will be incorporated into every space to encourage maximum control of natural ventilation, reducing energy consumption during certain times of the year.



### Daylighting

Daylight will play an important role in the sometimes difficult work done at Point of View. With unparalleled views and sun exposure, buildings at Point of View will maximize daylighting opportunities, improving moods and productivity while reducing energy consumption.







# LEED CHECKLIST

The U.S. Green Building Council administers the Leadership in Environmental and Ecological Design program. LEED provides a checklist to ensure consideration of opportunities available for reducing a project's impact on our natural resources and it offers a standard by which environmental impact might be objectified. By assigning points for including individual design and construction measures, LEED awards certification for projects based on their total scores from "certified" (for the base score) to "silver", to "gold" to "platinum"


















Yes	?	No		
12	1	1	Sustainable Sites	14 Points

	Prereq 1	Construction Activity Pollution Prevention	Required
	Credit 1	Site Selection	1
	Credit 2	Development Density & Community Connectivity	1
	Credit 3	Brownfield Redevelopment	1
	Credit 4.1	Alternative Transportation, Public Transportation Access: if campus bus is run to Alexandria	1
	Credit 4.2	Alternative Transportation, Bicycle Storage & Changing Rooms: bikes for local transport	1
	Credit 4.3	Alternative Transportation, Low-Emitting & Fuel-Efficient Vehicles	1
	Credit 4.4	Alternative Transportation, Parking Capacity	1
	Credit 5.1	Site Development, Protect or Restore Habitat	1
	Credit 5.2	Site Development, Maximize Open Space	1
	Credit 6.1	Stormwater Design, Quantity Control	1
	Credit 6.2	Stormwater Design, Quality Control	1
	Credit 7.1	Heat Island Effect, Non-Roof	1
	Credit 7.2	Heat Island Effect, Roof	1
	Credit 8	Light Pollution Reduction	1

5			<b>Water Efficiency</b>	5 Points
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			Credit 1.1	<b>Water Efficient Landscaping.</b> Reduce by 50%	1
			Credit 1.2	<b>Water Efficient Landscaping.</b> No Potable Use or No Irrigation	1
			Credit 2	<b>Innovative Wastewater Technologies:</b> composte toilets, graywater; filter rain for drink	1
			Credit 3.1	<b>Water Use Reduction,</b> 20% Reduction	1
			Credit 3.2	<b>Water Use Reduction.</b> 30% Reduction	1

11			Energy & Atmosphere	17 Points
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	Prereq 1	<b>Fundamental Commissioning of the Building Energy Systems</b>	Required
	Prereq 2	<b>Minimum Energy Performance</b>	Required
	Prereq 3	<b>Fundamental Refrigerant Management</b>	Required
	Credit 1	<b>Optimize Energy Performance</b>	1 to 10
		 10.5% New Buildings or 3.5% Existing Building Renovations	1
		 14% New Buildings or 7% Existing Building Renovations	2
		 17.5% New Buildings or 10.5% Existing Building Renovations	3
		 21% New Buildings or 14% Existing Building Renovations	4
		 24.5% New Buildings or 17.5% Existing Building Renovations: challenging!	5
		 28% New Buildings or 21% Existing Building Renovations: pv on roofs; geothermal	6
		 31.5% New Buildings or 24.5% Existing Building Renovations	7
		 35% New Buildings or 28% Existing Building Renovations	8
		 38.5% New Buildings or 31.5% Existing Building Renovations	9
		 42% New Buildings or 35% Existing Building Renovations	10
		<b>On-Site Renewable Energy</b>	1 to 3
		 2.5% Renewable Energy	1
		 7.5% Renewable Energy	2
		 12.5% Renewable Energy	3
		<b>Enhanced Commissioning</b>	1
		<b>Enhanced Refrigerant Management</b>	1
		<b>Measurement &amp; Verification</b>	1
		<b>Green Power: how does GMU purchase power?</b>	1

for the highest score. While actual LEED certification is not an imperative, Point of View will be designed to conform with LEED standards and with an eye toward achieving the highest number of points possible. Point of View has been registered with the U.S. Green Building Council and is eligible for certification at project completion if ICAR and George Mason wish to do so. The following is the design team's initial review of the LEED "scorecard" and the sustainable design options that can be incorporated into the project.

Yes	?	No	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Materials & Resources 13 Points

Y	Prereq 1	Storage & Collection of Recyclables	Required
	Credit 1.1	<b>Building Reuse</b> , Maintain 75% of Existing Walls, Floors & Roof	1
	Credit 1.2	<b>Building Reuse</b> , Maintain 100% of Existing Walls, Floors & Roof	1
	Credit 1.3	<b>Building Reuse</b> , Maintain 50% of Interior Non-Structural Elements	1
	Credit 2.1	<b>Construction Waste Management</b> , Divert 50% from Disposal	1
	Credit 2.2	<b>Construction Waste Management</b> , Divert 75% from Disposal	1
	Credit 3.1	<b>Materials Reuse</b> , 5%	1
	Credit 3.2	<b>Materials Reuse</b> , 10%	1
	Credit 4.1	<b>Recycled Content</b> , 10% (post-consumer + ½ pre-consumer)	1
	Credit 4.2	<b>Recycled Content</b> , 20% (post-consumer + ½ pre-consumer)	1
	Credit 5.1	<b>Regional Materials</b> , 10% Extracted, Processed & Manufactured Regionally (500 mile radius)	1
	Credit 5.2	<b>Regional Materials</b> , 20% Extracted, Processed & Manufactured Regionally	1
	Credit 6	<b>Rapidly Renewable Materials</b>	1
	Credit 7	<b>Certified Wood</b>	1

15		Indoor Environmental Quality	15 Points
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	Y	Y	Prereq 1	Minimum IAQ Performance	Required
			Prereq 2	Environmental Tobacco Smoke (ETS) Control	Required
			Credit 1	Outdoor Air Delivery Monitoring	1
			Credit 2	Increased Ventilation	1
			Credit 3.1	Construction IAQ Management Plan, During Construction	1
			Credit 3.2	Construction IAQ Management Plan, Before Occupancy	1
			Credit 4.1	Low-Emitting Materials, Adhesives & Sealants	1
			Credit 4.2	Low-Emitting Materials, Paints & Coatings	1
			Credit 4.3	Low-Emitting Materials, Carpet Systems	1
			Credit 4.4	Low-Emitting Materials, Composite Wood & Agrifiber Products	1
			Credit 5	Indoor Chemical & Pollutant Source Control	1
			Credit 6.1	Controllability of Systems, Lighting	1
			Credit 6.2	Controllability of Systems, Thermal Comfort	1
			Credit 7.1	Thermal Comfort, Design	1
			Credit 7.2	Thermal Comfort, Verification	1
			Credit 8.1	Daylight & Views, Daylight 75% of Spaces	1
			Credit 8.2	Daylight & Views, Views for 90% of Spaces	1

3	2		Innovation & Design Process	5 Points
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Credit 1.1	<b>Innovation in Design:</b> Provide Specific Title: reduce radius for "regional materials" from 500	1
Credit 1.2	<b>Innovation in Design:</b> Provide Specific Title: education credit	1
Credit 1.3	<b>Innovation in Design:</b> Provide Specific Title: possible	1
Credit 1.4	<b>Innovation in Design:</b> Provide Specific Title: possible	1
Credit 2	<b>LEED® Accredited Professional</b>	1

67	4	3	<b>Project Totals (pre-certification estimates)</b>	69 Points
Certified: 26-32 points, Silver: 33-38 points, Gold: 39-51 points, Platinum: 52-69 points				



PROJECT COST AND SCHEDULE

Building	sf	\$/sf	construction cost	w/LEED & fee multiplier*	Phase 1	Phase 2	Phase 3	total
Lecture, welcome and administration building	3,784	\$250	\$946,000	\$1,138,748	\$1,138,748			
Dialogue Suites (6 rooms in 3 bldgs)	2,970	\$300	\$891,000	\$1,072,541	\$1,072,541			
Fellows housing building 1 and 2 (6 Fellows)	2,036	\$200	\$407,200	\$490,167	\$490,167			
Site development allowance (including amphitheater and peace walks)			\$2,000,000	\$2,407,500	\$2,407,500			
Lynch House Renovation	9,370	\$250	\$2,342,500	\$2,819,784		\$2,819,784		
Dining, archive and recreation building	5,568	\$300	\$1,670,400	\$2,010,744		\$2,010,744		
Guest quarters: 15 rooms	8,125	\$275	\$2,234,375	\$2,689,629		\$2,689,629		
Maintenance and mechanical building	3,518	\$150	\$527,700	\$635,219		\$635,219		
Conflict Resolution Ritual and Performance Hall	4,227	\$300	\$1,268,100	\$1,526,475			\$1,526,475	
Ritual/Dining Terrace and Outdoor spaces			\$800,000	\$963,000			\$963,000	
Library building	2,200	\$300	\$660,000	\$794,475			\$794,475	
Guest quarters: 20 rooms	10,000	\$275	\$2,750,000	\$3,310,313			\$3,310,313	
Administration housing building 1	1,018	\$200	\$203,600	\$245,084			\$245,084	
construction cost by phase					\$5,108,956	\$8,155,376	\$6,839,346	\$20,103,678
Internet Technology					\$600,000	\$250,000	\$150,000	
Construction contingency 3%					\$153,269	\$244,661	\$205,180	
Project Inspection 0.4%					\$20,436	\$32,622	\$27,357	
Other costs (BCOM, etc) 3%					\$153,269	\$244,661	\$205,180	
Fixtures, Furniture & Equipment allowance/sf \$16.50					\$145,035	\$438,587	\$287,843	
subtotal by phase					\$6,180,964	\$9,365,907	\$7,714,907	\$23,261,778
* cost multiplier: 1.20375								
7% LEED Platinum premium								
12.5% professional services fees								
ICAR development costs 5%					\$255,448	\$407,769	\$341,967	\$1,005,184
total by phase					\$6,436,412	\$9,773,676	\$8,056,874	\$24,266,962



