

BOSTON SOCIETY OF ARCHITECTS STATEMENT OF POLICY PRINCIPLES

Introduction

Public policy advocacy reflects our core values as architects. As professionals, we have a duty to behave in a thoughtful way. We are supposed to put the interests of our clients ahead of our own interests – but most of all, we are supposed to put the interests of the public ahead of both. The BSA’s Constitution underscores these fundamental values; our organization exists “to promote the artistic, scientific and administrative competence of the profession; to encourage civic, educational and cultural activities; to forward the objects of the American Institute of Architects and to urge adherence to its ethical standards.”

The AIA code of ethics identifies certain key responsibilities for our public role:

- To respect and conserve our natural and cultural heritage, and strive to improve the environment and the quality of life within it [Ethical Standard 1.3].
- To uphold human rights in all of our professional endeavors [Ethical Standard 1.4].
- To use our professional knowledge and skill to design buildings and spaces that enhance human dignity and the public health, safety, and welfare [Ethical Standard 1.5].
- To act as stewards of the earth, by promoting sustainable design and development principles [Canon VI].

The need for clarity about our policy principles and agenda is especially pressing today. Major policy issues are facing the nation, Massachusetts, and Greater Boston. These include the implementation of Imagine Boston 2030 and Climate Ready Boston; and working on laws, regulations, and policies that will maintain Massachusetts’ role as a national leader in climate change, affordable housing, mass transit, social equity, and other issues critical to our buildings and communities.

The following policy principles represent and articulate the BSA’s positions and goals. They draw upon a range of documents, including the “Weave” (BSA / Foundation Strategic Plan), the Civic Task Force Statement of Principles, and consultation with current and past presidents, committee chairs, the executive director, and many other BSA members. They are intended to:

- Help the BSA become a more effective advocacy organization, so the outside world knows what we stand for.
- Provide clarity to BSA officers, board members, committee chairs, and staff in representing our positions. This will foster both continuity and innovation from year to year; as new leaders come on board, they will get the chance to revisit and reaffirm the principles, and set the next year’s agenda.

- Prioritize the use of BSA resources, and help the BSA coordinate more effectively with its partners – the Foundation and AIA-Massachusetts.
- Provide understanding and “ownership” among BSA members about our advocacy and civic engagement work: what we stand for, and what we have accomplished.

BSA policy principles

Two over-arching principles inform all of the BSA’s policy and advocacy activities:

1. **Design Excellence.** Common principles of excellent design include: a strong relationship to landscape and context; enlivening open spaces; details and materials that bring designs to life and scale them to the human body; and interiors shaped by the uses they accommodate and connecting to the surrounding community. Design excellence broadens our perceptions of personal and social possibilities, and it inspires our thinking about the world around us.
2. **Social Cohesion and Equity.** Our work aims to build communities that address needs for social cohesion and equity. It is clear how profoundly the built environment shapes the inequities we see throughout the region. Planning and design can help communities make informed choices that address those inequities. Design excellence in the service of social cohesion and equity creates flourishing spaces and flourishing people.

Informed by these over-arching principles, we commit to using our professional knowledge and skill to address the following challenges:

3. **Environment and Climate Change:** Meet the challenges of environmental degradation and global climate change, and radically reduce and ultimately eliminate the carbon emissions associated with building construction and operation.
4. **Resiliency:** Plan and design for environmental resiliency, especially the risks of flooding caused by climate change and sea level rise that threaten all coastal communities in greater Boston.
5. **Housing:** Increase housing supply and reduce housing costs in greater Boston, especially at affordable levels, and thereby address inequality and strengthen our region’s economic future.
6. **City and regional planning:** Participate in replanning the physical form of the Greater Boston region for economic and social changes in the next 10 - 30 years, with emphasis on jobs housing, transportation, education, and the civic realm.
7. **Improving practice:** Help architects and firms navigate the changing nature of practice; remedy patterns of racial and gender inequality within the profession; and expand public interest / pro bono design services.

Implementation

Each year the incoming VP / President-elect, working with the VP for Advocacy and a small task force, will (1) review, update, and reaffirm the BSA's policy principles, (2) review progress against the previous year's policy agenda, and (3) define the BSA's policy agenda for the following year. This will institutionalize the tradition of the BSA's "president's agenda," so that each agenda will have a continuing vitality, and it will embed that agenda within the organization's articulated policies.

The reviewed and confirmed policy principles and annual agenda will be submitted to the BSA Board for review and approval in the fall, to provide guidance for the incoming officers and board in the following year. The VP / President-elect and the VP for Advocacy will also be charged with coordinating the BSA's policy agenda with the agenda for the Foundation and the annual advocacy agenda of AIA-Massachusetts. There are three areas of activity in which public policy is put into action by the BSA and its partners, the Foundation and AIA-Massachusetts.

- **Advocacy:** Advocating for changes in government laws, regulations, programs, and policies, consistent with our core ethical values, within the nation, the state, and Greater Boston. ***BSA is the lead organization within Greater Boston; AIA-Mass is the lead organization state-wide, with the BSA playing a supportive role.***
- **Civic Engagement:** Convening groups, panels, talks, and competitions that show how design thinking can address the challenges facing the Greater Boston region. ***BSA and Foundation are the joint lead organizations.***
- **Community Projects:** Carrying out hands-on projects, charrettes, and workshops that apply design resources to assist the neighborhoods and communities of Greater Boston. ***Foundation is the lead organization, with the BSA playing a supportive role.***

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Adopted by the BSA Board of Directors, November 16, 2017

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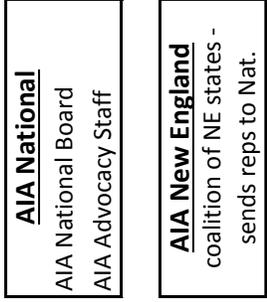
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Advocacy, Civic and Community Chart

- Advocacy:** To advance the interests of the profession and to promote creating a better world through design.
Civic: To bring design thinking to address the challenges facing Greater Boston region and cities.
Community: To apply design resources to the neighborhoods and communities of Greater Boston



<u>AIA Massachusetts</u>	<u>BSA</u>	<u>BSA Foundation</u>
AIA MA Board	BSA Board	BSA Found. Board
Executive Committee	Executive Committee	Executive Committee
To advocate for the profession	President's Agenda	Strategic Plan
AIA MA Staff	To empower the profession	To deepen public understanding of design
	Government Affairs Committee	CDRC
	AIA MA + BSA Staff	(becoming part of Foundation)
		BSA BSAF Staff

Leadership
Leadership 2
Drivers

Purpose

Implementers

<u>Arenas of Impact</u>	<u>AIA Massachusetts</u>	<u>BSA</u>	<u>BSA Foundation</u>
National Agenda	input	input	
State Agenda	Direct	input	
Regional	input	Direct	Direct
City/local		Direct	Direct
Communities		input	Direct
Individuals		Direct	Direct



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Sustainability statement

Architects have a unique responsibility for the sustainability of the built environment. This responsibility extends beyond the design of high-performance buildings to include project siting and impacts on transportation, water, land, air and habitat.

All projects can and should minimize energy and resource demands to combat climate change and provide healthier communities.

We advocate laws and standards that promote not only sustainability but also improved integration of the built and natural environments.

The BSA will be a leader in educating designers, contractors, owners and the public about inspiring and environmentally responsible design, construction, operation and renovation of the built environment.



December 16, 2016

Statement: Recommendation from the BSA regarding the AIA Advocacy Agenda – 2017 and beyond

The American Institute of Architects, the national professional organization of 89,000 licensed American architects and the 700,000 people we employ, is dedicated to the highest standards of professionalism, integrity, and public service. We bind our members to abide by a Code of Ethics and Professional Conduct that addresses our obligations to our clients and to the public.

In addition, the AIA Board of Directors has adopted Public Policies and Position Statements which are “statements of belief on issues of public policy affecting the Membership”. They obligate us to collectively represent our core values and principles as professionals to elected and appointed policy-makers and to the general public. These policies state that:

- Architects, as the leaders in design of the built environment, *are responsible to act as stewards of the earth*. Consequently, we encourage communities to join with us in stewarding the course of the planet’s future by supporting governmental and private sector policy programs . . . that promote the design, preservation, and construction of sustainable communities and high-performance buildings.
- As members of their communities, architects are professionally *obligated to use their knowledge, skill, and experience to engage in civic life*. The AIA recognizes that planning and design that integrates transportation, housing, and land-use policies at the neighborhood, community, and regional scales are prerequisites to the creation of safe, attractive, and sustainable communities.
- The AIA supports *the promotion of human and civil rights*, universal respect for human dignity, and the unbiased treatment of all persons in employment, civic, and business transactions. The AIA recognizes that diversity is a cultural ethos that fosters inclusion and enhances our membership, and our profession.

We ask you – our sister organizations and colleagues – to reaffirm our shared and explicitly stated core values and beliefs and to advocate on behalf of public policies that will have a positive impact on our profession, our employees, our communities, and our world. Furthermore, we ask you to reaffirm our opposition to any appointments, public policies, executive or legislative acts or regulatory initiatives that threaten these core values and principles in fundamental ways. These values include:

1. Support for the **Environmental Protection Agency’s** work to reduce environmental degradation and the production of greenhouse gasses, and the implementation of the Clean Power Plan - *to improve our nation’s air and water.*
2. Support for the **United Nations Framework Convention on Climate Change** and the continued United States leadership in reversing threats to our planet - *to protect the world’s ecosystems and citizens.*
3. Support the Federal investment in **NASA** and **NOA’s** earth science division that produces satellite data on climate change and provides our profession and many others with critical planetary information – *to make decisions that are based on evidence.*

4. Support for the **Department of Energy's** funding of renewable energy research, the National Renewable Energy Lab, Commercial Buildings Energy Consumption Survey, Energy Star Portfolio Manager, and their partnership in the AIA 2030 Commitment - to make better use of our limited energy resources.
5. Support for the **Department of Housing and Urban Development** programs that support community development and increase access to affordable housing free from discrimination, including the HOPE VI housing revitalization grants, Community Development Block Grants (CDBG), HOME Investment Partnerships (HOME), American Dream Down payment Initiative (ADDI), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Shelter Grants (ESG) - to ensure that all Americans have decent housing.
6. Support the **US Treasury Department's** Community Development Financial Institutions (CDFI) Fund and the New Market Tax Credit Program and the National Park Service Federal Historic Tax Credit that spur revitalization efforts in low-income and impoverished communities – to bring every neighborhood back to life, preserve and expand traditional trades and create local jobs.
7. Support the **US Department of Transportation's** development and improvement of transit systems through the Transit-Oriented Development (TOD) Planning Pilot Program under the Fixing America's Surface Transportation (FAST) Act - to ensure that Americans have the mobility they need to pursue their goals.
8. Support the **Department of Health and Human Services** programs to secure affordable health care insurance that includes women's' reproductive health care and ready access to pregnancy planning services – to ensure every citizen's right to a healthy life.
9. Support the **US Department of Labor's** protection of all employees who are temporary workers or nonimmigrant visa holders to fully enjoy the Constitutional and legal rights and benefits of our communities and our workplaces – so that everyone receives equal protection under the law.
10. Support the creation of well-paying jobs for a broad spectrum of Americans by rebuilding our infrastructure – bridges, rail lines, , water supply and drainage systems, photovoltaic and wind power generation and the associated distribution grids – harnessing the energy and ingenuity of the American people.
11. Support the 115th Congress's ratification of the **UN Convention on the Rights of Persons with Disabilities** – to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all Americans with disabilities, and to promote respect for their inherent dignity.

We believe that these values are shared by an overwhelming number of architects and citizens, regardless where they live, the work they do, their socioeconomic status, or their race, gender, religion, sexual orientation, nationality, ethnicity, or physical disability. With a new President beginning a four year term on January 20th, 2017, we encourage the American Institute of Architects leadership to continue to advocate for these shared values and beliefs. This advocacy may take a variety of forms:

- Provide support for any nominee or appointment whose previous experience, initiatives, and stated opinions indicate adherence to these core values, and oppose those who do not.
- Provide support for public policies, executive or legislative acts or regulatory initiatives that adhere to these core values, and oppose those that do not.

- Coordinate the efforts of local and regional AIA affiliates across the country in these advocacy efforts at local, regional, state and national levels.
- Join forces with allied professional groups across the country, labor unions, academic institutions, and governmental organizations that share our goals and values.
- Encourage our membership to understand the impact that their professional decisions have on our communities, nation and world, and leverage their work to promote the values at the core of our profession and Code of Ethics.
- Advocate for public infrastructure improvements that advance the interests of citizens and businesses by making America safer and more competitive – and ensure that there are jobs for everyone.

Thank you for providing support for these efforts, both as regional chapters, and through your efforts to implement them at the national level. We look forward to working with you to build a better world for everyone, and uphold and promote the values we share.

A handwritten signature in black ink, appearing to read 'Josiah Stevenson', with a stylized flourish at the end.

Josiah Stevenson FAIA
2017 BSA President

And the BSA Board of Directors

EQUITY, DIVERSITY, AND INCLUSION COMMISSION EXECUTIVE SUMMARY

January 25, 2017



**The American
Institute
of Architects**

The value proposition

Equitable practice has the potential to foster success on multiple levels—equity in the workplace, plus socially just access to basic resources, healthier communities and resilient public space in our urban centers. The value proposition of equity at all these levels is rooted in empathy, transparency, education, collaboration, and trust.

The lack of equity in architectural practice and allied professions has made architects prone to lose talent to other more lucrative career paths. The factors that challenge retention include long hours, modest pay, work that is misaligned with professional goals, and lack of transparency in promotion and compensation practices.

In order to achieve equity in the built environment, the architecture workforce needs to reflect the rapidly changing demographics of those people we are charged to serve. Architecture is also susceptible to some public misunderstanding of the value or potential of what architects can bring to the table.

In terms of social impact, design has the power to inform more equitable, resilient, sustainable, and relevant built environments for the increasingly multicultural population of our nation.

Rosa Sheng, AIA
Author, *AIA Resolution 15-1*, May 2015

Introduction

In late 2015, the American Institute of Architects issued a call to action for the profession. After 14 months of work, the AIA Equity in Architecture Commission released a report with its recommendations for expanding and strengthening the profession's commitment to equity, diversity, and inclusion (EDI) in every practice.

The Commission and its goals were products of AIA's 2015 *Resolution 15-1: Equity in Architecture*. That resolution was born from yet an earlier industry-wide initiative, in 2014. Architectural organizations had come together then to address the concern of architects about a disproportionate mix among the profession's members.

What emerged from that 2014 effort was a study, *Diversity in the Profession of Architecture*. It examined the impact of demographics on success in the field. The intent was to create greater urgency surrounding the need for a profession that more accurately reflected the varied faces of our nation.

There has been progress in achieving that goal in past years, but there is still much work to be done. Equity, diversity, and inclusion is a priority of the American Institute of Architects. The Institute believes the need to foster a more inclusive workforce is both a professional and societal imperative.

The AIA Equity in Architecture Commission, a blue-ribbon panel of leading architects, educators, and diversity experts, was formed to meet those challenges. Following is a summary of the five "keystone" areas of focus it identified, and within those areas the II priority recommendations, or action items, that it selected for implementation over the next three years.

Emily Grandstaff-Rice, FAIA
Chair, Equity in Architecture Commission

Keystones

Keystone [kee-stohn]; 1. The wedge-shaped piece at the summit of an arch that holds the other pieces in place. 2. Something on which associated things depend for support: *The keystone of one's philosophy.*

The Commission focused its work on the future implications of increased equity, diversity, and inclusion within the profession, including impact on the architecture it provides our society. It identified five themes or areas—which it called “keystones”—that would reflect those implications.

Leadership development

Strongly restating the AIA’s commitment to equity, diversity, and inclusion will reinforce its goal to be a leader in that societal quest. This effort needs to permeate every level of the AIA, from the Board to local chapters. It also must transcend the conventional year-to-year focus of individual leadership.

“Diversity may be both the hardest thing to live with—and the most dangerous thing to be without.”

—William Sloane Coffin, clergyman, civil right activist

Firms/workplace/studio culture

Attracting, developing, and retaining the best talent is a priority for the entire national workforce, not just architecture.

Many young and emerging professionals prefer to work in teams that reflect the global and demographic richness of our population. Plus, studies have shown that a diverse range of people creates greater innovation and creativity. Therefore, demonstrating a commitment to EDI in recruitment efforts is imperative. And, as workforce demographics change, the AIA and the profession need to plan for and embrace an expanded range of workplace models, including benefits.

Excellence in architecture

Collecting data on projects that succeed through EDI. Greater recognition must be awarded to projects that honor EDI, both in the architects’ practices and in their products.

The creative ethos within an innovative team offering a variety of perspectives and priorities is a powerful force. Architecture will go beyond physical, technical, and aesthetic distinction—it will reflect awareness and empathy. It will serve the best of humanity.

Education and career development

The industry-wide study, *Diversity in the Profession of Architecture*, identified gaps in the future workforce pipeline, as well as “pinch points” in career development for women and minorities.

There must be a focus on K–12 education; resources for higher education, including transitions from two-year programs to NAAB-accredited programs; a clearer path to licensure; leadership training in continuing education for under-represented groups; and support for emerging professionals and re-emerging professionals that highlights engagement and retention.

Marketing, branding, public awareness, and outreach

An equity, diversity, and inclusion lens must be applied to every form of communication by and for the profession. Special focus must be made on messages that increase the visibility of underrepresented groups and expand practice opportunities. Visual images used in communications vehicles should be carefully considered for their representation of the face of the profession.

In addition, continued emphasis should be made on how architects contribute to communities through cultural engagement and volunteerism.

Guided by these five keystones, the Commission developed 32 recommendations for action. Then, using an impact analysis process, it narrowed the list to 11 priority recommendations for near-term implementation.

Priority recommendations for action

1. Make equity, diversity, and inclusion a core value for the Board of Directors

The AIA Board of Directors and Strategic Council should consider equity, diversity, and inclusion among the evaluation criteria for future actions. Those actions include resolutions, business items, and member-led initiatives that make the AIA an even more relevant and socially-conscious organization. By consistently considering EDI, the Board and Council will ensure that future efforts are evaluated for their societal impact and ability to bring people together.

2. Measure and report how EDI permeates the AIA

As well as embracing EDI as a core value, the Institute must measure and report how that value is influencing demographics, behavior, attitudes, awareness, retention, recruitment, culture, and engagement within the AIA. The Commission urges that compilation of the data start with AIA staff, volunteers, and elected and appointed leaders on national, regional, local, and component levels.

3. Launch EDI training for AIA volunteers and components

In order to elevate awareness of the societal and business case for greater equity, diversity, and inclusion in the profession of architecture, the Commission recommends that the Institute create customized EDI training for AIA volunteers and leadership. This could be a combination of in-person sessions at large AIA events such as the AIA Conference on Architecture, Grassroots Leadership Conference, and Knowledge Leadership Assembly; materials and guides for interested groups to facilitate local sessions; and on-demand learning that can be used for components.

4. Create guides for equitable, diverse, and inclusive practice

The Commission recommends that the Institute create and provide members and their firms with guides on best practices in observance of equity, diversity, and inclusion principles, and how those principles can be a part of any architectural practice. The guides would address such issues as career progression, work culture, leadership development, talent recruitment and more. The guides could be accessible on-demand publications.

5. Create a position paper on EDI and the profession

The Institute now has extensive data on demographic trends within the profession. But it can't always answer the question of *why* those trends occur. There's a need for more specific understanding of the issues and implications in the quest for full equity, diversity, and inclusion. The Commission recommends that the AIA commission an academic study to document and research the impact of EDI in architecture. This study would rigorously analyze and interpret available data and provide qualitative evidence to support a broader knowledge base.

6. Develop a firm self-assessment tool

It is the responsibility of the AIA to provide members and their firms with the means to measure their engagement with EDI principles. The Commission recommends development of a firm self-assessment tool on EDI issues. Examples of criteria to assess include EEO policies, internal and external diversity issues, scope of diversity initiatives, family-friendly benefits, and overall firm commitment. Further, it's recommended that the data be collected nationally and included in the biannual AIA Firm Survey.

7. Require EDI data as part of AIA awards submissions

Based on studies within other industries, the more the profession of architecture reflects the society we serve, the better the product of our work will be. It will incorporate greater sensitivity to and empathy for cultural, societal, and environmental concerns. What's needed is more proof—a data set that illustrates the connection between equity, diversity, inclusion, and architecture excellence. The Commission recommends the collection of demographic data on teams submitting for AIA awards.

8. Advocate for a more accessible path to higher education

It's been determined that creating an accessible route for architecture students enrolled in two- and four-year programs to move to NAAB-accredited programs is a successful strategy for increasing the number of under-represented individuals. The Commission recommends that the AIA advocate strongly for support of existing bridge programs, and the creation of new ones. Suggested tactics include sharing of articulation agreements among institutions, and raising awareness of bridge opportunities within under-represented communities. The Commission also recommends the Institute make an annual fundraising commitment to the Diversity Advancement Scholarship Program administered by the AIA Foundation.

9. Engage children with K-12 architecture programs

Building a more equitable, diverse, and inclusive architecture workforce needs to start early. We must engage children and their families with more exposure to the profession through K-12 programs within all demographic communities. The Commission endorses the work of the AIA 2016 K-12 Task Force, and recommends that it includes EDI considerations in developing new curricula, and in its plan to enlist architects to volunteer in communities.

10. Tell our stories

Increasingly, the face of our profession reflects a cross-section of America. But more needs to be done to communicate that expanding profile. The Commission recognizes the good work being done through the *I Look Up* campaign and urges the AIA to continue developing messaging that highlights the equity, diversity and inclusion within the profession. Those communications also serve to humanize and personalize architects as a welcoming community, and one sensitive to the built environment.

11. Ensure that AIA publications reflect EDI

The Commission recognizes public comments indicating that visual images in AIA publications reflect limited multicultural and gender representation. It recommends that the AIA ensure that it makes broader depictions in its media of the full range of communities represented in the ranks of architects. It should also urge component publication editors to do the same—and those efforts can be celebrated through the Institute's national channels.

Concluding comments

The thoughtful decision by the AIA to re-emphasize its commitment to equity, diversity and inclusion is more than fitting and appropriate. It is an ethical and moral obligation.

We are a profession in need of some re-design. On one hand, our member profile is improving. Studies by the Institute and other industry organizations are reporting growing evidence of EDI within our ranks.

On the other hand, as the findings of both the AIA and other groups point out—there is more work to be done.

- Women and minorities are under-represented in the profession.
- Aligned with the perceptions on representation of women, half of the surveyed women respondents report that women are less likely to achieve their career advancement objectives.
- Women and minorities say they are less likely to be promoted or compensated at rates equal to their peers.
- Minorities reported that their barriers to entering the profession included fewer education financing opportunities; a perceived low “return” on the expense of schooling; a lack of role models; and low awareness of the career path.

To be better professionals in the face of a complex world, we need collaboration and cooperation within our practices. We need innovation and ingenuity. And we need the energy and engagement of our *best* people—whatever they are, whatever their heritage, wherever they call home.

Time and again, studies by global talent management organizations have validated the bottom line: The most productive and successful businesses and organizations also happen to be the most committed to the principles of equity, diversity, and inclusion.

As a community working to improve the world around us, we also seek a workplace free of discrimination in any form. A workplace rich with flexibility and fairness. A place where team members have a sense of pride, a sense of connection...and a sense of passion.

Our vision is more than communities transformed and enhanced by innovative architecture. It’s also a place where we celebrate, and take full advantage of, our *differences*. A rich mix of our ethnic, cultural, religious and societal influences. A place where every person can realize his or her goals.

Working with clients, we use the impact of innovative design to strengthen and transform communities, boosting their vibrancy and enhancing the quality of life they offer.

The impact of equity, diversity, and inclusion is no less powerful.

As a community ourselves, our goal must be to meet the challenge presented us by the Commission’s recommendations. If we do, we will become a model profession that is diverse, robust, responsive, and sensitive.

This is a continuing journey, one AIA members take with pride and passion. Because our work here can help change the world.

AIA 2017 Equity, Diversity and Inclusion Statement

The American Institute of Architects, as part of the global community, champions a culture of equity, diversity, and inclusion within the profession of architecture to create a better environment for all.

Achieving this vision has a direct impact on the relevance of our profession and the world's prosperity, health, and future.

Commission members and contributors

Chair

- Emily Grandstaff-Rice, FAIA, Senior Associate, Arrowstreet Inc.

Commission members

- William Bates, FAIA, Vice President of Real Estate, Eat'n Park Hospitality Group
- Jorge Bermudez, President and CEO, Byebrook Group
- Jan Blackmon, FAIA, Executive Director, AIA Dallas
- Gabrielle Bullock, FAIA, NOMA, Principal, Director of Global Diversity, Perkins+Will
- Verity Frizzell, AIA, Principal, Feltz & Frizzell Architects LLC
- Linsey Graff, Assoc. AIA, Campus Planner, Ayers Saint Gross Architects
- Francis Murdock Pitts, FAIA, President/CEO, architecture+
- Elizabeth Chu Richter, FAIA, CEO, Richter Architects
- Ikhlas Soubani, PhD, Assoc. AIA, Dean/Professor, Prairie View A&M University School of Architecture
- Tania Salgado, AIA, Principal, Handprint Architecture
- Kate Schwensen, FAIA, Director and Professor, School of Architecture, Clemson University
- Rosa Sheng, AIA, Senior Associate, Bohlin Cywinski Jackson
- Steven Spurlock, FAIA, Managing Principal, WNUK SPURLOCK
- Lowell Tacker, AIA, Principal, LPA
- Dr. Gordon White, MD
- Shirley Davis, PhD, President, SDS Global Enterprises Inc.

Facilitator and diversity & inclusion consultant

- Shirley Davis, PhD, President, SDS Global Enterprises Inc.

Subject matter experts

- Alexis Terry, American Society of Association Executives
- Candi Castleberry Singleton, Founder/CEO, Dignity & Respect Inc.

AIA staff leads

- Damon Leverett, AIA, Managing Director, Diversity and Emerging Professionals Engagement
- Marcia Jones Calloway, MS, Director, Diversity and Inclusion
- Jeffrey Ostrander, Manager, Diversity and Inclusion

November 7, 2013

The Honorable Martin Walsh
Mayor-elect, City of Boston
Statehouse Room 527A
Boston, MA 02133

Re: Improving Boston's Public Design Review Process

Dear Mayor-elect Walsh,

On behalf of the Boston Society of Architects (BSA) I would like to congratulate you on your election as next Mayor. For those of us who live and work in Boston, it was gratifying to see your deep love for our City come through so clearly in your campaign. We applaud you for sharing your compelling vision of our city's values and potential.

In no small part, Boston is a great city because of design. Each individual building and every tree-lined street work together in harmony to make Boston beautiful, livable, and sustainable. Design also plays a critical role in our region's economy. Our architecture and design community is at the center of the state's "creative economy" driving job creation and contributing to our quality of life. With our advocacy work and many civic initiatives the BSA is well-positioned to help your administration address such urgent needs as housing affordability, climate change adaptation, job creation, transportation planning, and building better neighborhoods.

To that end, we would be honored to work with you and your team to streamline and improve the City's public design review process. We know the Boston Redevelopment Authority and Article 80 from both sides of the table. Five of our members (myself included) serve on the Boston Civic Design Commission. Many of our members have first-hand experience with major project design review in Boston as well as other cities across the country. We have practical recommendations on how design review can help strengthen communities, bring neighbors together, and protect the quality of our shared public realm without becoming an impediment to development and growth.

We ask your transition team to consider the following:

1. We can help you make the Article 80 design review a more efficient and impactful process, ensuring that everyone has a voice, and to reform the BRA in order to improve the quality of design and the benefits of economic development.
2. We recommend you include a BSA member architect on your transition team. As much as developers, builders and union representatives, architects have been active participants in the BRA's current review process. Our members can add a unique and complimentary perspective to the question of how to further develop an already thriving, beautiful city.

3. We ask you to look closely at how thoughtful planning, community engagement, economic development AND design review have recently combined to produce successful projects in places like Ashmont Square and outer Boylston Street in the Fenway. These growth areas provide important lessons about what is working and, just as importantly, what needs reforming.

We are eager to meet and help implement changes making Boston a model of livability, sustainability, economic vitality, health and beauty. We will be in touch with your transition leadership to set up a meeting, but in the meantime – congratulations again! We are excited to work with you to build a stronger Boston.

Sincerely,



Michael R. Davis FAIA
President

PS. We would be very pleased to have you to join us at ABX, November 19 through 21, the largest regional design and construction convention in the country. Here you can see the creativity, intellectual power and vitality that makes Boston the leading design city in the country. We welcome the opportunity for you to share your thoughts on building a better Boston with our audience.



Ashmont TOD Residence
Designed by The Architectural Team
Photo by RWS



Fenway Triangle Project
Architect & Rendering by Elkus Manfredi

April 27, 2012

Peter Meade, Director
Kairos Shen, Chief Planner
Boston Redevelopment Authority
1 City Hall Square # 9
Boston, MA 02201

**RE: SOUTH BOSTON INNOVATION DISTRICT
BSA POSITION PAPER**

The Urban Design Committee of the Boston Society of Architects (BSA) is one of the largest and oldest of the BSA's committees, offering professional perspectives and community engagement surrounding design and development in the public realm of the city. Over the past few decades, it has facilitated dialogues on critically important urban planning issues that have helped educate the public about excellence in urban design.

From time to time, the Urban Design Committee has established "Focus Teams" to evaluate urban plans with significance for the city's future and contributed their insights to the civic dialogue. Through public meetings, presentations and other outreach efforts, the teams have helped shape public policy on urban design. For example, in 1998 the Seaport Focus Team was actively engaged with the Boston Redevelopment Authority, advocacy groups, and local residents to help define a vision for the area and provide sustained input into individual development proposals as they evolved. This work culminated in prominent exhibits and programs at the Build Boston Exposition the following year.

In 2011 the Innovation District Focus Team was formed to support the Menino Administration's vision for the Seaport area. Kairos Shen, Matt Kiefer, Jim Doolin, David Hacin FAIA, Janne Corneil Assoc. AIA and others presented their ideas in a series of well-attended presentations from March through May. These ideas continue to inform our discussions.

Focus Team participants understand that planning and development are taking place within a challenging environment. The ongoing economic malaise means that both the public and private sectors have limited resources to provide the urban amenities that everyone desires. This is exacerbated by the absence of a strong institutional presence – the kind that propelled Kendall Square and the Longwood Medical Area forward, and provides the well-financed, mission-driven development agenda and accessible urban fabric that sustains a culture of knowledge creation and innovation.

In response to these challenges, the Innovation District Focus Team has put together a set of **design, program, and policy recommendations** that are detailed below. We believe that they will help the City fulfill the promise of the Innovation District, adding value to individual properties and helping innovation in business, science, and the arts to flourish.

A. INNOVATIVE DESIGN THAT ESTABLISHES DISTRICT CHARACTER: Designing a new innovation district is a challenge because life science and technology companies--the heart of the seaport development--require large floor-plate buildings that do not have the **finely scaled urban texture** of older parts of cities. Key to the future build-out of Boston's Innovation District will be clever planning and **well-crafted guidelines** that ameliorate the effect of large single-use buildings and provide the pedestrian-friendly environment everyone wants.

But amelioration is not enough. The character of the Innovation District is largely determined by the design of its buildings and public spaces. **Design excellence will establish an inventive spirit** that will attract tenants and residents and help the area live up to its brand. Cornell's short list of architects, landscape architects and urban planners for its innovative Roosevelt Island campus included six of the most imaginative architectural firms in the world. Spain's 22@Barcelona Innovation District includes buildings and spaces with truly inventive characters. And China's Vanke Center and Linked Hybrid research facilities create a model of what innovation can look like. We encourage the City, Innovation District property owners, developers and potential tenants to consider **design excellence one of the most effective investments** they can make in the future of Boston and their own success. A **Designer Recommendation Committee** can bring design professionals together to help them achieve the kind design innovation the district deserves.

B. ACTIVE PUBLIC SPACES THAT FOSTER INNOVATION: Inventive public spaces are critically important in helping the District assert its identity as a home for the dynamic, multivalent, ever-changing group of people, companies and institutions it seeks to attract. The BRA has a long history of successful city building efforts that reinforce a sense of **vitality, accessibility, and permeability**-- the recent Atlantic Wharf development and planned Innovation Center being just the latest examples.

Boston's Innovation District should continue this effort through the creation of a **network of active public spaces**, at the exterior and interior of buildings, and at street level and on upper floors or roofs that foster opportunities for public interaction. These spaces should connect the district to the larger system of public spaces in the city and activate interstitial and underutilized spaces in between buildings and adjacent to infrastructure. The best spaces use **thought-provoking design** to make them destinations in their own right.

The BRA should consider identifying a public space that could be a **testing ground for provocative installations, challenging events and constantly changing interventions** that engage people of all ages. This space should have a "crossroads" location that centers the Innovation District symbolically and reflects the edgy, chaotic and multifaceted nature of

Boston's version of innovation. The Hubway bike share, a test platform for MIT robotics projects and the experiments of MassChallenge entrepreneurs could all find a home here.

The public realm could be further enriched by a **public art requirement for large-scale projects**, with input provided by the ICA and the Children's Museum and in collaboration with the BRA as well as other civic agencies such as the Mayor's Office of Arts, Tourism and Special Events. Leadership by the Children's Museum and the ICA will ensure that new media will be encouraged and successfully implemented. The expansion of the institutional presence of the cultural institutions in the area can only help in defining the Innovation District brand.

The public realm of the District is also defined by its relationship to downtown and the harbor. **Maintaining view corridors** is critically important. D Street and the eastern portion of Congress Street have landmark views back to the downtown; the western portion of Congress Street has views of Summer Street beyond the Convention Center, and from Congress Street east of the Children's Museum, one can see the marquee at the BCEC and the buildings beyond. These views should be retained as new buildings are created.

C. GROUND FLOOR USES THAT CREATE VIBRANCY: Article 80 rightly encourages an activation of the public realm through non-office ground floor uses, but economics tend to favor medium and large scale retail, national brands, and out-sized building-scale lobbies. The kind of vital urban neighborhood the BRA envisions also needs **small scale, locally owned stores and services** that meet typical day-to-day needs while providing a dose of **unpredictable urban charm**.

Setting aside a certain percentage of the ground floor of new buildings for local retail tenants would attract the "creative class" companies and workers that are looking for a rich and variegated streetscape without imposing an enormous burden on the bottom line. As rents rise in the Fort Point Channel Landmark District, new development policies can insure that **small scale and innovation-oriented businesses** can continue to thrive.

D. INSTITUTIONAL ANCHORS THAT EMPHASIZE COLLABORATION: Innovation districts in Cambridge, Haifa, Austin and Barcelona – and now New York's Roosevelt Island – have grown out of **academic institutions**. They bring a diverse range of funding sources, an ability to accept risk, an interdisciplinary approach to knowledge and product creation, and an abundance of energy and enthusiasm at a relatively low cost. We understand that the BRA's support for rent subsidies for start-ups and the development of an "Innovation Center" are intended to provide some of the infrastructure and vitality that might otherwise be provided by institutions. We encourage the BRA to consider a broader range of efforts to help **build a collaborative urban environment**. These might include:

- Identifying areas where the open, activated character of **an academic, non-profit, professional or arts organization** could help activate an entire neighborhood and encourage appropriate institutions to rent or develop space.

- Continuing to encourage **regional universities to establish satellite campuses** in the Innovation District. Babson College's commitment to the neighborhood is an excellent start. The BRA might consider orchestrating a consortium of institutional programs or cluster of disciplines that share spaces in a campus-like arrangement as a catalyst for further growth. **A roundtable of institutional partners** could be formed to consider opportunities for collocated learning and research in the District.
- Encouraging large businesses to **share their facilities** – conference spaces, auditoriums and research facilities – with non-profit organizations, academic institutions, and public and charter schools.

E. ACTIVITIES AND PROGRAMS THAT PROMOTE CREATIVITY: The Seaport has, over the years, been an important location for seasonal, temporary, and regionally significant public events and attractions sponsored by a broad range of local institutions. The City, private developers and local companies and institutions can facilitate relationships, provide financial incentives, and lend the outspoken support that can help the District become a **center for creative programming**. Strengthening ties with neighboring institutions such as the ICA, the Children's Museum, and the Convention Center can promote the idea of the Innovation District through **creative public events, programs, and exhibitions**. The current digital project resulting from the partnership between Boston CyberArts, the Convention Center Authority and area design schools is a perfect example.

The Innovation District has already sponsored a series of activities that create a strong model for what can come, including the Volvo Ocean Race in 2008 and 2009, and the Red Bull Cliff Diving at the ICA and the TEDx Boston at the Seaport World Trade Center in 2011. In an appendix to this letter, we have attached **a series of possibilities** for the future that suggest the kinds of events that should be considered.

F. INCENTIVES FOR SUSTAINABLE LIVING AND WORKING: Efficient use of resources, construction that recognizes the natural patterns of the waterfront, and planning that anticipates rising sea levels are critically important to an innovation district. The Boston area's academic institutions, businesses, and design community are **international leaders in sustainable design**, and their expertise should be brought to bear on planning and its implementation in the District.

The Portland Oregon Eco District sets targets and outlines strategies to incrementally transform both hard and soft infrastructure in the City and is a model for what Boston could do. An **"eco-district" policy overlay** could create ambitious sustainability goals and establish the District as a testing ground for CO2 reduction targets, efficient resource management and incentives for environmentally conscious lifestyles.

Other initiatives could include: district energy supply including renewable sources; system "looping" to distribute and reuse waste heat; district storm water management that integrates water storage and reuse in the landscape; district-wide waste and recycling programs; a LEED platinum, gold or silver development requirement, DIY share programs and zoning bonuses for green roofs or solar PV. Transportation policies that offer incentives to reduce dependence on fossil fuels, put limitations on parking, set CO2 goals,

and support alternative transportation modes and technologies should inform design and development decisions.

G. POLICIES THAT MAINTAIN AFFORDABILITY: Fort Point Channel has long been a haven for artists and entrepreneurs because of its low rents and small floor plates. Planned development should increase, not decrease, the kind of affordable housing and work space that fosters innovation and allows employees to live near where they work. Today's economic conditions have allowed developers and property owners to provide **subsidized space to start-ups and artists**. We encourage the City to continue to work with the private sector to insure that space remains affordable as the economy recovers and upward pressure on property values resumes.

H. REGULATORY CHANGES THAT SUPPORT DISTRICT GOALS: The overall goals of the Innovation District can be reinforced by identifying the design and development principles that make the district uniquely appealing, and by providing funding mechanisms to achieve them through a combination of developer exactions and public incentives.

The BRA can start by **updating the 1999 Seaport Public Realm Plan** to incorporate Innovation District goals by identifying major infrastructure and open space improvements, land uses, public realm design standards and urban design principles. This would form the basis for a **new zoning article** to replace the existing South Boston Interim Planning Overlay District, adopted in 1999 (stretching the meaning of the word "interim".) The new article could codify planning goals, provide a density bonus in exchange for innovation-oriented public benefits and could make conforming projects eligible for Planned Development Area Approval and expedited development and design review.

The City can also create a **special development district**, as the Mayor has recently announced for the East Boston waterfront. Within this district, a package of state and city public incentives and funding sources such as DIFs, I-Cubed, and Chapter 121A would be available for major infrastructure improvements which can't realistically be funded exclusively through developer exactions.

The City can't exert zoning control over the Convention Center expansion, but it can negotiate a compact in which the **MCCA provides programming, promotion and other assistance** to further the goals of the district as a component of and rationale for funding the expansion. MassPort can also be enlisted in a more formal way in the effort to advance Innovation District goals. The City could, for example, ask Mass Port to include these goals in property dispositions in Commonwealth Flats.

I. IMPROVE TRANSPORTATION INFRASTRUCTURE As a legacy of its early development for the railroads, the Innovation District peninsula has two principal grade levels; the lower waterfront/harbor level (Northern Avenue and Congress

Street) and the raised Summer Street level, extending a half mile from The Channel to D Street. New streets and roadways, a transit system, and series of large scale developments have been added over the past 25 years. The current complexity and continuing growth will require **significantly increasing the capacity of the transportation infrastructure** to accommodate the growing numbers of people going to and living in the District.

Public transportation will be of critical importance. The **long term capacity of the Silverline** will be limited by the traffic condition where it intersects D Street. This is recognized in the FEIR for the Seaport Square Development which revealed multiple Intersection failures for the “Long Term Build Condition.” It is important that the city respond to this concern.

Vehicular traffic must also be considered. Harbor Street is a proposed new street within the Seaport Square Development that will connect elevated Summer Street to the lower grade. This street should be **designed to distribute traffic** within the District, and to and from the Highway system, mitigating some intersections and improving overall capacity. The city should require the **integrated performance** of any new piece of the infrastructure.

The Boston Society of Architects and the Urban Design Committee look forward to working with the BRA, the Commonwealth, and Boston developers and land owners on the success of the Innovation District and the promotion of design excellence. Please let us know what we can continue to do to achieve the best outcomes possible for the City, its citizens and its business community.