**Inflation**      Project cost figures are based on 2007 construction costs and must be inflated to the mid-point of construction. The effects of inflation on actual construction costs are estimated as follows:

Mid-point	Inflation Rate	Phase 1	Phase 2	Phase 3
2007	1	\$6,436,412	\$9,773,676	\$8,056,874
2008	1.08	\$6,951,325	\$10,555,570	\$8,701,424
2009	1.08	\$7,507,431	\$11,400,015	\$9,397,538
2010	1.08	\$8,108,025	\$12,312,016	\$10,149,341
2011	1.06	\$8,594,507	\$13,050,737	\$10,758,302
2012	1.06	\$9,110,177	\$13,833,782	\$11,403,800
2013	1.06	\$9,656,788	\$14,663,808	\$12,088,028
2014	1.06	\$10,236,195	\$15,543,637	\$12,813,310
2015	1.06	\$10,850,367	\$16,476,255	\$13,582,108

**Schedule**      With detailed planning and design set to begin in early 2008, fundraising will determine the completion deadlines for the full build-out of Point of View. Current projections are as follows:

Phase 1	construction complete summer 2010
Phase 2	construction complete fall 2011
Phase 3	construction complete fall 2013







# NAMING OPPORTUNITIES

In addition to naming the entire facility at Point of View in honor of one contribution, naming opportunities include the following individual buildings, spaces and outdoor elements:

Site	Entry Drive	
	Woodland Amphitheater	
	Canoe dock	
	Peace Walks and Walkway overlooks (number to be determined)	
Buildings	Welcome, Lecture and Arrival Building	Library
	Arrival Hall	Reading Room
	Lecture Hall	Fellows offices (6 each)
	Administration suite	Library Staff office
	Conflict Resolution Ritual and Performance Center	Dining and Recreation Building
	Conflict Resolution Ritual and Performance Hall	Dining room lobby
	Conflict Resolution Archives	Dining room for 30
	Upper Ritual and Dining Terrace and Reflecting Pool	Dining room for 20
	Lower Ritual Terrace	Guest recreation center
	Lynch House (name reserved for the Lynch family)	Small Meeting Room Buildings (3 each)
	Entry hall	Small meeting rooms (6 each)
	Large meeting room	
	Mid-size meeting room (2)	Guest Quarters (3 buildings Phase 1, 3 buildings Phase 2)
	Small meeting room	Guest rooms (35 each)
	Bar	
	Television lounge	Fellows Houses (2 each)
	Reading room	
	Fitness, Wellness and Exercise Center	Staff House
	Faculty office suite (all offices)	
	Faculty offices (8 each)	



# MASTER PLAN PARTICIPANTS

The design team owes a debt of gratitude to Sara Cobb, ICAR’s Director, Lucy Dorick, ICAR’s Director of Development and Nancy Pickens, Project Manager for George Mason University. Their direction, clarity and openness to an ever-evolving process allowed the project to grow in directions that none of us could have foreseen. ICAR’s Academic Programming committee—Nadim Rouhana, Sandra Cheldelin, Chris Mitchell & Peter Mandeville—provided the framework of spaces and programs required so that Point of View may thrive as both a working venue and as an academic institution.

Guidance was also provided by ICAR’s close friends Bill Lynch, Ed Rice, Druscie French, Gene Smith, Tom Wadlow and Jim Scott as well as by President Merten and his George Mason University leadership team. Tom Calhoun, Vice-President of Facilities for George Mason University and Cathy Wolfe, Director of Space Management also brought great insights to our process.

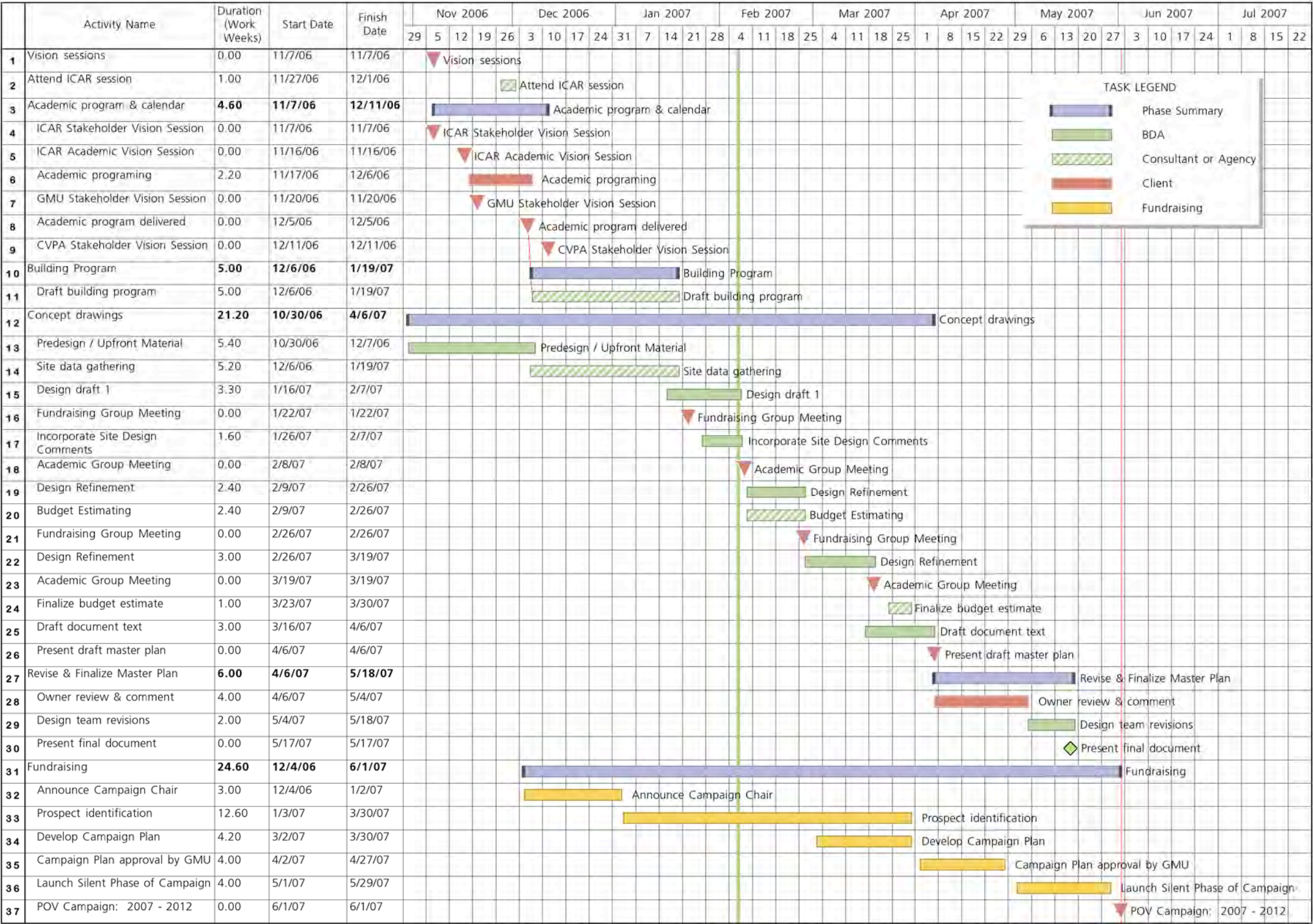
And this list would not be complete without acknowledging the important contributions of everyone that participated in the stakeholder meetings and vision sessions, including:

- ICAR faculty
- ICAR students
- ICAR Advisory Board members
- College of Visual and Performing Arts’ leadership group
- George Mason University’s admininstrative leaders and department heads
- George Mason University’s Facilities Management leadership
- The neighbors of Mason Neck and Belmont Boulevard



# MASTER PLAN SCHEDULE

This master planning began in November of 2006 and was completed in the summer of 2007. Stakeholder meetings and vision sessions began the process, and subsequent meetings were held with stakeholder groups to solicit input and ideas as the design developed and evolved.





STAKEHOLDER WORKSHOP: ICAR FACULTY

November 7, 2006



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To: Sara Cobb  
From: Jeff Dreyfus  
Date: 11/19/2006  
Project: ICAR Point of View Conference Facility

Date & Time: 11/07/2006, 1:00 at the ICAR conference room  
Subject: ICAR stakeholder vision session, November 7, 2006

Attendees: Sara Cobb - director  
Chris Mitchell - faculty  
Susan Allen Nan - faculty  
Marc Gopin - Center for Religion, Diplomacy & Conflict Resol.  
Julie Shedd - director of students programs, PhD student  
Mara Shoen - ICAR alumni, faculty  
Karyna Korostelina - faculty  
Min Oo - PhD student from Burma  
Mery Rodriguez - PhD student from Latin America  
KC Soares - chair, board of advisors  
Carmen McDougal - board of advisors  
Gene Smith and Tom Wadlow - prospective POV chairs  
Sandra Cheldelin - faculty  
Rich Rubenstein - faculty  
Dan Rothbart - faculty  
Solon Simmons - faculty  
Kevin Avruch - faculty and associate director  
Nancy Pickens - GMU facilities

executive summary Point of View will be a place of transformation for its participants and a place of learning via practice for ICAR and its students. All aspects of Point of View must support the peace-building process by providing calm, seclusion and safety. Building community at Point of View is key to the process and should not only hearken back to those that have come before but also set an example for generations to come.

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analysis Providing an environment conducive to the peace-building process is of View's key mission. It must be a place where one can "take a walk in the woods with your enemy", a safe and secure setting that fosters the transformation of individual perspectives and promotes an awareness and understanding of community.

Community can be recognized and understood from a variety of perspectives, and the process works to have participants view and participate in community in ways they never have before. Looking at the world - and conflicts - differently allows for transformation of the individual; all aspects of Point of View must further that evolution.

From fire-building to dining, Point of View should be designed to build relations and an understanding for those "not at the table"—those that have come before (in the world and at Point of View), those that are represented in the conflicts at hand, and those generations yet to come.

Facilities should be homelike in their warmth, and the food must be good and "good for you", providing nourishment for the body as well as the soul. Construction should strive to meet LEED standards to set an example for future generations of how to preserve and utilize the bio-diversity of this special setting.

A sense of security is key to facing one's fears, seeing new possibilities, and moving beyond the status quo. The design must provide security with minimal intrusion, and the security required may range from on-demand security forces (i.e. for heads of state) to privacy and shielding from the scrutiny of the press. Providing a safe environment also requires awareness that names, countries and even institutions associated with running or supporting Point of View could compromise participants' sense of security and privacy should such names suggest influence or control over the facilities.



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TRANSCRIPTION OF THE WORK SESSION

TABLE ONE Discussion led by Jeff Bushman (the taller Jeff):

place	Creativity Privacy & seclusion leads to calm/safety. Multiple spaces A place for people that does not "overwhelm". Art On-site accommodations "House" A place to write Learning via practice "Access" (international parties; US image) All-day togetherness?
buildings	Organic Atrium/skylights Glass Frank Lloyd Wright 2 stories maximum Open Homey; nooks/crannies "Fireplace room" Moveable furniture Environment/outside/inside reflections. Potential for separate spaces, small groups.
community	Community dialogue (public) State of the art technology Web casting / filming products. Video / satellite

TABLE TWO Discussion led by Jeff Dreyfus (the shorter Jeff):

goals	Supportiveness of peace-building - see new possibilities - face fears
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	<ul style="list-style-type: none"><li>- acknowledge beauty of environment</li><li>Committed to building for future generations.</li><li>LEED certified as an example</li><li>Shaping atmosphere for peace building</li><li>"Eclectic", open to many groups.</li><li>"Multifaceted": casual &amp; comfortable looking; well-maintained.</li><li>Architectural diversity.</li><li>"A walk in the woods with your enemy."</li></ul>
niche	<p>Intimacy Transformation Outdoor space to explore Proximity to Washington Not corporate cold Not a 5-star hotel</p>
place	<p>Retreat (temporary) Conference (temporary) Research (permanent)</p> <ul style="list-style-type: none"><li>- library</li><li>- research archive</li></ul> <p>Connected to the water. No motor boats. Playful!</p>
research	Information technology is critical: consult with the librarian.
technology	<p>Hi-tech (i.e. wireless) for all.</p> <p>Technology present everywhere as a tool.</p>
activities	<p>More than just 1 day at POV in order to clear your head.</p> <p>People go for 3-5 days to think about the future.</p> <p>Hiking trails; fitness center.</p> <p>Camp fire</p>
continuity	Thread to describe people who were here before & people who are here today.
food	<p>Good food, and healthy!</p> <p>Community kitchen.</p>

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residents	<p>10 graduate students</p> <p>30 overnight guest rooms now.</p> <p>Perhaps plan for 50 total guest rooms in the future.</p>
guest rooms	<p>Dorm style for graduate student living.</p> <p>Single guest rooms preferred.</p> <p>Academics &amp; students would double-up in guest rooms.</p> <p>Some mix for balance.</p>
additional guests	conferences of 50-75 (i.e. corporate retreats); stay at nearby hotels?
conference facilities	Facilities for 50.
spaces	<p>Multipurpose rooms:</p> <ul style="list-style-type: none"><li>- press use</li><li>- breakout groups</li></ul>
operational income	<p>endow through land sale</p> <p>rental of the facility</p> <p>ICAR provide facilitators</p>
other income	Wetlands Foundation: explore ICAR connection
ICAR use vs other	80% ICAR; 20% other
constituencies	How to involve other stakeholders?
models	<p>Wiston House (England)</p> <p>Camp David</p> <p>Mountain Institute</p> <p>Airlie House</p> <p>Rockefeller Conference Center, Bellagio, Italy</p> <p>Rand Corporation (research)</p> <p>Wye River</p> <p>Rockefeller Brothers Foundation, Westchester, NY</p>
security	<p>"on-demand"</p> <p>For officials (i.e. Presidents).</p> <p>Security from the press.</p>

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funding	<p>Must be fundable.</p> <p>Full support for graduate students (spend year writing dissertation)</p> <p>In-kind donations (i.e. Indonesian woods; Italian stone)</p> <p>Governments donate in the name of peacemakers:</p> <ul style="list-style-type: none"><li>- India: Ghandi</li><li>- South Africa: Mandella</li></ul> <p>"Symbolic connections" for many governments.</p> <p>Offer naming opportunities (determined by ICAR); paid for by governments associated with peacemakers.</p>
recognition	<p>Build-in history: who &amp; where this place came from.</p> <p>Lynch family: recognized and remembered for their gift.</p>
living quarters	<p>People shape the architecture.</p> <p>Faculty in residence.</p> <p>Dorm-style for students &amp; researchers.</p> <p>Transportation provided to ICAR.</p>
environment	Preserve & utilize the bio-diversity of the site.
management	NGO established by ICAR (manage & operate POV; trained by ICAR; sympathetic to mission of POV).

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STAKEHOLDER WORKSHOP: GEORGE MASON COMMUNITY

November 8, 2006



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To: Sara Cobb  
From: Jeff Dreyfus  
Date: 11/19/2006  
Project: ICAR Point of View Conference Facility

Date & Time: 11/08/2006, 8:00 at GMU conference room  
Subject: GMU stakeholder vision session, November 8, 2006

Attendees: Bill Lynch - donor  
Jim Scott - board of advisors  
Sara Cobb - director  
Lucy Dorick - development director  
Judy Jobbitt - gmU foundation president  
Dave Roe - gmU foundation, director of operations  
Peter Stearns - provost  
Brian Marcus - assistant dean, performing arts  
Tom Calhoun - facilities director  
Cathy Wolfe - facilities  
Nancy Pickens - facilities  
Chuck Fenshaw - facilities  
Tracy Lee - gmU director of development  
David Anderson - director, center for public health  
Shirley Travis - dean, nursing  
Gary Kreps - chair, communication  
Jim Miller - facilities  
Nance Lucas - New College  
Dean, public policy

executive summary The opportunity represented by Point of View should honor the spirit of the Lynch family's gift: that it be used primarily for ICAR's work in conflict analysis and resolution. Additional uses - by GMU or other groups - would be secondary to this intended use. And as a place for new traditions yet established by those who will come here, Point of View should be a reflection of its site, of the Commonwealth of Virginia, and of our culture's history of religious and cultural freedom. Here will be a place to honor and mythologize new traditions, a place for supportive collaboration and for creating new solutions.



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analysis Point of View's beauty, spaciousness and seclusion will provide a context for creating new solutions, supportive of collaboration and the work of moving beyond our daily interactions. As such, the facility has the opportunity to become a retreat center, quite different from a conference center; it can become a place to build new traditions, a place to honor and mythologize them.

The time and place offer GMU the chance to build an intellectual center with an international reputation. And while Point of View should be welcoming and comfortable to people of all cultures, it should also be "of this place", connected this site, to Virginia and to the state's rich history of religious and cultural freedom. And with this association with the Commonwealth of Virginia comes a complex question: how does Sate ownership of the facility effect the perceived neutrality of "place" for those that may come here for difficult and sensitive work? The neutrality of ICAR is a core value for the process of conflict analysis and resolution, and Point of View must also be perceived as neutral.