Sincerely,

The BOSTON SOCIETY OF ARCHITECTS Urban Design Committee



David Gamble AIA, AICP, LEED AP
Gamble Associates
Co-Chair, BSA Urban Design Committee



Shauna Gillies-Smith RA
Ground Inc.
Co-Chair, BSA Urban Design Committee

On behalf of the Boston Society of Architects

Urban Design Committee Innovation Focus Team: Janne Corneil Assoc. AIA, Joshua Fiala AIA, David Gamble AIA, Antonio Gomes AIA, Shauna Gillies-Smith RA, David Grissino AIA (ex-officio), David Eisen AIA, Stephen Gray, Matthew Kiefer, Tim Love AIA, Anne McKinnon, Martin Sokoloff, Peter Smith, Patrick Tedesco AIA, Martin Zogran AIA

Examples of Activities and Programs Appropriate for the Innovation District.

- *TEDx* - Expand to attract a larger tech audience for a weekend or full week of showcased innovation.
- *PAX East* - This video game convention draws upwards of 80,000 gamers and techies and could expand from Boston Convention Center to occupy parts of Innovation District.
- *WGBH's Innovation Hub* - Kara Miller's talks with Boston's most innovative thinkers could sponsor conferences or presentations in the Innovation District.
- *Muzzy Lane Software* – 3D interactive game designed to be part of the master planning process allows idea generation for the Innovation District.
- *MIT The Education Arcade and STEM Program* – Business-supported enrichment programs for middle school students who want to get ahead in math and science.
- *Harvard Innovation Lab* – Establishing a base in the Innovation District would allow them to share resources and support innovation at the start-up level.
- *Boston Fashion Week* - Capitalize on the move of Louis Boston to the area; sponsor competition for temporary pavilions and exhibition spaces in Innovation District.
- *Innovation District "Open Studios"* – Tech labs host art-walk-style events to showcase their latest work and promote open dialogue and collaboration
- *Innovation District as Host to Conferences, Competitions and Awards* –
 - *DIGMA* - Design Industry Group of Massachusetts
 - *MITX* – Massachusetts Innovation and Technology Exchange
 - *Shift Boston* - Annual international interdisciplinary design competitions.
 - *BNYMellon CityACCESS* - Provides out-of-school opportunity partnerships
 - *Food Truck Challenge* and *Boston Harbor Seafood Festival*
 - *JP Morgan Corporate Challenge* - Harbor Tour

End of Memo
4/27/12



Boston Society of Architects/AIA P: 617-391-4000
290 Congress Street, Suite 200 F: 617-951-0845
Boston, MA 02210-1024 architects.org

January 31, 2017

To BSA Members:

As 2017 President of the Boston Society of Architects/AIA (BSA), I am writing to express our concern about the effect on the design community of the Executive Order effectively banning people from several predominantly Muslim countries from entering the United States.

The international character of the Boston architectural community is essential to its vitality and strength. Students, teachers, and practitioners come to the Boston area from countries around the world to learn and work together. The BSA is deeply concerned about the impact of travel restrictions on our community, and we remain opposed to all violations of human rights. If you know of anyone affected by changes in US travel policies, we can help connect you with organizations that work in this field.

AIA National is preparing a response to the Executive Order to immediately cease the practice of denying access to those seeking lawful entry to the United States. We support their position and will share this with our local political leaders to encourage their opposition to this order and to offer our support should they do so.

I also want to take this opportunity to remind all members of the BSA community to join us at the BSA at 6:00 pm on February 9 for a Town Hall meeting to participate in a frank and open discussion of how to best uphold our values of respect for all people, protecting the natural environment, and working together to serve the greater needs of our community.

Please share your thoughts by emailing president@architects.org or posting your comments directly to the BSA's Facebook page.

Thank you

A handwritten signature in black ink, appearing to read "Josiah Stevenson". The signature is fluid and cursive, with a long horizontal flourish at the end.

Josiah Stevenson FAIA
2017 BSA President



November 14, 2016

To BSA Members:

This year's election has clearly demonstrated the sharp divide facing our country. We trust in the democratic principles this country was founded upon. And while some people are pleased by the results, there are many struggling to understand what has happened and what future lies ahead. The BSA Board and staff are committed to seeking a path that will heal these divisions. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.

While on this path, however, we will not compromise on the core values that are fundamental to the BSA, and, we believe to the AIA. We are firm in our role advocating for policies that foster these values in our work with government, businesses and our national AIA.

- These values begin with respect for all people. We believe the principles of diversity and inclusion are fundamental to building a just, fair and vibrant country. We will continue to advance the cause of equity within our profession, while advocating for public policy that assures equal access to society's benefits for all people. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.
- We believe that climate change is an existential threat to human civilization as well as most life on this planet. We promote the principles of sustainable design including increasing energy efficiency and renewable energy, materials building standards, and green waste management systems. We also see the impacts of climate change inequitably burden less privileged members of our communities. To be a truly sustainable society, environmental justice must shape the public policy and long-term vision of our cities, our region, and our nation.
- We believe that the skills and resources of our profession will always serve the greater needs of our community. Affordable housing, transit equity, accessibility and universal design, historic preservation, beautiful public open space and parks, community-based planning, walkable and livable cities and towns, and design excellence are necessities. Our pursuit of these essential needs will continue to be paramount.

In the coming weeks you will be hearing more from us about this, but more importantly we want to hear from you. We've set up a comment area on our website and social media pages. We also invite you to join us at ABX and talk with Eric, the staff and Board members. This is your BSA. Please share your thoughts by emailing president@architects.org or posting your comment directly to The BSA's Facebook page. Thank you.

A handwritten signature in black ink that reads "Tamara Roy".

Tamara Roy AIA
2016 BSA President

A handwritten signature in black ink that reads "Eric White".

Eric White
Executive Director



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290 Congress Street, Suite 200 F: 617-951-0845
Boston, MA 02210-1024 architects.org

November 14, 2016

Robert A. Ivy FAIA
EVP/Chief Executive Officer
The American Institute of Architects
1735 New York Ave NW
Washington, DC 20006-5292

Dear Mr. Ivy:

On behalf of the Boston Society of Architects/AIA I am writing to share our shock and disappointment with last week's post-election statement expressing the Institute's willingness to work with President-elect Trump and members of the 115th Congress. While we support the need for design professionals and AIA members to work together to move the country forward, and the country's need to address failing infrastructure, this statement fails to acknowledge the serious contradictions between the Trump campaign and the AIA's own mission and values. The conciliatory and congratulatory tone of last week's message in response to the election is at odds with the very goals and values articulated by the AIA. We agree with the *Architect's Newspaper*. It would be irresponsible and reprehensible to "ignore the role design and designers could play in instituting and perpetuating the inequality inherent in the racist patriarchy Trump's ideology embodies."

We wish to reaffirm our commitment to AIA's goals of Diversity and Inclusion, Sustainability, and Resiliency, and the fundamental belief that architects have the skills and resources to serve the greater needs of our communities. We believe this is the message we should be sending to both President-elect Trump and the 115th Congress.

Sincerely,

A handwritten signature in black ink that reads "Tamara M. Roy". The signature is fluid and cursive, with a large loop at the end of the name.

Tamara Roy AIA
President, Boston Society of Architects/AIA



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Boston Society of Architects
290 Congress Street, Suite 200
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April 10, 2014

President Helene Combs Dreiling FAIA
American Institute of Architects
1735 New York Avenue
Washington, DC

Dear President Dreiling:

The Boston Society of Architects is writing to endorse a proposed amendment to the AIA Code of Ethics that was initiated by Architects / Designers / Planners for Social Responsibility (ADPSR), a group that has long held a loose affiliation with many social activists at the BSA. As you are aware, ADPSR is lobbying a number of organizations, including the AIA, to address human rights issues in correctional facility design and operations in the United States. While this letter of support is similar to letters you have received from other AIA Chapters, including San Francisco and Portland, we would like to add our own particular endorsement and emphasize the need for National AIA action on this issue for three reasons:

1. The BSA has a particularly rich history within the AIA in leading conversations about ethics.
2. Our Ethics Committee has been carefully deliberating the ADPSR proposal for a number of months, and is endorsing the proposal after thorough and extensive conversation and analysis.
3. The issue of controversial practices within correctional facilities, especially in the use of solitary confinement, has been of growing national interest, and as professionals and citizens we recognize the urgency for action.

Generally, we recognize the dilemma presented to architects when asked to design facilities or spaces that may be used for or occupied by ethically dubious purposes. Such design work is not limited to correctional facilities – in fact, the precise definition of what constitutes “ethical” design is necessarily debatable. However, broadly speaking, we think that as a professional organization we should not only respond to but advocate for more holistic and humane design because, as others have pointed out, our prime directive is and ought to be to make the world a better place through design. It may already be true that our profession, and by extension the AIA, operates informally under an equivalent of the Hippocratic Oath (“first, do no harm”), but this is not necessarily the case, as ADPSR’s proposal indicates.

As specific background to our Chapter’s activities, in November of 2013 our Ethics Committee facilitated a panel discussion entitled “Upholding Human Rights: The AIA Code of Ethics, and Design of Certain Spaces within Correctional Facilities.” This panel was assembled partly in response to a request by local AIA advocates involved with ADPSR. ADPSR was represented by Raphael Sperry, an AIA member from San Francisco, who is a Soros Justice Fellow and current president of ADPSR.



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A number of practitioners in the correctional facility area and other interested parties attended the panel. The discussion was robust and informative, and the panel included Elizabeth Minnis AIA, deputy commissioner, Office of Planning, Design and Construction at the Division of Capital Asset Management and Maintenance for the Commonwealth of Massachusetts; Jeffrey J. Quick AIA, director, Division of Resource Management at the Department of Correction for the Commonwealth; and Brad Walker AIA, principal at Ruhl Walker Architects and member of the AIA National Ethics Council.

What was most remarkable about this panel and the ensuing discussion was the perceivable changing of hearts and minds in the room – there was not only broad acknowledgment of the difficulty in defining ethical behavior, but also of the complexities of correctional design and owner-architect relationships, as well as the danger of inaction or, worse, of turning a blind eye to the discomfort around these issues.

To summarize, given the BSA's research into these issues, our assessment of how "human rights" are defined by organizations including the United Nations, our understanding of the scope and purpose of the AIA Code of Ethics with regard to the practice of architecture and US law, and considering what we learned at the BSA Ethics Committee's deliberation after the November 5th panel, we hereby recommend that the National AIA fully support ADPSR's proposed amendment to the Code of Ethics as follows:

Current AIA Code of Ethics

Canon I, General Obligations; E.S. Rule 1.4

Human Rights: Members should uphold human rights in all their professional endeavors.

Proposed ADPSR modification to the Code of Ethics

Canon I, General Obligations, new E.S. Rule 1.402

Members shall not design spaces intended for execution or for torture or other cruel, inhumane, or degrading treatment or punishment, including prolonged solitary confinement.

We are pleased to add our Chapter's voice to the effort in raising awareness on this important issue, and by extension helping to improve the collective lot for all of humanity.

Sincerely,

A handwritten signature in black ink, appearing to read "EGR", written in a cursive style.

Emily Grandstaff-Rice AIA, on behalf of the BSA Board
Boston Society of Architects President
A Chapter of the American Institute of Architects



Boston Society of Architects/AIA P: 617-391-4000
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The Boston Society of Architects congratulates the Boston 2024 Organizing Committee for developing a winning plan and communications strategy for the Olympics. We are particularly pleased with the progressive urban planning approaches that distinguished Boston from its competitors. These include a reliance on walkability and mass transit, the creative use of existing sports venues through strategic partnerships with institutions, a commitment to sustainability, and the adaptive reuse of the facilities after the Games. We also appreciate that the Organizing Committee will present the plan and solicit feedback at community forums in diverse neighborhoods across the City.

Moving forward, the community conversation will deepen and become more specific, and this will require a change in focus. Bostonians are notoriously suspicious of boosterism and slickly-packaged marketing campaigns. Mayor Martin Walsh's State of the City Address successfully launched a dialogue about ways to bridge the gap between Boston's economic advantages and the significant social justice issues still faced by our city. His tone and message are perfect examples of how to frame the Olympics conversation.

Our membership includes internationally recognized architects and urban designers and innovative young firms. They have worked in Boston's neighborhoods, planned the region's infrastructure, and produced high quality design within the context of limited budgets. The Organizing Committee should utilize the BSA's resources as it continues its work. The BSA Space, overlooking "Olympic Boulevard," is a perfect venue for an upcoming public forum on how the Olympic bid can make enduring improvements to the city and region. We would welcome the chance to host such an event and promise a thoughtful audience ready for an informed dialogue.

The BSA looks forward to hearing from the Organizing Committee about the next steps in organizing a forum, and working with you on this truly exciting opportunity.

A handwritten signature in black ink that reads "Tim Love". The signature is written in a cursive, flowing style.

Tim Love AIA
BSA President



Boston Society of Architects/AIA P: 617-391-4000
290 Congress Street, Suite 200 F: 617-951-0845
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Secretary Maeve Vallely Bartlett
MEPA Office
Executive Office of Energy and Environmental Affairs
100 Cambridge Street, Suite 900
Boston, MA 02114
Attn: Holly Johnson – holly.s.johnson@state.ma.us

15 December 2014

RE: Comments on the Environmental Notification Form for the I-90 Allston Interchange Project
EEA #15278

Dear Secretary Bartlett:

Thank you for this opportunity to comment on the recently filed Environmental Notification Form for MassDOT's I-90 Allston Interchange Multi-modal Transportation Project. The Boston Society of Architects (BSA) is an approximately 4,000 member non-profit professional trade association and a chapter of the American Institute of Architects.

In the fall of 2014, the BSA started a new program – the Urban Design Workshop – designed to engage architects, stakeholders, and public officials in early stage-thinking about major urban design initiatives.

To launch the program, the BSA hosted a two-day urban design charrette on September 17 and 18, 2014, that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge I-90 interchange. Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for Beacon Yards site that fully leveraged the city building opportunities of the MassDOT project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee. 2015 BSA President Tim Love AIA organized the event.

The design proposals are available online at <http://www.architects.org/programs-and-events/urban-design-workshops>, and a white paper on the issues and outcomes is attached.

As indicated in the design proposals, our prioritized recommendations are:

- **Include green stormwater infrastructure as an integrated component of the MassDOT contract** (that anticipates a future central open space).
- **Move the West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly.** This will create more land for development facing the Charles River.



- **Align the southern terminus of the West Station access streets with Malvern and Alcorn Streets** to allow for future direct pedestrian and bicycle access.
- **Consider the creation of a waterfront park** along the Charles River by realigning Storrow Drive.
- Study West Station to **ensure that multi-modal connectivity is established from both north and south** including opportunity for Bus Rapid Transit and DMU Service.

Of the schemes included in the ENF, Alternative 3J is preferred by the BSA as it reduces the width of Cambridge Street to a better scale by providing a second parallel street. That said, Multimodal Connectivity (p9-25) must be addressed particularly as it relates to the current plans. The proposed flyover ramps to West Station will not be pedestrian friendly in their current location and geometry, and will effectively create a giant wall in front of the Charles River. Future Development in the Project Area will be adversely affected by the East Drive Connector Ramp alignment in all Alternatives 3F through 3J.

We appreciate the enormous urban design opportunities of this project; opportunities – and responsibilities – that far exceed the specific requirements of a highway construction project. By intent or by default, the configuration of the roadways, ramps, stations, and associated infrastructure of the new Allston/Cambridge Interchange will dictate how surrounding parcels can be developed; how existing abutters and new users move through the site and access cultural, institutional, and natural resources; and how viable – or not – this new neighborhood will be. It's a once-in-a-century opportunity. MassDOT faces a tremendous and historic city making opportunity. The Boston Society of Architects believes that our recommended modifications to the proposed I-90 Allston Interchange project will set the stage not only for efficient road and rail infrastructure, but also for a vibrant new neighborhood that benefits the city and the region.

Sincerely,

A handwritten signature in black ink, appearing to read "EGR", is positioned below the word "Sincerely,".

Emily Grandstaff-Rice AIA
2014 President, Boston Society of Architects

Cc: MassDOT Highway Division, Environmental Services Section
Attn: James Cerbone
10 Park Plaza, Room 4260, Boston, MA 02116
James.Cerbone@state.ma.us



Conducted by Tim Love,
Alan Mountjoy, Alex Krieger,
and Kishore Varanasi

Krieger/Mountjoy Team
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Conor Semler, Alex Davis,
Scott Turner

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Ricco, Yichin Zhu, Matt
Urbanski, Chris Matthews,
Kyle Jonasen, Jason
Schrieber

Organizing Committee
Tim Love and Gretchen Schneider

Advisory Committee
Mike Davis, Rick Dimino, and Eric White

Panel Discussion Participants
Renée Loth, Paul McMorrow, Matthew Urbanski, Gary
Hilderbrand, Scott Paige Reed, and Tim Love



Beacon Yards Urban Design Workshop

The Beacon Yards Charrette

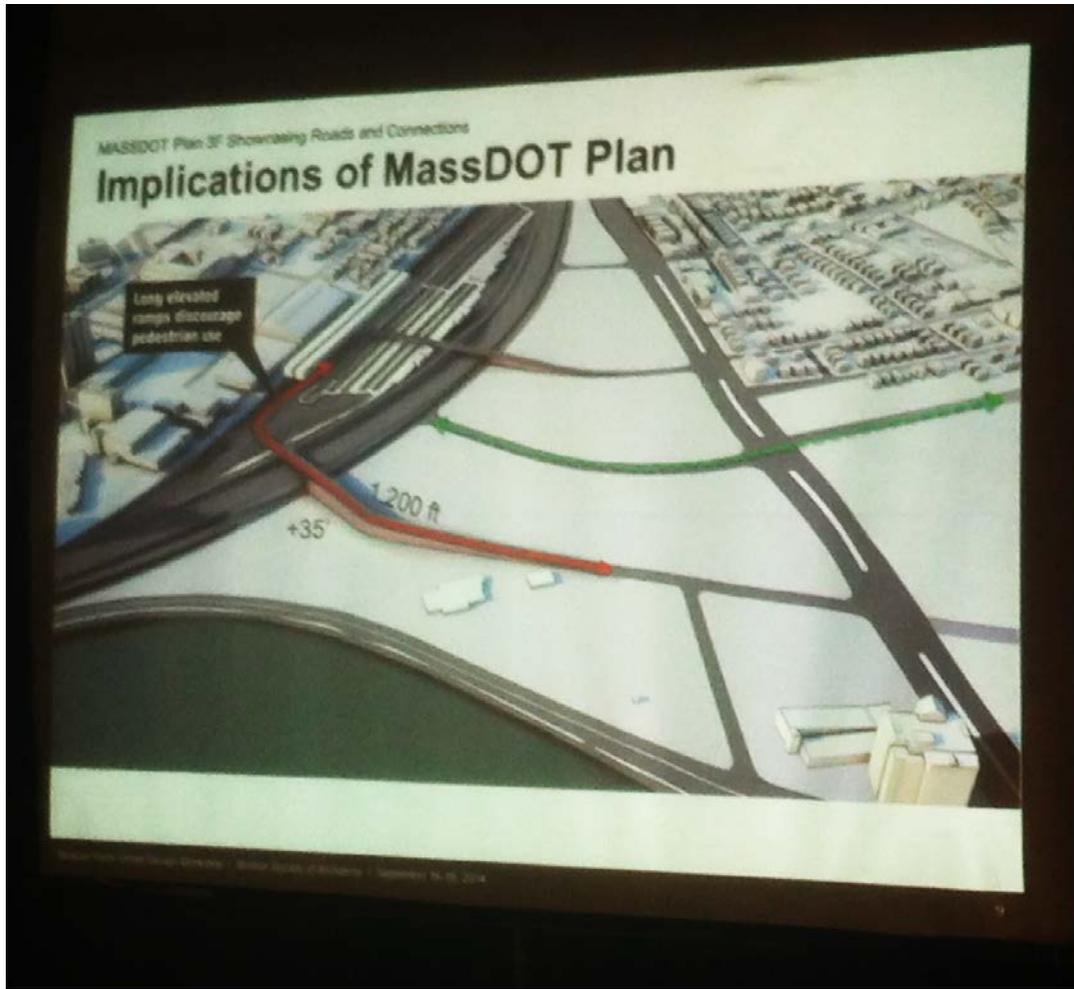
To launch the Urban Design Workshop program, the BSA hosted a two-day urban design charrette on September 17 and 18 that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge interchange.

The charrette was organized by Tim Love, the BSA President-elect.

To set the stage for the charrette, Renee Loth, editor of *ArchitectureBoston* magazine, moderated a panel discussion on the evening of September 16. Tim Love introduced the scope and goals of the charrette and provided background information on MassDOT's ongoing process. After the presentation, Loth engaged Gary Hilderbrand, landscape architect at Reed Hilderbrand Associates; Matthew Urbanski, a landscape architect at MVVA; Paige Scott Reed, MassDOT's General Counsel, and Paul McMorrow, Associate Editor of *Commonwealth Magazine* and a contributor to the *Boston Globe*, in a lively discussion.

Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for the Beacon Yards site that fully leveraged the city building opportunities of the MassDOT interchange project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee.

Each team was provided with the same background information, layered maps, and a digital model. Teams got to work on the morning of Wednesday, September 17 and their proposals were unveiled at 4:00pm on Thursday, September 18 at a BSA-hosted public meeting at the Jackson Mann Community Center in Allston, near the Beacon Yards parcel. The proposals included a street and open space network, suggestions for the configuration of real estate parcels, general building massing, and strategies for linking Boston University to Harvard and the Beacon Yards site to the Charles River.



Above: A close-up of the public meeting presentation at the Jackson Mann Community Center.

Bottom left: Kishore Varanasi presents his team's scheme.

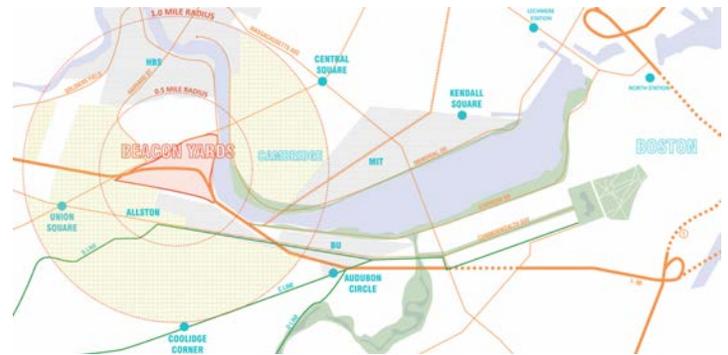
Bottom right: Alan Mountjoy presents his team's scheme.

Varanasi Team Proposal

The Varanasi Team’s urban design proposal embraces the idea that infrastructure is common ground and transforms it into a public realm asset.

Keeping in mind the theme of ‘living with infrastructure,’ the scheme proposes an elevated linear public space along the realigned Massachusetts Turnpike and Rail Corridor. This raised space would become an important link between Lower Allston, the Charles River, the newly proposed West Station, Boston University, and Magazine Beach across the river in Cambridge. The open space would fit within a network which originates at the intersection of North Harvard Street and Cambridge Street, then follows the curve of the relocated turnpike, and which finally culminates in a dramatic overlook before dropping down to the Charles River. This robust network would be the early action investment in Beacon Yards that corresponds with the reconstruction of the turnpike. This results in direct pedestrian and bike connections both between the Lower Allston neighborhood and the Charles River pedestrian and bicycle path, and between Commonwealth Avenue and Beacon Yards along the north-south axis. The perceived ground plane of the new district is raised up enough that it follows the elevated roadways connecting the turnpike and West Station, so the open space network bridges over a relocated section of Soldiers’ Field Road. In addition to serving as the primary place-making strategy for the proposal, the open space network adds value to the adjacent real estate parcels. Its orientation and organization provide value on all sides and great views toward the Boston skyline.

The Charles River Basin’s open space does so much to define the image of both Boston and Cambridge, but it breaks down when Soldier’s Field Road is squeezed close to the river at the Beacon Yards site. We propose transforming the public perception of Beacon Yards

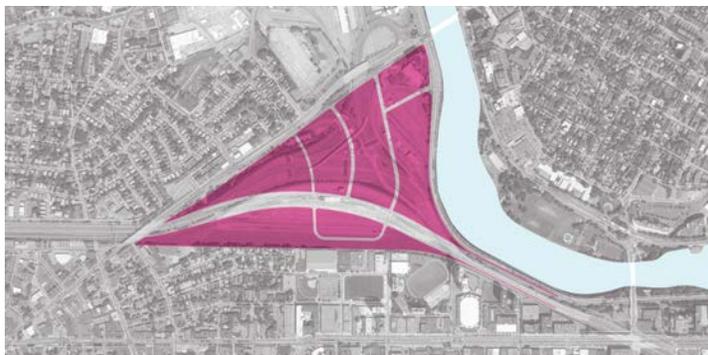


Beacon Yards is a piece of a bigger puzzle.

by creating generously-sized landmark open spaces that connect the neighborhoods and the Beacon Yards site to this pivotal and highly visible point on the river. This will accomplish for Beacon Yards what the Public Garden and Commonwealth Avenue did for the Back Bay. Despite its huge size, the site is currently hidden from view, and it is hard to place the area within the standard mental map of Boston. This open space could be called Beacon Common, and it would take its place alongside the world-class parks of Boston. More to the point, it would put Beacon Yards firmly on the map.



The project site has been entirely regraded to create a surface which meets the elevations of proposed on / off ramps. This new topography helps mediate the dramatic height required by the highway network and introduces a dramatic opportunity for public space.



The Varanasi team's vision for Beacon Yards shifts elevated ramps west and makes connections across Cambridge Street to Stadium Way and the proposed East Drive. This scheme pulls highway traffic away from the Charles River without discharging it into adjacent residential neighborhoods.

A continuous slope passes over the realigned Storrow Drive, connecting the Allston neighborhood directly to the river front.

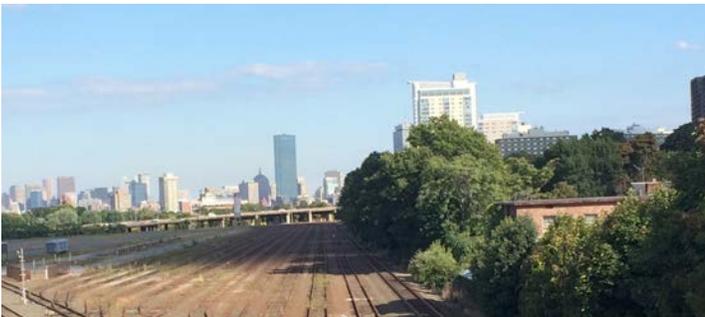


Cambridge St: From a traffic arterial to a pedestrian-friendly Main Street

The introduction of a new network of streets across the Beacon Yards offers an ideal opportunity to reduce the number traffic lanes in Cambridge St and to return the street back to pedestrians. A mix of high-density uses fronting wider sidewalks provides a distinctive pedestrian-friendly transition between existing neighborhood to the west and the proposed development east of Cambridge St.



Beacon Commons: A new addition to Boston's open space network made possible by 'pulling-in' Storrow Drive away from the water, and carving out a public green space in direct connection to water. The open space negotiates the grade difference between the station plaza and the riverfront while at the same time offering a strategic opportunity to channel the remediation dollars from infrastructure interventions into a tangible public amenity.



Living with Infrastructure: Proposed pedestrian greenway and bike path rises alongside realigned turnpike providing direct pedestrian access from Allston neighborhoods. The greenway open up at the West Station plaza offering sweeping views of the City before gradually making its way down to the waterfront and the proposed public green, Beacon Commons.



Significant observations and considerations:

1. A major open space generates the first phase roadway network, instead of imagining that the planning process generates leftover spaces to be filled in as open space.
2. If we elevate the ground plane of future open spaces and abutting development, we can camouflage the true elevation of bermed roadways and bridges.
3. Moving the access ramps to I-90 further west will create a better urban network and allow for more public space along the Charles River.
4. The new West Station should sit closer to the realigned turnpike, so the residents on the south side will be better protected and so the station can engage with the public realm.
5. Soldier's Field Road should be pulled away from the river bank and concealed by a land bridge, which allows the new park land to descend uninterrupted to the river.
6. The open space runs along the line of the old Salt River, and this allows us to create wetland habitat at the point where the two rivers meet, which will unlock additional environmental and experiential benefits.
7. A significant residential component will create a truly public and mixed-use neighborhood and waterfront.

Krieger/Mountjoy Proposal

The Krieger/Mountjoy team’s proposal capitalizes on the existing street grid to restore connectivity across the turnpike and to the river.

This team identified the following goals for future development over the existing railways and Turnpike:

- Reconnect across the “great divide” and ensure transit accessibility to the future West Station from the north and south.
- Improve connections to the Charles River and enhanced parkland condition at Soldiers Field Road.
- Maximize future development compatibility with Allston and Cambridge neighborhoods and with both Harvard and Boston University.

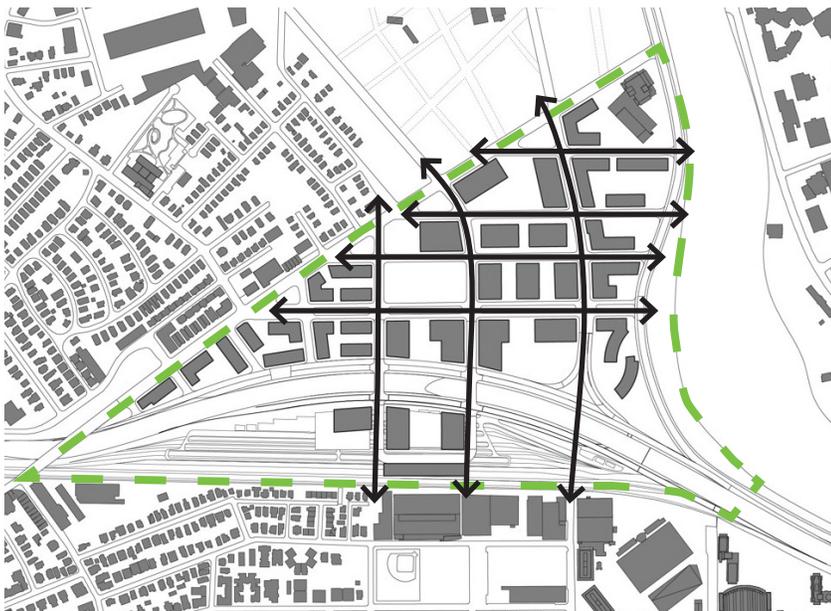
The proposal made several assumptions about existing conditions, such as predicting the future relocation of Houghton Chemical and

the connecting rail spur that currently constrains the relocation of Soldiers Field Road. The proposal also assumes that future use of the Grand Junction alignment will accommodate both pedestrian and rail traffic and that Harvard will implement a network of streets north of Cambridge Street—such as Stadium Way and East Drive—which will connect the Beacon Yards site to Western Avenue.

The team’s starting point for design was the Option 3F plan, presented to the community on September 3, 2014. Subsequent plans have made slight modifications to this alternative, including a second, parallel Cambridge Street that will reduce the cross section of both streets. In the team’s design proposal, they acknowledged the community desire for a “People’s Pike” that would provide an off-road multi-use path through Beacon Yards to the Charles River and Cambridge beyond. The team also concluded that the 3F scheme did not fully support a walkable future, especially for those approaching West Station, nor did it adequately connect to the Charles River or to Boston University.

The Krieger/Mountjoy proposal has several key imperatives:

- The foremost imperative is to create a pedestrian-friendly network of streets that reconnect Lower Allston over the Turnpike and Beacon Yards to Boston University and Commonwealth Avenue. The team acknowledges that implementing this street network may take decades, but feels strongly that the current roadway and ramp construction should be compatible with this long range



The Krieger/Mountjoy scheme responds to the existing street grid on both sides of the turnpike, allowing flexibility for long-term connectivity.

goal. Aligning new streets over Beacon Yards with existing streets such as Malvern and Alcorn would provide short-term legibility for pedestrians while allowing for long-term options for more connectivity over time.

- The second imperative is to improve connectivity from the Allston neighborhoods and Boston University to the Charles River. This would be achieved through a new network of east-west streets that lead directly to Soldiers Field Road perpendicular to the Charles River. This new street grid would provide both visual connectivity and support a pedestrian route leading from Harvard and Cambridge Streets to a pedestrian crossing to the Paul Dudley White Path either over or under Soldiers Field Road. A modified “People’s Pike” could be accommodated in a single widened street resembling Commonwealth Avenue. This connection to the river should be combined with a realignment of Soldiers Field Road to expand the width of parklands along the Charles River.

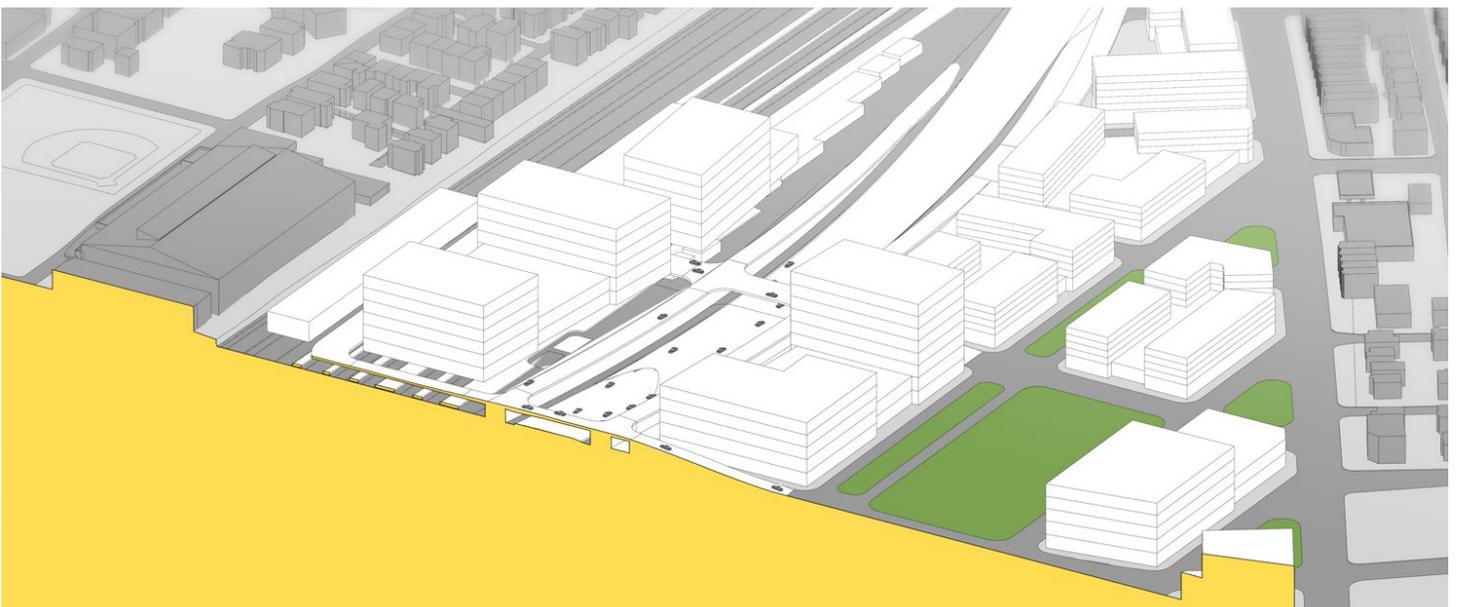
- The third imperative is to scale the future development at Beacon Yards to relate to and enhance the existing neighborhoods, and to provide future developable parcels for a wide range of uses. The team has envisioned mixed-use and retail development scaled to the existing neighborhood fabric on the south side of Cambridge Street facing the Lower Allston residential neighborhoods near North Harvard Street. At the center of the site and adjacent to the Turnpike, they proposed larger parcels and taller buildings, suitable for commercial and research facilities associated with Harvard’s proposed Enterprise Research Campus north of Cambridge Street. Adjacent to the Charles River, they recommended high-rise housing or hotels—similar to those nearby—that take advantage of the views and access to recreation that is afforded at this site.



A view of the plan looking west; the team proposed increased open space along the Charles River and an orientation of the entire site toward the waterfront, with improved pedestrian accommodations across Soldier’s Field Road and over the turnpike.



The scheme provides for views to the river from Charles Street, with a “People’s Pike” promenade that connects pedestrians and cyclists to open space along the Charles River, the Paul Dudley White Path and beyond.



A section along Stadium Way intersecting the new West Station, possible air rights development, and a proposed neighborhood-serving park.



The proposed land use program for the Krieger/Mountjoy scheme responds to the existing context: housing and ground level retail are located adjacent to Allston's residential community; commercial and research buildings continue the fabric of Harvard's proposed Enterprise Research Campus; and residential and hotel uses line the parcels along the Charles River, taking advantage of views to downtown Boston.

The BSA Urban Design Workshops (UDW)

In the fall of 2014, the Boston Society of Architects launched a new program designed to engage architects, stakeholders, and public officials in early-stage thinking about major urban design initiatives.

These workshops provide a valuable resource to public agencies and major property owners that could benefit from big-picture design thinking as part of a larger planning and public outreach process. Modeled on existing programs such as the NEA's Mayors' Institute on City Design, ULI's technical advisory panel team workshops, and the AIA's RUDAT program, the Urban Design Workshops (UDW) pull together relevant professional experts, including architects, urban designers, transportation planners, and real estate experts — among others—to provide a holistic and design-focused look at particular urban areas.

The workshops involve a detailed briefing about the project issues, a moderated panel discussion to tease out the political and community issues surrounding the project, and a two-day working session that results in both design deliverables and a list of recommendations to inform and enrich the larger public discourse. Workshop leaders are invited by the UDW program director (the BSA President or his/her delegate), and they then work with volunteers culled through a selection process to assess design and software skills and interest level. The BSA's Urban Design Committee manages this process. The kick-off panel discussion and the presentation of the workshop "results" are open to the public.

The key to the success of the UDW workshops

is engagement with the media during the planning stages. Targeted reporters and commentators are invited to participate in the kick-off panel discussion and cover the full scope of the workshop. In addition, the BSA encourages partnerships with professional organizations such as the APA, ASLA, and ULI. To maintain focus on the best unbiased professional-level thinking, the BSA has chosen not to partner with advocacy groups like Livable Streets, WalkBoston, or the Boston Harbor Association. We assume that these groups are engaged in the public debate about the projects or sites through their typical advocacy work.

In order to keep the program in the public eye while at the same time staying mindful of costs and organizational effort, two workshops will be held a year. The topics will be determined based on the relevancy of the design issue, the relative interest of public agency stakeholders, and the BSA's ongoing priorities as outlined by the Civic Engagement Task Force and supported by the Executive Committee of the Board.

Post-Workshop Initiatives and Impact

After the workshop, follow-up presentations of the charrette results were presented to the MassDOT project management and consultant team on Tuesday, October 21 and the planning staff of the BRA on Wednesday, October 22.

As demonstrated in the design proposals, the prioritized recommendations to MassDOT were:

- Consider green stormwater infrastructure as an integrated component of the MassDOT contract (that anticipates a future central open space).
- Consider moving West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly. This will also create more Charles River-facing developable land.
- Consider aligning the West Station access streets with Malvern and Alcorn Streets to allow for future direct pedestrian and bicycle access.

MassDOT was receptive to the recommendations and committed to considering them in future iterations of the plan. The BRA was also receptive to the proposals and recommendations and plans to use some of the analysis done by the teams to inform and illustrate their own comments as the project progresses.

In addition, the key concepts and strategies of the two proposals were taken up by Tim Love's Graduate Research Studio at Northeastern University, a full-year design studio (2014-2015) focused on the urban design opportunities of Beacon Yards. Love engaged the Charles River Watershed Association, BRA, MassDOT, and MassDOT's Task Force as part of the on-going research and design initiative. Both MassDOT and the BRA will schedule follow-up meetings with Love and his students as their work advances.



Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

*A White Paper for the Massachusetts Gaming Commission
by the Massachusetts Chapter of the American Institute of Architects*



AIA Massachusetts
A Chapter of
The American Institute of Architects

Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

*A White Paper for the Massachusetts Gaming Commission
by the Massachusetts Chapter of the American Institute of Architects*

By
Julie Taylor Esq.

MARCH 2013



AIA Massachusetts
A Chapter of
The American Institute of Architects

Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

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Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

*A White Paper for the Massachusetts Gaming Commission
by the Massachusetts Chapter of the American Institute of Architects*

EXECUTIVE SUMMARY

The Massachusetts Chapter of the American Institute of Architects (AIA MA) offers this White Paper to assist the Gaming Commission in meeting its statutory mandate to establish criteria for evaluation of gaming license applications on design excellence, integration with the community, and advancing sustainable development.

This White Paper recommends: (1) twenty specific criteria for design, sustainability, and community standards, and a possible rating system to evaluate each casino proposal on the twenty criteria; and (2) a framework for a design review process, which can be used both for initial selection of three casinos from among the applicants and for oversight of the design and development of each casino project. AIA MA and others are available to help the Commission and its staff on these issues. Please see the last section below for how to contact us.