As part of George Mason University, ICAR must be clear about its intentions for Point of View. To be true to the Lynch's gift, Point Of View should primarily serve ICAR and its work. Other departments within GMU can and would utilize Point of View as a retreat center, but this should be a secondary use of the facility.

GMU is planning a conference center with 150 hotel rooms, currently slated to open in 2009. Point of View will be an entirely different facility, and opportunities for joint marketing of the two facilities may be available should it be deemed appropriate; however, careful consideration must be given to the availability of POV to the GMU community and to those outside the purview of ICAR. Scheduling, funding and governance issues are entirely related to questions of use and availability.

TRANSCRIPTION OF THE WORK SESSION

TABLE ONE Discussion led by Jeff Bushman (the taller Jeff):

a place to - practice a craft  
- "reflective practice"



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design encourages collaboration  
outdoor connection  
outdoor activities

relationship If it works for ICAR, then it will work for GMU.

"wrong" would be: Lack of technology  
technology should be invisible but available.

character Particular vs general?  
simplicity / rustic / comfortable.  
Simplicity implies lower maintenance overhead.  
Calming; intimate; intellectual; charming.  
Not commercial; not harsh  
"To achieve a goal"  
Landscape driven.  
"Retreats" vs "conference"  
Collaboration and connection.

needs Security & safety.

uses Uses & activities under aegis of ICAR; 80/20 split.  
Appropriate uses per the Lynch's gift  
Cross-disciplines  
Infrastructure?  
Training center  
One-day retreats

group work size groups: 25?  
technology assisted  
natural setting  
decision-making  
ropes course (Hemlock Park)  
students: undergrad(?); graduate  
faculty use

green should be a sustainable / green model

reputation World-wide reputation.  
Escape  
Natural setting





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models	Coolfont, WV Hudson Institute, NYC Byrd House Conservation Center. Wye River Bellagio, Italy McDowell Colony, NH Bolger Center, Bethesda, MD
branding	International intellectual center
<hr/>	
TABLE TWO	Discussion led by Jeff Dreyfus (the shorter Jeff):
place	A place to build new traditions. Physical symbol about POV that is part of a POV ritual & tradition. Mayo Clinic in NYC: honors art. A place to share what people will become when they leave POV. How does POV relate to Virginia history? 400-year anniversary of Virginia begins soon. Some reference evocative of the multiplicity of religions: Virginia Bill of Rights as Anchor for POV? Honor & mythologize traditions.
uses	Symposiums / retreats for GMU departments: - 30 guest rooms - small and large meeting rooms - centralized dining - up to 100 people total - regular use by 20 - 40 people. Outdoor meeting space  Student use: relational. Offer last-minute deals to student groups. University groups use at cost.
food	Statement of ways to achieve good nutrition. Accommodate different cultures & diets.
why needed?	"away", but close. Recreation opportunities within smaller groups to build relations.
the possibilities	Context for new solutions.



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	How do we envision a future? A place for building/transforming/understanding relationships. Different from a "conference center". Make a connection. Tradition. Respect. Moral obligation to honor traditions.
architecture	Traditional/vernacular architecture Of this place Comfortable, not opulent. Less tied to american culture.
alliances	Connect with environmental sciences on the design.
environmental	Environmental sensitivity: - LEED certification - honor the connects - go way beyond the letter of LEED requirements. - organic foods
activities/identity	Flexible / adaptable space Distance education Big windows = uplifting See into nature; clear view to outdoors. Structure, convenience, uplifting, technology. Many groups at once are OK, but quiet and separated. In Virginia! (not an international identity)
security	can change the feeling of an event.
governance	Booking policies need to be in place. Groups that can attend? - criteria (legal) - maintain neutrality - if State owns it, can you maintain neutrality & control & exclusion? Possible to stay a part of the Foundation? Governance - neutrality - donors (one leads to the other). Politics of who gets to use POV. Politics of partnering & fundraising. University group to develop priorities for use. Run by a management company? Board must set priorities/policy.



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Local government	Board of Supervisors election in 1 year; do nothing controversial in the coming 12 months.
State ownership	What does it mean with regard to neutrality? Is commercial association better? Governance?
GMU links	art by GMU students nutrition via school of health
GMU conf center	150 hotel rooms; approx. \$200/night Plan is to open in 2009 20,000 sf meeting space Internal & external groups will use it. Private fundraising & bond; it will pay for itself. Opportunities to market with POV? POV is a different market from the GMU conference center.
business plan	Models to frame discussion Lower price point to attract groups of all types.
models	Graves Mountain Lodge, Syriah, VA; \$100/night; 100 beds; great food. Syracuse University: Adirondack retreat
Please reply with questions, comments or corrections to these minutes within five days.	
Jeff Dreyfus Bushman Dreyfus Architects plc	



STAKEHOLDER WORKSHOP: FACULTY, ALUMNI AND FRIENDS

November 16, 2006



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To:	Sara Cobb
From:	Jeff Dreyfus
Date:	11/19/2006
Project:	ICAR Point of View Conference Facility
Date & Time:	11/16/2006, 2:30 at ICAR's conference room
Subject:	ICAR stakeholder vision session, November 16, 2006
Attendees:	Julio Aranovitch - Argentinean Businessman Nadim Rouhana - POV Program Director Alma Jadallah - ICAR alumni, ICAR board member Daryl Smith - Mining Association, (former ICAR student) Sandy Ruchstel - ICAR PHD Student, World Bank Tom Ludlow - Fundraising Nancy Pickens - Facilities Cathy Wolfe - Facilities Lucy Dorick - Director of Development Sara Cobb - Director
executive summary	ICAR has the opportunity to create a facility at Point of View that furthers its mission and its work. As a place for dialogue, for serious academic work, and for teaching and mentoring students, the design of Point of View must further this mission and provide for the needs and the care of those that often risk much to come here. To focus the design and the funding efforts, ICAR must clarify its intentions of who will be primarily served by Point of View; from that decision, all design and funding work can flow with clarity and purpose.
analysis	Point of View will serve three primary functions for ICAR: <ul style="list-style-type: none"><li>• a place for dialogue of people from diverse cultures.</li><li>• a place for serious and excellent academic work.</li><li>• a place for teaching, training and mentoring students.</li></ul> Integrity, openness and carefulness of deliberation are key qualities that must imbue the work and the facilities at Point of View. Likewise, transparency is important to the process and the

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environment and participants must know that while not secretive, the work is always confidential. Along with these qualities, the design must include and integrate other identities and create authentic links to both local and global communities so that all can find a voice and a place here.

As unique and special place on the planet, Point of View should acknowledge the indigenous inhabitants of the land - those that came before us, and the design should provide an environmentally conflict-free facility that celebrates the site and its eco systems.

Groups will come for three to four days of very intense work. Portraying and conveying care and support throughout their stay is the function of both the ICAR process leaders and the facilities.

Group meeting spaces should provide comfortable seats, as participants sit for long periods of time. Video conferencing and other modern communication equipment is necessary. There should be equality amongst the 30 guest rooms, and rooms should provide privacy - a place to retreat to and be alone. Entertainment opportunities are important for relaxation and regeneration, and bon fires are a multicultural phenomenon that all can relate too and participate in.

Good food will play in important part in the experiences of those that come to Point of View. As a symbol of caring and concern for those that risk much by coming to Point of View, the food eaten should be of the highest quality international cuisine and should be served to guests. And as dining together is about "sharing", it serves as a vehicle for relating to and learning about those with whom you are in conflict, allowing the breakdown of walls and barriers in the process of finding resolution.

ICAR must determine who Point of View is intended to serve. Will it attempt to be "everything to everyone", or will it first be true to the mission of ICAR and strive to be a place for serious work in the field of conflict analysis and resolution? Each road has different implications regarding the building program and the intentions behind the final design.

And with a clarity of intentions for Point of View, ICAR will then be able to make decisions regarding its operation and its funding, as all operational decisions have financial ramifications. If operated as an "open" model - a facility available to others to use and rent,



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with positive cash flow to pay for ongoing operational costs - there is a chance for failure as a business. If operated to serve primarily ICAR with less emphasis on making money for operational expenses, then an endowment or ongoing fundraising will be required to cover these costs.

TRANSCRIPTION OF THE WORK SESSION

Group discussion led by Jeff Bushman and Jeff Dreyfus:

architecture	1. A place for dialogue for diverse people and cultures. Not cold or alien. Include & integrate other identities.  2. A place for serious & excellent academic work. Convey seriousness of the work.  3. A place for teaching, training & mentoring. Graduate students of different ages and generations.
concerns	Take integrity seriously. Carefulness: done after deliberation. Portray and convey care and support. Openness and transparency in what we do. Not secretive, but always confidential.
models	Lake Geneva: Center for Humanitarian Dialogue. Rockefeller Foundation Study Center, Bellagio, Italy. The design is about beauty, comfort & simplicity. Colorado conference center: blends with the environment; many religions are comfortable there.
activities	Large group meetings. Small group meetings Dining: good food; it's about sharing. 3-4 days of very intense work. Small entertainment center for movie or video watching.
community	Must be a good neighbor, locally & globally. Authentic links to the local & global communities. Foster exchange of comments without threats. The US should look internally first. Stories told that go beyond and continue past the narrator. Symbolically authentic.