The White Paper is intended to help the Commission ensure excellence for Massachusetts casinos. The Paper:

1. Highlights key Design Forum points on casino design, sustainability, and community linkages from the presentations by AIA MA, the Boston Society of Architects (BSA), and the American Council of Engineering Companies of Massachusetts (ACEC/MA) at a “Forum on Design Excellence for Massachusetts Casinos” that was held at the BSA in Boston on December 12, 2012. This Forum was an open meeting of the Commission.
2. Recommends Design, Sustainability, and Community Linkages Standards the Commission might adopt. The Commission will have to develop design criteria, for initial selection of three casino proposals from all the applications and for on-going oversight as the design of those casinos proceeds. These Standards incorporate the state Gaming Statute requirements, and are intended to be compatible with local and state requirements.
3. Recommends a framework for a Design Review Process. The Commission should adopt a Review Process to oversee the design of the casinos.¹ This Process will be the major tool to ensure the casino developments will comply with the design criteria (Standards) the Commission will issue and that what is built is the same as what the Commission initially approves. This Review Process would closely coordinate with local and state reviews.
4. Provides the specific gaming statute text regarding both the Commission’s mandate and its authority to establish design standards for casinos in Massachusetts General Laws Chapter 23K, Section 5 (Regulations) and in MGL c.23K, Section 18 (Objectives to be advanced), Subsection (8) (sustainable development).
5. Includes contacts and resources for help and information, including emails, links, and Appendices.

The three casinos that will be developed in Massachusetts present a unique opportunity to create a new model for casinos – a new standard of excellence in design, sustainability, and community linkages. The Commission is required by the gaming statute to issue regulations and has broad authority to evaluate casino proposals.

Massachusetts is not Las Vegas. The Commission can require design standards and a review process to help create three casino projects with high quality design - design that fits the scale and character of our cities and landscapes, strengthens local communities by responding to community needs and resources, and results in casino operations that meet high but achievable sustainability criteria (including renewable energy, energy efficiency, minimal stormwater, and climate resiliency).

Sustainable development criteria that result in high-performance green buildings and sustainable sites will also result in significantly reduced energy and water use. This offers long-term cost savings for casino operators and long-term benefits for casinos, surrounding communities, and the Commonwealth. Operations and maintenance costs amount to 80% of the costs of a project over its lifetime (far more than design and construction costs), so long-term savings from lower electricity, heating, cooling, and water costs can be significant.²

Compelling public policy reasons also support the Commission's issuing strong sustainability standards, in addition to the statutory requirements for the Commission to do so. These casinos will be huge projects in our small state. Buildings account for over 50% of total US energy consumption and 40% of US carbon emissions.

Current building and site design options, increasingly mainstream sustainability practices, and readily available building technologies for new construction and major renovations present exciting opportunities to dramatically reduce energy consumption and carbon emissions.

Massachusetts is now ranked number 1 in the U.S. in energy efficiency, and is a leader in sustainable design and green job creation. The Massachusetts casinos can benefit from these trends and from identification with Massachusetts leadership in these areas. Casino projects that are new models of excellence in casino design, sustainability, and community linkages will also enhance the state's reputation as a leader on policies that promote economic growth, green jobs, clean energy, environmental sustainability, and regional tourism.

Overall design excellence, however, remains the cornerstone of successful projects, with sustainability and community linkages being key components of excellent design. Although we have included various items of sustainability information to follow up on questions from the Commission at the Forum on Design Excellence (see Section 1 below), this Executive Summary concludes with an emphasis on the critical importance of design excellence in the Commission's mandate regarding criteria for the selection and development of casinos.

¹ This White Paper generally refers only to "casinos" but some of its design recommendations can be applied to the slot parlor development that is also authorized by the gaming statute along with the three casinos.

² 60 - 80% is typical. *Sustainable Preservation: Greening Existing Buildings*, Jean Carroon (Wiley 2010) at 292.

HIGHLIGHTS OF THE DESIGN FORUM

This section highlights key points on casino design, sustainability, and community linkages that were presented by speakers at a “Forum on Design Excellence for Massachusetts Casinos” that was organized by AIA MA and held in Boston at the BSA on December 12, 2012 as an open meeting of the Commission.

A transcript of the Forum is available, along with speaker biographies, on the Commission’s website at <http://www.mass.gov/gaming/meetings/meeting-archive/a-new-model-for-massachusetts-casinos-dec-12-2012.html>. The slides that were presented by six of the speakers are in Appendix A to this White Paper.

There were seven speakers:

- Vernon Woodworth of AKF Group and President of AIA MA provided an introduction and overview;
- Laura Wernick of HMFH Architects and President of the BSA discussed concepts of design excellence;
- Julie Taylor of Noble & Wickersham reviewed the gaming statute text on design and sustainability;
- Mark Walsh-Cooke of Arup and an ACEC board member reviewed sustainability features of high-performance buildings and Massachusetts Department of Energy Resources (DOER) programs;
- Anne-Marie Lubenau of the Bruner Foundation’s Rudy Bruner Award for Urban Excellence discussed community process and what worked (and did not) in the community process for the design of a casino in Pittsburgh;
- Alicia McDewitt of the Massachusetts Clean Energy Center (CEC) spoke about CEC programs; and
- Easley Hamner, formerly with Moshe Safdie and Associates and The Stubbins Associates, spoke about lessons learned from his experience in designing casinos in Singapore and Las Vegas.

The Forum concluded with Commissioners asking questions of the panel and with ensuing discussions.

Some of the key points made by the speakers include:

(a) Mr. Woodworth and Ms. Wernick both emphasized the critical links and interplay among quality design, sustainability, and community: A quality design requires incorporating high-performance sustainability features early in the design process (they cannot be “tacked on” later), and a project design cannot be high quality unless it is sensitive both to its physical location and to the nature of the surrounding community.

(b) Mr. Woodworth showed a street view of McKim, Meade and White’s 1880 Newport, Rhode Island casino, and discussed it as an example of how sensitive design can enhance community and environmental values, and thus contribute to the health of the social fabric and the ecosystem.³

(c) Ms. Wernick urged the Commission to have a strong design review process and do reviews early and often.

(d) She also discussed the importance of scale and massing, exterior elevations, context, access and circulation (how they work for pedestrians and cars), and landscaping.

The massing of hotels, restaurants, and parking facilities, when added to the gaming and retail components, can make the overall scale impact of the casino be immense. Casinos should be required to carefully calibrate massing of the entire project with the surroundings.

(e) Ms. Taylor clarified the Commission’s mandate (what it **MUST** do) under the statute as well as its authority (what it **COULD** do) related to the design of casinos. Under the Gaming Statute, MGL c.23K, the Commission is mandated to: (1) Issue regulations with criteria for evaluation of casino applications, including design; and (2) Evaluate how an application advances the objective of sustainable development principles, including LEED, renewable energy and energy efficiency requirements, and other specifics. The Commission also has authority (it **CAN** do) to do things beyond this mandate based on the “including but not limited to” language in the statute. See Section 4 below for more on the statutory language and the Commission’s mandate and authority.

(f) Mr. Walsh-Cooke and Ms. Taylor noted sustainable building technologies keep improving and are becoming increasingly common in the market, so that initial development costs to achieve high levels of sustainability in a building can often be comparable to costs for standard building practices (if integrated early in the process).

(g) It is clear that sustainable buildings provide major savings in long-term operating costs. (See Appendix B.) By setting high sustainability criteria for casinos, the Commission can help enable long-term profitability of the casinos as well as the environmental health of the surrounding communities, the state, and the planet.

(h) Mr. Walsh-Cooke presented slides with information about the Massachusetts Department of Energy Resources (DOER) funding incentives for combined heat and power generation and district energy distribution as well as DOER pilot programs on biomass and geothermal (ground source heat pumps).

(i) Ms. Lubenau noted in her discussion of the community process for the Pittsburgh casino a Teresa Heinz quote: “Nothing shapes quality of life so definitively – and so enduringly – as the design of the public realm.”

(j) A community review process is an iterative process. It should include assessments of resources and impacts on existing community and environmental resources. A goal should be that both building design and operations make net positive contributions to surrounding communities and environment (elements such as neighborhoods, watersheds, energy grid, and transportation and utility infrastructure). This requires consistent follow-up.

(k) Mr. Hamner emphasized the fast pace and intense pressures inherent in casino developments, and the related need for the government to establish clear design review standards early in the process. He also pointed to Singapore’s success with on-going reviews as the design proceeds, which resulted in the developers being consistently required to maintain all the design elements they initially promised.

(l) Mr. Hamner, citing publicly available information, noted the profitability of casinos in both Las Vegas and Macao. The Commission expressed interest in his slide showing the four criteria that Singapore used to weigh selection of the casino developer: (1) Tourism appeal and contribution was 40%; (2) Architectural Concept & Design was 30%; (3) Development Investment was 20%; and (4) Strength of Development Team was 10%.

³ AIA MA suggests casinos in downtown sites look to the example of the Newport casino in how it integrates with the street and the community and to several European casinos that successfully operate on main streets.

DESIGN STANDARD RECOMMENDATIONS

This section presents recommendations for Design, Sustainability, and Community Linkages Standards that the Commission might adopt for the casinos to be developed in Massachusetts. These Standards incorporate the requirements from the gaming statute. They are intended to be compatible with local and state requirements.

AIA MA recommends below twenty very specific design criteria for the Gaming Commission's consideration.

We have a few initial background comments. First, regarding LEED, the "sustainable development" mandate in MGL c.23K, §18(8) includes (but is not limited to) being "certified as gold **or higher**" (emphasis added) under the Leadership in Environmental and Energy Design (LEED) program of the US Green Building Council. There have been many significant advances in sustainable design since the 2011 gaming statute was drafted. In light of that and the huge negative environmental, energy, and climate impacts of buildings (see Appendix B), a LEED gold metric is too low a bar. The Commission's design standards should not just meet the minimal sustainability metrics set in prior years but should go beyond them. The Commission's mandate is to advance the objective of sustainable development. The Commission is given authority by the statute to require "higher" than LEED gold: Sub-section 18(8) says LEED "gold **or higher**" under the appropriate certification category.

AIA MA recommends the Commission issue standards that require all major elements of each casino project (all buildings, site development, parking, etc.) to be certified as LEED platinum⁴ under the USGBC "LEED for New Construction and Major Renovations" rating system. This LEED-NC category is an appropriate certification category for any casino project, as it covers both new construction and major renovations of existing facilities.

In addition, AIA MA recommends the Commission also require all casino developments to meet another LEED metric: the USGBC "LEED for Neighborhood Development" rating system. This LEED-ND rating system is appropriate as a metric for the three casinos, as it focuses on community and ecological impacts of large-scale developments. LEED-ND looks more at surroundings of a building; LEED-NC focuses more on the building itself. LEED-ND is an established rating system the Commission can use to evaluate various community-related criteria. It gives points for criteria such as: access to civic and public spaces and recreation facilities, tree-lined and shaded streets, agricultural land conservation, housing and jobs proximity, transportation demand management, brownfields redevelopment, and community outreach and involvement.

While AIA MA recommends requiring LEED-ND as a criteria and requiring gold as the level required, we do not believe it is necessary to require that casinos be "certified" under LEED-ND. Instead, we recommend that the Commission require that each casino project be "designed to meet the requirements" of LEED-ND. This "designed to meet" is the approach in the City of Boston's requirements for major projects under Article 37 of its zoning code. Boston's Article 37 requires large projects to be LEED "certifiable" (designed to meet LEED criteria), but it does not require a developer to register the project with the USGBC or get formal certification.⁵ In this way, the Commission can retain the authority (perhaps exercised through a panel of qualified advisors) over casinos for approvals, discretionary exceptions, and enforcement of compliance with community criteria.

⁴ Under current LEED rating systems, which are based on 100 possible points that can be awarded, being certified as gold requires a project to get 60 to 79 points and platinum requires 80 or more points.

Second, three communities that are potential casino sites are “Green Communities” under 2008 Massachusetts legislation known as the Green Communities Act: Springfield, Palmer, and Boston. As a condition of this designation, developments in these communities are already required to comply with the stretch energy code. Since a casino project in those cities will have to meet the stretch code for local approvals, the Commission should require all casinos, regardless of city, to exceed the stretch energy code; this is relatively easy to do.

Third, there are other standards that the Commission might find helpful to review as it develops its standards. One of these is the International Green Construction Code (IgCC) developed by the International Code Council. In general terms, the IgCC takes the LEED voluntary rating system and transforms it into an enforceable code (although it has an instructive flexibility regarding elective options). An additional resource created by the Institute for Sustainable Infrastructure (ISI) is the ISI “Envision” rating system for infrastructure aspects of development. AIA MA would be happy to discuss the IgCC, ISI, and other sustainability standards or methodologies approaches with the Commission or its staff.

AIA MA recommends the following twenty criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt. These criteria are grouped in the following eight categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy (renewables, equipment, monitoring, and efficiency); operations (post-occupancy); community impacts; water; climate; and traffic and access (function and appearance). We welcome the opportunity to discuss these criteria in more detail:

A. OVERALL DESIGN, INTEGRATION INTO SURROUNDINGS, AND TOURISM APPEAL

1. *Project has overall architectural design and concept excellence. Both the entire project (all elements – casino, hotel, parking, etc.) and each element are aesthetically pleasing and provide overall high quality design.
2. *Project is integrated into surroundings and sympathetic to local landscape (not internal focus, blank facades), including but not limited to:
 - (a) Streetscape, scale, massing, exterior elevations are in harmony with the host community and surroundings.¹ Rather than create one giant building, the project takes the multiple mixed-uses (gambling, restaurant, hotel, etc.) and expresses those uses as separate and smaller buildings, and turns some of the ground level surface area into what looks and functions like streets, plazas, parks, and other forms of “public realm”;
 - (b) The design and the exterior materials are sensitive to or compatible with the context of the local area and region. In rural areas, the project fits into the adjacent landscapes. In urban areas, the project fits into adjacent buildings, streetscapes, and neighborhoods; and
 - (c) The exterior elevations do not present continuous blank facades to passersby, but instead have multiple exterior entry points as well as a substantial amount of exterior commercial storefront or other animating uses that enliven the street-level experience. (Note: See appendices for photographs and links with images of downtown casinos in Melbourne, Australia and Lisbon, Portugal that are successful examples of the multiple entry, lively street level facade element in (c) above.)
3. *Project has tourism appeal. It provides a high-quality aesthetic experience. It enhances the surrounding area (especially areas of scenic beauty or those with significant historic, ecological, or other features). The project provides interesting opportunities to learn about sustainability, local history, and regional natural resources.

B. LEED AND MATERIALS

4. *All major elements of the project (all buildings, site development, parking, etc.):
- (a) are certified as platinum under LEED-NC, the USGBC “LEED for New Construction and Major Renovations” rating system (in effect when construction documents are submitted for such element);
 - (b) are designed and constructed to meet the requirements of LEED-ND gold under the USGBC “LEED for Neighborhood Development” rating system (in effect when construction documents are submitted); and
 - (c) are designed to prohibit use of materials on the “Red List” issued by Living Building Challenge (see Appendix B for information about the Red List) (in effect when construction documents are submitted).

See statute at §18(8)(i). (Note: LEED requirements for project operations post-occupancy are addressed below in this White Paper under Section D “Operations”.)

C. ENERGY (RENEWABLES, EQUIPMENT, MONITORING, AND EFFICIENCY IMPROVEMENTS)

5. *Each building in the project exceeds:
- (a) the stretch energy code requirements in the Massachusetts building energy code (in effect at the time construction documents are finalized); or
 - (b) an equivalent commitment to advanced energy efficiency as determined by the Massachusetts Secretary of Energy and Environmental Affairs. See statute at §18(8)(ii).
6. *The entire project generates on-site at least 25% of its annual electricity from renewable sources. The definition of “renewable sources” (which might be sun, wind, geothermal, food waste, biomass, etc.) shall be what is qualified by the Massachusetts Department of Energy Resources (DOER) under MGLc.25A,11F, as of the time of submission of construction documents for any major element of the project. See statute at §18(8)(vi).
7. *The entire project also procures off-site the rest (i.e., the difference between 100% and what is generated on-site, which shall be at least 25% as required by criteria 6 above) of its annual electricity from renewable sources (as qualified by DOER) or through renewable energy credits. See statute at §18(8)(vi). Given that there are green renewable energy credits available, it should be relatively easy for a project to meet this standard.
8. *The project submits a plan to submeter and monitor all major sources of energy consumption, including a dedicated funding stream (a percentage of operating budget) to implement and maintain these. See §18(8)(vii).
9. *The project submits a plan to annually maintain and bi-annually improve energy efficiency of each structure, including a dedicated funding stream (a percentage of operating budget) to implement this. See §18(8)(vii).

⁵ Some view this “designed to meet” approach as preferable to LEED certification, because in their view that certification “gives away” authority for approval of a project to a third-party certifying organization.

⁶ “Harmony” with the surroundings does not preclude sensitive use of innovative materials or design elements that may contribute to overall design excellence.

10. *The project demonstrates that all gaming equipment is energy efficient (in accordance with the then-current best practices at the time the equipment is to be ordered) and that all electrical and HVAC equipment/appliances are EnergyStar labeled (except if unavailable). See statutes at §18(8)(v).
11. The project incorporates centralized, highly-efficient district heating and cooling systems and technologies, such as a co-generation (combined heat and power) system that can reasonably be expected to produce major savings and efficiencies in energy use.
12. The project demonstrates to the Commission's satisfaction that at least 1 key building in the project aims for net zero energy, and within 3 years of the project's opening, at least one building (of at least 50,000 square feet) is operating at net zero energy (on-site generation of energy equals or exceeds the energy consumed on-site).

D. OPERATION (POST-OCCUPANCY, ON-GOING, MONITORING AND IMPROVEMENT IN FUTURE)

13.
 - (a) The project design and budget require extensive initial commissioning of key systems by an independent commissioning expert.
 - (b) The project submits a reasonable plan for annual evaluations of key systems, including a dedicated funding stream (a percentage of operating budget) to implement this and any required maintenance or actions required as a result of such annual evaluations, and for re-commissioning at years five and ten. Annual reports will be required to be submitted to DOER of monitoring and maintenance actions needed and taken (with certification to the Commission of such submissions).⁷
 - (c) The Project after opening shall be certified under the USGBC "LEED for Existing Buildings" (Operations and Maintenance), and shall renew that LEED-EBOM certification in the intervals that the USGBC requires at the time of the initial certification. The Project should register with EnergyStar, and maintain that registration.

E. COMMUNITY IMPACTS

14.
 - (a) The project signage and lighting are energy efficient and sensitive to surrounding communities.
 - (b) The project demonstrates significant steps to minimize and buffer noise from restaurants, parking areas, traffic, etc.
15.
 - (a) The project provides significant community benefits and amenities (for schools, children, elders, local organizations, etc.), with a dedicated funding stream (a percentage of operating budget) to implement and maintain these.
 - (b) The project develops the particular benefits and amenities through a community resources assessment process in conjunction with the host community and, if appropriate for the site, neighboring communities.
 - (c) The project provides sustainability education programs for its employees and for visitors.

⁷ This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

F. WATER

16. *(a) The project is designed to conserve water so that each building would use 40% less water than a standard building of that type and size.
(b) The design promotes reuse and recharge, and aims for self-sufficiency in water use. As noted in criteria 13, the project is required to meet LEED for Existing Buildings, including the LEED-EBOM requirements for water conservation. See statute at §18(8)(iv).
17. *(a) The project is designed using appropriate Institute for Sustainable Infrastructure (ISI) techniques to minimize impacts of stormwater (from roads, parking, buildings, etc.) and to maximize reclamation and reuse of stormwater on-site.
(b) While the project should aim for net zero stormwater (meaning all stormwater is reclaimed and reused), it may be technically difficult to do so. The project should provide an offsite water savings mitigation project to mitigate the impacts on the surrounding area, and provide periodic reporting to the Massachusetts Department of Environmental Protection (with certification to the Commission of such reports). In a rural area, this might be an agricultural irrigation savings project, while in an urban area this might be a stormwater collection system and/or recharge system for major adjacent buildings. See statute at §18(8)(iv).

G. CLIMATE

18. (a) The project demonstrates climate adaptation and resiliency in accordance with the then-current best practices at the time each project element (casino, hotel, parking, etc.) is designed (measured at the completion of construction documents).
(b) The project shall be available as community resource in extreme weather events to provide safe shelter (along with heat, lights, generators for charging of electronics, etc.) to local residents and to help coordination among first responders. (For the Commission's information on potential climate criteria, MEPA (the Massachusetts Environmental Policy Act) will require casino developers to report to the Office of Energy and Environmental Affairs on greenhouse gas impacts from their casino project proposals.)

H. TRAFFIC AND ACCESS (FUNCTION AND APPEARANCE)

19. *(a) The project demonstrates significant steps to mitigate vehicle trips and reduce traffic impacts in surrounding communities in accordance with the then-current best practices at the time each project element is designed. See statute at §18(8)(iii).
(b) In addition, parking, access, circulation for autos, pedestrians, and deliveries, and the overall streetscape "work" (function well), are safe, and present pleasing appearances.
(c) If parking is "hidden" or otherwise is centrally linked to the appearance and function of other project elements (i.e., a garage is not visible from one direction because another project element is in "front" of it), this does not change if the rest of project changes or shrinks in the course of design, value engineering, or construction.
20. *(a) The project, at the time of the initial opening of the casino, provides access to multi-modal means of transportation, so that there are functioning public transit options of rail, subway, and/or bus routes.

⁷ This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

- (b) If in an urban area, the project is required to present a reasonably detailed plan and schedule showing how public transit will tie into the project and what mitigation efforts are included in the project (and when such efforts will be implemented) to strengthen ties to public transit. If in a rural or suburban environment, the project is required to present a reasonably detailed plan and schedule showing how the project will work with the local RTA to establish either a new or future public transit tie-in and detailing what mitigation efforts the project will include to make that tie-in happen by opening day of the casino and to work effectively. See statute at §5(a)(3).

Beyond the twenty criteria noted above, the Commission may choose to add one or more additional requirements to its Design, Sustainability, and Community Linkages Standards. These additional requirements would address site-specific concerns about a particular site once the host community and the casino developer have agreed on the site. For example, a riverfront or rural site might present special concerns to be addressed.

Before turning to our recommendations for a design review process, we would like to provide a few notes to clarify our recommendations regarding these Design, Sustainability, and Community Linkages Standards:

- Note 1. An asterisk * at the beginning of 14 specific criteria set out above means that the subject matter of those criteria is explicitly mentioned in the gaming statute, MGL c.23K, either in §5(a) or in §18(8).
- Note 2. AIA MA recommends the Commission use some form of a rating system to implement the Standards in evaluating casino proposals. We suggest a rating system that include points, although other rating systems are also possible (ones that are entirely qualitative, for example, where ratings on all criteria are “high” or “low”). Whatever the ultimate rating system may be, we recommend that each project be rated or evaluated at each stage of the design review process on all 20 criteria (or whatever the ultimate number of criteria is determined).
- Note 3. One way to set up a rating system could be a rating system largely based on points, with a total of 100 possible points, but where there is also a qualitative “check” as follows. In order to be approved at each review by the Commission (to proceed with design, construction, or operations), the project has to:
- (a) Get a total of at least 75 points (see Note 4 below about criteria not being equally weighted);
 - (b) Get at least a “high” (not “low”) rating on each of the 14 criteria with an * (those specifically referenced in the statute); and
 - (c) Not get a finding of “undue adverse impact” on any criteria. This last rating element (the qualitative determination of “no undue adverse impact”) would allow the Commission some discretion beyond the specifics of the points-based parts of rating system to require changes in some project element if the Commission found something in that part of the project to be significantly objectionable in terms of the negative impacts it would create.⁸
- Note 4. There are various ways to construct the rating system for these criteria. AIA MA suggests a rating system that has three elements: a points-based rating (so each criteria is rated, perhaps from 1 to 5, with 5 as “highest” or “best”); a “high” or “low” grade on each of the 14 criteria with an *; and an evaluation on “undue adverse impact”. We also suggest that all three elements have to be considered when determining whether the Commission grants a license when it evaluates a casino developer’s proposal on the Standards (the 20 criteria). We propose that not all criteria be equally weighted (for example, on-site renewables should be weighted more heavily than project signage). We are willing to assist the Commission develop its rating system.

Note 5. The Standards would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the Standards would apply to the four building elements in Phase 1 and the two elements in Phase 2.

The Commission might also consider adding extra points in the rating system if a project goes “above and beyond” the required Design, Sustainability, and Community Linkages Standards and provide exceptional benefits in some way. Examples might include linking up with a local university for a demonstration project on sustainability technology, working closely with a local nonprofit on outstanding community programming, or partnering with the state on a demonstration pilot on renewable energy or energy efficiency technologies.

AIA MA recommends that the twenty criteria noted above be issued by the Commission as the “Design, Sustainability, and Community Linkages Standards” that the Commission would use as one of the many criteria that the Commission will use to evaluate the applications from potential casino developers in order to select the three that will be granted a gaming license and allowed to proceed with designs for the three casino projects.

These Standards would also be issued by the Commission to serve as the design criteria used in later stages when the Commission oversees the design, construction, and operations of each casino project.

⁸ A requirement for a project to not to cause an “undue adverse impact” or “unreasonable burden” is a central element in Vermont’s Act 250 law, which evaluates major projects against 10 criteria. 10 V.S.A. §6085.

DESIGN REVIEW PROCESS RECOMENDATIONS

This section presents recommendations for a Design Review Process the Commission might adopt for oversight of the casinos to be developed in Massachusetts. The Design Review Process would ensure that the casino developments comply with Design, Sustainability, and Community Linkages Standards the Commission would issue. This Design Review Process would coordinate with the local and state reviews, as noted in detail below.

The Design Review Process would function in two stages:

- (1) In the first stage when the Commission initially selects three casino developers and proposals from among all the January 2013 applicants by the Commission's reviewing the developers' responses to the Design, Sustainability, and Community Linkage Standards that the Commission will issue this year; and
- (2) In the later stages when the Commission has to oversee the design, construction, and operations of each casino project. We suggest that the later stages of the Design Review Process be largely implemented through a Design Review Board ("DRB"), as noted in more detail below.

The Design Review Board might involve three representatives, although it could have more, with additional representatives providing a broader range of expertise for the Commission, such as traffic engineering, energy efficiency, signage, and landscape architecture. AIA MA suggests the Commission consider a three-member DRB with one member designated by the Commission, one member by the host community, and one member who is designated as the collective representative of the neighboring communities.⁹ The Commission's representative would be "official" in that he or she would have authority to enforce compliance with the Commission's Standards. The two community representatives would be "advisory" in that they would have the rights to receive notice and to comment, but if the three DRB representatives cannot reach consensus on a decision, then the Commission's representative would have authority to articulate the official decision of the DRB. As the community representatives would be members of the Commission's Design Review Board and the Commission should require all the representatives to use their best efforts to reach consensus, this would minimize the chances of the Pittsburgh problem where the community's views had little official protection.

AIA MA recommends that the Commission's representative be an architect who is both familiar with large scale projects and an acknowledged expert on high-quality design. There will be a substantial and long-term time commitment to participate in the Design Review Process for any one casino (and there will be reviews for three casinos). We suggest that the Commission's representative be hired as staff or retained as a design consultant. (It is likely that the Commission will decide it needs three Design Review Boards, with one for each casino. While a single Commission representative might theoretically participate in all three DRBs, which might help provide the Commission with a broad understanding of best practices as the three casino designs proceed, we think the time and scheduling involved make it unlikely one person could cover all three major projects.)

This Commission representative would be the "eyes and ears" of the Commission and promptly report back to the Commission any significant design issues or questions. He or she would also be the Commission's "voice" that would engage in the discussions that typically arise during design reviews as a design progresses.

⁹ Given the complexities of casino projects and the sophistication of developer teams, we suggest the two community representatives each be required by the Commission to (a) have at least 10 years professional experience in design and construction, (b) arrange ample opportunities for community input by local residents and business, and (c) reflect that input in the comments of the Design Review Board on casino developments.

The Commission's Design Review Board (with three representatives designated as above, if this suggestion is implemented) would participate in a formal casino Design Review Process, which could work as follows:

1. The Commission's Design Review Board would attend and participate in all major design-related hearings on and reviews of a casino development proposal, including the required governmental reviews at the local, state, and federal levels (such as zoning, planning, MEPA, wetlands, etc.).
2. The casino developer would send copies to all DRB members of all the design and permit submissions by the developer that are sent to any local, state, or federal agency, department, commission, etc.
3. All three members of the DRB would have the opportunity to comment in the local, state, and federal review process (unless it is determined or agreed that such comments would be prohibited by applicable law), but their comments would be restricted to those clearly related to the Commission's Design, Sustainability, and Community Linkages Standards. For example, the DRB members could comment at a local hearing on whether the project design was appropriately "integrated into its surroundings" (a requirement of the gaming statute), but not on whether it meets the local setback requirement. The DRB would have a budget that allowed for peer review analyses of technical submissions if necessary to evaluate those submissions regarding compliance with the Standards.
4. The Commission would have the equivalent of a "veto" in the Design Review Process. If at any review, the project violates any Design, Sustainability, and Community Standards that the Commission issues (whether the 20 criteria noted above or otherwise), then the developer would be required to revise the design to comply with the Standards. The Commission's designated representative on the DRB would have delegated authority to find a project does not comply with the Standards (provided this DRB member had previously informed the Commission in a timely manner of his or her recommendation regarding such non-compliance finding and the Commission had no questions or objections). The license awarded to the developer would be conditioned on on-going compliance with the Standards.¹⁰
5. In general, this Design Review Process would operate in parallel with the local, state, and federal reviews. However, there would be requirements for submissions and presentations to the Commission and the Design Review Board at several critical points in the design and construction process; we assume these would be held as public meetings. These presentations to the Commission and DRB might be:
 - (1) At the beginning, as soon as the host community and the developer have reached an agreement (this is likely to be when the overall design for the entire project is still in the concept stage);
 - (2) at the end of schematic design (when the major systems are outlined, and most decisions about key elements of the project are being finalized), before any project building moves ahead into design development or preparations for the first construction "fast track" package;
 - (3) at the end of the design development phase;
 - (4) when the first construction package is issued but before it is bid and/or at the end of the construction documents phase, before any major demolition or construction has begun;

- (5) at reasonable points (as determined by the Design Review Board) after construction has begun;
 - (6) prior to opening of the first building; and
 - (7) at reasonable points (as determined by the DRB) after the project has been operating for some time to evaluate the operations and maintenance-related Standards. The DRB would advise the Commission as to the appropriate points for presentations for each casino project.
6. The Process would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the full Design Review Process would apply to all elements in Phase 1 and all elements in Phase 2.
 7. The DRB should work with local community representatives to ensure that a community design review process led by others allows for appropriate community input and, if appropriate, suggest to the local government, developer, and community representatives how they might improve that review process.
 8. The DRB should prepare reports, perhaps quarterly, on the Design Review Process for all three casinos. Those reports to the Commission should include suggestions on how the Design Review Process might be improved, especially with respect to the quality of design, sustainability, and community linkages.

There are many ways a Design Review Process and a Design Review Board might be structured. AIA MA is available to discuss these ideas further with the Commission or its staff. Other organizations are also available to assist the Commission as it considers how to prepare and implement a Design Review Process.

¹⁰ The gaming statute, MGL Chapter 23K, at §1(9), explicitly states that any license awarded by the Commission “shall be a revocable privilege and may be conditioned, suspended or revoked” for breach of a condition or failure to complete any promise made in return for receiving a license.

GAMING STATUTE SPECIFICS

It may be helpful for the Commission and others who read this White Paper to have available for easy reference the key relevant text from the gaming statute.

Massachusetts General Laws (MGL) Chapter 23K (Gaming) addresses casino design in two key sections (other text in the statute is also relevant – see a few examples noted at the end of this section). Section 5 (Regulations) of MGL c. 23K requires the Commission to issue regulations that prescribe design criteria for evaluation of applications for a gaming license. Section 18 (Objectives to be advanced), Subsection (8) of MGL c.23K requires the Commission to evaluate how the casino applications advance the objective of sustainable development (including LEED and energy efficiency).

The text from MGL Chapter 23K (Gaming), Section 5(a) (Regulations) reads as follows:

*“The Commission shall promulgate regulations for the implementation, administration and enforcement of [the gaming statute] including, **without limitation**, regulations that:...*

*(3) Prescribe the criteria for evaluation of the application for a gaming license including, with regard to the proposed gaming establishment, **an evaluation of architectural design and concept excellence, integration of the establishment into its surroundings, potential access to multi-modal means of transportation, tourism appeal** [as well as an applicant’s financial strength].”*

(text in bold is emphasis added).

The “mandate” in Section 5 is that the Commission is required to issue regulations to implement, administer and enforce the gaming statute. The Commission’s “authority” in Section 5 is broader than this, as the statutory text says that Commission is NOT limited to issuing regulations that set criteria for design, integration into the surroundings, transportation access, and tourism appeal. An example of what the regulations could also include is the sustainability objectives in Section 18(8) of the statute.

In MGL c.23K, Section 18 (Objectives to be advanced) lists various objectives the statute requires be advanced. One of those objectives is sustainability. More specifically, Subsection (8) (sustainable development) says:

*“In determining whether an applicant shall receive a gaming license, the commission **shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives:**...*

*(8) utilizing **sustainable development** principles including, but **not limited to:***

- (i) being certified as **gold or higher** under the appropriate certification category in the Leadership in Environmental and Energy Design [LEED] program created by the United States Green Building Council;*
- (ii) meeting or **exceeding the stretch energy code** requirements contained in Appendix 120AA of the Massachusetts building energy code or equivalent commitment to advanced energy efficiency as determined by the secretary of energy and environmental affairs;*
- (iii) efforts to **mitigate vehicle trips**;*

- (iv) *efforts to **conserve water and manage storm water**;*
- (v) *demonstrating that **electrical and HVAC equipment and appliances** will be **EnergyStar** labeled where available;*
- (vi) *procuring or generating **on-site 10 per cent** of its annual electricity consumption from **renewable sources** qualified by the department of energy resources under section 11F of chapter 25A;*
- (vii) *developing an ongoing plan to **submeter and monitor** all major sources of **energy consumption** and undertake **regular efforts** to maintain and **improve energy efficiency** of buildings in their systems;*

(text in bold is emphasis added).

The “mandate” in Section 18, Subsection (8) is that the Commission is required to evaluate each application on how it advances the objective of sustainable development principles and what sustainability tools are used. Seven examples of sustainability criteria are listed (LEED, renewable energy, etc.). The Commission’s “authority” in Section 18, Subsection (8) is broader than these seven criteria, as the statute says the Commission is NOT limited to consideration of those seven criteria. Two examples of sustainability criteria that could also be included are ones that we include in our list of criteria above: A requirement for a centralized, highly-efficient district heating and cooling system and technologies, such as a combined heat and power (co-gen) energy system; and a requirement for post-occupancy commissioning of projects at 5-year intervals.

Other sections of the gaming statute also inform interpretation of the scope of Commission’s mandate and its authority regarding the excellence of design, sustainability, and community linkages. A few examples are:

- Recognizing the importance of the state’s **unique cultural and social resources** and **integrating them** in developments shall be “*a key component*” of a decision on a license. MGL c.23K at §1(7).
- “[P]romoting **local small businesses** and the **tourism industry** is **fundamental** to the policy objectives” of the gaming statute. MGL c.23K at §1(6).
- The “**power and authority granted to the commission** shall be **construed as broadly as necessary** for the implementation, administration and enforcement” of the gaming statute. MGL c.23K at §1(10).”
- “The commission shall have all powers necessary or convenient to carry out and effectuate its purposes including, but not limited to, the power to:...(12) **develop criteria, in addition to those outlined in this chapter, to assess which applications for gaming licenses will provide the highest and best value to the commonwealth and the region**” in which a casino is to be located. MGL c.23K at §4(12).

(emphases added).

CONCLUSIONS

AIA MA recommends twenty specific criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt, grouped in categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy; operations; community impacts; water; climate; and traffic and access.

AIA MA also recommends a framework for a design review process, for the Commission’s initial selection of three casinos from among the applicants and its oversight of the design and development of each casino project.

The Massachusetts Chapter of the American Institute of Architects welcomes the opportunity to meet with the Commission or its staff to discuss any of our recommendations in this White Paper or any related issues. Individual and organizational contacts, appendices (including some visual examples), and other resources for assistance and further information are listed on the following pages.

The Commission has an important responsibility and an opportunity to create a new model for the casinos that will be developed in Massachusetts and change the communities where they will be developed and operated. The Commission should require a new standard of excellence in design, sustainability, and community linkages.

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APPENDIX A: FORUM PRESENTATION

Due to the amount of slides displayed at the December 12, 2012 “*Promoting Sustainability, Strengthening Communities and Achieving Design Excellence: A New Model for Massachusetts Casinos Forum*,” please use the link below to view/download copies of the presentation.

<http://www.architects.org/committees/aia-massachusetts-government-affairs-committee>

APPENDIX B: INFORMATION ABOUT THE MARGINAL COSTS OF SUSTAINABILITY

Business Case for LEED | U.S. Green Building Council

<http://new.usgbc.org/leed/applying-leed/leed-for-business>



LEED is good for business

Green Building is good for the environment. It is good for our health. It is essential for our future.

But for a benefit that will impress even the bean counters among us, consider this: Green building will boost your bottom line.

How LEED certification can help your business.

1. It sets you above in a competitive landscape.

Green buildings are attracting attention from a growing number of buyers and tenants who prefer lower operating costs and healthier indoor environments. When developers chose green for new construction, occupancy increases 6.4 percent and rent 6.1 percent for new construction. For existing buildings undergoing green updates, occupancy increases 2.5 percent and rent increases 1 percent.

See the cost benefits of green building, according to building owners, in the chart below.

	Operating Cost	Building Value	ROI	Occupancy	Rent
New Construction	drop 13.6%	rises 10.9%	improves 9.9%	rises 6.4%	rises 6.1%
Existing Bldg Projects	drop 8.5%	rises 6.8%	improves 2.5%	rises 2.1%	rises 19.2%

Source: McGraw Hill Construction (2010). Green Outlook 2011: Green Trends Driving Growth.

Occupants also tend to appreciate the “bragging rights” that accompany a LEED badge of honor.

“With LEED certification, Best Buy gains the advantage of third-party verification. We like that stamp of approval,” says Danielle Tallman, associate development manager at Best Buy. “It sets us apart from other retailers and allows us to promote the very tangible difference that we’re making.”

2. It reduces risk.

LEED certification goes beyond minimum building code requirements. Third-party verification of your building’s ability to protect indoor air quality, for instance, can protect you against health-related lawsuits.

“We now have a large enough, detailed enough body of data to say that the presumption is ‘why wouldn’t you do a green building?’” says Greg Kats, senior director and director for climate change policy at Good Energies. “It’s very cost effective, and it reduces risk in a number of areas including health, exposure to energy and water prices and obsolescence.”

LEED certification can also help protect against financial risk through faster sales and leasing of green buildings compared to similar buildings in the same town. Green buildings are, on the whole, easier to rent and sell.

3. It's worth saying again: LEED attracts tenants.

Savvy tenants are looking for the benefits that green buildings offer.

“We have large tenants, 300,000-square-foot users, who come to us and the first thing they ask is if we are LEED-certified. These blue-chip tenants can use their new LEED office as another bullet point to promote how they are sustainable; it's a built-in marketing package for them,” says Bentley Forbes, vice president and general manager of Prudential Plaza Chicago.

Today's Class A office space is green. Lease-up rates for green buildings typically range from average to 20 percent above average.

4. It's cost effective.

Green building pays. LEED can help it pay even more.

When the property management firm for Adobe decided to seek LEED certification for Adobe's San Jose headquarters, it did so mainly for recognition and third-party validation of the green building features it had already instituted. It ended up with much more.

“Through our energy conservation and related projects up to that point, we had already realized savings of \$647,747 per year with an annual return on investment of 106 percent. We had even had several engineering firms tell us we had pretty much done all that there was to do,” says George Denise, global account manager at Cushman & Wakefield. “As it turned out, LEED is such a rigorous and methodical process, through the process of certifying our buildings we found another \$534,398 in annual savings with an even better annual return on investment of 148 percent!

“LEED is more than a standard to benchmark against. It is in a very real sense a blueprint for achieving energy and related conservation savings.”

Per square foot, the cost for buildings seeking LEED certification falls into the same range as buildings not seeking certification. On average, an upfront investment of 2 percent in green building design results in lifecycle savings of 20 percent of the total construction cost - more than 10 times the initial investment.

Additionally, sale prices for energy efficient buildings are as much as 10 percent higher per square foot than conventional buildings.

5. It offers “green magic.”

A 2008 CoStar Group study found that green buildings outperform their

non-green peers in key areas such as occupancy, sale price and rental rates. Sometimes, by wide margins.

LEED buildings command rent premiums of \$11.33 per square foot higher than conventional buildings and boast 4.1 percent higher occupancy, according to the study. Rental rates in Energy Star buildings represent a \$2.40 per square foot premium over comparable non-Energy Star buildings and have 3.6 percent higher occupancy.

“Call it green magic,” writes Adam Aston in *Business Week*. “According a pair of studies that offer the first broad-scope examination of the economics of green buildings, green buildings really do it all: lower

APPENDIX C: THE BUSINESS CASE FOR GREEN BUILDINGS

**BSA Committee for the Advancement of Sustainability:
The Business Case for Green Buildings
Ken Fisher AIA and A. Vernon Woodworth AIA**

June 14, 2012 draft

I. Executive Summary.

Sustainable construction holds the promise of benefits to the environment and society in many ways. This paper seeks only to document the impacts of green buildings on the financial bottom line. The business case for green buildings is extensive and compelling. The authors anticipate that these economic considerations will continue to drive the growth of the green building sector as the process of market transformation follows its current trajectory.

II. Market Transformation

The principle goal of sustainable design is to lessen the environmental impact of building construction and operations. These concerns have not played a major role in the evolution of the construction industry prior to the 21st century. Green building requires a different mindset, as well as different materials and technologies. The design process is more involved, construction more complex, and additional activities such as commissioning add to the cost and timeframe of a projects' completion.

Nevertheless as green building moves from the innovative fringes to center stage the construction industry has adapted and first costs have declined to the point where sustainable construction has been shown to be, on average, equivalent in cost to standard construction. This is the natural outcome of the process known as "market transformation" whereby a policy objective (sustainable construction) is furthered by the removal of barriers in the marketplace. Market transformation for green building has been facilitated by the USGBC's LEED rating systems for which qualifying projects must utilize and document sustainable strategies and materials. The popularity of LEED certification has reoriented the design and construction industries, resulting in new patterns of "business as usual" throughout the construction marketplace.

Market transformation with regard to sustainable design is an on-going process. Incentives, rebates, tax deductions, tax-exemptions, low-interest loans, and "stretch" codes are commonplace methods for encouraging design and construction that achieve higher levels of environmental performance. These programs provide the incentives for skill development in the construction sector, skills which can then be offered in an expanding market.

III. First Costs

Davis Langdon, an international real estate consulting firm with a reputation for sound research, has published a careful analysis of the cost of green buildings, entitled "Costing Green: A Comprehensive Cost Database and Budgeting Methodology"ⁱ. Based on extensive data this paper concludes that buildings designed and built to be LEED certified do not necessarily cost more than buildings designed only to minimum code requirements. In a study entitled "Managing the Cost of Green Building" the authors determined that analysis and planning can go a long way to mitigating the first costs of sustainable systems and designⁱⁱ. The General Services

Administration has commissioned a “LEED Cost Study” concluding that a Federal Courthouse or government office building may entail a cost premium of 1% to 8% depending on the level of LEED achievedⁱⁱⁱ. As new methods and technologies become increasingly integrated into the construction industry these first costs are likely to disappear. Conclusions of the Davis Langdon study in 2004 were that “the cost per square foot for buildings seeking LEED certification falls into the existing range of costs for buildings of similar program type”, and “many projects can achieve sustainable design within their initial budget, or with very small supplemental funding”.

IV. Operations

If building operations and employee productivity are factored into the total life-cycle costs of a building then first costs (design and construction) typically amount to no more than 2% of total costs^{iv}. Green buildings offer economic benefits throughout a building’s lifecycle. These include:

1. Operations: Hard Dollars

Energy Green buildings use less fossil-fuel based energy, thereby resulting in lower operating costs. In the effort to reduce carbon emissions and lower our dependency on foreign oil, conservation (i.e. using less energy through more efficient design and operation) is the most effective strategy. Buildings that require less revenue to heat, cool, and light yield a greater percentage of income for profit, expansion, and reinvestment.

Water Water costs money. Green buildings conserve water as well as energy, sometimes thousands of gallons per year per occupant.

Property Values Green Buildings command higher resale prices.

Lower Vacancy Rates Lower vacancy rates have been documented to be consistent consequences of providing healthier interior environments^v.

Increased Retail Sales: Studies have shown that retail sales are greater where daylighting strategies are employed.

2. Operations: Soft Dollars

Decreased infrastructure demand: When a building uses fewer resources it requires less infrastructure support. Savings on water and sewage costs are in hard dollars, but the reduced demand on local infrastructure can be counted as an additional soft cost. This benefit accrues largely to the municipality where the green building is located, yet the likelihood is that this will be recognized and rewarded in the form of tax credits or deductions as a standard practice in the near future^{vi}.

Improved employee attendance and reduced turn-over: Day-lighting and user controls have been shown to have a direct impact on building users, including perceived well-being, and physical health. These factors have also been shown to reduce worker turn-over.

Increased employee productivity: The same environment that improves occupant wellbeing also supports enhanced productivity. Cost savings to employers are so significant that they have been demonstrated to offset increased lease costs. Productivity costs have been estimated to be 112 times greater than energy costs in the workplace^{vii}. This one factor may outweigh all others in calculating the economic benefits of green buildings.

Reduced Churn: Higher occupant satisfaction results in lower tenant turn-over rates. This, in turn, results in lower vacancy rates and less capital spent on fit-outs.

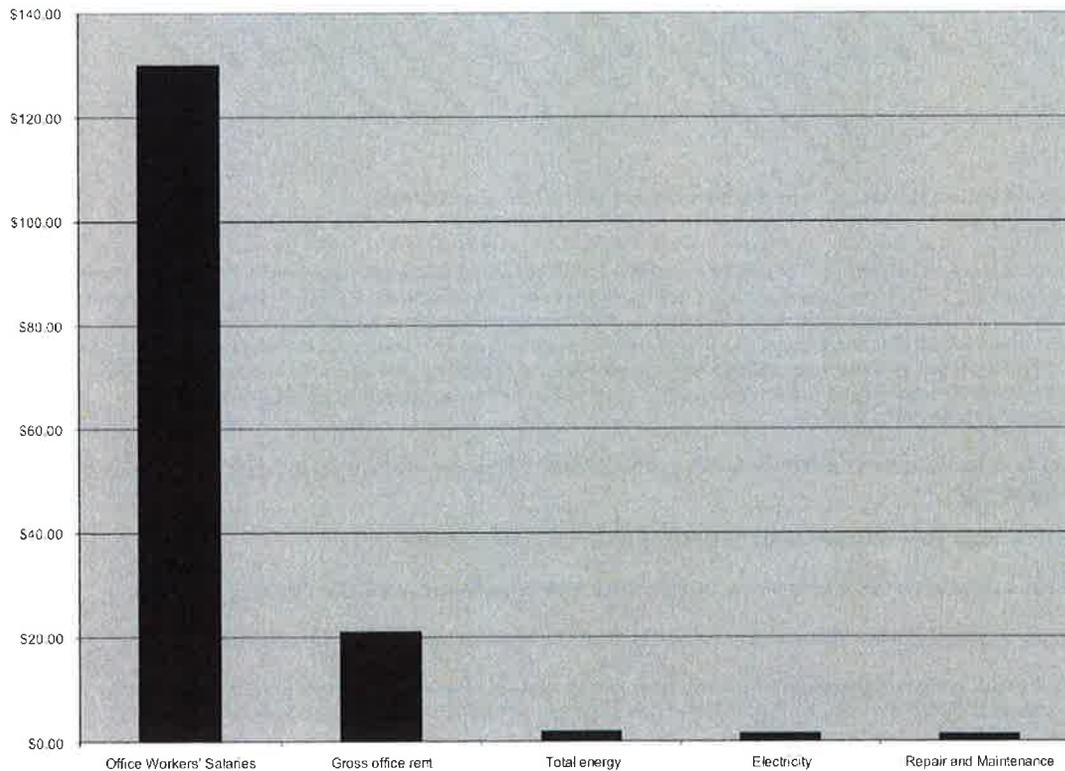
Lower Insurance Risks: The Insurance industry is recognizing that green buildings reduce risks in a number of areas. Greater energy self-reliance means less likelihood of

power failure. Increased indoor air quality reduces liability exposure. And there are other examples. A reduction in premiums is a logical outcome of these features. Fireman's Fund Insurance Company, the first property and casualty insurance company to offer green insurance, has researched the economic benefits of green buildings as well as the business risks of not building green. Their conclusions correspond to and validate the findings of this study^{viii}.

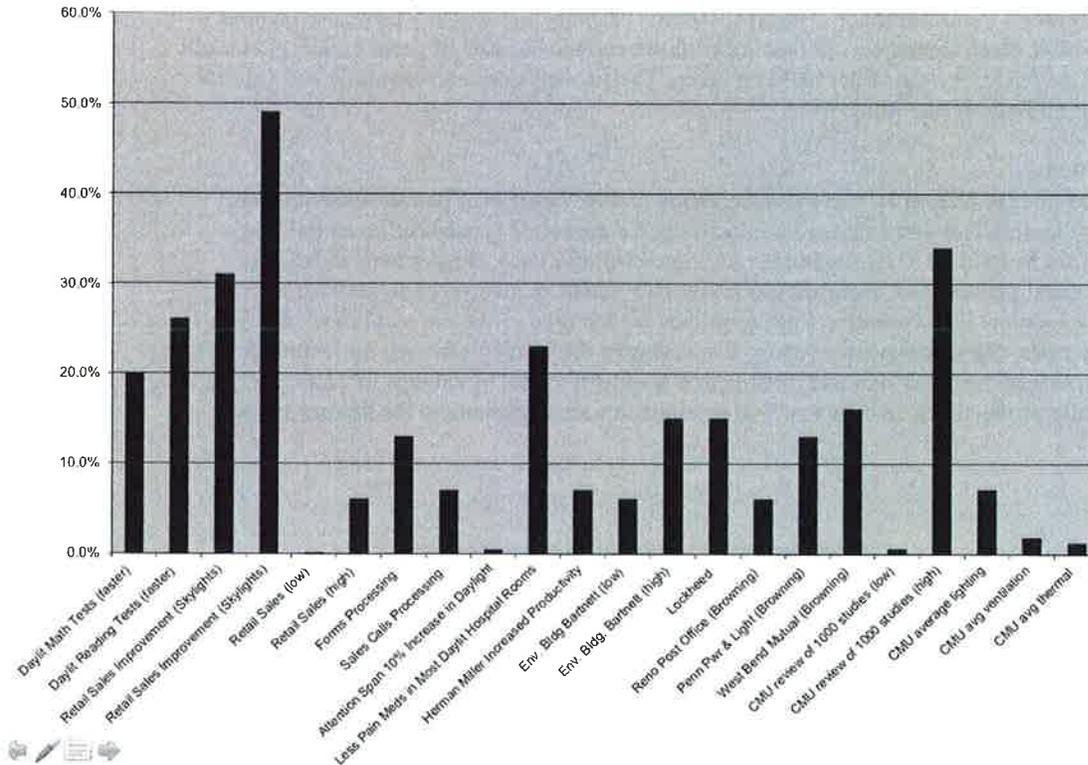
V. Conclusions

Between the savings offered by energy conservation and the benefits of increased occupancy rates, higher leasing fees and enhanced productivity, the economic benefits of green buildings can simply not be ignored. Data supporting additional benefits such as reductions in healing time for hospital patients and improved test scores of students in green schools also have significant economic implications^{ix}. Further studies are likely to refine the cost/benefit analysis of building green, but with regard to return on investment the verdict is in: any initial premium resulting from sustainable design and construction is quickly offset by savings in water, energy, and especially productivity, savings that will continue to accrue throughout the lifetime of the building.

Average Annual commercial Expenditures (dollars per sq ft) (Romm, 1996)



Productivity Increases



Graphics courtesy of Michael Ermann, Associate Professor Virginia Tech School of Architecture + Design mierman@vt.edu

ⁱ “In a comparison between all projects – LEED seeking versus non-LEED, something interesting came to light: the cost per square foot for the LEED-seeking buildings was scattered throughout the range of costs for all buildings studied, with no apparent pattern to the distribution...In other words, any variations in the samples, or the sample averages, were within the range to be expected from any random sample of the whole population”. Costing Green: A Comprehensive Cost Database and Budgeting Methodology, Davis and Langdon July 2004. This report was updated with a larger sampling of buildings and additional building types as The Cost of Green Revisited: Reexamining the Feasibility and Cost Impact of Sustainable Design in the Light of Increased Market Adoption Davis and Langdon 2007.

ⁱⁱ Syphers, Geof, et al. Managing the Cost of Green Building, KEMA, 2003. Available at: <http://www.ciwmb.ca.gov/greenbuilding/Design/ManagingCost.pdf>

ⁱⁱⁱ LEED Cost Study Steve Winter Associates 2004 for the General Services Administration.

^{iv} John McGowan, CEM, Author, Chairman Emeritus, DOE GridWise Architecture Council and CEO of Energy Control Inc.

^v The Relationship Between Corporate Sustainability and Firm Financial Performance University of Notre Dame 2012.

^{vi} For instance, Carroll County in Maryland offers property tax credits to commercial or industrial buildings which meet specific green building standards. In addition utilities offer incentives such as grants and technical assistance, and State and Federal governments provide additional funding opportunities.

^{vii} The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense Terrapin Bright Green 2012 p. 3.

^{viii} Fireman’s Fund Insurance Company findings: The investment of an additional 3% of project costs in the design phase can reduce construction costs by 10%. The Advantages to Building Green include:

- Green buildings generate an average increase of 7.5 percent in a building's value and a 6.6 percent improvement in return on investment, while decreasing operating costs by 8 to 9 percent, according to McGraw-Hill Construction.
- Higher revenue due to higher rents and occupancy rates. Vacancy rates of green buildings are lower than existing buildings. The CoStar Group found that LEED-certified buildings occupancy rate are 92 percent versus 87 percent for traditional buildings.
- Lower operating costs by reducing waste output and energy consumption. The Environmental Protection Agency found that green buildings with a recycling focus can reduce waste output by 90 percent and use 30 percent less energy, which equates to a five percent increase in net operating income.
- Attract and retain quality tenants. Improved indoor air quality in green buildings result in reduced absenteeism, and possibly higher productivity that could increase sales. Green buildings also make it possible to have government tenants.
- Better insurance risk. Green buildings suffer fewer losses and are safer to insure because of the commissioning process required to become LEED certified. The demand for green buildings continues to climb, the company said, noting research last year by McGraw-Hill Construction that found the value of green building construction is expected to reach \$60 billion in 2010, up from \$12 billion in 2008. "Green buildings can boost real estate owners' bottom line by protecting and building net operating income, attracting and retaining quality tenants and improving the environment," said David Cohen, senior director of real estate, Commercial Insurance at Fireman's Fund, in the company's material. "Simply put, green buildings create a triple net effect, benefitting the owners' bottom line, its tenants and the environment."

The Risks of Not Pursuing a Green Building Strategy:

- Risk of obsolescence. As the U.S. Green Building Council certifies more and more buildings will traditional buildings be able to compete? Will the value of a traditional building decline and will late comers realize any first mover benefits? Green buildings are the future and are not a passing trend.
- Reputational and transactional risk. If a building isn't known as green it will experience lower occupancy rates and rents.
- Regulatory risk. Green is being incorporated into building codes at the local and state level. It can be complex as each city's standards are different. "In the future there may be federal mandates that existing buildings will have to adhere to," added Cohen. "Upgrading to green can anticipate these mandates and allow upgrades to occur on your terms."
- Pollution. Existing buildings are one of the biggest contributors to environmental pollution in the U.S., accounting for 40 percent of total energy use, 72 percent electricity consumption, 39 percent of the carbon dioxide emissions, and 13 percent of total water consumption, according to the EPA. "The risks are clear," said Stephen Bushnell, senior director of emerging industries at Fireman's Fund. "Buildings that are not energy efficient or green will not be able to compete for the best tenants. Any building can become greener, often without a major capital expenditure."

^{ix} [The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense](#) Terrapin Bright Green 2012 p. 4.

APPENDIX D: LINKS TO ADDITIONAL INFORMATION

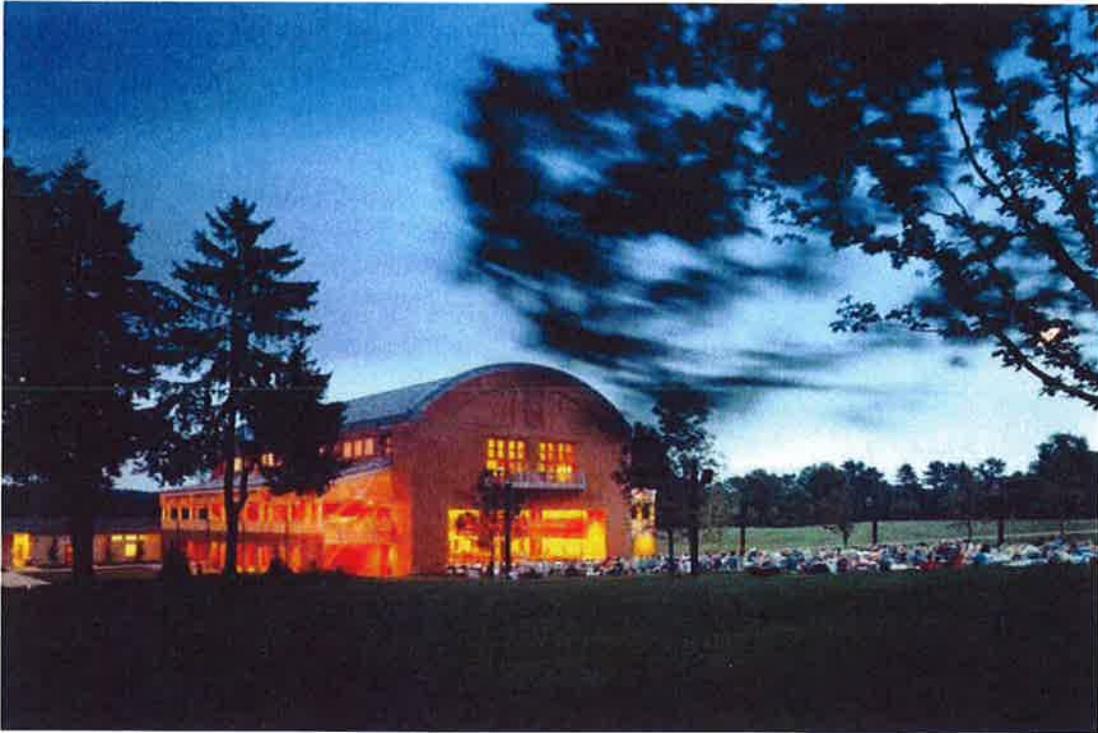
1. Information about the LEED (Leadership in Energy and Environmental Design) rating system
US Green Building Council's website on LEED:
<http://new.usgbc.org/leed>
2. Information about the "Red List" (building materials that should be prohibited)
Red List Building Materials Living Building Challenge of International Living Building Institute
http://en.wikipedia.org/wiki/Red_List_building_materials
<http://ilbi.org>
<http://sustainablebusinessoregon.com/articles/2012/09/living-buildings-red-list-aims-to.html?page=all>
3. Information about EnergyStar Portfolio Manager
http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager
4. Information about the Institute for Sustainable Infrastructure
<http://www.sustainableinfrastructure.org>
5. Information about International Green Construction Code (IgCC):
<http://www.iccsafe.org/cs/igcc/pages/default.aspx>
<http://www2.buildinggreen.com/blogs/international-green-construction-code-live-what-does-it-mean>

ADDENDIX E: VISUAL EXAMPLES

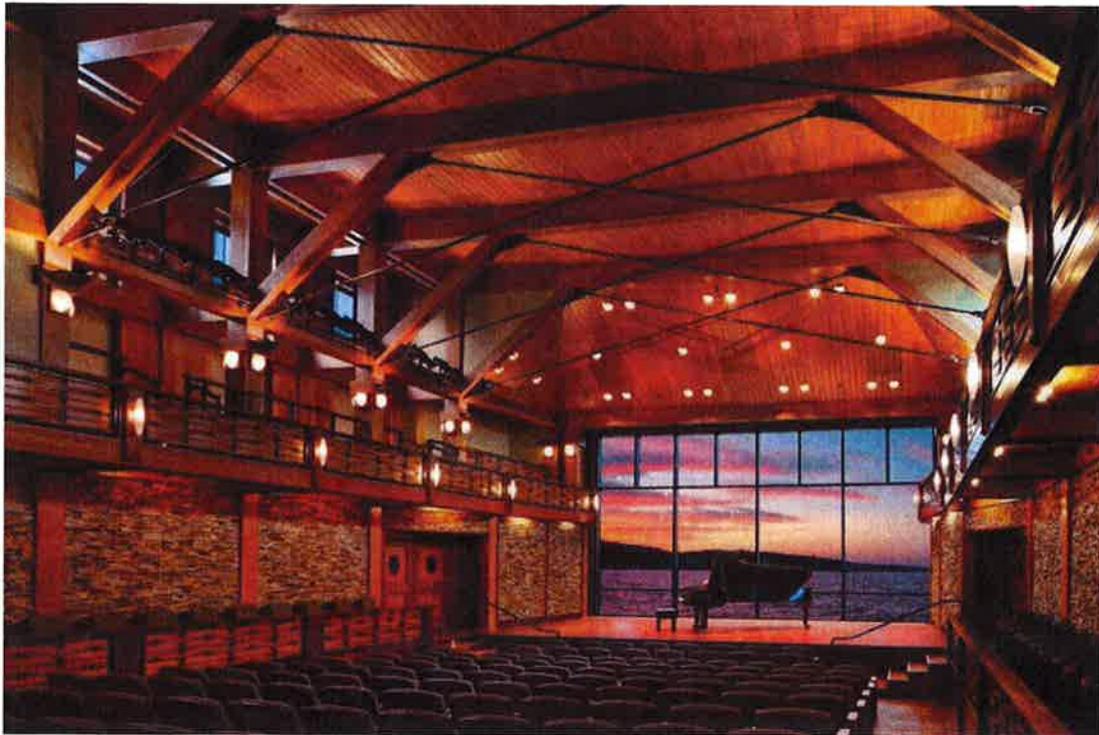
Note: The Gaming Commission specifically asked at the Forum on Design Excellence for Massachusetts Casinos for examples or illustrations of “regional” design (projects in New England whose design reflect the regional character of New England) and of “high-quality” design.

While there are many possible examples, we offer the following as a few examples of high quality “regional” design, sustainability, and/or community linkages, and of two downtown casinos in Portugal and Australia.

We would be happy to discuss with the Commission what other examples may exist or how the Commission might become more educated about these issues.



Tanglewood Ozawa Hall, Lenox (design by William Rawn Associates)



Shalin Liu performing arts center, Rockport, MA (design by Epstein Joslin Architects)



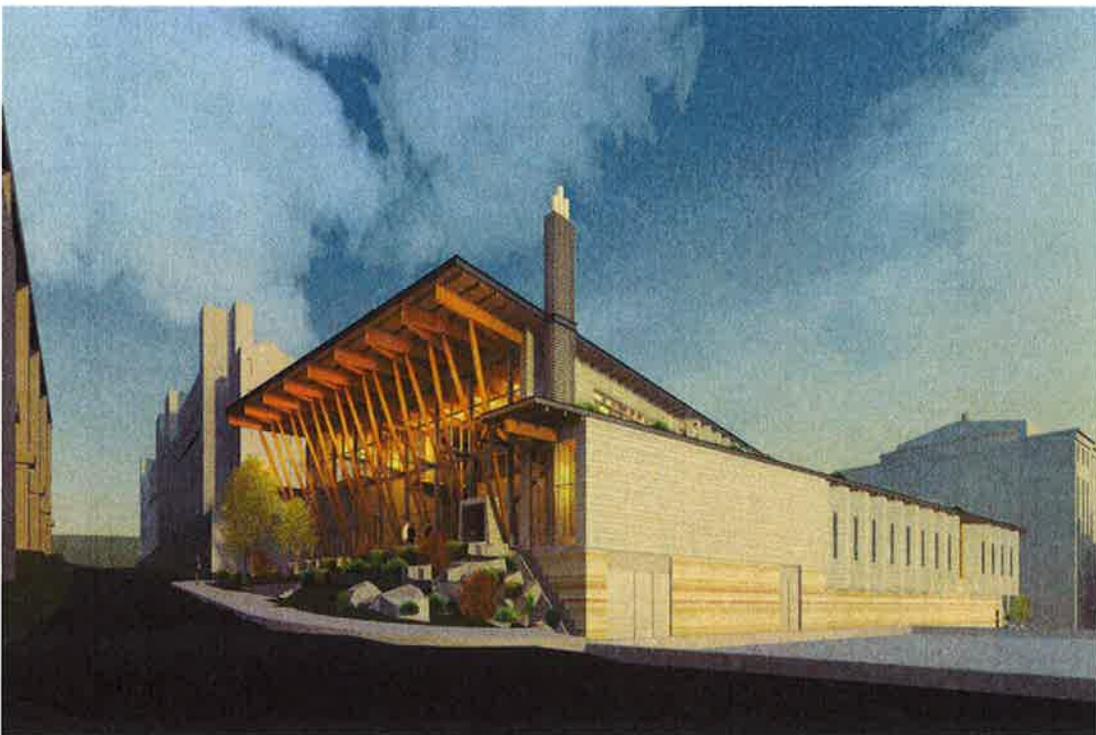
Children's Museum, Boston, MA (design by Cambridge Seven Associates)



Community Rowing Boathouse, Brighton, MA (design by Anmahian Winton Architects)



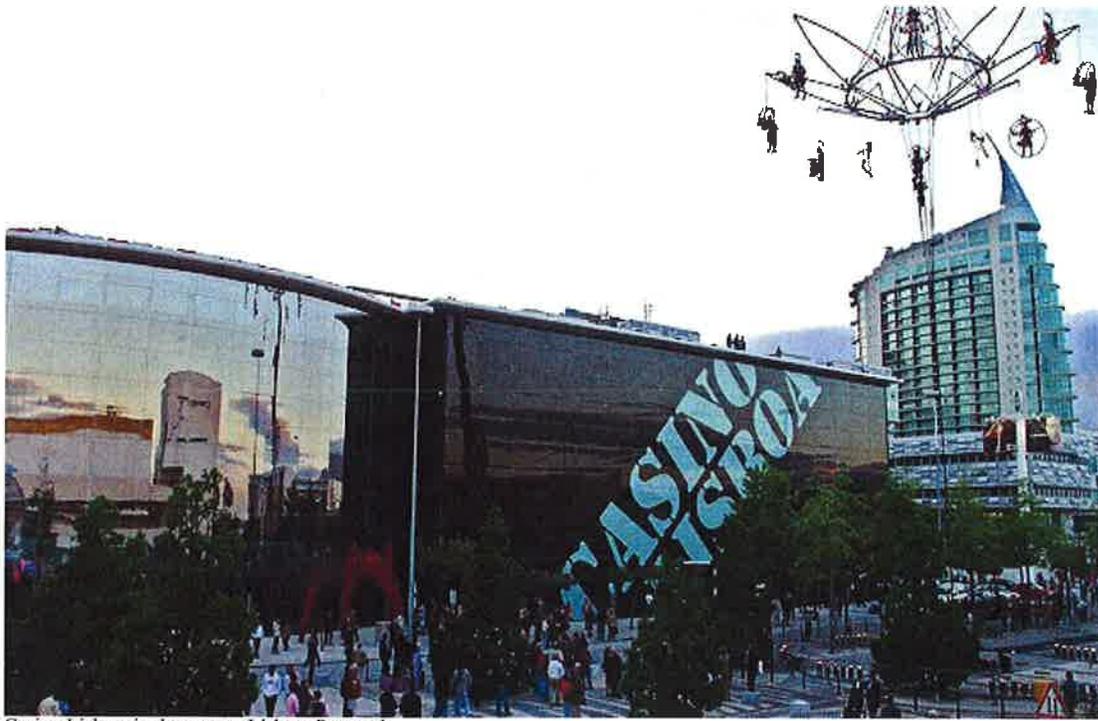
American Academy of Arts & Sciences, Cambridge, MA (design by Kallman McKinnell and Wood)



SUNY College of Environmental Science and Forestry Gateway Center, Syracuse, NY (design by Architerra)



High Line Park, New York City (design by Diller Scofidio + Renfro, with James Corner Field Operations)



Casino Lisboa, in downtown Lisbon, Portugal



Casino Lisboa, in downtown Lisbon, Portugal



Casino, in downtown Melbourne, Australia



Casino, in downtown Melbourne, Australia

Draft

Statement on Urban Design

The Boston Society of Architects (BSA) stands for design excellence, progressive public policy and the highest levels of sustainability in buildings and the public realm in the metropolitan Boston region. While the BSA rarely endorses or opposes a proposed project, we believe there are general criteria that result in livable, vibrant cities which are outlined below. At the core of excellent urban design is the dialog with a **site's** neighbors as well as a larger public conversation about the impact of a project on the city. By establishing an inclusive public process we can ensure ambitious development in Boston and beyond.

Architectural Excellence – New buildings in Boston should distinguish themselves as works of architectural excellence. Historically Boston has embraced innovative architects and architecture. From historical figures such as Bulfinch and Richardson to 20th century originals like Gropius, Rudolph, Kallmann and McKinnell, Pei and Cobb, to our peers today, we are a city recognized for innovative thinking and leading design. The cultural, social and economic significance of this community warrants a building of architectural significance for long-term, sustainable growth. While there is a place for conventional design in the city, we generally support a progressive and forward-looking building worthy of the public prominence.

Sustainability and Resilient Design – Given the sensitive coastal ecosystem of Greater Boston and the great burden of development and human activity already present, the need to balance environmental stewardship with prosperous human use could not be more acute. Developments should be held to the highest possible standards of energy and water efficiency, building-integrated renewable energy generation, waste reduction, indoor and outdoor air quality, greenhouse gas emission reduction and building materials toxicity reduction. In addition, buildings and their immediate site and adjacent parcels should be designed to fully anticipate and withstand the effects of sea-level rise, storm surge, prolonged heat and other extreme weather events and power failures. Further, buildings should be designed as a refuge to provide temporary food and water, power and communications, moderated temperatures and sleeping accommodations for people who are displaced by the aforementioned catastrophes. Additionally demolition and construction have enormous environmental impacts including energy use and waste disposal.

Mixed use – we typically support urban development that blends residential, commercial, cultural, institutional and other uses that are physically and functionally integrated into the community. In general we support greater housing variety and density; reduced distances between housing, workplaces, retail and transit systems; and stronger neighborhood character.

Height & Massing – The height and massing of a building in relation to its overall all configuration and context is one of the more significant factors in determining the impact a building will have on its surrounding environment. Building height considerations include maximum permitted heights; impact on the local and streetscape area character; potential effect of shadowing; local micro-

climate factors; relationship of height to frontage; and the configuration impact at ground level. Massing considerations include the impact of the size, geometry, topography and configuration in relation to adjacent open spaces and streets; organizing the **building's** mass to express different vertical elements; using appropriate horizontal and vertical emphasis to balance overall size; creating appropriate height-to-width ratios; expressing different building functions and avoiding flat monotonous facades. It is also important to consider how the structure impacts the visual impression of the city. When height and massing exceed permitted guidelines, the citizens of Boston are right to expect that the impacts of these buildings will be equitably mitigated. Wind and shadow are two of the most significant impacts from height and massing. Design proposals should be specific and identify tangible elements to minimize and/or mitigate these impacts.

Public Access, active edges, transparency & visibility - A project's public spaces should feel contiguous with and open to the public areas of the surrounding streets and landscape. Great buildings connect with people at the street level. Transparency, real and perceived, as well as visual, spatial and operational, is critical at the pedestrian level.

Public Safety – High density, great design and public access draws people of all ages and abilities. Young children, school and international groups, people using wheelchairs and older adults are just a few examples of the hundreds and thousands of people moving through an urban area daily. In drawing large numbers of people the design needs address the safety needs where walkers, bikers, and drivers converge.

Universal Design – New buildings and their sites must be designed to account for the full range of physical, perceptual, and cognitive human abilities. We advocate for buildings and their sites be designed to exceed minimum regulatory thresholds and incorporate universal accessibility into every element of the built environment making solutions that are attractive and useful for everyone.

Mobility – Walking, biking and access to transit are important necessities in urban design. The car is no longer king in Boston, but it is still one important means for getting around the city. Developments require thoughtful, progressive mobility plans to account for the growing urban mobility needs.

Equity & Social Cohesion – “**Flourishing** spaces make for flourishing **people**” and the built environment can and should profoundly affect the inequity facing many in our region. The principles of diversity, inclusion and accessibility for all are fundamental to building just, fair and vibrant communities. Excellent design helps communities make informed choices to assure equal access to **society's** benefits for all people.

Projects cannot simply be about a building and its site. An equitable and sustainable design solution for the project must extend well beyond property lines to assure that the benefits from this rarest of development opportunities will be equitably shared by **Boston's** citizens, workforce, and visitors for generations to come. The BSA looks forward to continuing the conversation and broadening the audience to include not just those of us from the neighborhood, but all those who can help understand how new development can benefit the entire City of Boston.

Why Design Matters

Get involved in design excellence

We are living in a fast-paced profit oriented time. This societal ethos values a skin-deep world where effects are immediate and short lived. Architecture is the opposite of this. It is unmoving and eternal. How can we cope? Perhaps in the elegance of timelessness and beauty in our city.



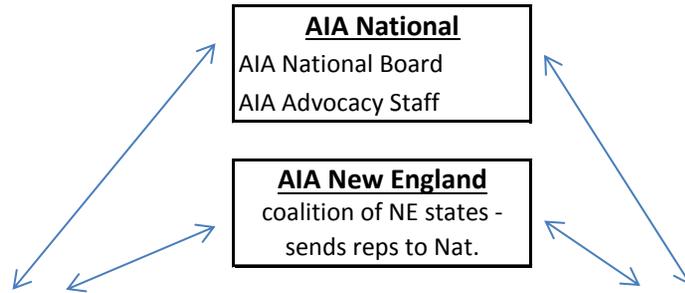
When we think of the great societies of history, we refer to their architecture. When we talk about the great work of today, we look elsewhere. We see our own architects designing buildings around the world that the world sees as examples of great civilization. The world discusses the great institutions in our area, the cutting edge research and our great medical facilities. It is our collective responsibility to bring our skyline and our buildings into this discussion. We have been there in periods of our history, we must be there again. [Read more.](#)

Josiah Stevenson FAIA
Principal, Leers Weinzapfel Associates
2017 BSA President

<https://www.architects.org/about/why-design-matters>

Advocacy, Civic and Community Chart

Advocacy: To advance the interests of the profession and to promote creating a better world through design.
Civic: To bring design thinking to address the challenges facing Greater Boston region and cities.
Community: To apply design resources to the the neighborhoods and communities of Greater Boston



	<u>AIA Massachusetts</u>	← together →	<u>BSA</u>	← together →	<u>BSA Foundation</u>
Leadership	AIA MA Board		BSA Board		BSA Found. Board
Leadership 2	Executive Committee		Executive Committee	Joint Exec. Comms.	Executive Committee
Drivers		3 BSA Board Reps	President's Agenda	The WEAVE	Strategic Plan
Purpose	To advocate for the profession		To empower the profesion	To build better communities through design	To deepen public understanding of design
Implementers		Government Affairs Committee	BSA Committees	Civic Design Task Force	CDRC (becoming part of Foundation)
	AIA MA Staff	AIA MA + BSA Staff	BSA BSAF Staff	BSA BSAF Staff	BSA BSAF Staff

<u>Arenas of Impact</u>	<u>AIA Massachusetts</u>		<u>BSA</u>		<u>BSA Foundation</u>
National Agenda	<i>input</i>		<i>input</i>		
State Agenda	Direct		<i>input</i>		
Regional	<i>input</i>		Direct		Direct
City/local			Direct		Direct
Communities			<i>input</i>		Direct
Individuals			Direct		Direct



Boston Society of Architects/AIA P: 617-391-4000
290 Congress Street, Suite 200 F: 617-951-0845
Boston, MA 02210-1024 architects.org

Sustainability statement

Architects have a unique responsibility for the sustainability of the built environment. This responsibility extends beyond the design of high-performance buildings to include project siting and impacts on transportation, water, land, air and habitat.

All projects can and should minimize energy and resource demands to combat climate change and provide healthier communities.

We advocate laws and standards that promote not only sustainability but also improved integration of the built and natural environments.

The BSA will be a leader in educating designers, contractors, owners and the public about inspiring and environmentally responsible design, construction, operation and renovation of the built environment.



December 16, 2016

Statement: Recommendation from the BSA regarding the AIA Advocacy Agenda – 2017 and beyond

The American Institute of Architects, the national professional organization of 89,000 licensed American architects and the 700,000 people we employ, is dedicated to the highest standards of professionalism, integrity, and public service. We bind our members to abide by a Code of Ethics and Professional Conduct that addresses our obligations to our clients and to the public.

In addition, the AIA Board of Directors has adopted Public Policies and Position Statements which are “statements of belief on issues of public policy affecting the Membership”. They obligate us to collectively represent our core values and principles as professionals to elected and appointed policy-makers and to the general public. These policies state that:

- Architects, as the leaders in design of the built environment, *are responsible to act as stewards of the earth*. Consequently, we encourage communities to join with us in stewarding the course of the planet’s future by supporting governmental and private sector policy programs . . . that promote the design, preservation, and construction of sustainable communities and high-performance buildings.
- As members of their communities, architects are professionally *obligated to use their knowledge, skill, and experience to engage in civic life*. The AIA recognizes that planning and design that integrates transportation, housing, and land-use policies at the neighborhood, community, and regional scales are prerequisites to the creation of safe, attractive, and sustainable communities.
- The AIA supports *the promotion of human and civil rights*, universal respect for human dignity, and the unbiased treatment of all persons in employment, civic, and business transactions. The AIA recognizes that diversity is a cultural ethos that fosters inclusion and enhances our membership, and our profession.

We ask you – our sister organizations and colleagues – to reaffirm our shared and explicitly stated core values and beliefs and to advocate on behalf of public policies that will have a positive impact on our profession, our employees, our communities, and our world. Furthermore, we ask you to reaffirm our opposition to any appointments, public policies, executive or legislative acts or regulatory initiatives that threaten these core values and principles in fundamental ways. These values include:

1. Support for the **Environmental Protection Agency’s** work to reduce environmental degradation and the production of greenhouse gasses, and the implementation of the Clean Power Plan - *to improve our nation’s air and water.*
2. Support for the **United Nations Framework Convention on Climate Change** and the continued United States leadership in reversing threats to our planet - *to protect the world’s ecosystems and citizens.*
3. Support the Federal investment in **NASA** and **NOA’s** earth science division that produces satellite data on climate change and provides our profession and many others with critical planetary information – *to make decisions that are based on evidence.*

4. Support for the **Department of Energy's** funding of renewable energy research, the National Renewable Energy Lab, Commercial Buildings Energy Consumption Survey, Energy Star Portfolio Manager, and their partnership in the AIA 2030 Commitment - to make better use of our limited energy resources.
5. Support for the **Department of Housing and Urban Development** programs that support community development and increase access to affordable housing free from discrimination, including the HOPE VI housing revitalization grants, Community Development Block Grants (CDBG), HOME Investment Partnerships (HOME), American Dream Down payment Initiative (ADDI), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Shelter Grants (ESG) - to ensure that all Americans have decent housing.
6. Support the **US Treasury Department's** Community Development Financial Institutions (CDFI) Fund and the New Market Tax Credit Program and the National Park Service Federal Historic Tax Credit that spur revitalization efforts in low-income and impoverished communities – to bring every neighborhood back to life, preserve and expand traditional trades and create local jobs.
7. Support the **US Department of Transportation's** development and improvement of transit systems through the Transit-Oriented Development (TOD) Planning Pilot Program under the Fixing America's Surface Transportation (FAST) Act - to ensure that Americans have the mobility they need to pursue their goals.
8. Support the **Department of Health and Human Services** programs to secure affordable health care insurance that includes women's' reproductive health care and ready access to pregnancy planning services – to ensure every citizen's right to a healthy life.
9. Support the **US Department of Labor's** protection of all employees who are temporary workers or nonimmigrant visa holders to fully enjoy the Constitutional and legal rights and benefits of our communities and our workplaces – so that everyone receives equal protection under the law.
10. Support the creation of well-paying jobs for a broad spectrum of Americans by rebuilding our infrastructure – bridges, rail lines, , water supply and drainage systems, photovoltaic and wind power generation and the associated distribution grids – harnessing the energy and ingenuity of the American people.
11. Support the 115th Congress's ratification of the **UN Convention on the Rights of Persons with Disabilities** – to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all Americans with disabilities, and to promote respect for their inherent dignity.

We believe that these values are shared by an overwhelming number of architects and citizens, regardless where they live, the work they do, their socioeconomic status, or their race, gender, religion, sexual orientation, nationality, ethnicity, or physical disability. With a new President beginning a four year term on January 20th, 2017, we encourage the American Institute of Architects leadership to continue to advocate for these shared values and beliefs. This advocacy may take a variety of forms:

- Provide support for any nominee or appointment whose previous experience, initiatives, and stated opinions indicate adherence to these core values, and oppose those who do not.
- Provide support for public policies, executive or legislative acts or regulatory initiatives that adhere to these core values, and oppose those that do not.