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	Integrity as an institution and within the global environment (e.g. Harvard has portraits of men hanging in the halls; does not invite participation by women.) Give voice and access for those not at the table.
opportunities	Washington DC = lots of conflict within government agencies. Could graduate students learn by mediating for these groups?
environment	An environmentally conflict-free facility. Ask the local officials: "what would that look like?" How to create a pure, conflict-free environment (i.e. how to deal with naming opportunities)? Celebrate the environment; watershed issues - involve the community.
history	Acknowledge indigenous inhabitants of the land.
focus & mission	Kathy Wolfe: "can't be everything to everyone!" Be good at what you are focused on. Build a facility that's true to your mission. Build a facility to support ICAR's goals & mission. The is an ICAR project. Is everyone let in?
business model	Flexibility and choices regarding programming require operational cashflow (i.e. endowment). Each decision has financial ramifications. "Open" model would structure POV as a positive cash-flow business. There is a chance for failure as a business. If the mission is the "business" of conferences, the facility will be inherently different from serving the mission of ICAR.
identity & use	Possibility for complimentary uses <u>after</u> POV has established its identity. Articulate uses from within ICAR. Phase 1: built around ICAR purpose & mission. Phase 2: other uses once POV has established itself and its reputation. "The premier place that embodies ICAR's technology".
building program	video conferencing library modern communication equipment no places with fixed chairs!

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	comfortable places to sit for long periods of time. comfortable chairs round tables, not just straight tables bar
food	should served to guests; high-quality international cuisine. Excellent food is an integral part of the experience. Food is about "caring". People at risk by coming to POV feel cared for with good food.
fire pit	Place for fires at night; bon fires are a multicultural phenomenon.
guest rooms	30 rooms Single occupancy (though guest may bring spouses/significant others at times). Large bed could pull apart for 2 twins in case of double occupancy. Should offer privacy; chance to be by yourself; a place to retreat to. All rooms should be equal. Model: Aspen Institute rooms. 2 or 3 rooms clustered together.
Please reply with questions, comments or corrections to these minutes within five days.	
Jeff Dreyfus Bushman Dreyfus Architects plc	

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STAKEHOLDER WORKSHOP: CVPA

December 11, 2006



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To:	Sara Cobb
From:	Jeff Dreyfus
Date:	12/27/2006
Project:	ICAR Point of View Conference Facility
Date & Time:	12/11/2006, 1:00 at GMU conference room
Subject:	CVPA stakeholder vision session, December 11, 2006
Attendees:	Dean William Reader, Brian Marcus, Harold Linton, Buffy Price, Richard Kamenitzer Sara Cobb & Lucy Dorick Nancy Pickens Kelly Callahan & Jeff Dreyfus
executive summary	The arts can play a powerful role in the process of conflict resolution. By integrating the visual and performing arts at Point of View, healing can be hastened, community building can begin, and common insights can be gained by participants from opposite sides of difficult issues. Conflict resolution can also play a part in the creation of art as a topic to be explored by all of the visual and performing arts. As complimentary processes, conflict resolution and artistic creation have a rare opportunity to explore Point of View together as a place to celebrate what it means to be human.
analysis	ICAR and CVPA have an opportunity to transcend their individual missions by collaborating at Point of View. This is a rare chance for community-building and the creation of art to serve one another, coexisting in a setting conducive to both processes.  Art—and the work of CVPA—offers people of diverse backgrounds an opportunity to come together through rituals and experiences that transcend their differences; conversely, the work of ICAR can serve the arts community by offering opportunities to come together, to create and to heal.

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ICAR's work and the evolution of community require creation of the liminal (the in-between) through separation (from others), inversion (through reversal of the everyday) and aggregation (with the coming together of the whole). By first separating from the familiar, participants can then come together to create new relationships, opening new avenues of dialogue and moving forward in heretofore unanticipated ways. Attending performances together, participating in the creation of art, experiencing new ways of moving are all opportunities for participants in conflict resolution to move into the liminal and create new communities.

Such relational development and the resolution of conflict is a growing aspect of the arts management world today as organizations face division and dissension between artists and administrators. Here ICAR can assist CVPA, participating in programs for arts organizations, that allow artists and administrators to begin building new understanding and creating new dialogue.

Aside from the apparent collaboration opportunities, The College of Visual and Performing Arts also sees Point of View as a restive environment conducive to furthering artistic endeavors of all types. Through artists' residencies, summer art academies, symposia, workshops, and performances, the setting of Point of View offers writers, composers, dancers and artists seclusion and the freedom to explore.

The design implications of these possibilities include spaces for ritual, places for performance, and environments that can be changed to meet the needs of the activity. A performance hall that can be tuned, brightly lit studios for creating art and writing stories, and environments that open the mind and free the body are all spaces that would serve the needs and the purposes of both ICAR and CVPA.

ICAR and CVPA are eager to explore the opportunities for collaboration in the arts and conflict resolution. Point of View can become the venue. Cooperative fundraising can afford each organization a strong case for their individual missions bolstered by



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the synergistic products derived when the two groups come together to create community and celebrate what it is to be human.

TRANSCRIPTION OF THE WORK SESSION

place	Intimate space: the power of a beautiful setting
opportunities	Relational development at a diplomatic level; requires handsome ceremonial space that could be tuned for musical performance; 20 guests?  Individual healing: overuse injury for musicians; initiate on arts & wellness; quiet place to heal from physical or emotional trauma.  Conflict resolution in the arts communities.  A place to archive the creative process of the arts & conflict resolution.  Invite countries that participate to bring examples of art that memorialize conflict and conflict resolution.  The arts play a role in conflict resolution through creating liminal spaces and by addressing conflict as a topic for the arts.  Peace-building through the arts.
uses	A. Chamber concert: ceremonial space - subsidized cultural activity - reflective - circular/wood/fire pit - able to be tuned for chamber orchestra use. B. Shared childrens' experience - cross-cultural event C. Individual healing: quiet space - interaction with "helping" professional - physical & psychological D. Reflective place for writers - creative seclusion





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- E. Conflicts within Arts Groups (arts management issues)
  - place of resolution & group healing
- F. Workshop venue for 30 - 50 people.
  - symposiums or arts organizations
  - training in arts "healing"
  - reflection & self-discovery through dance (experiential anatomy)
- G. Natural amphitheater: up to 100 seats?
  - multi-use (dance, music, theater)
- H. Outdoor sculpture garden/display
  - interactive with environment
  - creation of art that celebrates what it means to be human.
  - kinetic art that changes with the weather
- I. Recreational use
  - crew boats
- J. Classroom outings
  - academic use
- K. Storage space
  - climate controlled storage of grand piano
  - music stands
  - art supplies, easels for on-site work
- L. Fundraising events for CVPA
- M. Art academy
  - junior and senior high students
- N. Studio space
  - large and open; daylit
  - for self awareness /dance/movement
  - sprung floor
- O. Artists' residencies
  - could use GMU studios during summer months.
- P. Conflict resolution as a topic or inspiration for artistic creation.
  - commemorative art
  - art addressing conflict
- Q. Upscale dining
- R. Multiple ceremonial spaces.

liminal process Liminal: "the in-between"

Creation of the liminal is critical to evolution of community.

Requires:

1. separation (place separate from others)
2. inversion or reversal of the everyday (i.e. hierarchy)

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### 3. aggregation and coming together

Without the liminal, people cannot begin the process of rethinking their positions.

A place between building community & the arts.

architecture Contributes to liminal process:

- entry
- vestibule
- main space

Should be folded around the idea of nature.

ceremonial circular space

fire pit: primordial, community-building element.

use of warm wood

not "hi-tech"; natural

retractable roof, open to the sky

funding deLaski will fund building only if a building is a natural extension of the academic program, and if it cannot be solved in any other way.  
CVPA and ICAR should explore fundraising together  
- donors interested in the arts & conflict resolution.

approvals Start community relations early; otherwise, will have opposition.  
Meet with head of magisterial district asap.

models Jacob's Pillow

- "just a platform in the woods".

Edith Wharton's mansion in the Berkshires

- outdoor performance space

Museum of the American Indian or Rose Planetarium in NYC: a space that can be programmed and the environment created.

Bonny Bainbridge Cohen: place in Cambridge for "experiential anatomy".

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STAKEHOLDER WORKSHOP: ICAR STUDENTS

JANUARY 30, 2007



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To: Sara Cobb  
From: Jeff Dreyfus  
Date: 2/6/2007  
Project: ICAR Point of View Conference Facility

Date & Time: January 30, 2007, 4:30 at ICAR  
Subject: ICAR student stakeholder vision session, January 30, 2007

Attendees: Samantha Levine  
Shiva Dahal  
Vandy Kanyako  
Paul Snodgrass  
Dena Hawes  
Sara Cobb  
Lucy Dorick  
Jeff Dreyfus

executive summary To encourage and promote their participation and presence at Point of View, care needs to be given to the particular needs of both resident fellows and nonresident students, including living accommodations, study spaces, and transportation between Alexandria and POV. Similar care is necessary in the conceptualization of guest facilities to imbue the design with opportunities for community-building in a nonhierarchical environment. If the program at Point of View is to incorporate the arts in the process of conflict analysis and resolution, careful thought must be given to how the two are integrated so the spatial needs for arts-related activities can be defined and incorporated into the master plan.

analysis The work of ICAR and its students will be directly influenced by the academic program for Point of View and by the physical expression of that program.

Fellowships will be important vehicles for engaging students in ICAR's work at Point of View, and more fellowships are better than fewer. Consideration might be given to fellowships of shorter duration (i.e. 3 months or 6 months) than the typical 12-month



2/6/07

ICAR

fellowships currently offered so that more students can benefit from the opportunity POV will offer. Living quarters for some fellows will be provided on site, and thought must also be given to the needs of nonresident students. Dedicated work space such as study carrels and study rooms (approx. 100 square feet w/wireless access) should be incorporated into the building program. Transportation or a regular shuttle service to and from ICAR's Alexandria offices and POV would likely increase the number of students that visit and work at POV, and such transportation may prove important for resident fellows who do not own cars.

Site design should ensure that the peace and tranquility of the setting are not compromised by the intrusion of vehicles; golf carts should be used to transport luggage and guests with special needs. Design of the overnight accommodations should reflect the practices of ICAR, avoiding hierarchical arrangements and promoting community, perhaps by arranging rooms around a central garden. Communal space should be provided within the area of guest accommodations for informal gatherings of small groups which can lead to community-building during times that participants are not engaged in structured activities.

Space dedicated to the history of ICAR, of the process of conflict analysis and resolution and to the existence of peace in the world could provide interactive educational opportunities for tourists and school children alike, creating an additional layer of richness to the activities at Point of View.

If integration of the arts into the process of conflict analysis and resolution is to be a priority of ICAR's, then a holistic program must be developed that folds the arts into the academic work of ICAR and into the conceptualization of Point of View. In order to define the spatial requirements for an arts-imbued process (i.e. performance, creation and exhibition spaces), ICAR must devise an academic and/or practical program that brings the two together.

The opportunities for bringing the arts into the process are vast and can be as small as offering space for creating and exhibiting artistic expressions, or as large as providing dedicated living quarters for resident artists that lead self-awareness and community-building workshops to further creation of a limnal environment for healing and coming together.



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The clarity of a written program that integrates the arts into the work at Point of View is necessary before a list of spaces particular to the arts-related components can be enumerated and accommodated in the master plan.

TRANSCRIPTION OF THE WORK SESSION

student space It's important to provide places for students who do not live at Point of View.

- work carrels
- study rooms - approximately 100 square feet w/wireless access - for DC area ABD's who need a quiet workspace.

fellowships More is better. Perhaps more fellowships of shorter durations such as 3 months or 6 months.

One student suggested 6 resident and 6 non-resident fellowships.

shuttle service Consider providing transportation of some sort between ICAR in Alexandria and Point of View.

Lynch house The existing house could offer:

- different kinds of meeting spaces from the new facility.
- student residences.
- artist residences.
- space dedicated to the Lynch family.
- overnight accommodations for visiting scholars and alumnae.
- quiet space.
- informal reflection space with ICAR artifacts.

The house's design should influence the design of the new structures and the old and new should be integrated.

guest facilities A bar is important as a place to relax and drink after work sessions.

guest rooms Provide informal gathering space in the vicinity of the guest accommodations: "if there's a fireplace, I'll go there!"

Arrangement of guest rooms should reflect ICAR and its process:

- circular arrangement, not linear. Everyone does not have the same view (hence "Point of View").
- garden at the center as a place of connection for all to meet.





2/6/07

ICAR

site concept

Important to minimize the intrusion of cars and trucks upon the serenity of the place.  
Use golf carts for transportation on the property.

art at POV

What does it mean to integrate the arts into conflict analysis and resolution? How can it be integrated? What are the methodologies re: theory, research?

A program for integrating the arts needs to be developed, but first a theory of how art can effect conflict analysis and resolution must be articulated. To do so, one must understand their view of healing. This will help develop an approach to integrating art into conflict analysis and resolution.

What are the possibilities of things that can happen here?

- creation of work
- exhibition of work
- individual and / or collective work

Something unique happens with performance via the separation of the audience from the performer.

Improvisational theater can be integrated into conflict analysis & resolution.

Performance allows separation from the rest of the world; transformation comes from coming back together after separation. Design the space and the program for this - for the liminal process where transition and transformation can take place.  
If one comes out of the process changed, is there a role for art in reentry?

A holistic plan must be developed that integrates the academic work and the arts at POV.

ICAR must address the current disconnect between the academic program, integration of the arts, and the list of physical spaces.

What is the selection process for artist participants, and what work and living accommodations are available to them? What are their needs?

teamwork

Challenge ropes courses build trust, teamwork and encourage problem solving (e.g. GMU's Hemlock Overview ropes course).

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2/6/07

ICAR

other visitors

Consideration should be given to space for students and tourists to come and learn about the work of Point of View and ICAR. This will be needed "when POV is famous".

Consider an "exploratorium" for kids to experience conflict analysis and resolution; it would be interactive.

Provide a place for real-time representation of existing conflict and peace in the world.

security

Security is of concern, and it's unclear to the group how it should be handled.

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STAKEHOLDER WORKSHOP: BELMONT BAY NEIGHBORS

FEBRUARY 20, 2007



BUSHMAN DREYFUS ARCHITECTS PLC  
MEETING RECORD

To:	file
From:	Jeff Dreyfus
Date:	3/10/2007
Project:	ICAR Point of View Conference Facility
Date & Time:	2/20/07
Subject:	Neighborhood Stakeholder session
Attendees:	Neighbors, Bill Lynch, Sara Cobb, Lucy Dorick, Nancy Pickens, Pete O'Shea, Jeff Dreyfus
executive summary	Neighborhood residents are deeply worried that developing Point of View for ICAR's use will bring vast changes to Mason Neck. Concerns include: increased traffic on Belmont Boulevard, the environmental effects of septic disposal and increased water runoff, the potential for developing a large sewage treatment plant (and the likely subsequent growth in new housing construction), increased noise, increased threat of terrorism (due to the users that will come to POV), and the restriction or elimination of public access to open land. As the project moves forward, open and frequent communication with the neighbors is important to keep them informed of how their concerns are being addressed.
uses	Sara described the uses and users that will come to Point of View.
development	Bill Lynch stated that the facility will sit lightly on the land, will be a scale appropriate for the neighborhood, and estimated that development would be less than one acre in effected area.  Pete O'Shea stated that the design goal is to ensure that the site is "no different" when development is complete than it is now in terms of environmental impact.
comprehensive plan	The team should review the current DRAFT revisions to the Mason Neck Comprehensive Plan to know what's being considered for the area.

Bushman Dreyfus Architects PLC  
8206 East High Street Charlottesville, Virginia 22902 Telephone: 434.295.1936 Fax: 434.297.1436



3/10/07

ICAR

septic system

Currently, development in this area is limited by the fact that no public sewer exists and individual septic fields are required for development. The quality of the soil and its limited capacity to perc has limited the amount of growth in the area.

The neighbors are aware of the permit for a very large (i.e. 250,000 gallon) septic sewer treatment plant that was procured by the Lynch family and which conveyed with the property. They are deeply concerned that if constructed, such a sewer system would vastly increase development in the neighborhood and on Mason Neck. They are also concerned that their existing homes would be required to tie-into such a new system and that they would have to bear ongoing sewer fees.

traffic

Belmont Boulevard is dangerous already! It is not much more than a residential, dead-end "country road" with a 25 mph speed limit. It is heavily used by joggers, horseback riders and children riding bikes; deer populate the area and are often seen on the road. School busses and emergency vehicles have a very difficulty time turning around at the end of the road; Belmont Landing Road is insufficient for this and the situation needs to be changed.

Don't want any vehicles related to POV on Belmont Blvd. other than emergency vehicles. Current entry off Belmont Landing Road is dusty and dangerous; needs pavement and improvements even if only used by emergency vehicles.

ICAR will have major impact on existing conditions. How many people will travel to ICAR each day (including service, support, staff, faculty, participants, etc.)? Increase in traffic must be studied!

entry road

Neighbors would support a new entry to the facility from Gunston Road through BLM land & would be willing to help petition politicians for this solution. They would support this new entry only if the new road is wide enough to accommodate ALL daily traffic for POV including service trucks, staff, faculty students and guests. This solution would be acceptable as it would keep all POV traffic off Belmont Blvd except for emergency vehicles.