- Coordinate the efforts of local and regional AIA affiliates across the country in these advocacy efforts at local, regional, state and national levels.
- Join forces with allied professional groups across the country, labor unions, academic institutions, and governmental organizations that share our goals and values.
- Encourage our membership to understand the impact that their professional decisions have on our communities, nation and world, and leverage their work to promote the values at the core of our profession and Code of Ethics.
- Advocate for public infrastructure improvements that advance the interests of citizens and businesses by making America safer and more competitive – and ensure that there are jobs for everyone.

Thank you for providing support for these efforts, both as regional chapters, and through your efforts to implement them at the national level. We look forward to working with you to build a better world for everyone, and uphold and promote the values we share.

A handwritten signature in black ink, appearing to read "Josiah Stevenson". The signature is fluid and cursive, with a large initial "J" and "S".

Josiah Stevenson FAIA
2017 BSA President

And the BSA Board of Directors

**EQUITY, DIVERSITY,
AND INCLUSION
COMMISSION
EXECUTIVE SUMMARY**

January 25, 2017



**The American
Institute
of Architects**

The value proposition

Equitable practice has the potential to foster success on multiple levels—equity in the workplace, plus socially just access to basic resources, healthier communities and resilient public space in our urban centers. The value proposition of equity at all these levels is rooted in empathy, transparency, education, collaboration, and trust.

The lack of equity in architectural practice and allied professions has made architects prone to lose talent to other more lucrative career paths. The factors that challenge retention include long hours, modest pay, work that is misaligned with professional goals, and lack of transparency in promotion and compensation practices.

In order to achieve equity in the built environment, the architecture workforce needs to reflect the rapidly changing demographics of those people we are charged to serve. Architecture is also susceptible to some public misunderstanding of the value or potential of what architects can bring to the table.

In terms of social impact, design has the power to inform more equitable, resilient, sustainable, and relevant built environments for the increasingly multicultural population of our nation.

Rosa Sheng, AIA
Author, *AIA Resolution 15-1*, May 2015

Introduction

In late 2015, the American Institute of Architects issued a call to action for the profession. After 14 months of work, the AIA Equity in Architecture Commission released a report with its recommendations for expanding and strengthening the profession's commitment to equity, diversity, and inclusion (EDI) in every practice.

The Commission and its goals were products of AIA's 2015 *Resolution 15-1: Equity in Architecture*. That resolution was born from yet an earlier industry-wide initiative, in 2014. Architectural organizations had come together then to address the concern of architects about a disproportionate mix among the profession's members.

What emerged from that 2014 effort was a study, *Diversity in the Profession of Architecture*. It examined the impact of demographics on success in the field. The intent was to create greater urgency surrounding the need for a profession that more accurately reflected the varied faces of our nation.

There has been progress in achieving that goal in past years, but there is still much work to be done. Equity, diversity, and inclusion is a priority of the American Institute of Architects. The Institute believes the need to foster a more inclusive workforce is both a professional and societal imperative.

The AIA Equity in Architecture Commission, a blue-ribbon panel of leading architects, educators, and diversity experts, was formed to meet those challenges. Following is a summary of the five "keystone" areas of focus it identified, and within those areas the 11 priority recommendations, or action items, that it selected for implementation over the next three years.

Emily Grandstaff-Rice, FAIA
Chair, Equity in Architecture Commission

Keystones

Keystone [kee-stohn]; 1. The wedge-shaped piece at the summit of an arch that holds the other pieces in place. 2. Something on which associated things depend for support: *The keystone of one's philosophy.*

“Diversity may be both the hardest thing to live with—and the most dangerous thing to be without.”

—William Sloane Coffin, clergyman, civil right activist

The Commission focused its work on the future implications of increased equity, diversity, and inclusion within the profession, including impact on the architecture it provides our society. It identified five themes or areas—which it called “keystones”—that would reflect those implications.

Leadership development

Strongly restating the AIA’s commitment to equity, diversity, and inclusion will reinforce its goal to be a leader in that societal quest. This effort needs to permeate every level of the AIA, from the Board to local chapters. It also must transcend the conventional year-to-year focus of individual leadership.

Leadership excellence action items should include EDI training; the addition of an EDI impact statement to all new Board resolutions; strategic engagement of allied organizations to share resources and develop initiatives; sufficient resources for AIA Diversity and Inclusion staff; and expressed commitments from every level of membership.

Firms/workplace/studio culture

Attracting, developing, and retaining the best talent is a priority for the entire national workforce, not just architecture.

Many young and emerging professionals prefer to work in teams that reflect the global and demographic richness of our population. Plus, studies have shown that a diverse range of people creates greater innovation and creativity. Therefore, demonstrating a commitment to EDI in recruitment efforts is imperative. And, as workforce demographics change, the AIA and the profession need to plan for and embrace an expanded range of workplace models, including benefits.

Excellence in architecture

Collecting data on projects that succeed through EDI. Greater recognition must be awarded to projects that honor EDI, both in the architects’ practices and in their products.

The creative ethos within an innovative team offering a variety of perspectives and priorities is a powerful force. Architecture will go beyond physical, technical, and aesthetic distinction—it will reflect awareness and empathy. It will serve the best of humanity.

Education and career development

The industry-wide study, *Diversity in the Profession of Architecture*, identified gaps in the future workforce pipeline, as well as “pinch points” in career development for women and minorities.

There must be a focus on K–12 education; resources for higher education, including transitions from two-year programs to NAAB-accredited programs; a clearer path to licensure; leadership training in continuing education for under-represented groups; and support for emerging professionals and re-emerging professionals that highlights engagement and retention.

Marketing, branding, public awareness, and outreach

An equity, diversity, and inclusion lens must be applied to every form of communication by and for the profession. Special focus must be made on messages that increase the visibility of underrepresented groups and expand practice opportunities. Visual images used in communications vehicles should be carefully considered for their representation of the face of the profession.

In addition, continued emphasis should be made on how architects contribute to communities through cultural engagement and volunteerism.

Guided by these five keystones, the Commission developed 32 recommendations for action. Then, using an impact analysis process, it narrowed the list to 11 priority recommendations for near-term implementation.

Priority recommendations for action

1. Make equity, diversity, and inclusion a core value for the Board of Directors

The AIA Board of Directors and Strategic Council should consider equity, diversity, and inclusion among the evaluation criteria for future actions. Those actions include resolutions, business items, and member-led initiatives that make the AIA an even more relevant and socially-conscious organization. By consistently considering EDI, the Board and Council will ensure that future efforts are evaluated for their societal impact and ability to bring people together.

2. Measure and report how EDI permeates the AIA

As well as embracing EDI as a core value, the Institute must measure and report how that value is influencing demographics, behavior, attitudes, awareness, retention, recruitment, culture, and engagement within the AIA. The Commission urges that compilation of the data start with AIA staff, volunteers, and elected and appointed leaders on national, regional, local, and component levels.

3. Launch EDI training for AIA volunteers and components

In order to elevate awareness of the societal and business case for greater equity, diversity, and inclusion in the profession of architecture, the Commission recommends that the Institute create customized EDI training for AIA volunteers and leadership. This could be a combination of in-person sessions at large AIA events such as the AIA Conference on Architecture, Grassroots Leadership Conference, and Knowledge Leadership Assembly; materials and guides for interested groups to facilitate local sessions; and on-demand learning that can be used for components.

4. Create guides for equitable, diverse, and inclusive practice

The Commission recommends that the Institute create and provide members and their firms with guides on best practices in observance of equity, diversity, and inclusion principles, and how those principles can be a part of any architectural practice. The guides would address such issues as career progression, work culture, leadership development, talent recruitment and more. The guides could be accessible on-demand publications.

5. Create a position paper on EDI and the profession

The Institute now has extensive data on demographic trends within the profession. But it can't always answer the question of *why* those trends occur. There's a need for more specific understanding of the issues and implications in the quest for full equity, diversity, and inclusion. The Commission recommends that the AIA commission an academic study to document and research the impact of EDI in architecture. This study would rigorously analyze and interpret available data and provide qualitative evidence to support a broader knowledge base.

6. Develop a firm self-assessment tool

It is the responsibility of the AIA to provide members and their firms with the means to measure their engagement with EDI principles. The Commission recommends development of a firm self-assessment tool on EDI issues. Examples of criteria to assess include EEO policies, internal and external diversity issues, scope of diversity initiatives, family-friendly benefits, and overall firm commitment. Further, it's recommended that the data be collected nationally and included in the biannual AIA Firm Survey.

7. Require EDI data as part of AIA awards submissions

Based on studies within other industries, the more the profession of architecture reflects the society we serve, the better the product of our work will be. It will incorporate greater sensitivity to and empathy for cultural, societal, and environmental concerns. What's needed is more proof—a data set that illustrates the connection between equity, diversity, inclusion, and architecture excellence. The Commission recommends the collection of demographic data on teams submitting for AIA awards.

8. Advocate for a more accessible path to higher education

It's been determined that creating an accessible route for architecture students enrolled in two- and four-year programs to move to NAAB-accredited programs is a successful strategy for increasing the number of under-represented individuals. The Commission recommends that the AIA advocate strongly for support of existing bridge programs, and the creation of new ones. Suggested tactics include sharing of articulation agreements among institutions, and raising awareness of bridge opportunities within under-represented communities. The Commission also recommends the Institute make an annual fundraising commitment to the Diversity Advancement Scholarship Program administered by the AIA Foundation.

9. Engage children with K-12 architecture programs

Building a more equitable, diverse, and inclusive architecture workforce needs to start early. We must engage children and their families with more exposure to the profession through K-12 programs within all demographic communities. The Commission endorses the work of the AIA 2016 K-12 Task Force, and recommends that it includes EDI considerations in developing new curricula, and in its plan to enlist architects to volunteer in communities.

10. Tell our stories

Increasingly, the face of our profession reflects a cross-section of America. But more needs to be done to communicate that expanding profile. The Commission recognizes the good work being done through the *I Look Up* campaign and urges the AIA to continue developing messaging that highlights the equity, diversity and inclusion within the profession. Those communications also serve to humanize and personalize architects as a welcoming community, and one sensitive to the built environment.

11. Ensure that AIA publications reflect EDI

The Commission recognizes public comments indicating that visual images in AIA publications reflect limited multicultural and gender representation. It recommends that the AIA ensure that it makes broader depictions in its media of the full range of communities represented in the ranks of architects. It should also urge component publication editors to do the same—and those efforts can be celebrated through the Institute's national channels.

Concluding comments

The thoughtful decision by the AIA to re-emphasize its commitment to equity, diversity and inclusion is more than fitting and appropriate. It is an ethical and moral obligation.

We are a profession in need of some re-design. On one hand, our member profile is improving. Studies by the Institute and other industry organizations are reporting growing evidence of EDI within our ranks.

On the other hand, as the findings of both the AIA and other groups point out—there is more work to be done.

- Women and minorities are under-represented in the profession.
- Aligned with the perceptions on representation of women, half of the surveyed women respondents report that women are less likely to achieve their career advancement objectives.
- Women and minorities say they are less likely to be promoted or compensated at rates equal to their peers.
- Minorities reported that their barriers to entering the profession included fewer education financing opportunities; a perceived low “return” on the expense of schooling; a lack of role models; and low awareness of the career path.

To be better professionals in the face of a complex world, we need collaboration and cooperation within our practices. We need innovation and ingenuity. And we need the energy and engagement of our *best* people—whoever they are, whatever their heritage, wherever they call home.

Time and again, studies by global talent management organizations have validated the bottom line: The most productive and successful businesses and organizations also happen to be the most committed to the principles of equity, diversity, and inclusion.

As a community working to improve the world around us, we also seek a workplace free of discrimination in any form. A workplace rich with flexibility and fairness. A place where team members have a sense of pride, a sense of connection...and a sense of passion.

Our vision is more than communities transformed and enhanced by innovative architecture. It’s also a place where we celebrate, and take full advantage of, our *differences*. A rich mix of our ethnic, cultural, religious and societal influences. A place where every person can realize his or her goals.

Working with clients, we use the impact of innovative design to strengthen and transform communities, boosting their vibrancy and enhancing the quality of life they offer.

The impact of equity, diversity, and inclusion is no less powerful.

As a community ourselves, our goal must be to meet the challenge presented us by the Commission’s recommendations. If we do, we will become a model profession that is diverse, robust, responsive, and sensitive.

This is a continuing journey, one AIA members take with pride and passion. Because our work here can help change the world.

AIA 2017 Equity, Diversity and Inclusion Statement

The American Institute of Architects, as part of the global community, champions a culture of equity, diversity, and inclusion within the profession of architecture to create a better environment for all.

Achieving this vision has a direct impact on the relevance of our profession and the world's prosperity, health, and future.

Commission members and contributors

Chair

- Emily Grandstaff-Rice, FAIA, Senior Associate, Arrowstreet Inc.

Commission members

- William Bates, FAIA, Vice President of Real Estate, Eat'n Park Hospitality Group
- Jorge Bermudez, President and CEO, Byebrook Group
- Jan Blackmon, FAIA, Executive Director, AIA Dallas
- Gabrielle Bullock, FAIA, NOMA, Principal, Director of Global Diversity, Perkins+Will
- Verity Frizzell, AIA, Principal, Feltz & Frizzell Architects LLC
- Linsey Graff, Assoc. AIA, Campus Planner, Ayers Saint Gross Architects
- Francis Murdock Pitts, FAIA, President/CEO, architecture+
- Elizabeth Chu Richter, FAIA, CEO, Richter Architects
- Ikhlas Soubani, PhD, Assoc. AIA, Dean/Professor, Prairie View A&M University School of Architecture
- Tania Salgado, AIA, Principal, Handprint Architecture
- Kate Schwennsen, FAIA, Director and Professor, School of Architecture, Clemson University
- Rosa Sheng, AIA, Senior Associate, Bohlin Cywinski Jackson
- Steven Spurlock, FAIA, Managing Principal, WNUK SPURLOCK
- Lowell Tacker, AIA, Principal, LPA
- Dr. Gordon White, MD
- Shirley Davis, PhD, President, SDS Global Enterprises Inc.

Facilitator and diversity & inclusion consultant

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Subject matter experts

- Alexis Terry, American Society of Association Executives
- Candi Castleberry Singleton, Founder/CEO, Dignity & Respect Inc.

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- Marcia Jones Calloway, MS, Director, Diversity and Inclusion
- Jeffrey Ostrander, Manager, Diversity and Inclusion



1735 New York Avenue, NW
Washington, DC 20006

aia.org

November 7, 2013

The Honorable Martin Walsh
Mayor-elect, City of Boston
Statehouse Room 527A
Boston, MA 02133

Re: Improving Boston's Public Design Review Process

Dear Mayor-elect Walsh,

On behalf of the Boston Society of Architects (BSA) I would like to congratulate you on your election as next Mayor. For those of us who live and work in Boston, it was gratifying to see your deep love for our City come through so clearly in your campaign. We applaud you for sharing your compelling vision of our city's values and potential.

In no small part, Boston is a great city because of design. Each individual building and every tree-lined street work together in harmony to make Boston beautiful, livable, and sustainable. Design also plays a critical role in our region's economy. Our architecture and design community is at the center of the state's "creative economy" driving job creation and contributing to our quality of life. With our advocacy work and many civic initiatives the BSA is well-positioned to help your administration address such urgent needs as housing affordability, climate change adaptation, job creation, transportation planning, and building better neighborhoods.

To that end, we would be honored to work with you and your team to streamline and improve the City's public design review process. We know the Boston Redevelopment Authority and Article 80 from both sides of the table. Five of our members (myself included) serve on the Boston Civic Design Commission. Many of our members have first-hand experience with major project design review in Boston as well as other cities across the country. We have practical recommendations on how design review can help strengthen communities, bring neighbors together, and protect the quality of our shared public realm without becoming an impediment to development and growth.

We ask your transition team to consider the following:

1. We can help you make the Article 80 design review a more efficient and impactful process, ensuring that everyone has a voice, and to reform the BRA in order to improve the quality of design and the benefits of economic development.
2. We recommend you include a BSA member architect on your transition team. As much as developers, builders and union representatives, architects have been active participants in the BRA's current review process. Our members can add a unique and complimentary perspective to the question of how to further develop an already thriving, beautiful city.

3. We ask you to look closely at how thoughtful planning, community engagement, economic development AND design review have recently combined to produce successful projects in places like Ashmont Square and outer Boylston Street in the Fenway. These growth areas provide important lessons about what is working and, just as importantly, what needs reforming.

We are eager to meet and help implement changes making Boston a model of livability, sustainability, economic vitality, health and beauty. We will be in touch with your transition leadership to set up a meeting, but in the meantime – congratulations again! We are excited to work with you to build a stronger Boston.

Sincerely,



Michael R. Davis FAIA
President

PS. We would be very pleased to have you to join us at ABX, November 19 through 21, the largest regional design and construction convention in the country. Here you can see the creativity, intellectual power and vitality that makes Boston the leading design city in the country. We welcome the opportunity for you to share your thoughts on building a better Boston with our audience.



Ashmont TOD Residence
Designed by The Architectural Team
Photo by RWS



Fenway Triangle Project
Architect & Rendering by Elkus Manfredi

April 27, 2012

Peter Meade, Director
Kairos Shen, Chief Planner
Boston Redevelopment Authority
1 City Hall Square # 9
Boston, MA 02201

**RE: SOUTH BOSTON INNOVATION DISTRICT
BSA POSITION PAPER**

The Urban Design Committee of the Boston Society of Architects (BSA) is one of the largest and oldest of the BSA's committees, offering professional perspectives and community engagement surrounding design and development in the public realm of the city. Over the past few decades, it has facilitated dialogues on critically important urban planning issues that have helped educate the public about excellence in urban design.

From time to time, the Urban Design Committee has established "Focus Teams" to evaluate urban plans with significance for the city's future and contributed their insights to the civic dialogue. Through public meetings, presentations and other outreach efforts, the teams have helped shape public policy on urban design. For example, in 1998 the Seaport Focus Team was actively engaged with the Boston Redevelopment Authority, advocacy groups, and local residents to help define a vision for the area and provide sustained input into individual development proposals as they evolved. This work culminated in prominent exhibits and programs at the Build Boston Exposition the following year.

In 2011 the Innovation District Focus Team was formed to support the Menino Administration's vision for the Seaport area. Kairos Shen, Matt Kiefer, Jim Doolin, David Hacin FAIA, Janne Corneil Assoc. AIA and others presented their ideas in a series of well-attended presentations from March through May. These ideas continue to inform our discussions.

Focus Team participants understand that planning and development are taking place within a challenging environment. The ongoing economic malaise means that both the public and private sectors have limited resources to provide the urban amenities that everyone desires. This is exacerbated by the absence of a strong institutional presence – the kind that propelled Kendall Square and the Longwood Medical Area forward, and provides the well-financed, mission-driven development agenda and accessible urban fabric that sustains a culture of knowledge creation and innovation.

In response to these challenges, the Innovation District Focus Team has put together a set of **design, program, and policy recommendations** that are detailed below. We believe that they will help the City fulfill the promise of the Innovation District, adding value to individual properties and helping innovation in business, science, and the arts to flourish.

A. INNOVATIVE DESIGN THAT ESTABLISHES DISTRICT CHARACTER: Designing a new innovation district is a challenge because life science and technology companies--the heart of the seaport development--require large floor-plate buildings that do not have the **finely scaled urban texture** of older parts of cities. Key to the future build-out of Boston's Innovation District will be clever planning and **well-crafted guidelines** that ameliorate the effect of large single-use buildings and provide the pedestrian-friendly environment everyone wants.

But amelioration is not enough. The character of the Innovation District is largely determined by the design of its buildings and public spaces. **Design excellence will establish an inventive spirit** that will attract tenants and residents and help the area live up to its brand. Cornell's short list of architects, landscape architects and urban planners for its innovative Roosevelt Island campus included six of the most imaginative architectural firms in the world. Spain's 22@Barcelona Innovation District includes buildings and spaces with truly inventive characters. And China's Vanke Center and Linked Hybrid research facilities create a model of what innovation can look like. We encourage the City, Innovation District property owners, developers and potential tenants to consider **design excellence one of the most effective investments** they can make in the future of Boston and their own success. A **Designer Recommendation Committee** can bring design professionals together to help them achieve the kind design innovation the district deserves.

B. ACTIVE PUBLIC SPACES THAT FOSTER INNOVATION: Inventive public spaces are critically important in helping the District assert its identity as a home for the dynamic, multivalent, ever-changing group of people, companies and institutions it seeks to attract. The BRA has a long history of successful city building efforts that reinforce a sense of **vitality, accessibility, and permeability**-- the recent Atlantic Wharf development and planned Innovation Center being just the latest examples.

Boston's Innovation District should continue this effort through the creation of a **network of active public spaces**, at the exterior and interior of buildings, and at street level and on upper floors or roofs that foster opportunities for public interaction. These spaces should connect the district to the larger system of public spaces in the city and activate interstitial and underutilized spaces in between buildings and adjacent to infrastructure. The best spaces use **thought-provoking design** to make them destinations in their own right.

The BRA should consider identifying a public space that could be a **testing ground for provocative installations, challenging events and constantly changing interventions** that engage people of all ages. This space should have a "crossroads" location that centers the Innovation District symbolically and reflects the edgy, chaotic and multifaceted nature of

Boston's version of innovation. The Hubway bike share, a test platform for MIT robotics projects and the experiments of MassChallenge entrepreneurs could all find a home here.

The public realm could be further enriched by a **public art requirement for large-scale projects**, with input provided by the ICA and the Children's Museum and in collaboration with the BRA as well as other civic agencies such as the Mayor's Office of Arts, Tourism and Special Events. Leadership by the Children's Museum and the ICA will ensure that new media will be encouraged and successfully implemented. The expansion of the institutional presence of the cultural institutions in the area can only help in defining the Innovation District brand.

The public realm of the District is also defined by its relationship to downtown and the harbor. **Maintaining view corridors** is critically important. D Street and the eastern portion of Congress Street have landmark views back to the downtown; the western portion of Congress Street has views of Summer Street beyond the Convention Center, and from Congress Street east of the Children's Museum, one can see the marquee at the BCEC and the buildings beyond. These views should be retained as new buildings are created.

C. GROUND FLOOR USES THAT CREATE VIBRANCY: Article 80 rightly encourages an activation of the public realm through non-office ground floor uses, but economics tend to favor medium and large scale retail, national brands, and out-sized building-scale lobbies. The kind of vital urban neighborhood the BRA envisions also needs **small scale, locally owned stores and services** that meet typical day-to-day needs while providing a dose of **unpredictable urban charm**.

Setting aside a certain percentage of the ground floor of new buildings for local retail tenants would attract the "creative class" companies and workers that are looking for a rich and variegated streetscape without imposing an enormous burden on the bottom line. As rents rise in the Fort Point Channel Landmark District, new development policies can insure that **small scale and innovation-oriented businesses** can continue to thrive.

D. INSTITUTIONAL ANCHORS THAT EMPHASIZE COLLABORATION: Innovation districts in Cambridge, Haifa, Austin and Barcelona – and now New York's Roosevelt Island – have grown out of **academic institutions**. They bring a diverse range of funding sources, an ability to accept risk, an interdisciplinary approach to knowledge and product creation, and an abundance of energy and enthusiasm at a relatively low cost. We understand that the BRA's support for rent subsidies for start-ups and the development of an "Innovation Center" are intended to provide some of the infrastructure and vitality that might otherwise be provided by institutions. We encourage the BRA to consider a broader range of efforts to help **build a collaborative urban environment**. These might include:

- Identifying areas where the open, activated character of **an academic, non-profit, professional or arts organization** could help activate an entire neighborhood and encourage appropriate institutions to rent or develop space.

- Continuing to encourage **regional universities to establish satellite campuses** in the Innovation District. Babson College’s commitment to the neighborhood is an excellent start. The BRA might consider orchestrating a consortium of institutional programs or cluster of disciplines that share spaces in a campus-like arrangement as a catalyst for further growth. **A roundtable of institutional partners** could be formed to consider opportunities for collocated learning and research in the District.
- Encouraging large businesses to **share their facilities** – conference spaces, auditoriums and research facilities – with non-profit organizations, academic institutions, and public and charter schools.

E. ACTIVITIES AND PROGRAMS THAT PROMOTE CREATIVITY: The Seaport has, over the years, been an important location for seasonal, temporary, and regionally significant public events and attractions sponsored by a broad range of local institutions. The City, private developers and local companies and institutions can facilitate relationships, provide financial incentives, and lend the outspoken support that can help the District become a **center for creative programming**. Strengthening ties with neighboring institutions such as the ICA, the Children’s Museum, and the Convention Center can promote the idea of the Innovation District through **creative public events, programs, and exhibitions**. The current digital project resulting from the partnership between Boston CyberArts, the Convention Center Authority and area design schools is a perfect example.

The Innovation District has already sponsored a series of activities that create a strong model for what can come, including the Volvo Ocean Race in 2008 and 2009, and the Red Bull Cliff Diving at the ICA and the TEDx Boston at the Seaport World Trade Center in 2011. In an appendix to this letter, we have attached **a series of possibilities** for the future that suggest the kinds of events that should be considered.

F. INCENTIVES FOR SUSTAINABLE LIVING AND WORKING: Efficient use of resources, construction that recognizes the natural patterns of the waterfront, and planning that anticipates rising sea levels are critically important to an innovation district. The Boston area’s academic institutions, businesses, and design community are **international leaders in sustainable design**, and their expertise should be brought to bear on planning and its implementation in the District.

The Portland Oregon Eco District sets targets and outlines strategies to incrementally transform both hard and soft infrastructure in the City and is a model for what Boston could do. An **“eco-district” policy overlay** could create ambitious sustainability goals and establish the District as a testing ground for CO2 reduction targets, efficient resource management and incentives for environmentally conscious lifestyles.

Other initiatives could include: district energy supply including renewable sources; system “looping” to distribute and reuse waste heat; district storm water management that integrates water storage and reuse in the landscape; district-wide waste and recycling programs; a LEED platinum, gold or silver development requirement, DIY share programs and zoning bonuses for green roofs or solar PV. Transportation policies that offer incentives to reduce dependence on fossil fuels, put limitations on parking, set CO2 goals,

and support alternative transportation modes and technologies should inform design and development decisions.

G. POLICIES THAT MAINTAIN AFFORDABILITY: Fort Point Channel has long been a haven for artists and entrepreneurs because of its low rents and small floor plates. Planned development should increase, not decrease, the kind of affordable housing and work space that fosters innovation and allows employees to live near where they work. Today's economic conditions have allowed developers and property owners to provide **subsidized space to start-ups and artists**. We encourage the City to continue to work with the private sector to insure that space remains affordable as the economy recovers and upward pressure on property values resumes.

H. REGULATORY CHANGES THAT SUPPORT DISTRICT GOALS: The overall goals of the Innovation District can be reinforced by identifying the design and development principles that make the district uniquely appealing, and by providing funding mechanisms to achieve them through a combination of developer exactions and public incentives.

The BRA can start by **updating the 1999 Seaport Public Realm Plan** to incorporate Innovation District goals by identifying major infrastructure and open space improvements, land uses, public realm design standards and urban design principles. This would form the basis for a **new zoning article** to replace the existing South Boston Interim Planning Overlay District, adopted in 1999 (stretching the meaning of the word "interim".) The new article could codify planning goals, provide a density bonus in exchange for innovation-oriented public benefits and could make conforming projects eligible for Planned Development Area Approval and expedited development and design review.

The City can also create a **special development district**, as the Mayor has recently announced for the East Boston waterfront. Within this district, a package of state and city public incentives and funding sources such as DIFs, I-Cubed, and Chapter 121A would be available for major infrastructure improvements which can't realistically be funded exclusively through developer exactions.

The City can't exert zoning control over the Convention Center expansion, but it can negotiate a compact in which the **MCCA provides programming, promotion and other assistance** to further the goals of the district as a component of and rationale for funding the expansion. MassPort can also be enlisted in a more formal way in the effort to advance Innovation District goals. The City could, for example, ask Mass Port to include these goals in property dispositions in Commonwealth Flats.

I. IMPROVE TRANSPORTATION INFRASTRUCTURE As a legacy of its early development for the railroads, the Innovation District peninsula has two principal grade levels; the lower waterfront/harbor level (Northern Avenue and Congress

Street) and the raised Summer Street level, extending a half mile from The Channel to D Street. New streets and roadways, a transit system, and series of large scale developments have been added over the past 25 years. The current complexity and continuing growth will require **significantly increasing the capacity of the transportation infrastructure** to accommodate the growing numbers of people going to and living in the District.

Public transportation will be of critical importance. The **long term capacity of the Silverline** will be limited by the traffic condition where it intersects D Street. This is recognized in the FEIR for the Seaport Square Development which revealed multiple Intersection failures for the “Long Term Build Condition.” It is important that the city respond to this concern.

Vehicular traffic must also be considered. Harbor Street is a proposed new street within the Seaport Square Development that will connect elevated Summer Street to the lower grade. This street should be **designed to distribute traffic** within the District, and to and from the Highway system, mitigating some intersections and improving overall capacity. The city should require the **integrated performance** of any new piece of the infrastructure.

The Boston Society of Architects and the Urban Design Committee look forward to working with the BRA, the Commonwealth, and Boston developers and land owners on the success of the Innovation District and the promotion of design excellence. Please let us know what we can continue to do to achieve the best outcomes possible for the City, its citizens and its business community.

Sincerely,

The BOSTON SOCIETY OF ARCHITECTS Urban Design Committee



David Gamble AIA, AICP, LEED AP
Gamble Associates
Co-Chair, BSA Urban Design Committee



Shauna Gillies-Smith RA
Ground Inc.
Co-Chair, BSA Urban Design Committee

On behalf of the Boston Society of Architects

Urban Design Committee Innovation Focus Team: Janne Corneil Assoc. AIA, Joshua Fiala AIA, David Gamble AIA, Antonio Gomes AIA, Shauna Gillies-Smith RA, David Grissino AIA (ex-officio), David Eisen AIA, Stephen Gray, Matthew Kiefer, Tim Love AIA, Anne McKinnon, Martin Sokoloff, Peter Smith, Patrick Tedesco AIA, Martin Zogran AIA

Examples of Activities and Programs Appropriate for the Innovation District.

- *TEDx* - Expand to attract a larger tech audience for a weekend or full week of showcased innovation.
- *PAX East* - This video game convention draws upwards of 80,000 gamers and techies and could expand from Boston Convention Center to occupy parts of Innovation District.
- *WGBH's Innovation Hub* - Kara Miller's talks with Boston's most innovative thinkers could sponsor conferences or presentations in the Innovation District.
- *Muzzy Lane Software* – 3D interactive game designed to be part of the master planning process allows idea generation for the Innovation District.
- *MIT The Education Arcade and STEM Program* – Business-supported enrichment programs for middle school students who want to get ahead in math and science.
- *Harvard Innovation Lab* – Establishing a base in the Innovation District would allow them to share resources and support innovation at the start-up level.
- *Boston Fashion Week* - Capitalize on the move of Louis Boston to the area; sponsor competition for temporary pavilions and exhibition spaces in Innovation District.
- *Innovation District "Open Studios"* – Tech labs host art-walk-style events to showcase their latest work and promote open dialogue and collaboration
- *Innovation District as Host to Conferences, Competitions and Awards* –
 - *DIGMA* - Design Industry Group of Massachusetts
 - *MITX* – Massachusetts Innovation and Technology Exchange
 - *Shift Boston* - Annual international interdisciplinary design competitions.
 - *BNYMellon CityACCESS* - Provides out-of-school opportunity partnerships
 - *Food Truck Challenge* and *Boston Harbor Seafood Festival*
 - *JP Morgan Corporate Challenge* - Harbor Tour

End of Memo
4/27/12



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January 31, 2017

To BSA Members:

As 2017 President of the Boston Society of Architects/AIA (BSA), I am writing to express our concern about the effect on the design community of the Executive Order effectively banning people from several predominantly Muslim countries from entering the United States.

The international character of the Boston architectural community is essential to its vitality and strength. Students, teachers, and practitioners come to the Boston area from countries around the world to learn and work together. The BSA is deeply concerned about the impact of travel restrictions on our community, and we remain opposed to all violations of human rights. If you know of anyone affected by changes in US travel policies, we can help connect you with organizations that work in this field.

AIA National is preparing a response to the Executive Order to immediately cease the practice of denying access to those seeking lawful entry to the United States. We support their position and will share this with our local political leaders to encourage their opposition to this order and to offer our support should they do so.

I also want to take this opportunity to remind all members of the BSA community to join us at the BSA at 6:00 pm on February 9 for a Town Hall meeting to participate in a frank and open discussion of how to best uphold our values of respect for all people, protecting the natural environment, and working together to serve the greater needs of our community.

Please share your thoughts by emailing president@architects.org or posting your comments directly to the BSA's Facebook page.

Thank you

A handwritten signature in black ink, appearing to read "Josiah Stevenson". The signature is fluid and cursive, with a long horizontal flourish at the end.

Josiah Stevenson FAIA
2017 BSA President



November 14, 2016

To BSA Members:

This year's election has clearly demonstrated the sharp divide facing our country. We trust in the democratic principles this country was founded upon. And while some people are pleased by the results, there are many struggling to understand what has happened and what future lies ahead. The BSA Board and staff are committed to seeking a path that will heal these divisions. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.

While on this path, however, we will not compromise on the core values that are fundamental to the BSA, and, we believe to the AIA. We are firm in our role advocating for policies that foster these values in our work with government, businesses and our national AIA.

- These values begin with respect for all people. We believe the principles of diversity and inclusion are fundamental to building a just, fair and vibrant country. We will continue to advance the cause of equity within our profession, while advocating for public policy that assures equal access to society's benefits for all people. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.
- We believe that climate change is an existential threat to human civilization as well as most life on this planet. We promote the principles of sustainable design including increasing energy efficiency and renewable energy, materials building standards, and green waste management systems. We also see the impacts of climate change inequitably burden less privileged members of our communities. To be a truly sustainable society, environmental justice must shape the public policy and long-term vision of our cities, our region, and our nation.
- We believe that the skills and resources of our profession will always serve the greater needs of our community. Affordable housing, transit equity, accessibility and universal design, historic preservation, beautiful public open space and parks, community-based planning, walkable and livable cities and towns, and design excellence are necessities. Our pursuit of these essential needs will continue to be paramount.

In the coming weeks you will be hearing more from us about this, but more importantly we want to hear from you. We've set up a comment area on our website and social media pages. We also invite you to join us at ABX and talk with Eric, the staff and Board members. This is your BSA. Please share your thoughts by emailing president@architects.org or posting your comment directly to The BSA's Facebook page. Thank you.

A handwritten signature in black ink that reads "Tamara Roy".

Tamara Roy AIA
2016 BSA President

A handwritten signature in black ink that reads "Eric White".

Eric White
Executive Director



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November 14, 2016

Robert A. Ivy FAIA
EVP/Chief Executive Officer
The American Institute of Architects
1735 New York Ave NW
Washington, DC 20006-5292

Dear Mr. Ivy:

On behalf of the Boston Society of Architects/AIA I am writing to share our shock and disappointment with last week's post-election statement expressing the Institute's willingness to work with President-elect Trump and members of the 115th Congress. While we support the need for design professionals and AIA members to work together to move the country forward, and the country's need to address failing infrastructure, this statement fails to acknowledge the serious contradictions between the Trump campaign and the AIA's own mission and values. The conciliatory and congratulatory tone of last week's message in response to the election is at odds with the very goals and values articulated by the AIA. We agree with the *Architect's Newspaper*. It would be irresponsible and reprehensible to "ignore the role design and designers could play in instituting and perpetuating the inequality inherent in the racist patriarchy Trump's ideology embodies."

We wish to reaffirm our commitment to AIA's goals of Diversity and Inclusion, Sustainability, and Resiliency, and the fundamental belief that architects have the skills and resources to serve the greater needs of our communities. We believe this is the message we should be sending to both President-elect Trump and the 115th Congress.

Sincerely,

A handwritten signature in black ink that reads "Tamara M. Roy". The signature is written in a cursive, flowing style with a large loop at the end of the name.

Tamara Roy AIA
President, Boston Society of Architects/AIA



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April 10, 2014

President Helene Combs Dreiling FAIA
American Institute of Architects
1735 New York Avenue
Washington, DC

Dear President Dreiling:

The Boston Society of Architects is writing to endorse a proposed amendment to the AIA Code of Ethics that was initiated by Architects / Designers / Planners for Social Responsibility (ADPSR), a group that has long held a loose affiliation with many social activists at the BSA. As you are aware, ADPSR is lobbying a number of organizations, including the AIA, to address human rights issues in correctional facility design and operations in the United States. While this letter of support is similar to letters you have received from other AIA Chapters, including San Francisco and Portland, we would like to add our own particular endorsement and emphasize the need for National AIA action on this issue for three reasons:

1. The BSA has a particularly rich history within the AIA in leading conversations about ethics.
2. Our Ethics Committee has been carefully deliberating the ADPSR proposal for a number of months, and is endorsing the proposal after thorough and extensive conversation and analysis.
3. The issue of controversial practices within correctional facilities, especially in the use of solitary confinement, has been of growing national interest, and as professionals and citizens we recognize the urgency for action.

Generally, we recognize the dilemma presented to architects when asked to design facilities or spaces that may be used for or occupied by ethically dubious purposes. Such design work is not limited to correctional facilities – in fact, the precise definition of what constitutes “ethical” design is necessarily debatable. However, broadly speaking, we think that as a professional organization we should not only respond to but advocate for more holistic and humane design because, as others have pointed out, our prime directive is and ought to be to make the world a better place through design. It may already be true that our profession, and by extension the AIA, operates informally under an equivalent of the Hippocratic Oath (“first, do no harm”), but this is not necessarily the case, as ADPSR’s proposal indicates.

As specific background to our Chapter’s activities, in November of 2013 our Ethics Committee facilitated a panel discussion entitled “Upholding Human Rights: The AIA Code of Ethics, and Design of Certain Spaces within Correctional Facilities.” This panel was assembled partly in response to a request by local AIA advocates involved with ADPSR. ADPSR was represented by Raphael Sperry, an AIA member from San Francisco, who is a Soros Justice Fellow and current president of ADPSR.



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A number of practitioners in the correctional facility area and other interested parties attended the panel. The discussion was robust and informative, and the panel included Elizabeth Minnis AIA, deputy commissioner, Office of Planning, Design and Construction at the Division of Capital Asset Management and Maintenance for the Commonwealth of Massachusetts; Jeffrey J. Quick AIA, director, Division of Resource Management at the Department of Correction for the Commonwealth; and Brad Walker AIA, principal at Ruhl Walker Architects and member of the AIA National Ethics Council.

What was most remarkable about this panel and the ensuing discussion was the perceivable changing of hearts and minds in the room – there was not only broad acknowledgment of the difficulty in defining ethical behavior, but also of the complexities of correctional design and owner-architect relationships, as well as the danger of inaction or, worse, of turning a blind eye to the discomfort around these issues.

To summarize, given the BSA's research into these issues, our assessment of how "human rights" are defined by organizations including the United Nations, our understanding of the scope and purpose of the AIA Code of Ethics with regard to the practice of architecture and US law, and considering what we learned at the BSA Ethics Committee's deliberation after the November 5th panel, we hereby recommend that the National AIA fully support ADPSR's proposed amendment to the Code of Ethics as follows:

Current AIA Code of Ethics

Canon I, General Obligations; E.S. Rule 1.4

Human Rights: Members should uphold human rights in all their professional endeavors.

Proposed ADPSR modification to the Code of Ethics

Canon I, General Obligations, new E.S. Rule 1.402

Members shall not design spaces intended for execution or for torture or other cruel, inhumane, or degrading treatment or punishment, including prolonged solitary confinement.

We are pleased to add our Chapter's voice to the effort in raising awareness on this important issue, and by extension helping to improve the collective lot for all of humanity.

Sincerely,

A handwritten signature in black ink, appearing to read "EGR", is written in a cursive style.

Emily Grandstaff-Rice AIA, on behalf of the BSA Board
Boston Society of Architects President
A Chapter of the American Institute of Architects



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The Boston Society of Architects congratulates the Boston 2024 Organizing Committee for developing a winning plan and communications strategy for the Olympics. We are particularly pleased with the progressive urban planning approaches that distinguished Boston from its competitors. These include a reliance on walkability and mass transit, the creative use of existing sports venues through strategic partnerships with institutions, a commitment to sustainability, and the adaptive reuse of the facilities after the Games. We also appreciate that the Organizing Committee will present the plan and solicit feedback at community forums in diverse neighborhoods across the City.

Moving forward, the community conversation will deepen and become more specific, and this will require a change in focus. Bostonians are notoriously suspicious of boosterism and slickly-packaged marketing campaigns. Mayor Martin Walsh's State of the City Address successfully launched a dialogue about ways to bridge the gap between Boston's economic advantages and the significant social justice issues still faced by our city. His tone and message are perfect examples of how to frame the Olympics conversation.

Our membership includes internationally recognized architects and urban designers and innovative young firms. They have worked in Boston's neighborhoods, planned the region's infrastructure, and produced high quality design within the context of limited budgets. The Organizing Committee should utilize the BSA's resources as it continues its work. The BSA Space, overlooking "Olympic Boulevard," is a perfect venue for an upcoming public forum on how the Olympic bid can make enduring improvements to the city and region. We would welcome the chance to host such an event and promise a thoughtful audience ready for an informed dialogue.

The BSA looks forward to hearing from the Organizing Committee about the next steps in organizing a forum, and working with you on this truly exciting opportunity.

A handwritten signature in black ink that reads "Tim Love". The signature is written in a cursive, flowing style.

Tim Love AIA
BSA President



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Secretary Maeve Vallely Bartlett
MEPA Office
Executive Office of Energy and Environmental Affairs
100 Cambridge Street, Suite 900
Boston, MA 02114
Attn: Holly Johnson – holly.s.johnson@state.ma.us

15 December 2014

RE: Comments on the Environmental Notification Form for the I-90 Allston Interchange Project
EEA #15278

Dear Secretary Bartlett:

Thank you for this opportunity to comment on the recently filed Environmental Notification Form for MassDOT's I-90 Allston Interchange Multi-modal Transportation Project. The Boston Society of Architects (BSA) is an approximately 4,000 member non-profit professional trade association and a chapter of the American Institute of Architects.

In the fall of 2014, the BSA started a new program – the Urban Design Workshop – designed to engage architects, stakeholders, and public officials in early stage-thinking about major urban design initiatives.

To launch the program, the BSA hosted a two-day urban design charrette on September 17 and 18, 2014, that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge I-90 interchange. Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for Beacon Yards site that fully leveraged the city building opportunities of the MassDOT project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee. 2015 BSA President Tim Love AIA organized the event.

The design proposals are available online at <http://www.architects.org/programs-and-events/urban-design-workshops>, and a white paper on the issues and outcomes is attached.

As indicated in the design proposals, our prioritized recommendations are:

- **Include green stormwater infrastructure as an integrated component of the MassDOT contract** (that anticipates a future central open space).
- **Move the West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly.** This will create more land for development facing the Charles River.



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- **Align the southern terminus of the West Station access streets with Malvern and Alcorn Streets** to allow for future direct pedestrian and bicycle access.
- **Consider the creation of a waterfront park** along the Charles River by realigning Storrow Drive.
- Study West Station to **ensure that multi-modal connectivity is established from both north and south** including opportunity for Bus Rapid Transit and DMU Service.

Of the schemes included in the ENF, Alternative 3J is preferred by the BSA as it reduces the width of Cambridge Street to a better scale by providing a second parallel street. That said, Multimodal Connectivity (p9-25) must be addressed particularly as it relates to the current plans. The proposed flyover ramps to West Station will not be pedestrian friendly in their current location and geometry, and will effectively create a giant wall in front of the Charles River. Future Development in the Project Area will be adversely affected by the East Drive Connector Ramp alignment in all Alternatives 3F through 3J.

We appreciate the enormous urban design opportunities of this project; opportunities – and responsibilities – that far exceed the specific requirements of a highway construction project. By intent or by default, the configuration of the roadways, ramps, stations, and associated infrastructure of the new Allston/Cambridge Interchange will dictate how surrounding parcels can be developed; how existing abutters and new users move through the site and access cultural, institutional, and natural resources; and how viable – or not – this new neighborhood will be. It's a once-in-a-century opportunity. MassDOT faces a tremendous and historic city making opportunity. The Boston Society of Architects believes that our recommended modifications to the proposed I-90 Allston Interchange project will set the stage not only for efficient road and rail infrastructure, but also for a vibrant new neighborhood that benefits the city and the region.

Sincerely,

A handwritten signature in black ink, appearing to read "EGR", is written over a light blue horizontal line.

Emily Grandstaff-Rice AIA
2014 President, Boston Society of Architects

Cc: MassDOT Highway Division, Environmental Services Section
Attn: James Cerbone
10 Park Plaza, Room 4260, Boston, MA 02116
James.Cerbone@state.ma.us



Conducted by Tim Love,
Alan Mountjoy, Alex Krieger,
and Kishore Varanasi

Krieger/Mountjoy Team
Alex Krieger, Alan Mountjoy,
Kelly Lynema, Pablo
Licari, Kevin Conant, Harry
Mattison, Herb Nolan,
Cynthia Smith, Wileen Kao,
Conor Semler, Alex Davis,
Scott Turner

Varanasi Team
Kishore Varanasi, Ganesh
Ramachandran, Kristina
Ricco, Yichin Zhu, Matt
Urbanski, Chris Matthews,
Kyle Jonasen, Jason
Schrieber

Organizing Committee
Tim Love and Gretchen Schneider

Advisory Committee
Mike Davis, Rick Dimino, and Eric White

Panel Discussion Participants
Renée Loth, Paul McMorrow, Matthew Urbanski, Gary
Hilderbrand, Scott Paige Reed, and Tim Love



Beacon Yards Urban Design Workshop

The Beacon Yards Charrette

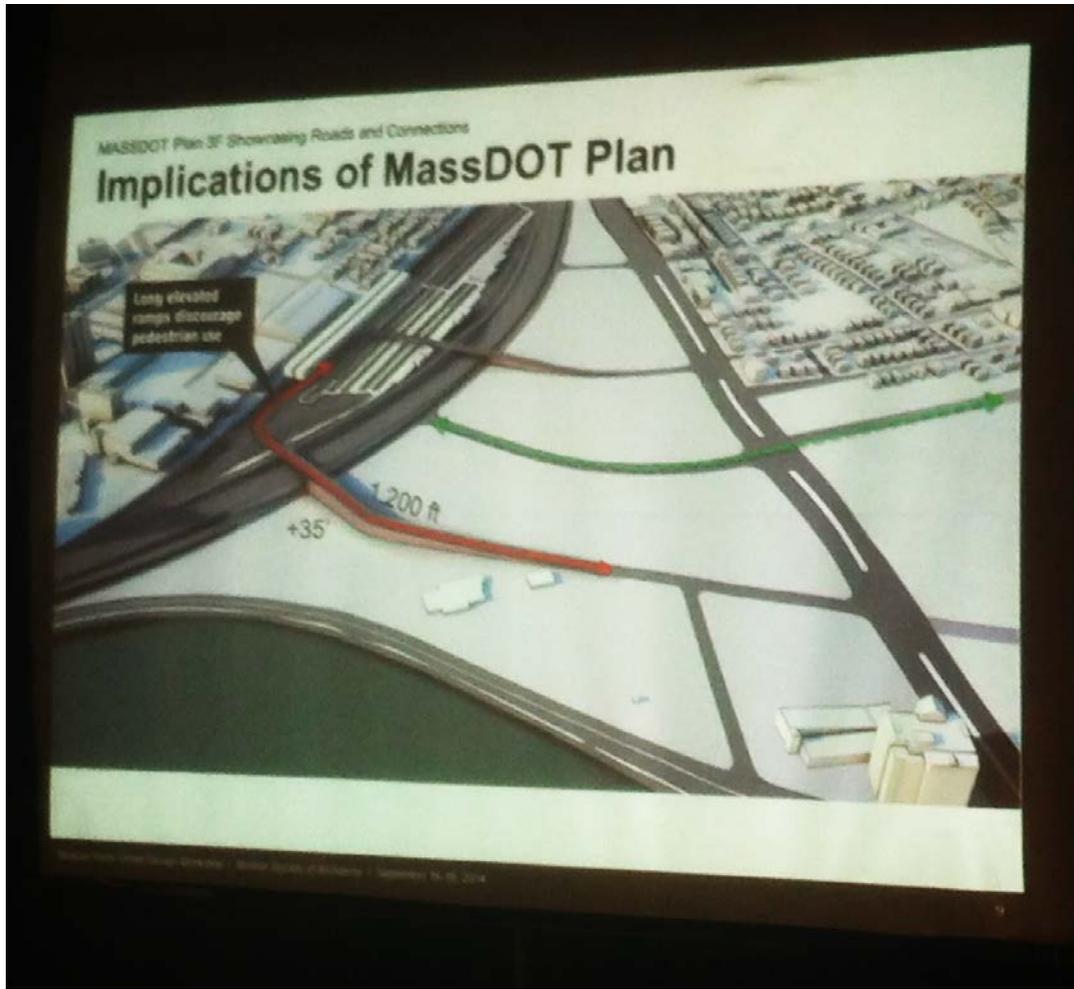
To launch the Urban Design Workshop program, the BSA hosted a two-day urban design charrette on September 17 and 18 that focused on the urban design issues raised by MassDOT's proposal for the redesign of the Allston/Cambridge interchange.

The charrette was organized by Tim Love, the BSA President-elect.

To set the stage for the charrette, Renee Loth, editor of *ArchitectureBoston* magazine, moderated a panel discussion on the evening of September 16. Tim Love introduced the scope and goals of the charrette and provided background information on MassDOT's ongoing process. After the presentation, Loth engaged Gary Hilderbrand, landscape architect at Reed Hilderbrand Associates; Matthew Urbanski, a landscape architect at MVVA; Paige Scott Reed, MassDOT's General Counsel, and Paul McMorrow, Associate Editor of *Commonwealth Magazine* and a contributor to the *Boston Globe*, in a lively discussion.

Two interdisciplinary urban design teams, led by Alex Krieger and Alan Mountjoy of NBBJ and Kishore Varanasi of CBT Architects, each produced urban design visions for the Beacon Yards site that fully leveraged the city building opportunities of the MassDOT interchange project. In addition to architects and urban designers, the teams included transportation planners and landscape architects enlisted through the efforts of the BSA Urban Design Committee.

Each team was provided with the same background information, layered maps, and a digital model. Teams got to work on the morning of Wednesday, September 17 and their proposals were unveiled at 4:00pm on Thursday, September 18 at a BSA-hosted public meeting at the Jackson Mann Community Center in Allston, near the Beacon Yards parcel. The proposals included a street and open space network, suggestions for the configuration of real estate parcels, general building massing, and strategies for linking Boston University to Harvard and the Beacon Yards site to the Charles River.



Above: A close-up of the public meeting presentation at the Jackson Mann Community Center.

Bottom left: Kishore Varanasi presents his team's scheme.

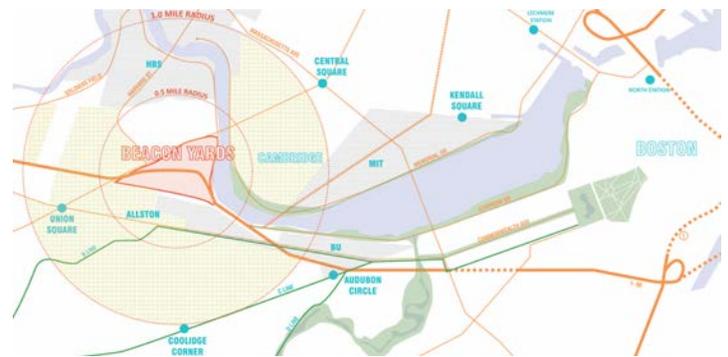
Bottom right: Alan Mountjoy presents his team's scheme.

Varanasi Team Proposal

The Varanasi Team’s urban design proposal embraces the idea that infrastructure is common ground and transforms it into a public realm asset.

Keeping in mind the theme of ‘living with infrastructure,’ the scheme proposes an elevated linear public space along the realigned Massachusetts Turnpike and Rail Corridor. This raised space would become an important link between Lower Allston, the Charles River, the newly proposed West Station, Boston University, and Magazine Beach across the river in Cambridge. The open space would fit within a network which originates at the intersection of North Harvard Street and Cambridge Street, then follows the curve of the relocated turnpike, and which finally culminates in a dramatic overlook before dropping down to the Charles River. This robust network would be the early action investment in Beacon Yards that corresponds with the reconstruction of the turnpike. This results in direct pedestrian and bike connections both between the Lower Allston neighborhood and the Charles River pedestrian and bicycle path, and between Commonwealth Avenue and Beacon Yards along the north-south axis. The perceived ground plane of the new district is raised up enough that it follows the elevated roadways connecting the turnpike and West Station, so the open space network bridges over a relocated section of Soldiers’ Field Road. In addition to serving as the primary place-making strategy for the proposal, the open space network adds value to the adjacent real estate parcels. Its orientation and organization provide value on all sides and great views toward the Boston skyline.

The Charles River Basin’s open space does so much to define the image of both Boston and Cambridge, but it breaks down when Soldier’s Field Road is squeezed close to the river at the Beacon Yards site. We propose transforming the public perception of Beacon Yards

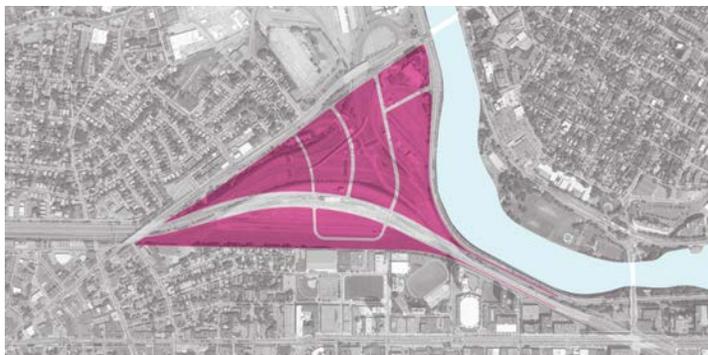


Beacon Yards is a piece of a bigger puzzle.

by creating generously-sized landmark open spaces that connect the neighborhoods and the Beacon Yards site to this pivotal and highly visible point on the river. This will accomplish for Beacon Yards what the Public Garden and Commonwealth Avenue did for the Back Bay. Despite its huge size, the site is currently hidden from view, and it is hard to place the area within the standard mental map of Boston. This open space could be called Beacon Common, and it would take its place alongside the world-class parks of Boston. More to the point, it would put Beacon Yards firmly on the map.



The project site has been entirely regraded to create a surface which meets the elevations of proposed on / off ramps. This new topography helps mediate the dramatic height required by the highway network and introduces a dramatic opportunity for public space.



The Varanasi team's vision for Beacon Yards shifts elevated ramps west and makes connections across Cambridge Street to Stadium Way and the proposed East Drive. This scheme pulls highway traffic away from the Charles River without discharging it into adjacent residential neighborhoods.



A continuous slope passes over the realigned Storrow Drive, connecting the Allston neighborhood directly to the river front.



Cambridge St: From a traffic arterial to a pedestrian-friendly Main Street

The introduction of a new network of streets across the Beacon Yards offers an ideal opportunity to reduce the number traffic lanes in Cambridge St and to return the street back to pedestrians. A mix of high-density uses fronting wider sidewalks provides a distinctive pedestrian-friendly transition between existing neighborhood to the west and the proposed development east of Cambridge St.



Beacon Commons: A new addition to Boston's open space network made possible by 'pulling-in' Storrow Drive away from the water, and carving out a public green space in direct connection to water. The open space negotiates the grade difference between the station plaza and the riverfront while at the same time offering a strategic opportunity to channel the remediation dollars from infrastructure interventions into a tangible public amenity.



Living with Infrastructure: Proposed pedestrian greenway and bike path rises alongside realigned turnpike providing direct pedestrian access from Allston neighborhoods. The greenway open up at the West Station plaza offering sweeping views of the City before gradually making its way down to the waterfront and the proposed public green, Beacon Commons.



Significant observations and considerations:

1. A major open space generates the first phase roadway network, instead of imagining that the planning process generates leftover spaces to be filled in as open space.
2. If we elevate the ground plane of future open spaces and abutting development, we can camouflage the true elevation of bermed roadways and bridges.
3. Moving the access ramps to I-90 further west will create a better urban network and allow for more public space along the Charles River.
4. The new West Station should sit closer to the realigned turnpike, so the residents on the south side will be better protected and so the station can engage with the public realm.
5. Soldier's Field Road should be pulled away from the river bank and concealed by a land bridge, which allows the new park land to descend uninterrupted to the river.
6. The open space runs along the line of the old Salt River, and this allows us to create wetland habitat at the point where the two rivers meet, which will unlock additional environmental and experiential benefits.
7. A significant residential component will create a truly public and mixed-use neighborhood and waterfront.

Krieger/Mountjoy Proposal

The Krieger/Mountjoy team’s proposal capitalizes on the existing street grid to restore connectivity across the turnpike and to the river.

This team identified the following goals for future development over the existing railways and Turnpike:

- Reconnect across the “great divide” and ensure transit accessibility to the future West Station from the north and south.
- Improve connections to the Charles River and enhanced parkland condition at Soldiers Field Road.
- Maximize future development compatibility with Allston and Cambridge neighborhoods and with both Harvard and Boston University.

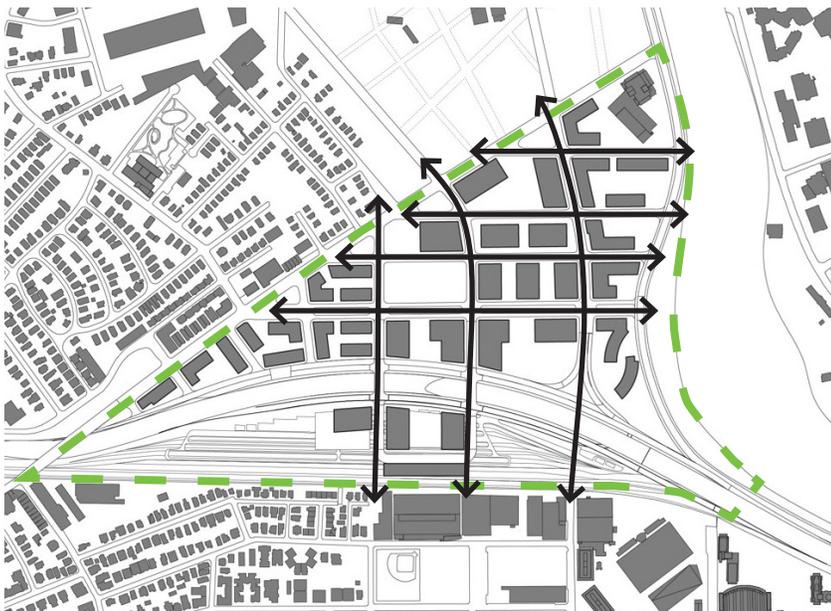
The proposal made several assumptions about existing conditions, such as predicting the future relocation of Houghton Chemical and

the connecting rail spur that currently constrains the relocation of Soldiers Field Road. The proposal also assumes that future use of the Grand Junction alignment will accommodate both pedestrian and rail traffic and that Harvard will implement a network of streets north of Cambridge Street—such as Stadium Way and East Drive—which will connect the Beacon Yards site to Western Avenue.

The team’s starting point for design was the Option 3F plan, presented to the community on September 3, 2014. Subsequent plans have made slight modifications to this alternative, including a second, parallel Cambridge Street that will reduce the cross section of both streets. In the team’s design proposal, they acknowledged the community desire for a “People’s Pike” that would provide an off-road multi-use path through Beacon Yards to the Charles River and Cambridge beyond. The team also concluded that the 3F scheme did not fully support a walkable future, especially for those approaching West Station, nor did it adequately connect to the Charles River or to Boston University.

The Krieger/Mountjoy proposal has several key imperatives:

- The foremost imperative is to create a pedestrian-friendly network of streets that reconnect Lower Allston over the Turnpike and Beacon Yards to Boston University and Commonwealth Avenue. The team acknowledges that implementing this street network may take decades, but feels strongly that the current roadway and ramp construction should be compatible with this long range



The Krieger/Mountjoy scheme responds to the existing street grid on both sides of the turnpike, allowing flexibility for long-term connectivity.

goal. Aligning new streets over Beacon Yards with existing streets such as Malvern and Alcorn would provide short-term legibility for pedestrians while allowing for long-term options for more connectivity over time.

- The second imperative is to improve connectivity from the Allston neighborhoods and Boston University to the Charles River. This would be achieved through a new network of east-west streets that lead directly to Soldiers Field Road perpendicular to the Charles River. This new street grid would provide both visual connectivity and support a pedestrian route leading from Harvard and Cambridge Streets to a pedestrian crossing to the Paul Dudley White Path either over or under Soldiers Field Road. A modified “People’s Pike” could be accommodated in a single widened street resembling Commonwealth Avenue. This connection to the river should be combined with a realignment of Soldiers Field Road to expand the width of parklands along the Charles River.

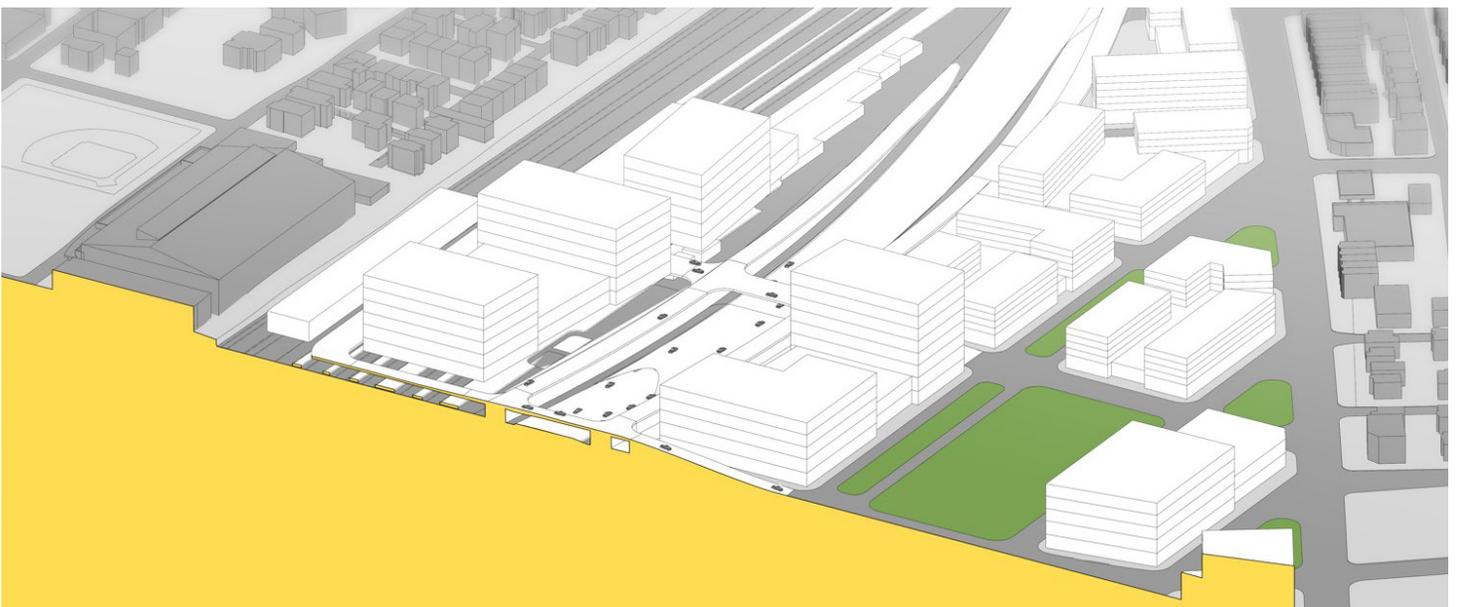
- The third imperative is to scale the future development at Beacon Yards to relate to and enhance the existing neighborhoods, and to provide future developable parcels for a wide range of uses. The team has envisioned mixed-use and retail development scaled to the existing neighborhood fabric on the south side of Cambridge Street facing the Lower Allston residential neighborhoods near North Harvard Street. At the center of the site and adjacent to the Turnpike, they proposed larger parcels and taller buildings, suitable for commercial and research facilities associated with Harvard’s proposed Enterprise Research Campus north of Cambridge Street. Adjacent to the Charles River, they recommended high-rise housing or hotels—similar to those nearby—that take advantage of the views and access to recreation that is afforded at this site.



A view of the plan looking west; the team proposed increased open space along the Charles River and an orientation of the entire site toward the waterfront, with improved pedestrian accommodations across Soldier’s Field Road and over the turnpike.



The scheme provides for views to the river from Charles Street, with a “People’s Pike” promenade that connects pedestrians and cyclists to open space along the Charles River, the Paul Dudley White Path and beyond.



A section along Stadium Way intersecting the new West Station, possible air rights development, and a proposed neighborhood-serving park.



The proposed land use program for the Krieger/Mountjoy scheme responds to the existing context: housing and ground level retail are located adjacent to Allston's residential community; commercial and research buildings continue the fabric of Harvard's proposed Enterprise Research Campus; and residential and hotel uses line the parcels along the Charles River, taking advantage of views to downtown Boston.

The BSA Urban Design Workshops (UDW)

In the fall of 2014, the Boston Society of Architects launched a new program designed to engage architects, stakeholders, and public officials in early-stage thinking about major urban design initiatives.

These workshops provide a valuable resource to public agencies and major property owners that could benefit from big-picture design thinking as part of a larger planning and public outreach process. Modeled on existing programs such as the NEA's Mayors' Institute on City Design, ULI's technical advisory panel team workshops, and the AIA's RUDAT program, the Urban Design Workshops (UDW) pull together relevant professional experts, including architects, urban designers, transportation planners, and real estate experts — among others—to provide a holistic and design-focused look at particular urban areas.

The workshops involve a detailed briefing about the project issues, a moderated panel discussion to tease out the political and community issues surrounding the project, and a two-day working session that results in both design deliverables and a list of recommendations to inform and enrich the larger public discourse. Workshop leaders are invited by the UDW program director (the BSA President or his/her delegate), and they then work with volunteers culled through a selection process to assess design and software skills and interest level. The BSA's Urban Design Committee manages this process. The kick-off panel discussion and the presentation of the workshop "results" are open to the public.

The key to the success of the UDW workshops

is engagement with the media during the planning stages. Targeted reporters and commentators are invited to participate in the kick-off panel discussion and cover the full scope of the workshop. In addition, the BSA encourages partnerships with professional organizations such as the APA, ASLA, and ULI. To maintain focus on the best unbiased professional-level thinking, the BSA has chosen not to partner with advocacy groups like Livable Streets, WalkBoston, or the Boston Harbor Association. We assume that these groups are engaged in the public debate about the projects or sites through their typical advocacy work.

In order to keep the program in the public eye while at the same time staying mindful of costs and organizational effort, two workshops will be held a year. The topics will be determined based on the relevancy of the design issue, the relative interest of public agency stakeholders, and the BSA's ongoing priorities as outlined by the Civic Engagement Task Force and supported by the Executive Committee of the Board.

Post-Workshop Initiatives and Impact

After the workshop, follow-up presentations of the charrette results were presented to the MassDOT project management and consultant team on Tuesday, October 21 and the planning staff of the BRA on Wednesday, October 22.

As demonstrated in the design proposals, the prioritized recommendations to MassDOT were:

- Consider green stormwater infrastructure as an integrated component of the MassDOT contract (that anticipates a future central open space).
- Consider moving West Station access streets further west to reduce the height of the bridges and berms, making them more pedestrian-friendly. This will also create more Charles River-facing developable land.
- Consider aligning the West Station access streets with Malvern and Alcorn Streets to allow for future direct pedestrian and bicycle access.

MassDOT was receptive to the recommendations and committed to considering them in future iterations of the plan. The BRA was also receptive to the proposals and recommendations and plans to use some of the analysis done by the teams to inform and illustrate their own comments as the project progresses.

In addition, the key concepts and strategies of the two proposals were taken up by Tim Love's Graduate Research Studio at Northeastern University, a full-year design studio (2014-2015) focused on the urban design opportunities of Beacon Yards. Love engaged the Charles River Watershed Association, BRA, MassDOT, and MassDOT's Task Force as part of the on-going research and design initiative. Both MassDOT and the BRA will schedule follow-up meetings with Love and his students as their work advances.



Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

*A White Paper for the Massachusetts Gaming Commission
by the Massachusetts Chapter of the American Institute of Architects*



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By
Julie Taylor Esq.

MARCH 2013



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Casino Design, Sustainability, and Community Linkages: Requiring Excellence for Massachusetts Casinos

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EXECUTIVE SUMMARY

The Massachusetts Chapter of the American Institute of Architects (AIA MA) offers this White Paper to assist the Gaming Commission in meeting its statutory mandate to establish criteria for evaluation of gaming license applications on design excellence, integration with the community, and advancing sustainable development.

This White Paper recommends: (1) twenty specific criteria for design, sustainability, and community standards, and a possible rating system to evaluate each casino proposal on the twenty criteria; and (2) a framework for a design review process, which can be used both for initial selection of three casinos from among the applicants and for oversight of the design and development of each casino project. AIA MA and others are available to help the Commission and its staff on these issues. Please see the last section below for how to contact us.

The White Paper is intended to help the Commission ensure excellence for Massachusetts casinos. The Paper:

1. Highlights key Design Forum points on casino design, sustainability, and community linkages from the presentations by AIA MA, the Boston Society of Architects (BSA), and the American Council of Engineering Companies of Massachusetts (ACEC/MA) at a “Forum on Design Excellence for Massachusetts Casinos” that was held at the BSA in Boston on December 12, 2012. This Forum was an open meeting of the Commission.
2. Recommends Design, Sustainability, and Community Linkages Standards the Commission might adopt. The Commission will have to develop design criteria, for initial selection of three casino proposals from all the applications and for on-going oversight as the design of those casinos proceeds. These Standards incorporate the state Gaming Statute requirements, and are intended to be compatible with local and state requirements.
3. Recommends a framework for a Design Review Process. The Commission should adopt a Review Process to oversee the design of the casinos.¹ This Process will be the major tool to ensure the casino developments will comply with the design criteria (Standards) the Commission will issue and that what is built is the same as what the Commission initially approves. This Review Process would closely coordinate with local and state reviews.
4. Provides the specific gaming statute text regarding both the Commission’s mandate and its authority to establish design standards for casinos in Massachusetts General Laws Chapter 23K, Section 5 (Regulations) and in MGL c.23K, Section 18 (Objectives to be advanced), Subsection (8) (sustainable development).
5. Includes contacts and resources for help and information, including emails, links, and Appendices.

The three casinos that will be developed in Massachusetts present a unique opportunity to create a new model for casinos – a new standard of excellence in design, sustainability, and community linkages. The Commission is required by the gaming statute to issue regulations and has broad authority to evaluate casino proposals.

Massachusetts is not Las Vegas. The Commission can require design standards and a review process to help create three casino projects with high quality design - design that fits the scale and character of our cities and landscapes, strengthens local communities by responding to community needs and resources, and results in casino operations that meet high but achievable sustainability criteria (including renewable energy, energy efficiency, minimal stormwater, and climate resiliency).

Sustainable development criteria that result in high-performance green buildings and sustainable sites will also result in significantly reduced energy and water use. This offers long-term cost savings for casino operators and long-term benefits for casinos, surrounding communities, and the Commonwealth. Operations and maintenance costs amount to 80% of the costs of a project over its lifetime (far more than design and construction costs), so long-term savings from lower electricity, heating, cooling, and water costs can be significant.²

Compelling public policy reasons also support the Commission's issuing strong sustainability standards, in addition to the statutory requirements for the Commission to do so. These casinos will be huge projects in our small state. Buildings account for over 50% of total US energy consumption and 40% of US carbon emissions.

Current building and site design options, increasingly mainstream sustainability practices, and readily available building technologies for new construction and major renovations present exciting opportunities to dramatically reduce energy consumption and carbon emissions.

Massachusetts is now ranked number 1 in the U.S. in energy efficiency, and is a leader in sustainable design and green job creation. The Massachusetts casinos can benefit from these trends and from identification with Massachusetts leadership in these areas. Casino projects that are new models of excellence in casino design, sustainability, and community linkages will also enhance the state's reputation as a leader on policies that promote economic growth, green jobs, clean energy, environmental sustainability, and regional tourism.

Overall design excellence, however, remains the cornerstone of successful projects, with sustainability and community linkages being key components of excellent design. Although we have included various items of sustainability information to follow up on questions from the Commission at the Forum on Design Excellence (see Section 1 below), this Executive Summary concludes with an emphasis on the critical importance of design excellence in the Commission's mandate regarding criteria for the selection and development of casinos.

¹ This White Paper generally refers only to "casinos" but some of its design recommendations can be applied to the slot parlor development that is also authorized by the gaming statute along with the three casinos.

² 60 - 80% is typical. *Sustainable Preservation: Greening Existing Buildings*, Jean Carroon (Wiley 2010) at 292.

HIGHLIGHTS OF THE DESIGN FORUM

This section highlights key points on casino design, sustainability, and community linkages that were presented by speakers at a “Forum on Design Excellence for Massachusetts Casinos” that was organized by AIA MA and held in Boston at the BSA on December 12, 2012 as an open meeting of the Commission.

A transcript of the Forum is available, along with speaker biographies, on the Commission’s website at <http://www.mass.gov/gaming/meetings/meeting-archive/a-new-model-for-massachusetts-casinos-dec-12-2012.html>. The slides that were presented by six of the speakers are in Appendix A to this White Paper.

There were seven speakers:

- Vernon Woodworth of AKF Group and President of AIA MA provided an introduction and overview;
- Laura Wernick of HMFH Architects and President of the BSA discussed concepts of design excellence;
- Julie Taylor of Noble & Wickersham reviewed the gaming statute text on design and sustainability;
- Mark Walsh-Cooke of Arup and an ACEC board member reviewed sustainability features of high-performance buildings and Massachusetts Department of Energy Resources (DOER) programs;
- Anne-Marie Lubenau of the Bruner Foundation’s Rudy Bruner Award for Urban Excellence discussed community process and what worked (and did not) in the community process for the design of a casino in Pittsburgh;
- Alicia McDewitt of the Massachusetts Clean Energy Center (CEC) spoke about CEC programs; and
- Easley Hamner, formerly with Moshe Safdie and Associates and The Stubbins Associates, spoke about lessons learned from his experience in designing casinos in Singapore and Las Vegas.

The Forum concluded with Commissioners asking questions of the panel and with ensuing discussions.

Some of the key points made by the speakers include:

(a) Mr. Woodworth and Ms. Wernick both emphasized the critical links and interplay among quality design, sustainability, and community: A quality design requires incorporating high-performance sustainability features early in the design process (they cannot be “tacked on” later), and a project design cannot be high quality unless it is sensitive both to its physical location and to the nature of the surrounding community.

(b) Mr. Woodworth showed a street view of McKim, Meade and White’s 1880 Newport, Rhode Island casino, and discussed it as an example of how sensitive design can enhance community and environmental values, and thus contribute to the health of the social fabric and the ecosystem.³

(c) Ms. Wernick urged the Commission to have a strong design review process and do reviews early and often.

(d) She also discussed the importance of scale and massing, exterior elevations, context, access and circulation (how they work for pedestrians and cars), and landscaping.

The massing of hotels, restaurants, and parking facilities, when added to the gaming and retail components, can make the overall scale impact of the casino be immense. Casinos should be required to carefully calibrate massing of the entire project with the surroundings.

(e) Ms. Taylor clarified the Commission’s mandate (what it **MUST** do) under the statute as well as its authority (what it **COULD** do) related to the design of casinos. Under the Gaming Statute, MGL c.23K, the Commission is mandated to: (1) Issue regulations with criteria for evaluation of casino applications, including design; and (2) Evaluate how an application advances the objective of sustainable development principles, including LEED, renewable energy and energy efficiency requirements, and other specifics. The Commission also has authority (it **CAN** do) to do things beyond this mandate based on the “including but not limited to” language in the statute. See Section 4 below for more on the statutory language and the Commission’s mandate and authority.

(f) Mr. Walsh-Cooke and Ms. Taylor noted sustainable building technologies keep improving and are becoming increasingly common in the market, so that initial development costs to achieve high levels of sustainability in a building can often be comparable to costs for standard building practices (if integrated early in the process).

(g) It is clear that sustainable buildings provide major savings in long-term operating costs. (See Appendix B.) By setting high sustainability criteria for casinos, the Commission can help enable long-term profitability of the casinos as well as the environmental health of the surrounding communities, the state, and the planet.

(h) Mr. Walsh-Cooke presented slides with information about the Massachusetts Department of Energy Resources (DOER) funding incentives for combined heat and power generation and district energy distribution as well as DOER pilot programs on biomass and geothermal (ground source heat pumps).

(i) Ms. Lubenau noted in her discussion of the community process for the Pittsburgh casino a Teresa Heinz quote: “Nothing shapes quality of life so definitively – and so enduringly – as the design of the public realm.”

(j) A community review process is an iterative process. It should include assessments of resources and impacts on existing community and environmental resources. A goal should be that both building design and operations make net positive contributions to surrounding communities and environment (elements such as neighborhoods, watersheds, energy grid, and transportation and utility infrastructure). This requires consistent follow-up.

(k) Mr. Hamner emphasized the fast pace and intense pressures inherent in casino developments, and the related need for the government to establish clear design review standards early in the process. He also pointed to Singapore’s success with on-going reviews as the design proceeds, which resulted in the developers being consistently required to maintain all the design elements they initially promised.

(l) Mr. Hamner, citing publicly available information, noted the profitability of casinos in both Las Vegas and Macao. The Commission expressed interest in his slide showing the four criteria that Singapore used to weigh selection of the casino developer: (1) Tourism appeal and contribution was 40%; (2) Architectural Concept & Design was 30%; (3) Development Investment was 20%; and (4) Strength of Development Team was 10%.

³ AIA MA suggests casinos in downtown sites look to the example of the Newport casino in how it integrates with the street and the community and to several European casinos that successfully operate on main streets.

DESIGN STANDARD RECOMMENDATIONS

This section presents recommendations for Design, Sustainability, and Community Linkages Standards that the Commission might adopt for the casinos to be developed in Massachusetts. These Standards incorporate the requirements from the gaming statute. They are intended to be compatible with local and state requirements.

AIA MA recommends below twenty very specific design criteria for the Gaming Commission's consideration.

We have a few initial background comments. First, regarding LEED, the "sustainable development" mandate in MGL c.23K, §18(8) includes (but is not limited to) being "certified as gold **or higher**" (emphasis added) under the Leadership in Environmental and Energy Design (LEED) program of the US Green Building Council. There have been many significant advances in sustainable design since the 2011 gaming statute was drafted. In light of that and the huge negative environmental, energy, and climate impacts of buildings (see Appendix B), a LEED gold metric is too low a bar. The Commission's design standards should not just meet the minimal sustainability metrics set in prior years but should go beyond them. The Commission's mandate is to advance the objective of sustainable development. The Commission is given authority by the statute to require "higher" than LEED gold: Sub-section 18(8) says LEED "gold **or higher**" under the appropriate certification category.

AIA MA recommends the Commission issue standards that require all major elements of each casino project (all buildings, site development, parking, etc.) to be certified as LEED platinum⁴ under the USGBC "LEED for New Construction and Major Renovations" rating system. This LEED-NC category is an appropriate certification category for any casino project, as it covers both new construction and major renovations of existing facilities.

In addition, AIA MA recommends the Commission also require all casino developments to meet another LEED metric: the USGBC "LEED for Neighborhood Development" rating system. This LEED-ND rating system is appropriate as a metric for the three casinos, as it focuses on community and ecological impacts of large-scale developments. LEED-ND looks more at surroundings of a building; LEED-NC focuses more on the building itself. LEED-ND is an established rating system the Commission can use to evaluate various community-related criteria. It gives points for criteria such as: access to civic and public spaces and recreation facilities, tree-lined and shaded streets, agricultural land conservation, housing and jobs proximity, transportation demand management, brownfields redevelopment, and community outreach and involvement.

While AIA MA recommends requiring LEED-ND as a criteria and requiring gold as the level required, we do not believe it is necessary to require that casinos be "certified" under LEED-ND. Instead, we recommend that the Commission require that each casino project be "designed to meet the requirements" of LEED-ND. This "designed to meet" is the approach in the City of Boston's requirements for major projects under Article 37 of its zoning code. Boston's Article 37 requires large projects to be LEED "certifiable" (designed to meet LEED criteria), but it does not require a developer to register the project with the USGBC or get formal certification.⁵ In this way, the Commission can retain the authority (perhaps exercised through a panel of qualified advisors) over casinos for approvals, discretionary exceptions, and enforcement of compliance with community criteria.

⁴ Under current LEED rating systems, which are based on 100 possible points that can be awarded, being certified as gold requires a project to get 60 to 79 points and platinum requires 80 or more points.

Second, three communities that are potential casino sites are “Green Communities” under 2008 Massachusetts legislation known as the Green Communities Act: Springfield, Palmer, and Boston. As a condition of this designation, developments in these communities are already required to comply with the stretch energy code. Since a casino project in those cities will have to meet the stretch code for local approvals, the Commission should require all casinos, regardless of city, to exceed the stretch energy code; this is relatively easy to do.