3/10/07

ICAR

environmental effects

It is perceived that this development will greatly increase runoff into Belmont Bay and Kane's creek, and that a septic field (if used) would have adverse effects on the environment. There is very little tidal flow; creeks are dry at times. Algae bloom has occurred this year and neighbors are concerned that it will persist in the future with development of the land. Concerned about location of septic discharge. Consider getting GMU Environmental Sciences & Policy Program to study the effects this development will have on the environment and on Belmont Bay and Kane's Creek in particular. Important to include the Corps of Engineers and to do wetlands delineation. Deep sand layer; clean percable soil to be explored.

noise

Will there be noise from emergency generators? Concern expressed that there will be GMU events and parties.

limitation of use

Neighborhood would like use to be limited to ICAR only; they would prefer that it not be used by the rest of GMU. Is it possible to limit use by covenant to preserve Mason Neck via zoning covenant? Would ICAR commit to a maximum number of grad students living at POV (i.e. 6 max.) via deed restrictions?

Group is concerned about terrorism and terrorist groups coming to POV. Sara stated that ICAR doesn't deal with illegal groups and uses U.S. gov't guidelines to determine who they will work with.

cellular towers

Currently cell phone reception is not good, and the group is concerned that cell towers will be constructed in order to serve the needs of ICAR's clients.

fences

Neighbors would not like to see any of the property fenced as it would decrease their opportunity to enjoy the open land. Sara said she doesn't anticipate any fences or barriers will go up.

communication

Ongoing conversation with the neighbors is important. Sara stated that ICAR wants a connection and conversation with the neighbors, and that ICAR not be merely dispensing information. It's critical to



# STAKEHOLDER WORKSHOP: ICAR ADVISORY BOARD

MARCH 3, 2007



3/10/07

ICAR

communicate regularly and reliably to keep everyone informed.  
Not all neighbors were informed of this meeting. It is important to identify who will be the point of contact for the neighbors.  
Post images on the web.  
Publish contact information (Sara provided her email and phone information to the group).



## BUSHMAN DREYFUS ARCHITECTS PLC MEETING RECORD

*To:* file  
*From:* Jeff Dreyfus  
*Date:* 3/10/2007  
*Project:* ICAR Point of View Conference Facility

*Date & Time:* 3/3/2007, 10:00 at Point of View  
*Subject:* ICAR Advisory Board Stakeholder Meeting

*Attendees:* K. C. Soares, Chair; Alan Gropman, Vice-Chair; Andy Shallal, Bob Nealon, Carmen MacDougall, Craig Zelizer, David Padilla, Ed Futa, Edward Rice, Jim Hobson, Lester Schoene, Lucy Dorick, Muriah Newland, Nancy Beiter, Nancy Gillis, Nancy Pickens, Sara Cobb; Jeff Dreyfus (architect)

*executive summary* Point of View must be designed and maintained as "a place apart" and as a facility true to the spirit of Ed & Helen Lynch. Assuring that ICAR maintains long-term control of the entire 120 acres at Point of View is of paramount importance so that other facilities or uses do not impinge upon the privacy needed for the difficult work that groups will undertake here. Thorough consideration must be given to the needs of guests, students, faculty and the land itself if Point of View is to be successful.

*Lynch House* Keeping the building is important to the spirit of Point of View: it should be used to honor those that came before us and as a place of disconnect & reflection.  
The home itself has good energy and that energy is an important part of the legacy left by Ed & Helen Lynch.

*spiritual spaces* Spiritual does NOT need to equal Religious.  
Important to support spiritual being at Point of View. What kinds of spaces will be provided for this?

*land erosion* Erosion is affecting the land along the water's edge and must be tended to; fallen trees on water's edge are a clear indication of a long-term problem.

Bushman Dreyfus Architects PLC  
820b East High Street Charlottesville, Virginia 22902 Telephone 434.295.1936 Fax 434.297.1436



3/10/07

ICAR

*security* Wye River has some spaces that are high security without the security measures being visible (i.e. bulletproof glass in some bedroom windows). This should be a consideration for some - if not all - spaces at Point of View for meetings or guests that require a high level of security.

*technology* Fiber optics & wireless should be available throughout the facilities. Users should have the latest technology available wherever they choose to work.

*break-out rooms* Not enough small break-out rooms in the existing building program; 5 - 7 minimum are needed. More of them is better!

*Peace Cafe* Consider inclusion of a "Peace Cafe" for all to visit. It can offer a place for informal discussion, film showings and quiet gatherings.

*medical services* Medical procedures & availability must be closely considered. What is going to be the policy? How and where will services be provided?

*air access* Air/helicopter access will likely be provided at nearby Ft. Belvoir. Not necessary to provide a heliport at POV.

*land ownership* Consider putting the 80 acres across the wetlands in a conservation easement. Establish a 501-3C non-profit to buy and hold the land. This non-profit can then solicit donations, preserve the land, and offer goodwill with the neighbors. Contributions to the non-profit would be tax deductible.

Fairfax County buys available land; would they purchase the 80 acres? Concern was expressed by the group that if sold to Fairfax, the County in turn could sell the land for some other use and it would be out of ICAR's control.



# SPACE STANDARDS

Sizes of individual spaces in the building program and building efficiency ratios are based on the standards outlined in the Commonwealth of Virginia’s Construction and Professional Services Manual, 2004 edition, as well as standards recently devised for GMU’s Academic VI project.

CONSTRUCTION & PROFESSIONAL SERVICES MANUAL – 2004

CHAPTER 9: DESIGN AND PROCUREMENT CRITERIA, POLICIES AND GUIDELINES

901.2 Guidelines for Office Space Planning:

These guidelines are used for evaluating areas of common types of spaces. The guidelines are included in the Manual to help in planning space sizes and for calculating and justifying Capital Budget Requests space and area requirements. In the actual design of the project the agency may choose to make some spaces larger than the indicated guideline area and compensate by reducing the area allocated to other spaces. The use of areas greater than those indicated are not considered to be a valid justification for an increase in the authorized project square footage. Spaces which exceed the guidelines, any special space needs or special features required may need further explanation or justification in the Basis of Design.

Space Category & Type of Room or Space	Area Guideline	Remarks
<b>Offices</b>		
Agency Head	256 sf	16' x 16'
Deputy Agency Head	192 sf	12' x 16'
1st Level Below Agency Head	168 sf	12' X 14'
2nd Level Below Agency Head	144 sf	12' X 12'
3rd Level Below Agency Head	120 sf	12' X 10'
Private	120 sf	12' X 10'
Semi-private	96 sf	per person
Cubicle	64 sf	per person
Open Plan	64 sf	per person
Examining Room	110 sf	10' X 11'
Testing Room	100 sf	10' X 10'
Interview Area	64 sf	per person
Clerical Area	64 sf	per person
Conference Room	15 sf	per person
<b>Assembly / Auditorium, Meeting, Theater, Lecture Hall/Room</b>		
Fixed Seats (incl. aisle space)	10 sf	per seat
Chairs, not fixed	10 sf	per person
Tables and Chairs	15 sf	per person
Standing/Observation Space	3 sf	per person
<b>Educational Spaces</b>		
Classroom, 10 - 49 stations	20 sf	per station
Classroom, 50 - 99 stations	15 sf	per station
Lecture, over 100 stations	10 sf	per station
Laboratory, Biology & Chemistry	45 sf	per station
Laboratory, Engineering	60 sf	per station
Laboratory, Physics or Geology	40 sf	per station
Laboratory, Art & Architecture	60 sf	per station
Lab Storage, Biology & Chemistry	10 sf	per station
Lab Storage, Engineering	10 sf	per station

CONSTRUCTION & PROFESSIONAL SERVICES MANUAL – 2004

CHAPTER 9: DESIGN AND PROCUREMENT CRITERIA, POLICIES AND GUIDELINES

Lab Storage, Physics or Geology	8 sf	per station
Lab Storage, Art & Architecture	10 sf	per station
<b>Dormitory</b>		
Bedroom	115 sf	per bed
Lounge & Recreation Space	25 sf	per bed
Storage Space	10 sf	per bed
<b>Library</b>		
Stack Space	0.08 sf	per book
Reading Space	10 sf	per user
Library Services	2.5 sf	per user
<b>Food Service, Food Courts, Dining Halls</b>		
Dining Areas	15 sf	per seat
Serving Line and Counters	1.5 sf	per seat
Kitchen and Food Preparation	2.5 sf	per seat
Food Storage	1.5 sf	per seat
Dishwashing Area	0.7 sf	per seat
Receiving Area	0.4 sf	per seat
Waste or Garbage Area	0.3 sf	per seat
<b>Recreation Buildings</b>		
Bleacher Seats	5 sf	per person
Locker Area	20 sf	per locker
Weight Room	50 sf	per station
Exercise and Aerobics Area	20 sf	per person

**Note:** These guidelines shall not be used for calculating maximum occupancies for spaces or occupancy for egress!

901.3 Building Efficiency Ratios

**901.3.1** General: Building efficiency is the ratio of Assignable Area to Gross Building Area expressed as a percentage and is determined based on the definitions and calculation procedures shown below. The minimum building efficiency ratios are a composite of the ratios or factors taken from recognized standards and are based on the definitions and procedures shown below. The minimum building efficiency ratios are intended to provide achievable minimum standards for design of an efficient, functional layout.