Third, there are other standards that the Commission might find helpful to review as it develops its standards. One of these is the International Green Construction Code (IgCC) developed by the International Code Council. In general terms, the IgCC takes the LEED voluntary rating system and transforms it into an enforceable code (although it has an instructive flexibility regarding elective options). An additional resource created by the Institute for Sustainable Infrastructure (ISI) is the ISI “Envision” rating system for infrastructure aspects of development. AIA MA would be happy to discuss the IgCC, ISI, and other sustainability standards or methodologies approaches with the Commission or its staff.

AIA MA recommends the following twenty criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt. These criteria are grouped in the following eight categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy (renewables, equipment, monitoring, and efficiency); operations (post-occupancy); community impacts; water; climate; and traffic and access (function and appearance). We welcome the opportunity to discuss these criteria in more detail:

A. OVERALL DESIGN, INTEGRATION INTO SURROUNDINGS, AND TOURISM APPEAL

1. *Project has overall architectural design and concept excellence. Both the entire project (all elements – casino, hotel, parking, etc.) and each element are aesthetically pleasing and provide overall high quality design.
2. *Project is integrated into surroundings and sympathetic to local landscape (not internal focus, blank facades), including but not limited to:
 - (a) Streetscape, scale, massing, exterior elevations are in harmony with the host community and surroundings.¹ Rather than create one giant building, the project takes the multiple mixed-uses (gambling, restaurant, hotel, etc.) and expresses those uses as separate and smaller buildings, and turns some of the ground level surface area into what looks and functions like streets, plazas, parks, and other forms of “public realm”;
 - (b) The design and the exterior materials are sensitive to or compatible with the context of the local area and region. In rural areas, the project fits into the adjacent landscapes. In urban areas, the project fits into adjacent buildings, streetscapes, and neighborhoods; and
 - (c) The exterior elevations do not present continuous blank facades to passersby, but instead have multiple exterior entry points as well as a substantial amount of exterior commercial storefront or other animating uses that enliven the street-level experience. (Note: See appendices for photographs and links with images of downtown casinos in Melbourne, Australia and Lisbon, Portugal that are successful examples of the multiple entry, lively street level facade element in (c) above.)
3. *Project has tourism appeal. It provides a high-quality aesthetic experience. It enhances the surrounding area (especially areas of scenic beauty or those with significant historic, ecological, or other features). The project provides interesting opportunities to learn about sustainability, local history, and regional natural resources.

B. LEED AND MATERIALS

4. *All major elements of the project (all buildings, site development, parking, etc.):
- (a) are certified as platinum under LEED-NC, the USGBC “LEED for New Construction and Major Renovations” rating system (in effect when construction documents are submitted for such element);
 - (b) are designed and constructed to meet the requirements of LEED-ND gold under the USGBC “LEED for Neighborhood Development” rating system (in effect when construction documents are submitted); and
 - (c) are designed to prohibit use of materials on the “Red List” issued by Living Building Challenge (see Appendix B for information about the Red List) (in effect when construction documents are submitted).

See statute at §18(8)(i). (Note: LEED requirements for project operations post-occupancy are addressed below in this White Paper under Section D “Operations”.)

C. ENERGY (RENEWABLES, EQUIPMENT, MONITORING, AND EFFICIENCY IMPROVEMENTS)

5. *Each building in the project exceeds:
- (a) the stretch energy code requirements in the Massachusetts building energy code (in effect at the time construction documents are finalized); or
 - (b) an equivalent commitment to advanced energy efficiency as determined by the Massachusetts Secretary of Energy and Environmental Affairs. See statute at §18(8)(ii).
6. *The entire project generates on-site at least 25% of its annual electricity from renewable sources. The definition of “renewable sources” (which might be sun, wind, geothermal, food waste, biomass, etc.) shall be what is qualified by the Massachusetts Department of Energy Resources (DOER) under MGLc.25A,11F, as of the time of submission of construction documents for any major element of the project. See statute at §18(8)(vi).
7. *The entire project also procures off-site the rest (i.e., the difference between 100% and what is generated on-site, which shall be at least 25% as required by criteria 6 above) of its annual electricity from renewable sources (as qualified by DOER) or through renewable energy credits. See statute at §18(8)(vi). Given that there are green renewable energy credits available, it should be relatively easy for a project to meet this standard.
8. *The project submits a plan to submeter and monitor all major sources of energy consumption, including a dedicated funding stream (a percentage of operating budget) to implement and maintain these. See §18(8)(vii).
9. *The project submits a plan to annually maintain and bi-annually improve energy efficiency of each structure, including a dedicated funding stream (a percentage of operating budget) to implement this. See §18(8)(vii).

⁵ Some view this “designed to meet” approach as preferable to LEED certification, because in their view that certification “gives away” authority for approval of a project to a third-party certifying organization.

⁶ “Harmony” with the surroundings does not preclude sensitive use of innovative materials or design elements that may contribute to overall design excellence.

10. *The project demonstrates that all gaming equipment is energy efficient (in accordance with the then-current best practices at the time the equipment is to be ordered) and that all electrical and HVAC equipment/appliances are EnergyStar labeled (except if unavailable). See statutes at §18(8)(v).
11. The project incorporates centralized, highly-efficient district heating and cooling systems and technologies, such as a co-generation (combined heat and power) system that can reasonably be expected to produce major savings and efficiencies in energy use.
12. The project demonstrates to the Commission's satisfaction that at least 1 key building in the project aims for net zero energy, and within 3 years of the project's opening, at least one building (of at least 50,000 square feet) is operating at net zero energy (on-site generation of energy equals or exceeds the energy consumed on-site).

D. OPERATION (POST-OCCUPANCY, ON-GOING, MONITORING AND IMPROVEMENT IN FUTURE)

13.
 - (a) The project design and budget require extensive initial commissioning of key systems by an independent commissioning expert.
 - (b) The project submits a reasonable plan for annual evaluations of key systems, including a dedicated funding stream (a percentage of operating budget) to implement this and any required maintenance or actions required as a result of such annual evaluations, and for re-commissioning at years five and ten. Annual reports will be required to be submitted to DOER of monitoring and maintenance actions needed and taken (with certification to the Commission of such submissions).⁷
 - (c) The Project after opening shall be certified under the USGBC "LEED for Existing Buildings" (Operations and Maintenance), and shall renew that LEED-EBOM certification in the intervals that the USGBC requires at the time of the initial certification. The Project should register with EnergyStar, and maintain that registration.

E. COMMUNITY IMPACTS

14.
 - (a) The project signage and lighting are energy efficient and sensitive to surrounding communities.
 - (b) The project demonstrates significant steps to minimize and buffer noise from restaurants, parking areas, traffic, etc.
15.
 - (a) The project provides significant community benefits and amenities (for schools, children, elders, local organizations, etc.), with a dedicated funding stream (a percentage of operating budget) to implement and maintain these.
 - (b) The project develops the particular benefits and amenities through a community resources assessment process in conjunction with the host community and, if appropriate for the site, neighboring communities.
 - (c) The project provides sustainability education programs for its employees and for visitors.

⁷ This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

F. WATER

16. *(a) The project is designed to conserve water so that each building would use 40% less water than a standard building of that type and size.
(b) The design promotes reuse and recharge, and aims for self-sufficiency in water use. As noted in criteria 13, the project is required to meet LEED for Existing Buildings, including the LEED-EBOM requirements for water conservation. See statute at §18(8)(iv).
17. *(a) The project is designed using appropriate Institute for Sustainable Infrastructure (ISI) techniques to minimize impacts of stormwater (from roads, parking, buildings, etc.) and to maximize reclamation and reuse of stormwater on-site.
(b) While the project should aim for net zero stormwater (meaning all stormwater is reclaimed and reused), it may be technically difficult to do so. The project should provide an offsite water savings mitigation project to mitigate the impacts on the surrounding area, and provide periodic reporting to the Massachusetts Department of Environmental Protection (with certification to the Commission of such reports). In a rural area, this might be an agricultural irrigation savings project, while in an urban area this might be a stormwater collection system and/or recharge system for major adjacent buildings. See statute at §18(8)(iv).

G. CLIMATE

18. (a) The project demonstrates climate adaptation and resiliency in accordance with the then-current best practices at the time each project element (casino, hotel, parking, etc.) is designed (measured at the completion of construction documents).
(b) The project shall be available as community resource in extreme weather events to provide safe shelter (along with heat, lights, generators for charging of electronics, etc.) to local residents and to help coordination among first responders. (For the Commission's information on potential climate criteria, MEPA (the Massachusetts Environmental Policy Act) will require casino developers to report to the Office of Energy and Environmental Affairs on greenhouse gas impacts from their casino project proposals.)

H. TRAFFIC AND ACCESS (FUNCTION AND APPEARANCE)

19. *(a) The project demonstrates significant steps to mitigate vehicle trips and reduce traffic impacts in surrounding communities in accordance with the then-current best practices at the time each project element is designed. See statute at §18(8)(iii).
(b) In addition, parking, access, circulation for autos, pedestrians, and deliveries, and the overall streetscape "work" (function well), are safe, and present pleasing appearances.
(c) If parking is "hidden" or otherwise is centrally linked to the appearance and function of other project elements (i.e., a garage is not visible from one direction because another project element is in "front" of it), this does not change if the rest of project changes or shrinks in the course of design, value engineering, or construction.
20. *(a) The project, at the time of the initial opening of the casino, provides access to multi-modal means of transportation, so that there are functioning public transit options of rail, subway, and/or bus routes.

⁷ This reporting requirement should be discussed with DOER, including a discussion about whether funds would be needed to be dedicated for DOER's review of these reports.

- (b) If in an urban area, the project is required to present a reasonably detailed plan and schedule showing how public transit will tie into the project and what mitigation efforts are included in the project (and when such efforts will be implemented) to strengthen ties to public transit. If in a rural or suburban environment, the project is required to present a reasonably detailed plan and schedule showing how the project will work with the local RTA to establish either a new or future public transit tie-in and detailing what mitigation efforts the project will include to make that tie-in happen by opening day of the casino and to work effectively. See statute at §5(a)(3).

Beyond the twenty criteria noted above, the Commission may choose to add one or more additional requirements to its Design, Sustainability, and Community Linkages Standards. These additional requirements would address site-specific concerns about a particular site once the host community and the casino developer have agreed on the site. For example, a riverfront or rural site might present special concerns to be addressed.

Before turning to our recommendations for a design review process, we would like to provide a few notes to clarify our recommendations regarding these Design, Sustainability, and Community Linkages Standards:

- Note 1. An asterisk * at the beginning of 14 specific criteria set out above means that the subject matter of those criteria is explicitly mentioned in the gaming statute, MGL c.23K, either in §5(a) or in §18(8).
- Note 2. AIA MA recommends the Commission use some form of a rating system to implement the Standards in evaluating casino proposals. We suggest a rating system that include points, although other rating systems are also possible (ones that are entirely qualitative, for example, where ratings on all criteria are “high” or “low”). Whatever the ultimate rating system may be, we recommend that each project be rated or evaluated at each stage of the design review process on all 20 criteria (or whatever the ultimate number of criteria is determined).
- Note 3. One way to set up a rating system could be a rating system largely based on points, with a total of 100 possible points, but where there is also a qualitative “check” as follows. In order to be approved at each review by the Commission (to proceed with design, construction, or operations), the project has to:
- (a) Get a total of at least 75 points (see Note 4 below about criteria not being equally weighted);
 - (b) Get at least a “high” (not “low”) rating on each of the 14 criteria with an * (those specifically referenced in the statute); and
 - (c) Not get a finding of “undue adverse impact” on any criteria. This last rating element (the qualitative determination of “no undue adverse impact”) would allow the Commission some discretion beyond the specifics of the points-based parts of rating system to require changes in some project element if the Commission found something in that part of the project to be significantly objectionable in terms of the negative impacts it would create.⁸
- Note 4. There are various ways to construct the rating system for these criteria. AIA MA suggests a rating system that has three elements: a points-based rating (so each criteria is rated, perhaps from 1 to 5, with 5 as “highest” or “best”); a “high” or “low” grade on each of the 14 criteria with an *; and an evaluation on “undue adverse impact”. We also suggest that all three elements have to be considered when determining whether the Commission grants a license when it evaluates a casino developer’s proposal on the Standards (the 20 criteria). We propose that not all criteria be equally weighted (for example, on-site renewables should be weighted more heavily than project signage). We are willing to assist the Commission develop its rating system.

Note 5. The Standards would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the Standards would apply to the four building elements in Phase 1 and the two elements in Phase 2.

The Commission might also consider adding extra points in the rating system if a project goes “above and beyond” the required Design, Sustainability, and Community Linkages Standards and provide exceptional benefits in some way. Examples might include linking up with a local university for a demonstration project on sustainability technology, working closely with a local nonprofit on outstanding community programming, or partnering with the state on a demonstration pilot on renewable energy or energy efficiency technologies.

AIA MA recommends that the twenty criteria noted above be issued by the Commission as the “Design, Sustainability, and Community Linkages Standards” that the Commission would use as one of the many criteria that the Commission will use to evaluate the applications from potential casino developers in order to select the three that will be granted a gaming license and allowed to proceed with designs for the three casino projects.

These Standards would also be issued by the Commission to serve as the design criteria used in later stages when the Commission oversees the design, construction, and operations of each casino project.

⁸ A requirement for a project to not to cause an “undue adverse impact” or “unreasonable burden” is a central element in Vermont’s Act 250 law, which evaluates major projects against 10 criteria. 10 V.S.A. §6085.

DESIGN REVIEW PROCESS RECOMENDATIONS

This section presents recommendations for a Design Review Process the Commission might adopt for oversight of the casinos to be developed in Massachusetts. The Design Review Process would ensure that the casino developments comply with Design, Sustainability, and Community Linkages Standards the Commission would issue. This Design Review Process would coordinate with the local and state reviews, as noted in detail below.

The Design Review Process would function in two stages:

- (1) In the first stage when the Commission initially selects three casino developers and proposals from among all the January 2013 applicants by the Commission's reviewing the developers' responses to the Design, Sustainability, and Community Linkage Standards that the Commission will issue this year; and
- (2) In the later stages when the Commission has to oversee the design, construction, and operations of each casino project. We suggest that the later stages of the Design Review Process be largely implemented through a Design Review Board ("DRB"), as noted in more detail below.

The Design Review Board might involve three representatives, although it could have more, with additional representatives providing a broader range of expertise for the Commission, such as traffic engineering, energy efficiency, signage, and landscape architecture. AIA MA suggests the Commission consider a three-member DRB with one member designated by the Commission, one member by the host community, and one member who is designated as the collective representative of the neighboring communities.⁹ The Commission's representative would be "official" in that he or she would have authority to enforce compliance with the Commission's Standards. The two community representatives would be "advisory" in that they would have the rights to receive notice and to comment, but if the three DRB representatives cannot reach consensus on a decision, then the Commission's representative would have authority to articulate the official decision of the DRB. As the community representatives would be members of the Commission's Design Review Board and the Commission should require all the representatives to use their best efforts to reach consensus, this would minimize the chances of the Pittsburgh problem where the community's views had little official protection.

AIA MA recommends that the Commission's representative be an architect who is both familiar with large scale projects and an acknowledged expert on high-quality design. There will be a substantial and long-term time commitment to participate in the Design Review Process for any one casino (and there will be reviews for three casinos). We suggest that the Commission's representative be hired as staff or retained as a design consultant. (It is likely that the Commission will decide it needs three Design Review Boards, with one for each casino. While a single Commission representative might theoretically participate in all three DRBs, which might help provide the Commission with a broad understanding of best practices as the three casino designs proceed, we think the time and scheduling involved make it unlikely one person could cover all three major projects.)

This Commission representative would be the "eyes and ears" of the Commission and promptly report back to the Commission any significant design issues or questions. He or she would also be the Commission's "voice" that would engage in the discussions that typically arise during design reviews as a design progresses.

⁹ Given the complexities of casino projects and the sophistication of developer teams, we suggest the two community representatives each be required by the Commission to (a) have at least 10 years professional experience in design and construction, (b) arrange ample opportunities for community input by local residents and business, and (c) reflect that input in the comments of the Design Review Board on casino developments.

The Commission's Design Review Board (with three representatives designated as above, if this suggestion is implemented) would participate in a formal casino Design Review Process, which could work as follows:

1. The Commission's Design Review Board would attend and participate in all major design-related hearings on and reviews of a casino development proposal, including the required governmental reviews at the local, state, and federal levels (such as zoning, planning, MEPA, wetlands, etc.).
2. The casino developer would send copies to all DRB members of all the design and permit submissions by the developer that are sent to any local, state, or federal agency, department, commission, etc.
3. All three members of the DRB would have the opportunity to comment in the local, state, and federal review process (unless it is determined or agreed that such comments would be prohibited by applicable law), but their comments would be restricted to those clearly related to the Commission's Design, Sustainability, and Community Linkages Standards. For example, the DRB members could comment at a local hearing on whether the project design was appropriately "integrated into its surroundings" (a requirement of the gaming statute), but not on whether it meets the local setback requirement. The DRB would have a budget that allowed for peer review analyses of technical submissions if necessary to evaluate those submissions regarding compliance with the Standards.
4. The Commission would have the equivalent of a "veto" in the Design Review Process. If at any review, the project violates any Design, Sustainability, and Community Standards that the Commission issues (whether the 20 criteria noted above or otherwise), then the developer would be required to revise the design to comply with the Standards. The Commission's designated representative on the DRB would have delegated authority to find a project does not comply with the Standards (provided this DRB member had previously informed the Commission in a timely manner of his or her recommendation regarding such non-compliance finding and the Commission had no questions or objections). The license awarded to the developer would be conditioned on on-going compliance with the Standards.¹⁰
5. In general, this Design Review Process would operate in parallel with the local, state, and federal reviews. However, there would be requirements for submissions and presentations to the Commission and the Design Review Board at several critical points in the design and construction process; we assume these would be held as public meetings. These presentations to the Commission and DRB might be:
 - (1) At the beginning, as soon as the host community and the developer have reached an agreement (this is likely to be when the overall design for the entire project is still in the concept stage);
 - (2) at the end of schematic design (when the major systems are outlined, and most decisions about key elements of the project are being finalized), before any project building moves ahead into design development or preparations for the first construction "fast track" package;
 - (3) at the end of the design development phase;
 - (4) when the first construction package is issued but before it is bid and/or at the end of the construction documents phase, before any major demolition or construction has begun;

- (5) at reasonable points (as determined by the Design Review Board) after construction has begun;
 - (6) prior to opening of the first building; and
 - (7) at reasonable points (as determined by the DRB) after the project has been operating for some time to evaluate the operations and maintenance-related Standards. The DRB would advise the Commission as to the appropriate points for presentations for each casino project.
6. The Process would apply to all elements of the casino development and all phases. For example, if “Phase 1” is a casino building, hotel, restaurants, and a garage and “Phase 2” adds retail and a museum, the full Design Review Process would apply to all elements in Phase 1 and all elements in Phase 2.
 7. The DRB should work with local community representatives to ensure that a community design review process led by others allows for appropriate community input and, if appropriate, suggest to the local government, developer, and community representatives how they might improve that review process.
 8. The DRB should prepare reports, perhaps quarterly, on the Design Review Process for all three casinos. Those reports to the Commission should include suggestions on how the Design Review Process might be improved, especially with respect to the quality of design, sustainability, and community linkages.

There are many ways a Design Review Process and a Design Review Board might be structured. AIA MA is available to discuss these ideas further with the Commission or its staff. Other organizations are also available to assist the Commission as it considers how to prepare and implement a Design Review Process.

¹⁰ The gaming statute, MGL Chapter 23K, at §1(9), explicitly states that any license awarded by the Commission “shall be a revocable privilege and may be conditioned, suspended or revoked” for breach of a condition or failure to complete any promise made in return for receiving a license.

GAMING STATUTE SPECIFICS

It may be helpful for the Commission and others who read this White Paper to have available for easy reference the key relevant text from the gaming statute.

Massachusetts General Laws (MGL) Chapter 23K (Gaming) addresses casino design in two key sections (other text in the statute is also relevant – see a few examples noted at the end of this section). Section 5 (Regulations) of MGL c. 23K requires the Commission to issue regulations that prescribe design criteria for evaluation of applications for a gaming license. Section 18 (Objectives to be advanced), Subsection (8) of MGL c.23K requires the Commission to evaluate how the casino applications advance the objective of sustainable development (including LEED and energy efficiency).

The text from MGL Chapter 23K (Gaming), Section 5(a) (Regulations) reads as follows:

*“The Commission shall promulgate regulations for the implementation, administration and enforcement of [the gaming statute] including, **without limitation**, regulations that:...*

*(3) Prescribe the criteria for evaluation of the application for a gaming license including, with regard to the proposed gaming establishment, **an evaluation of architectural design and concept excellence, integration of the establishment into its surroundings, potential access to multi-modal means of transportation, tourism appeal** [as well as an applicant’s financial strength].”*

(text in bold is emphasis added).

The “mandate” in Section 5 is that the Commission is required to issue regulations to implement, administer and enforce the gaming statute. The Commission’s “authority” in Section 5 is broader than this, as the statutory text says that Commission is NOT limited to issuing regulations that set criteria for design, integration into the surroundings, transportation access, and tourism appeal. An example of what the regulations could also include is the sustainability objectives in Section 18(8) of the statute.

In MGL c.23K, Section 18 (Objectives to be advanced) lists various objectives the statute requires be advanced. One of those objectives is sustainability. More specifically, Subsection (8) (sustainable development) says:

*“In determining whether an applicant shall receive a gaming license, the commission **shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives:**...*

*(8) utilizing **sustainable development** principles including, but **not limited to:***

- (i) being certified as **gold or higher** under the appropriate certification category in the Leadership in Environmental and Energy Design [LEED] program created by the United States Green Building Council;*
- (ii) meeting or **exceeding the stretch energy code** requirements contained in Appendix 120AA of the Massachusetts building energy code or equivalent commitment to advanced energy efficiency as determined by the secretary of energy and environmental affairs;*
- (iii) efforts to **mitigate vehicle trips**;*

- (iv) *efforts to **conserve water and manage storm water**;*
- (v) *demonstrating that **electrical and HVAC equipment and appliances** will be **EnergyStar** labeled where available;*
- (vi) *procuring or generating **on-site 10 per cent** of its annual electricity consumption from **renewable sources** qualified by the department of energy resources under section 11F of chapter 25A;*
- (vii) *developing an ongoing plan to **submeter and monitor** all major sources of **energy consumption** and undertake **regular efforts** to maintain and **improve energy efficiency** of buildings in their systems;*

(text in bold is emphasis added).

The “mandate” in Section 18, Subsection (8) is that the Commission is required to evaluate each application on how it advances the objective of sustainable development principles and what sustainability tools are used. Seven examples of sustainability criteria are listed (LEED, renewable energy, etc.). The Commission’s “authority” in Section 18, Subsection (8) is broader than these seven criteria, as the statute says the Commission is NOT limited to consideration of those seven criteria. Two examples of sustainability criteria that could also be included are ones that we include in our list of criteria above: A requirement for a centralized, highly-efficient district heating and cooling system and technologies, such as a combined heat and power (co-gen) energy system; and a requirement for post-occupancy commissioning of projects at 5-year intervals.

Other sections of the gaming statute also inform interpretation of the scope of Commission’s mandate and its authority regarding the excellence of design, sustainability, and community linkages. A few examples are:

- Recognizing the importance of the state’s **unique cultural and social resources** and **integrating them** in developments shall be “*a key component*” of a decision on a license. MGL c.23K at §1(7).
- “[P]romoting **local small businesses** and the **tourism industry** is **fundamental** to the policy objectives” of the gaming statute. MGL c.23K at §1(6).
- The “**power and authority granted to the commission** shall be **construed as broadly as necessary** for the implementation, administration and enforcement” of the gaming statute. MGL c.23K at §1(10).”
- “The commission shall have all powers necessary or convenient to carry out and effectuate its purposes including, but not limited to, the power to:...(12) **develop criteria, in addition to those outlined in this chapter, to assess which applications for gaming licenses will provide the highest and best value to the commonwealth and the region**” in which a casino is to be located. MGL c.23K at §4(12).

(emphases added).

CONCLUSIONS

AIA MA recommends twenty specific criteria as “Design, Sustainability, and Community Linkages Standards” the Commission might adopt, grouped in categories: overall design, integration into surroundings, and tourism appeal; LEED and materials; energy; operations; community impacts; water; climate; and traffic and access.

AIA MA also recommends a framework for a design review process, for the Commission’s initial selection of three casinos from among the applicants and its oversight of the design and development of each casino project.

The Massachusetts Chapter of the American Institute of Architects welcomes the opportunity to meet with the Commission or its staff to discuss any of our recommendations in this White Paper or any related issues. Individual and organizational contacts, appendices (including some visual examples), and other resources for assistance and further information are listed on the following pages.

The Commission has an important responsibility and an opportunity to create a new model for the casinos that will be developed in Massachusetts and change the communities where they will be developed and operated. The Commission should require a new standard of excellence in design, sustainability, and community linkages.

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APPENDIX A: FORUM PRESENTATION

Due to the amount of slides displayed at the December 12, 2012 “*Promoting Sustainability, Strengthening Communities and Achieving Design Excellence: A New Model for Massachusetts Casinos Forum*,” please use the link below to view/download copies of the presentation.

<http://www.architects.org/committees/aia-massachusetts-government-affairs-committee>

APPENDIX B: INFORMATION ABOUT THE MARGINAL COSTS OF SUSTAINABILITY

Business Case for LEED | U.S. Green Building Council

<http://new.usgbc.org/leed/applying-leed/leed-for-business>



LEED is good for business

Green Building is good for the environment. It is good for our health. It is essential for our future.

But for a benefit that will impress even the bean counters among us, consider this: Green building will boost your bottom line.

How LEED certification can help your business.

1. It sets you above in a competitive landscape.

Green buildings are attracting attention from a growing number of buyers and tenants who prefer lower operating costs and healthier indoor environments. When developers chose green for new construction, occupancy increases 6.4 percent and rent 6.1 percent for new construction. For existing buildings undergoing green updates, occupancy increases 2.5 percent and rent increases 1 percent.

See the cost benefits of green building, according to building owners, in the chart below.

	Operating Cost	Building Value	ROI	Occupancy	Rent
New Construction	drop 13.6%	rises 10.9%	improves 9.9%	rises 6.4%	rises 6.1%
Existing Bldg Projects	drop 8.5%	rises 6.8%	improves 2.5%	rises 2.1%	rises 19.2%

Source: McGraw Hill Construction (2010). Green Outlook 2011: Green Trends Driving Growth.

Occupants also tend to appreciate the “bragging rights” that accompany a LEED badge of honor.

“With LEED certification, Best Buy gains the advantage of third-party verification. We like that stamp of approval,” says Danielle Tallman, associate development manager at Best Buy. “It sets us apart from other retailers and allows us to promote the very tangible difference that we’re making.”

2. It reduces risk.

LEED certification goes beyond minimum building code requirements. Third-party verification of your building’s ability to protect indoor air quality, for instance, can protect you against health-related lawsuits.

“We now have a large enough, detailed enough body of data to say that the presumption is ‘why wouldn’t you do a green building?’” says Greg Kats, senior director and director for climate change policy at Good Energies. “It’s very cost effective, and it reduces risk in a number of areas including health, exposure to energy and water prices and obsolescence.”

LEED certification can also help protect against financial risk through faster sales and leasing of green buildings compared to similar buildings in the same town. Green buildings are, on the whole, easier to rent and sell.

3. It's worth saying again: LEED attracts tenants.

Savvy tenants are looking for the benefits that green buildings offer.

“We have large tenants, 300,000-square-foot users, who come to us and the first thing they ask is if we are LEED-certified. These blue-chip tenants can use their new LEED office as another bullet point to promote how they are sustainable; it's a built-in marketing package for them,” says Bentley Forbes, vice president and general manager of Prudential Plaza Chicago.

Today's Class A office space is green. Lease-up rates for green buildings typically range from average to 20 percent above average.

4. It's cost effective.

Green building pays. LEED can help it pay even more.

When the property management firm for Adobe decided to seek LEED certification for Adobe's San Jose headquarters, it did so mainly for recognition and third-party validation of the green building features it had already instituted. It ended up with much more.

“Through our energy conservation and related projects up to that point, we had already realized savings of \$647,747 per year with an annual return on investment of 106 percent. We had even had several engineering firms tell us we had pretty much done all that there was to do,” says George Denise, global account manager at Cushman & Wakefield. “As it turned out, LEED is such a rigorous and methodical process, through the process of certifying our buildings we found another \$534,398 in annual savings with an even better annual return on investment of 148 percent!

“LEED is more than a standard to benchmark against. It is in a very real sense a blueprint for achieving energy and related conservation savings.”

Per square foot, the cost for buildings seeking LEED certification falls into the same range as buildings not seeking certification. On average, an upfront investment of 2 percent in green building design results in lifecycle savings of 20 percent of the total construction cost - more than 10 times the initial investment.

Additionally, sale prices for energy efficient buildings are as much as 10 percent higher per square foot than conventional buildings.

5. It offers “green magic.”

A 2008 CoStar Group study found that green buildings outperform their

non-green peers in key areas such as occupancy, sale price and rental rates. Sometimes, by wide margins.

LEED buildings command rent premiums of \$11.33 per square foot higher than conventional buildings and boast 4.1 percent higher occupancy, according to the study. Rental rates in Energy Star buildings represent a \$2.40 per square foot premium over comparable non-Energy Star buildings and have 3.6 percent higher occupancy.

“Call it green magic,” writes Adam Aston in *Business Week*. “According a pair of studies that offer the first broad-scope examination of the economics of green buildings, green buildings really do it all: lower

APPENDIX C: THE BUSINESS CASE FOR GREEN BUILDINGS

**BSA Committee for the Advancement of Sustainability:
The Business Case for Green Buildings
Ken Fisher AIA and A. Vernon Woodworth AIA**

June 14, 2012 draft

I. Executive Summary.

Sustainable construction holds the promise of benefits to the environment and society in many ways. This paper seeks only to document the impacts of green buildings on the financial bottom line. The business case for green buildings is extensive and compelling. The authors anticipate that these economic considerations will continue to drive the growth of the green building sector as the process of market transformation follows its current trajectory.

II. Market Transformation

The principle goal of sustainable design is to lessen the environmental impact of building construction and operations. These concerns have not played a major role in the evolution of the construction industry prior to the 21st century. Green building requires a different mindset, as well as different materials and technologies. The design process is more involved, construction more complex, and additional activities such as commissioning add to the cost and timeframe of a projects' completion.

Nevertheless as green building moves from the innovative fringes to center stage the construction industry has adapted and first costs have declined to the point where sustainable construction has been shown to be, on average, equivalent in cost to standard construction. This is the natural outcome of the process known as "market transformation" whereby a policy objective (sustainable construction) is furthered by the removal of barriers in the marketplace. Market transformation for green building has been facilitated by the USGBC's LEED rating systems for which qualifying projects must utilize and document sustainable strategies and materials. The popularity of LEED certification has reoriented the design and construction industries, resulting in new patterns of "business as usual" throughout the construction marketplace.

Market transformation with regard to sustainable design is an on-going process. Incentives, rebates, tax deductions, tax-exemptions, low-interest loans, and "stretch" codes are commonplace methods for encouraging design and construction that achieve higher levels of environmental performance. These programs provide the incentives for skill development in the construction sector, skills which can then be offered in an expanding market.

III. First Costs

Davis Langdon, an international real estate consulting firm with a reputation for sound research, has published a careful analysis of the cost of green buildings, entitled "Costing Green: A Comprehensive Cost Database and Budgeting Methodology"ⁱ. Based on extensive data this paper concludes that buildings designed and built to be LEED certified do not necessarily cost more than buildings designed only to minimum code requirements. In a study entitled "Managing the Cost of Green Building" the authors determined that analysis and planning can go a long way to mitigating the first costs of sustainable systems and designⁱⁱ. The General Services

Administration has commissioned a “LEED Cost Study” concluding that a Federal Courthouse or government office building may entail a cost premium of 1% to 8% depending on the level of LEED achievedⁱⁱⁱ. As new methods and technologies become increasingly integrated into the construction industry these first costs are likely to disappear. Conclusions of the Davis Langdon study in 2004 were that “the cost per square foot for buildings seeking LEED certification falls into the existing range of costs for buildings of similar program type”, and “many projects can achieve sustainable design within their initial budget, or with very small supplemental funding”.

IV. Operations

If building operations and employee productivity are factored into the total life-cycle costs of a building then first costs (design and construction) typically amount to no more than 2% of total costs^{iv}. Green buildings offer economic benefits throughout a building’s lifecycle. These include:

1. Operations: Hard Dollars

Energy Green buildings use less fossil-fuel based energy, thereby resulting in lower operating costs. In the effort to reduce carbon emissions and lower our dependency on foreign oil, conservation (i.e. using less energy through more efficient design and operation) is the most effective strategy. Buildings that require less revenue to heat, cool, and light yield a greater percentage of income for profit, expansion, and reinvestment.

Water Water costs money. Green buildings conserve water as well as energy, sometimes thousands of gallons per year per occupant.

Property Values Green Buildings command higher resale prices.

Lower Vacancy Rates Lower vacancy rates have been documented to be consistent consequences of providing healthier interior environments^v.

Increased Retail Sales: Studies have shown that retail sales are greater where daylighting strategies are employed.

2. Operations: Soft Dollars

Decreased infrastructure demand: When a building uses fewer resources it requires less infrastructure support. Savings on water and sewage costs are in hard dollars, but the reduced demand on local infrastructure can be counted as an additional soft cost. This benefit accrues largely to the municipality where the green building is located, yet the likelihood is that this will be recognized and rewarded in the form of tax credits or deductions as a standard practice in the near future^{vi}.

Improved employee attendance and reduced turn-over: Day-lighting and user controls have been shown to have a direct impact on building users, including perceived well-being, and physical health. These factors have also been shown to reduce worker turn-over.

Increased employee productivity: The same environment that improves occupant wellbeing also supports enhanced productivity. Cost savings to employers are so significant that they have been demonstrated to offset increased lease costs. Productivity costs have been estimated to be 112 times greater than energy costs in the workplace^{vii}. This one factor may outweigh all others in calculating the economic benefits of green buildings.

Reduced Churn: Higher occupant satisfaction results in lower tenant turn-over rates. This, in turn, results in lower vacancy rates and less capital spent on fit-outs.

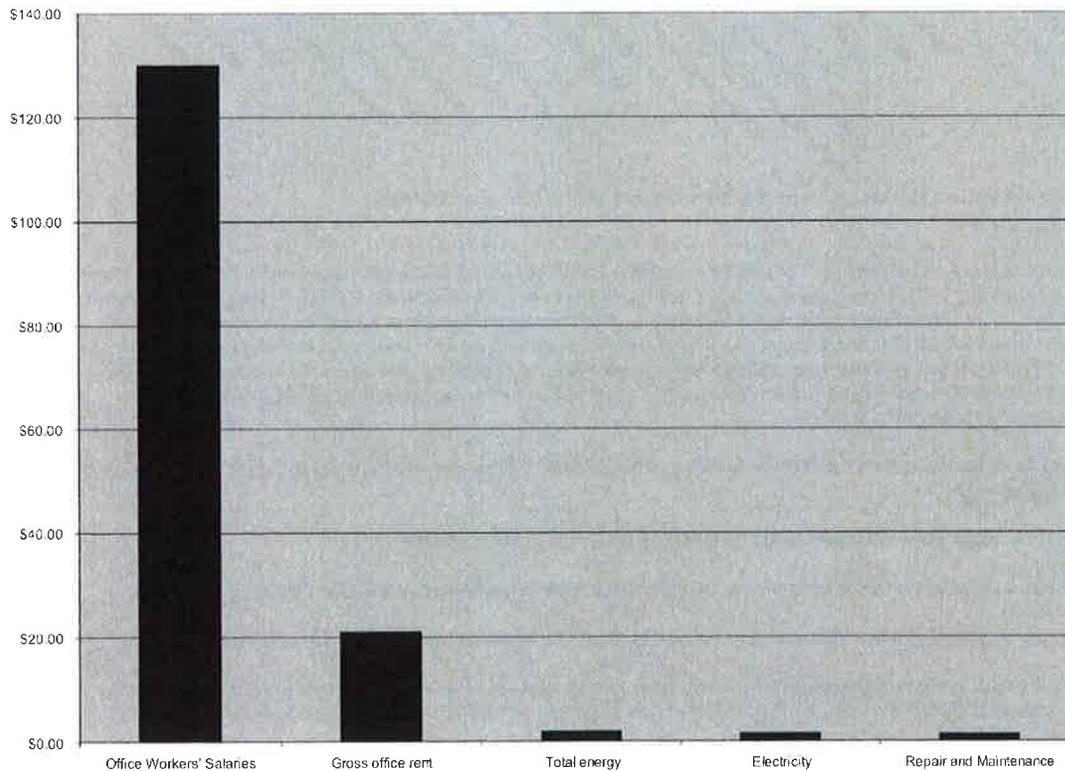
Lower Insurance Risks: The Insurance industry is recognizing that green buildings reduce risks in a number of areas. Greater energy self-reliance means less likelihood of

power failure. Increased indoor air quality reduces liability exposure. And there are other examples. A reduction in premiums is a logical outcome of these features. Fireman's Fund Insurance Company, the first property and casualty insurance company to offer green insurance, has researched the economic benefits of green buildings as well as the business risks of not building green. Their conclusions correspond to and validate the findings of this study^{viii}.

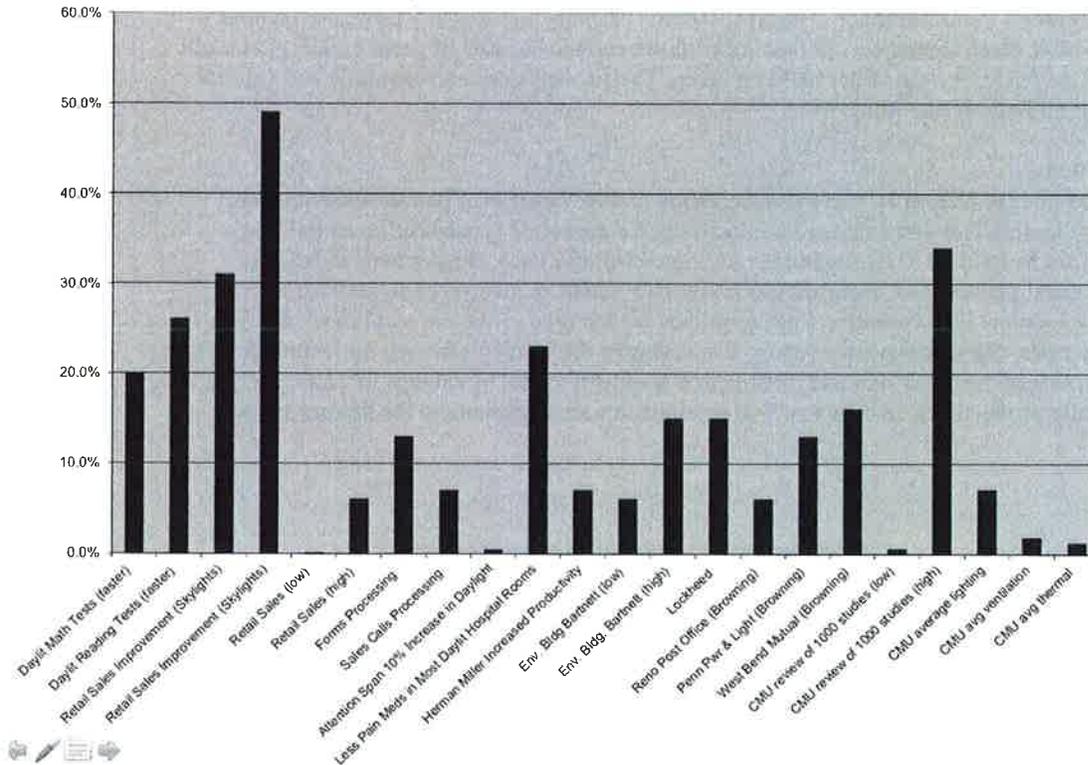
V. Conclusions

Between the savings offered by energy conservation and the benefits of increased occupancy rates, higher leasing fees and enhanced productivity, the economic benefits of green buildings can simply not be ignored. Data supporting additional benefits such as reductions in healing time for hospital patients and improved test scores of students in green schools also have significant economic implications^{ix}. Further studies are likely to refine the cost/benefit analysis of building green, but with regard to return on investment the verdict is in: any initial premium resulting from sustainable design and construction is quickly offset by savings in water, energy, and especially productivity, savings that will continue to accrue throughout the lifetime of the building.

Average Annual commercial Expenditures (dollars per sq ft) (Romm, 1996)



Productivity Increases



Graphics courtesy of Michael Ermann, Associate Professor Virginia Tech School of Architecture + Design mierman@vt.edu

ⁱ “In a comparison between all projects – LEED seeking versus non-LEED, something interesting came to light: the cost per square foot for the LEED-seeking buildings was scattered throughout the range of costs for all buildings studied, with no apparent pattern to the distribution...In other words, any variations in the samples, or the sample averages, were within the range to be expected from any random sample of the whole population”. Costing Green: A Comprehensive Cost Database and Budgeting Methodology, Davis and Langdon July 2004. This report was updated with a larger sampling of buildings and additional building types as The Cost of Green Revisited: Reexamining the Feasibility and Cost Impact of Sustainable Design in the Light of Increased Market Adoption Davis and Langdon 2007.

ⁱⁱ Syphers, Geof, et al. Managing the Cost of Green Building, KEMA, 2003. Available at: <http://www.ciwmb.ca.gov/greenbuilding/Design/ManagingCost.pdf>

ⁱⁱⁱ LEED Cost Study Steve Winter Associates 2004 for the General Services Administration.

^{iv} John McGowan, CEM, Author, Chairman Emeritus, DOE GridWise Architecture Council and CEO of Energy Control Inc.

^v The Relationship Between Corporate Sustainability and Firm Financial Performance University of Notre Dame 2012.

^{vi} For instance, Carroll County in Maryland offers property tax credits to commercial or industrial buildings which meet specific green building standards. In addition utilities offer incentives such as grants and technical assistance, and State and Federal governments provide additional funding opportunities.

^{vii} The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense Terrapin Bright Green 2012 p. 3.

^{viii} Fireman’s Fund Insurance Company findings: The investment of an additional 3% of project costs in the design phase can reduce construction costs by 10%. The Advantages to Building Green include:

- Green buildings generate an average increase of 7.5 percent in a building's value and a 6.6 percent improvement in return on investment, while decreasing operating costs by 8 to 9 percent, according to McGraw-Hill Construction.
- Higher revenue due to higher rents and occupancy rates. Vacancy rates of green buildings are lower than existing buildings. The CoStar Group found that LEED-certified buildings occupancy rate are 92 percent versus 87 percent for traditional buildings.
- Lower operating costs by reducing waste output and energy consumption. The Environmental Protection Agency found that green buildings with a recycling focus can reduce waste output by 90 percent and use 30 percent less energy, which equates to a five percent increase in net operating income.
- Attract and retain quality tenants. Improved indoor air quality in green buildings result in reduced absenteeism, and possibly higher productivity that could increase sales. Green buildings also make it possible to have government tenants.
- Better insurance risk. Green buildings suffer fewer losses and are safer to insure because of the commissioning process required to become LEED certified. The demand for green buildings continues to climb, the company said, noting research last year by McGraw-Hill Construction that found the value of green building construction is expected to reach \$60 billion in 2010, up from \$12 billion in 2008. "Green buildings can boost real estate owners' bottom line by protecting and building net operating income, attracting and retaining quality tenants and improving the environment," said David Cohen, senior director of real estate, Commercial Insurance at Fireman's Fund, in the company's material. "Simply put, green buildings create a triple net effect, benefitting the owners' bottom line, its tenants and the environment."

The Risks of Not Pursuing a Green Building Strategy:

- Risk of obsolescence. As the U.S. Green Building Council certifies more and more buildings will traditional buildings be able to compete? Will the value of a traditional building decline and will late comers realize any first mover benefits? Green buildings are the future and are not a passing trend.
- Reputational and transactional risk. If a building isn't known as green it will experience lower occupancy rates and rents.
- Regulatory risk. Green is being incorporated into building codes at the local and state level. It can be complex as each city's standards are different. "In the future there may be federal mandates that existing buildings will have to adhere to," added Cohen. "Upgrading to green can anticipate these mandates and allow upgrades to occur on your terms."
- Pollution. Existing buildings are one of the biggest contributors to environmental pollution in the U.S., accounting for 40 percent of total energy use, 72 percent electricity consumption, 39 percent of the carbon dioxide emissions, and 13 percent of total water consumption, according to the EPA. "The risks are clear," said Stephen Bushnell, senior director of emerging industries at Fireman's Fund. "Buildings that are not energy efficient or green will not be able to compete for the best tenants. Any building can become greener, often without a major capital expenditure."

^{ix} The Economics of Biophilia: Why Designing with Nature in Mind Makes Financial Sense Terrapin Bright Green 2012 p. 4.

APPENDIX D: LINKS TO ADDITIONAL INFORMATION

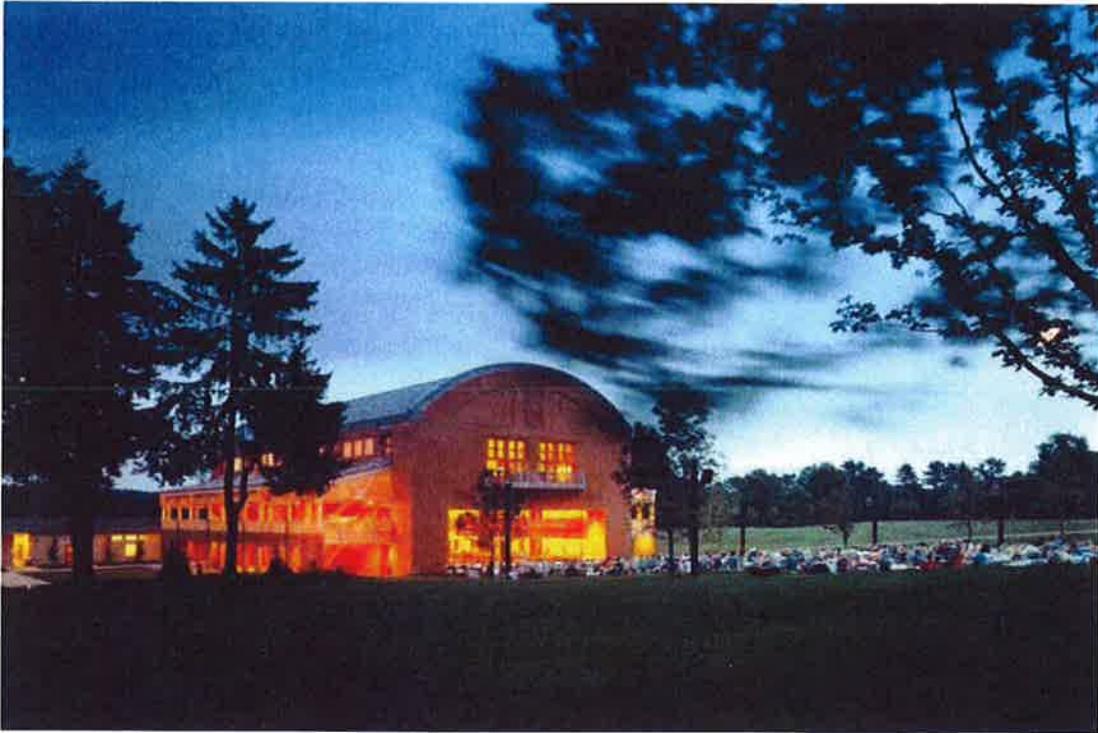
1. Information about the LEED (Leadership in Energy and Environmental Design) rating system
US Green Building Council's website on LEED:
<http://new.usgbc.org/leed>
2. Information about the "Red List" (building materials that should be prohibited)
Red List Building Materials Living Building Challenge of International Living Building Institute
http://en.wikipedia.org/wiki/Red_List_building_materials
<http://ilbi.org>
<http://sustainablebusinessoregon.com/articles/2012/09/living-buildings-red-list-aims-to.html?page=all>
3. Information about EnergyStar Portfolio Manager
http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager
4. Information about the Institute for Sustainable Infrastructure
<http://www.sustainableinfrastructure.org>
5. Information about International Green Construction Code (IgCC):
<http://www.iccsafe.org/cs/igcc/pages/default.aspx>
<http://www2.buildinggreen.com/blogs/international-green-construction-code-live-what-does-it-mean>

ADDENDIX E: VISUAL EXAMPLES

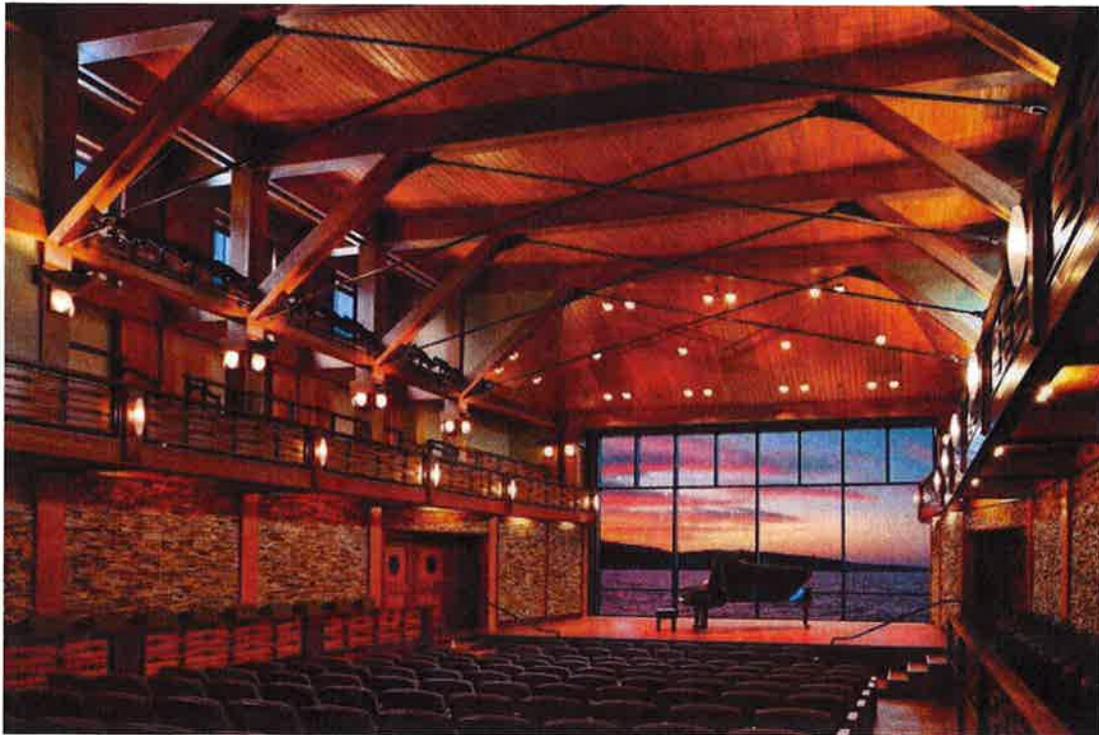
Note: The Gaming Commission specifically asked at the Forum on Design Excellence for Massachusetts Casinos for examples or illustrations of “regional” design (projects in New England whose design reflect the regional character of New England) and of “high-quality” design.

While there are many possible examples, we offer the following as a few examples of high quality “regional” design, sustainability, and/or community linkages, and of two downtown casinos in Portugal and Australia.

We would be happy to discuss with the Commission what other examples may exist or how the Commission might become more educated about these issues.



Tanglewood Ozawa Hall, Lenox (design by William Rawn Associates)



Shalin Liu performing arts center, Rockport, MA (design by Epstein Joslin Architects)



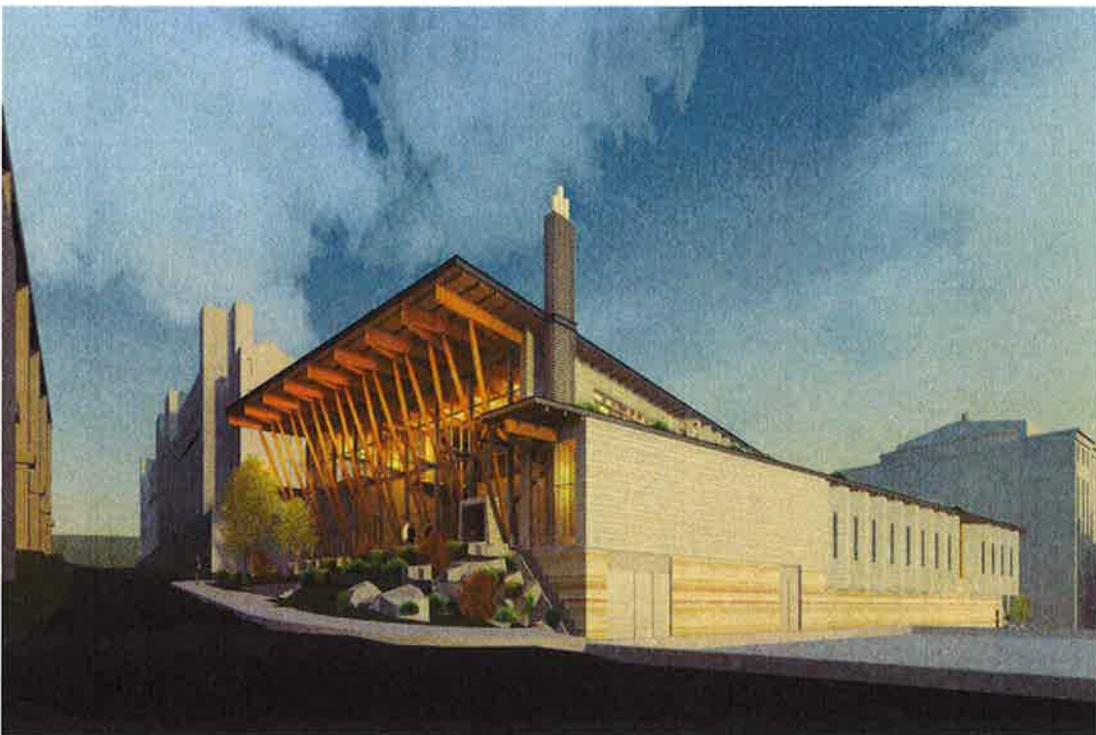
Children's Museum, Boston, MA (design by Cambridge Seven Associates)



Community Rowing Boathouse, Brighton, MA (design by Anmahian Winton Architects)



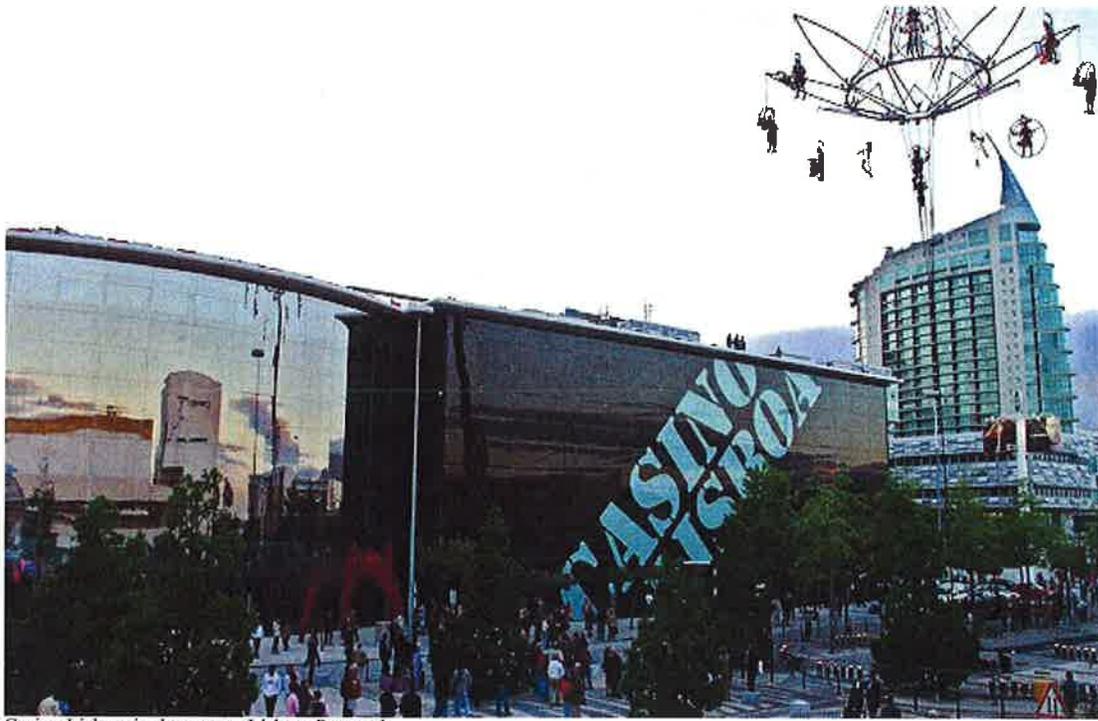
American Academy of Arts & Sciences, Cambridge, MA (design by Kallman McKinnell and Wood)



SUNY College of Environmental Science and Forestry Gateway Center, Syracuse, NY (design by Architerra)



High Line Park, New York City (design by Diller Scofidio + Renfro, with James Corner Field Operations)



Casino Lisboa, in downtown Lisbon, Portugal



Casino Lisboa, in downtown Lisbon, Portugal



Casino, in downtown Melbourne, Australia



Casino, in downtown Melbourne, Australia



Boston Society of Architects/AIA P: 617-391-4000
290 Congress Street, Suite 200 F: 617-951-0845
Boston, MA 02210-1024 architects.org

October 30, 2019

Mr. John Quirk, Head of School
Mr. Carmine Martignetti, Chair of Board of Trustees
Tabor Academy
232 Front Street
Marion, MA 02738

Re: Proposed demolition of H. H. Richardson's Percy Browne House

Dear Mr. Quirk and Mr. Martignetti:

The Boston Society of Architects (BSA) wishes to express our deep concern over Tabor Academy's proposed demolition of the Percy Browne House, designed by the great American architect Henry Hobson Richardson. We know that you have received many comments already from individual BSA members, and from our colleagues in the fields of historic preservation and architectural history. We share their concerns. In particular, we hope that an active new use can be found for the Browne house, while meeting the important needs of the Academy, and we want to offer the resources of our organization to help find such a solution.

The architectural and historic significance of the Browne house is unquestioned; it remains a superb example of what has come to be known as the New England Shingle Style of the late 19th century, considered to be the first native American school of architecture. The building exerted a discernable influence on Frank Lloyd Wright's Prairie Style of architecture, and today it continues to serve as a model of environmentally sustainable design. In short, the Browne house helped shape the course of American architecture.

At the BSA, we view H. H. Richardson as a "founding father" of our organization; he won the commission for Trinity Church in Boston's Back Bay in 1872, just five years after the BSA was founded, and rapidly established himself as one of the nation's leading architects. Soon, "Richardson Romanesque" buildings designed by Richardson protégés and imitators sprung up across the United States. In recent decades, BSA members have been instrumental in the ongoing restoration and preservation of many Richardson landmarks, from Boston to Buffalo.

The BSA is one of the largest and most influential chapters of the American Institute of Architects (AIA). Our over 4,500 individual members and over 125 firm members live and practice across all of eastern Massachusetts. BSA members lead more than 40 different knowledge and affinity groups – including our century-old Historic Resources Committee, which has taken the lead in preparing these remarks. These "think tanks" produce some of our best ideas to address the challenges facing our communities. Together with the BSA Foundation, we reached over 100,000 people last year with programs, activities and exhibitions including *KidsBuild!*, the regional ABX trade show, *ArchitectureBoston* magazine, and the *Designing Boston* series.

We are relieved to hear the latest news that the Academy has withdrawn its application for a demolition permit. We can point to a number of success stories resulting from inclusive, hands-on



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Boston, MA 02210-1024 architects.org

workshops and design charrettes facilitated by the BSA Foundation, which combine community engagement, visualization and creative problem-solving to develop viable design and development options. The BSA stands available to draw on the deep technical expertise of its professional members, and to work cooperatively with the Academy, the Town of Marion and all stakeholders to move forward in exploring alternative futures that could preserve the Percy Browne house.

Please feel free to contact Jennifer Efron, BSA Director of Policy, at jeffron@architects.org and 617-391-4011, to follow up on these issues.

Sincerely,

A handwritten signature in black ink that reads "Jean Carroon". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Jean Carroon FAIA, President

cc: Town of Marion Planning Board
Town of Marion Historical Commission
Town of Marion Board of Selectmen
Sippican Historical Society
Preservation Massachusetts / James Igoe
Society of Architectural Historians, New England Chapter

To: BSA Board of Directors
From: BSA Policy/Advocacy Task Force
CC: Eric White, Jennifer Efron, AIA MA Board BSA representatives
Date: September 9, 2020

RE: BSA Advocacy and Policy Platform for Decarbonization

In June of 2019, the AIA membership overwhelmingly voted to declare urgency of climate action. The AIA urged its members to get fully involved in education, practice, advocacy and outreach as a means to change design and construction practices to achieve decarbonization in the built environment. In support of that resolution and the need for immediate action around the threats of climate change, the BSA Policy/Advocacy Task Force proposes the following policy platform for adoption by the BSA Board:

1. **Increase the stringency of energy efficiency codes** – The BSA advocates for statewide adoption of more stringent energy efficiency requirements, including alignment with passive house principles for thermal load reduction, through adoption in the Stretch Code and other regulatory and legislative policies and processes. Building operations represent 28% of annual global carbon emissions. We need to continually raise the bar on minimum acceptable energy performance in Massachusetts and identify incentives to achieve maximum feasible outcomes. Building thermal load reduction is a foundational issue, enabling cost effective implementation of the subsequent agenda items.
2. **Transition to All Electric Buildings** – The BSA advocates for the transition to all electric buildings. Buildings need to wean off fossil fuels and transition to all electric, clean renewable energy.
3. **Power Buildings with Renewable Energy** – The BSA advocates for all buildings to be powered by on-site and off-site renewable energy. To decarbonize our buildings, they need to be powered by on-site renewable energy or new renewable energy sources that result in a direct reduction in grid emissions.
4. **Focus on Embodied Carbon** – The BSA advocates for policies and programs that fully disclose the impacts and reduce embodied carbon in the building sector. Annually 11% of global carbon emissions come from embodied carbon of the materials that we use to construct the building sector.
5. **Select Low-Impact Refrigerants** - The BSA advocates for the policies around refrigerant selection that reduce ozone depletion and global warming potential. In *Drawdown*, Paul Hawken listed refrigerant management as one of the biggest ways to reduce global carbon emissions.
6. **Ensure Buildings Operate Efficiently** – The BSA advocates for policies that support efficient building operations. Building commissioning, energy disclosure ordinances, and other operational actions can help ensure that buildings are operating at the efficiency levels they were designed to achieve.

7. **Address Disparities in Impact of Climate Change on Communities of Color-** The BSA advocates for all climate change policies and initiatives to focus on minority communities where the impacts of carbon emissions and climate change continue to fall disproportionately.

Through the adoption of this platform, the BSA Board is supporting codes and policies leading to the decarbonization of the built environment. The BSA seeks to achieve this objective within our local communities, and through our representation on the AIA Massachusetts Board of Directors, we seek to achieve this objective across the entire Commonwealth of Massachusetts.

Why Design Matters

Get involved in design excellence

We are living in a fast-paced profit oriented time. This societal ethos values a skin-deep world where effects are immediate and short lived. Architecture is the opposite of this. It is unmoving and eternal. How can we cope? Perhaps in the elegance of timelessness and beauty in our city.



When we think of the great societies of history, we refer to their architecture. When we talk about the great work of today, we look elsewhere. We see our own architects designing buildings around the world that the world sees as examples of great civilization. The world discusses the great institutions in our area, the cutting edge research and our great medical facilities. It is our collective responsibility to bring our skyline and our buildings into this discussion. We have been there in periods of our history, we must be there again. [Read more.](#)

Josiah Stevenson FAIA
Principal, Leers Weinzapfel Associates
2017 BSA President

<https://www.architects.org/about/why-design-matters>

Statement on Urban Design

The Boston Society of Architects (BSA) stands for design excellence, progressive public policy and the highest levels of sustainability in buildings and the public realm in the metropolitan Boston region. While the BSA rarely endorses or opposes a proposed project, we believe there are general criteria that result in livable, vibrant cities which are outlined below. At the core of excellent urban design is the dialog with a site's neighbors as well as a larger public conversation about the impact of a project on the city. By establishing an inclusive public process we can ensure ambitious development in Boston and beyond.

Architectural Excellence – New buildings in Boston should distinguish themselves as works of architectural excellence. Historically Boston has embraced innovative architects and architecture. From historical figures such as Bulfinch and Richardson to 20th century originals like Gropius, Rudolph, Kallmann and McKinnell, Pei and Cobb, to our peers today, we are a city recognized for innovative thinking and leading design. The cultural, social and economic significance of this community warrants a building of architectural significance for long-term, sustainable growth. While there is a place for conventional design in the city, we generally support a progressive and forward-looking building worthy of the public prominence.

Sustainability and Resilient Design – Given the sensitive coastal ecosystem of Greater Boston and the great burden of development and human activity already present, the need to balance environmental stewardship with prosperous human use could not be more acute. Developments should be held to the highest possible standards of energy and water efficiency, building-integrated renewable energy generation, waste reduction, indoor and outdoor air quality, greenhouse gas emission reduction and building materials toxicity reduction. In addition, buildings and their immediate site and adjacent parcels should be designed to fully anticipate and withstand the effects of sea-level rise, storm surge, prolonged heat and other extreme weather events and power failures. Further, buildings should be designed as a refuge to provide temporary food and water, power and communications, moderated temperatures and sleeping accommodations for people who are displaced by the aforementioned catastrophes. Additionally demolition and construction have enormous environmental impacts including energy use and waste disposal.

Mixed use – we typically support urban development that blends residential, commercial, cultural, institutional and other uses that are physically and functionally integrated into the community. In general we support greater housing variety and density; reduced distances between housing, workplaces, retail and transit systems; and stronger neighborhood character.

Height & Massing – The height and massing of a building in relation to its overall all configuration and context is one of the more significant factors in determining the impact a building will have on its surrounding environment. Building height considerations include maximum permitted heights; impact on the local and streetscape area character; potential effect of shadowing; local micro-climate factors; relationship of height to frontage; and the configuration impact at ground level. Massing considerations include the impact of the size, geometry, topography and configuration in

relation to adjacent open spaces and streets; organizing the building's mass to express different vertical elements; using appropriate horizontal and vertical emphasis to balance overall size; creating appropriate height-to-width ratios; expressing different building functions and avoiding flat monotonous facades. It is also important to consider how the structure impacts the visual impression of the city. When height and massing exceed permitted guidelines, the citizens of Boston are right to expect that the impacts of these buildings will be equitably mitigated. Wind and shadow are two of the most significant impacts from height and massing. Design proposals should be specific and identify tangible elements to minimize and/or mitigate these impacts.

Public Access, active edges, transparency & visibility - A project's public spaces should feel contiguous with and open to the public areas of the surrounding streets and landscape. Great buildings connect with people at the street level. Transparency, real and perceived, as well as visual, spatial and operational, is critical at the pedestrian level.

Public Safety – High density, great design and public access draws people of all ages and abilities. Young children, school and international groups, people using wheelchairs and older adults are just a few examples of the hundreds and thousands of people moving through an urban area daily. In drawing large numbers of people the design needs address the safety needs where walkers, bikers, and drivers converge.

Universal Design – New buildings and their sites must be designed to account for the full range of physical, perceptual, and cognitive human abilities. We advocate for buildings and their sites be designed to exceed minimum regulatory thresholds and incorporate universal accessibility into every element of the built environment making solutions that are attractive and useful for everyone.

Mobility – Walking, biking and access to transit are important necessities in urban design. The car is no longer king in Boston, but it is still one important means for getting around the city. Developments require thoughtful, progressive mobility plans to account for the growing urban mobility needs.

Equity & Social Cohesion – “Flourishing spaces make for flourishing people” and the built environment can and should profoundly affect the inequity facing many in our region. The principles of diversity, inclusion and accessibility for all are fundamental to building just, fair and vibrant communities. Excellent design helps communities make informed choices to assure equal access to society's benefits for all people.

Projects cannot simply be about a building and its site. An equitable and sustainable design solution for the project must extend well beyond property lines to assure that the benefits from this rarest of development opportunities will be equitably shared by Boston's citizens, workforce, and visitors for generations to come. The BSA looks forward to continuing the conversation and broadening the audience to include not just those of us from the neighborhood, but all those who can help understand how new development can benefit the entire City of Boston.

BSA/AIA Board

Motion:

The BSA/AIA Board supports the spirit of the 2018 BSA task force on equity, diversity and inclusion and recommends the resumption of the Task Force to review, update and strengthen the recommendations including resources to advance the organization's commitment to anti-racism and advancing equity, diversity and inclusion within the BSA, the architecture and related professions, and in the communities we serve.

BSA Foundation Board

Motion:

The BSA Foundation Board supports the spirit of the 2018 BSA task force on equity, diversity and inclusion and recommends the resumption of the Task Force to review, update and strengthen the recommendations to advance the organization's commitment to anti-racism and advancing equity, diversity and inclusion within the BSA, the architecture and related professions, and in the communities we serve.

A Message from the BSA on Racism

Our hearts grieve for the families of George Floyd, Ahmaud Arbery, Breonna Taylor, and the many other black Americans who have been senselessly murdered. In particular, we are appalled at the systematic targeting of young black men by some police. We must come together to address the bigotry and violence in this country toward the black community.

Boston is not immune nor absolved from its own insidious lineage of racism, bias, and violence. The racial inequities, injustices, and disparities in our city are extreme and persistent. They are even codified in the policies and planning measures of architecture's "health, safety, and welfare" mandates. This cannot continue. We encourage all in our community to stand together in dismantling systems of discrimination and amplify the voices of those most directly entangled in its grips.

These protests are a call to action to address the injustices of systemic racism in this country. We are saddened to see the fires and damage done to our great city of Boston and other cities around the world. While we do not condone the violence, we recognize the frustration, pain, and anger that preceded this violence and stand with the voices in our communities rallying for change. The damages to physical spaces can be repaired and replaced. The lives lost cannot.

We ask our members, allies, and friends to move forward in solidarity with empathy and support. When designers come together to change the systems that perpetuate violence and cruelty, we will harness our energies to create more just, equitable and inclusive communities.

June 3, 2020

January 6, 2021

Office of the Governor
Massachusetts State House
Boston, MA 02133

Dear Governor Baker,

The Boston Society for Architecture (BSA/AIA), representing 92% of the registered architects in the Commonwealth, strongly urges you to sign An Act Creating a Next Generation Roadmap for Massachusetts Climate Policy (Bill S. 2995). Massachusetts urgently needs this law to meet local and state climate goals. Further, the entire United States stands to benefit from Massachusetts' continued environmental leadership under the Baker Administration.

As representatives of 750 businesses in the Commonwealth, the BSA supports the climate bill, including interim emissions reduction targets, accelerated renewable energy production, environmental justice standards, natural gas utility safety, increased funding for the Massachusetts Clean Energy Center, and many other important provisions.

As representatives of 4,500 architectural and allied professionals in eastern Massachusetts -- New England's largest building industry association -- we also support the many specific aspects of the bill pertaining to buildings and the regulation of buildings. Of utmost relevance to our industry and importance to meeting the Commonwealth's climate goals are:

1. Promulgation of a net zero stretch energy code that cities and towns may adopt;
2. Shifting of responsibility to the Department of Energy Resources (DOER) to develop the net zero stretch energy code;
3. Expanding the BBRs by adding 4 new members, with a focus on energy efficiency.

We offer the following information to support our position on these issues in the corresponding numbered sections below.

1. Promulgation of a Net Zero Stretch Energy Code

Ours and other organizations, representing a broad alliance of design professionals and climate advocates, have previously voiced our support for a net zero stretch code in letters and testimony to the BBRs, the legislature and your Administration. Based on our individual and collective professional experience, we support a net zero stretch code for the following reasons:

Climate Imperative

In Massachusetts, existing commercial and residential building operations result in more than 40% of the total annual greenhouse gas emissions. Most buildings constructed today will still be in operation long after the 2050 deadline by which Massachusetts must reach 100% carbon neutral per the Baker Administration's goal, as reinforced by the climate bill. Any new building that is not net zero will have to be retrofitted in the future, at a far greater cost than achieving this performance standard initially. The climate imperative is such that we must achieve 50% emissions reductions from 1990 levels by 2030 in order to avoid the worst effects of climate change. Net zero buildings are vital to achieving this level of reduction.

Health Advantages

Net zero buildings improve public health by reducing combustion emissions, thereby reducing both indoor and outdoor exposure to carbon monoxide, particulates, NOx, SOx, and elevated CO2 levels. Net Zero buildings also offer improved occupant health and

comfort through greater control of indoor temperature due to increased insulation, enhanced humidity control via improved exhaust air energy recovery, improved indoor air quality due to filtered mechanical ventilation, reduced risk of mold due to tighter envelope assemblies, and appropriate balance of glare control and access to natural light and views.

Financial Advantages

Studies, such as *The Economics of Zero-Energy Homes* (Rocky Mountain Institute), and the *Zero Energy Buildings in Massachusetts: Saving Money from the Start* (USGBC MA), demonstrate that net zero buildings carry a negligible construction cost premium and result in significantly lower total cost of ownership. For example, when building construction is financed through loans or bonds, net zero buildings typically save more in operating cost than the marginal uptick in loan or bond payments, resulting in positive cash flow from day one. Additionally, net zero and green buildings have enhanced asset value, reducing financial risk to developers looking to turn over properties.

Extrapolating from savings achieved by the MassSave program, a net zero building code will result in billions of dollars in net benefits to the Commonwealth. Also, by reducing the total monthly cost to own or rent, net zero housing offers greater affordability, and thereby would help to address the current housing crisis currently affecting low-income families in many parts of the Commonwealth.

It seems there is a common misunderstanding that transitioning to renewable energy will hurt low income families. Already, examples of affordable housing projects designed to net zero standards abound. For example, all city-funded housing in New York City and Boston must now meet Passive House or similar standards. Energy efficiency and clean energy is a way to unburden the least able to pay for the societal cost of business as usual. In expressly focusing on a just transition, this climate bill will help ensure equitable green futures.

Massachusetts also has an opportunity to continue its legacy of national leadership in energy efficiency, design, and building technologies, positioning our state as an economic exporter of expertise and services. This bill will stimulate job growth and the economy of Massachusetts.

Resilience Advantages

Net zero buildings typically offer greater resilience through reduced demands on emergency infrastructure (such as lower fuel consumption by emergency generators) and “passive survivability”, whereby the envelope performance allows habitable conditions even when no active mechanical systems are operational. In addition, there is the opportunity for on-site renewable energy and storage systems to provide power to select building loads for periods of longer power outages. As extreme weather and flooding are likely to increase, net zero buildings can play an important role in both mitigating and recovering from these events.

Practical and Achievable Today

Net zero buildings are practical and achievable today. Our members have personally engaged in the design and construction of residential and commercial net zero buildings at many scales and budgets, including a broad range of building uses and architectural styles. As noted above, net zero buildings are achievable with today’s technology with little if any construction cost premium, resulting in dramatically reduced operating costs and lower total cost of ownership.

Homeowners, businesses, institutions, and developers are now taking advantage of the benefits of net zero buildings at all scales. This has led to exponential growth in the number and size of net zero buildings in recent years.

A number of Massachusetts cities and towns including Boston, Cambridge, Somerville, Amherst, Wellesley and others already require net zero performance for some or all new municipal buildings. More than a dozen towns and cities in Massachusetts have built or are currently building net zero energy buildings, including schools as large as 400,000 square feet.

Massachusetts is not alone in the pursuit of net zero buildings. In California, all new residential buildings must be net zero as of 2020, and all new commercial construction must be net zero by 2030. Mayors of New York City, Portland, Seattle, and Washington DC have also committed to requiring net zero operation for all new buildings as of 2030. By 2022, Boston anticipates promulgating a zoning code that mandates net zero emissions for all new buildings. Net zero buildings are now standard best practice.

Statewide Demand from Municipalities, Building Industry Professionals & Citizens

Over the past two years, towns and cities throughout Massachusetts have voiced their need for a net zero code in order to meet local and state climate goals. Architects, engineers, and contractors have also voiced their support for a net zero code, as notably demonstrated by the Built Environment Plus Net Zero Stretch Code Support Letter, signed by approximately 75 major Massachusetts-based architecture, engineering and construction (AEC) firms and 1,500 individual signatures from AEC professionals throughout the Commonwealth.

In response, the Northeast Energy Efficiency Partnership has worked with a broad coalition of building industry professionals and municipal representatives to propose the Energy Zero or E-Z Code for commercial buildings. The E-Z code addresses improved building energy efficiency, clean thermal energy, and renewable energy procurement for buildings. A companion E-Z Residential Code is currently under development and is planned to be introduced at the next BBRs public hearing in May 2021.

Although we support the DOER in development of the net zero code, the outpouring of support for the E-Z Code demonstrates the demand for a net zero code. This support is reflected by letters and testimony to the BBRs from 30 towns and cities in the Commonwealth, the Built Environment Plus sign-on letter supporting the Climate Bill S. 2995, and many other voices of support submitted to the BBRs, legislation, and your Administration.

2. Shifting Responsibility to DOER to Develop the Net Zero Stretch Energy Code

Over the past nine years, the Stretch Code performance standards have stalled, resulting in minimal improvement since the first iteration in 2012. This next decade is the one that counts. Net zero buildings surely need to be a priority. The DOER has both in-house expertise and the ability to hire consultants to support the development of energy code language. The DOER has the experience, having originated or cultivated the majority of the energy code updates to date. The DOER also has the ability to fund research, and currently has consultants working to perform the requisite analysis to determine the optimal requirements for a net zero code that will ensure feasibility and cost effectiveness. DOER is clearly the appropriate entity to develop the net zero stretch energy code.

3. Expanding the BBRs by Adding Four New Members, with Focus on Energy Efficiency

The BBRs does not have the expertise to effectively address energy code issues, and in particular, the topic of a net zero stretch code. Therefore, it is necessary to expand the BBRs board with four

new members that have the requisite expertise to understand and adjudicate these issues, at least to a level sufficient to identify when they should draw upon the greater resources of the DOER. Expanding the BBRS board by four new members will likely also increase its diversity and thereby strengthen its representation of the Commonwealth.

Conclusion -- Urgent Call for Climate Action in the Built Environment

In June 2019, the landmark AIA Resolution for Urgent and Sustainable Climate Action was passed by an overwhelming majority of the national American Institute of Architects (AIA), compelling all design professionals to act with urgency and sustained effort to reduce emissions. The work of our members has shown that net zero energy buildings are practical, affordable and possible for essentially every building type. This climate bill will help net zero buildings proliferate throughout Massachusetts.

Buildings have a new role in our society. They must be employed as a tool to solve the climate crisis, to protect us from extreme weather and to correct for social injustices. Sustainable design, once considered a fad, is now the cornerstone of best practice. Climate action has become an imperative.

Climate change is an existential threat posing unprecedented challenges to the built environment.

DOER's leadership in the development of energy code standards is proven. Their enhanced role is not only desirable but essential moving forward. DOER leadership, in combination with enhancing the energy expertise of the BBRS will open the door to promulgating an effective net zero code which is urgently needed.

It is a misconception that a pandemic is a bad time to pass a climate bill. Yet no time is better served. The pandemic has shown that public health and planetary health are critically linked. As climate change drives movement of animals and people, greater opportunities for exposure and virus mutation are anticipated. Meanwhile, climate scientists report that this decade is crucial for action, and that global emissions must be reduced to 50% below 1990 levels to avert the worst impacts of climate change. At the same time, our economy, temporarily paused by the pandemic, stands to benefit from a surge in new green jobs.

In short, the BSA enthusiastically supports this legislation. We urge your signing of this landmark climate bill. It provides powerful tools -- policies, metrics and accountability -- as we believe will help propel a just transition to a thriving clean energy economy and sustainable healthy environment for future generations.

Thank you for your consideration.

Very truly yours,



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Letter to Governor Baker on Climate Policy

The Boston Society for Architecture (BSA/AIA), representing 92 percent of the registered architects in the Commonwealth, strongly urges Governor Baker to sign An Act Creating a Next Generation Roadmap for Massachusetts Climate Policy (Bill S. 2995). Massachusetts urgently needs this law to meet local and state climate goals. Further, the entire United States stands to benefit from Massachusetts' continued environmental leadership under the Baker Administration.

As representatives of 750 businesses in the Commonwealth, the BSA supports the climate bill, including interim emissions reduction targets, accelerated renewable energy production, environmental justice standards, natural gas utility safety, increased funding for the Massachusetts Clean Energy Center, and many other important provisions.

As representatives of 4,500 architectural and allied professionals in eastern Massachusetts—New England's largest building industry association—we also support the many specific aspects of the bill pertaining to buildings and the regulation of buildings. Of utmost relevance to our industry and importance to meeting the Commonwealth's climate goals are:

1. Promulgation of a net zero stretch energy code that cities and towns may adopt;
2. Shifting of responsibility to the Department of Energy Resources (DOER) to develop the net zero stretch energy code;
3. Expanding the BBRS by adding 4 new members, with a focus on energy efficiency.

The work of our members has shown that net zero energy buildings are practical, affordable, and possible for essentially every building type. This climate bill will help net zero buildings proliferate throughout Massachusetts. Buildings must be employed as a tool to solve the climate crisis, to protect us from extreme weather, and to correct for social injustices. Sustainable design, once considered a fad, is now the cornerstone of best practice. Climate action has become an imperative.

Please read the full letter to Governor Baker with information to support our position on these issues [here](#).