CONSTRUCTION & PROFESSIONAL SERVICES MANUAL – 2004
CHAPTER 9: DESIGN AND PROCUREMENT CRITERIA, POLICIES AND GUIDELINES

**901.3.3 Calculations :** The areas shall be determined from the actual floor plans for the facility. Sec 701A further describes the factors and methods for calculation of floor areas.

Assignable square feet (ASF) as a percentage of gross square feet (GSF) shall be no less than the rati listed below. Exceptions to these building efficiency factors must be approved by the Director of the Department of General Services. Requests must be supported by written justification submitted by tl agency stating why these ratios cannot be obtained.

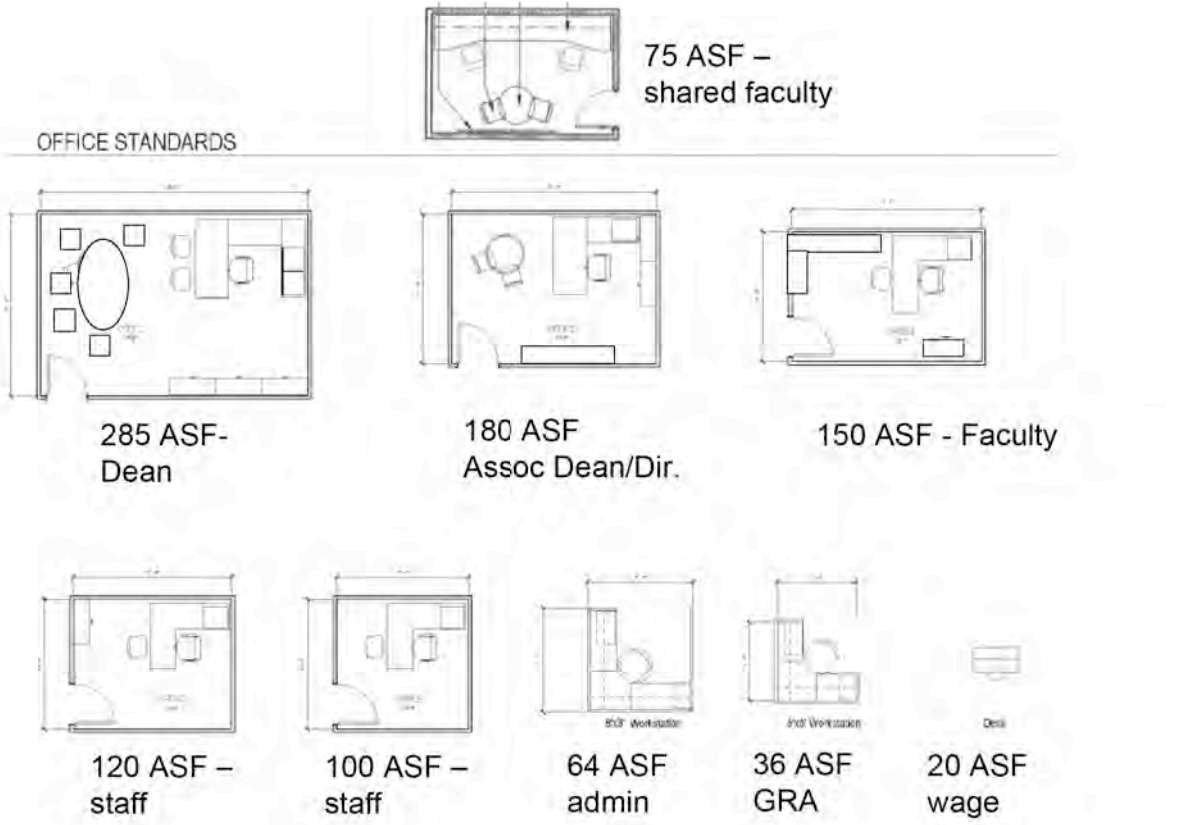
**901.3.4 Building Efficiency Ratios**

Building Type	Ratio: ASF to GSF
Office Building w/partitioned offices	70%
Office Building w/open office layout	90%
Classroom Building	66%
Classroom & Office Building	66%
Health/Fitness Building with gymnasium & classrooms	85%
Health/Fitness Building (gyms, classrooms, pool, handball courts)	80%
Hospital or Infirmary	60%
Engineering/Laboratory Building	72%
Instructional Shop Building	90%
Library Building	75%
Fine Arts Building	72%
Science Building w/Laboratories	65%
Physical Plant Service Building	85%
Student Union	75%
Dormitory Housing w/ common use toilets	65%
Apartment or Townhouse Style Housing	90%

CONSTRUCTION & PROFESSIONAL SERVICES MANUAL – 2004
CHAPTER 9: DESIGN AND PROCUREMENT CRITERIA, POLICIES AND GUIDELINES

Suite Style Housing w/ private toilets	80%
Auditorium / Theater	70%
Dining Facility	72%
Warehouse	93%
Maintenance Garage	85%

The following office space standards were developed by GMU for the Academic VI project and were referenced for Point of View's office program:



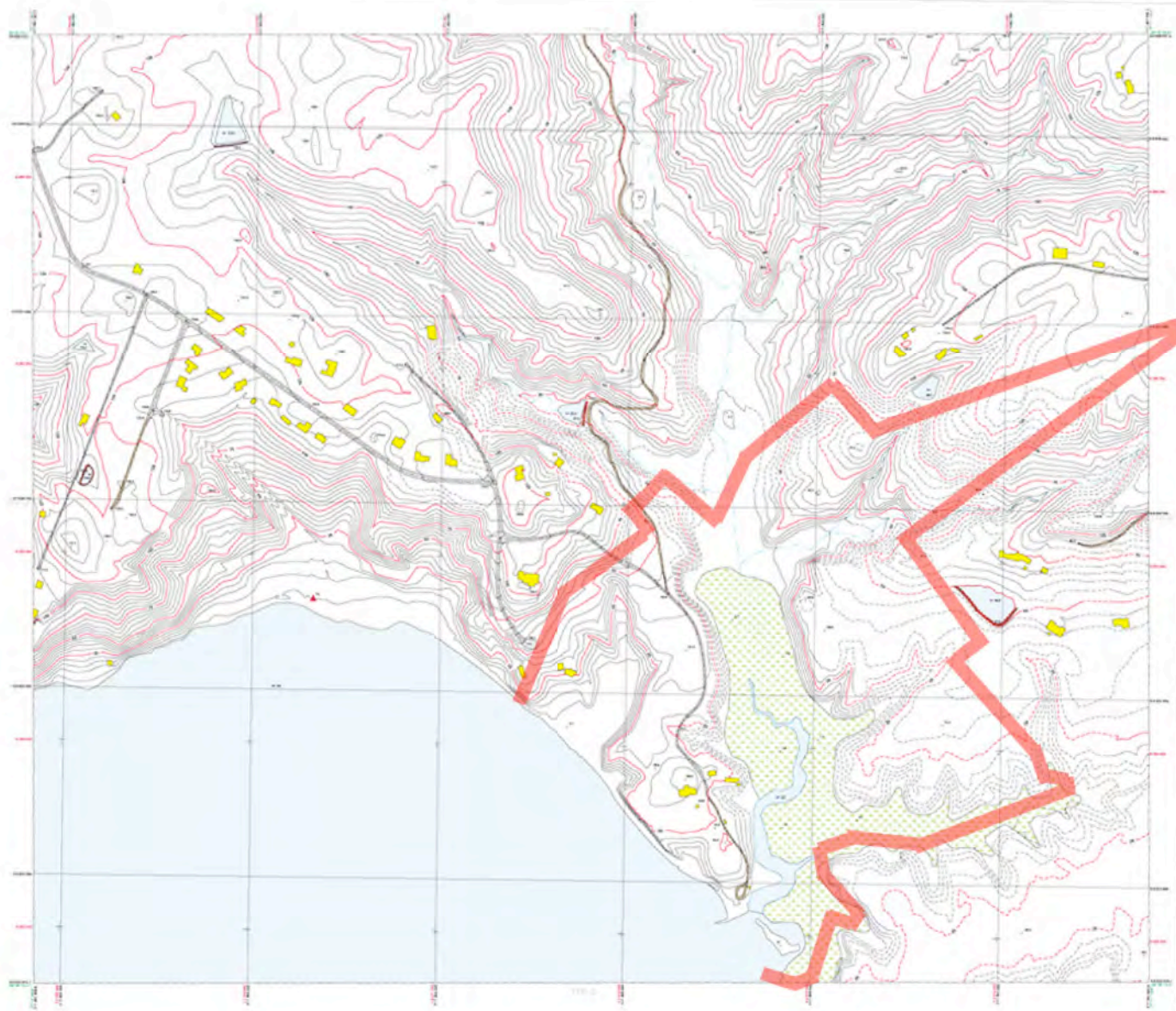






# FAIRFAX COUNTY ZONING MAPS

Existing topography and existing development of the surrounding properties is shown in this map.



Potential future development is indicated by the delineation of existing land parcels. Comparison of these two maps indicates that a good deal of future development is possible northwest of Point of View.

