

To: BSA Foundation Trustees
From: Mike Davis FAIA, Chair
Re: Meeting agenda
Date: Wednesday, July 13, 2016

Our next meeting begins at noon on Wednesday, July 13, 2016 at BSA Space, 290 Congress Street, Boston. Lunch will be provided.

AGENDA

- 12:00 PM Call to Order
12:05 PM Approval of April 17, 2016 meeting minutes [VOTE]
12:10 PM Treasurer's Report
- 2016 financial position
 - Development report
- 12:20 PM Committee Reports
- Finance Committee
 - Auditors Report
 - BSA/BSA Foundation Civic Task Force
 - BSA Space Exhibitions Committee (see ED report)
 - Nominating Committee – send recommendations to Eric – 3 public, 2 architects
- 12:30 PM Strategic Conversation
- Report from Strategic Planning subcommittee
 - Homework Assignment: page
 - *It's been five or ten years from now and the BSA Foundation has just been written up in a major publication. What would the headline be saying about our organization? What would be a featured quote about the organization? Who would be saying it? Draw a picture or describe a photo that would appear in the publication. Include a caption.*
 - Discussion
- 1:45 PM Other business
2:00 PM Adjournment

ENCLOSURES:

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2016 Meeting schedule	p. 3
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Q2 2016 Foundation budget. *	
Pledge receivables due. *	
Balance sheet. *	

*To be distributed at the meeting

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2016 Meeting Schedule

Wednesday, January 13	–	Board orientation	Noon
Thursday, January 14	–	Joint reception for BSA & Foundation	6 pm
Wednesday, February 17	–	Board meeting	Noon
Wednesday, April 13	–	Board meeting	Noon
Wednesday, July 13	–	Board meeting	Noon
Thursday, September 8	–	Joint board meeting with BSA & Foundation	Noon
Wednesday, October 12	–	Annual board meeting	Noon

2016 BSA Foundation Committees

Finance Committee

Eric Krauss
Anne-Marie Lubenau AIA
Peter Madsen FAIA
Ted Touloukian AIA
Kenneth Willis
Laura Wernick FAIA

Joint BSA/BSA Foundation Strategic Cte

Mike Davis FAIA (BSA Foundation)
Bennet Heart (BSA Foundation)
Peter Madsen FAIA (BSA Foundation)
Jim Collins FAIA (BSA)
Stephen Gray, Assoc. AIA (BSA)
Tamara Roy AIA (BSA)

Public Programs Committee

Nadine Gerdts
Rickie Golden
Bennet Heart
Peter Kuttner FAIA
Anne-Marie Lubenau AIA
Kelly Sherman
Kenneth Willis

BSA/BSA Foundation Civic Task Force

Mike Davis FAIA
Nadine Gerdts
Rickie Golden
Anne-Marie Lubenau AIA

BSA Space Exhibitions Committee

Peter Kuttner FAIA
Ted Touloukian AIA
Laura Wernick FAIA

Nominating Committee

Anthony Consigli
Steve Eustis
Laura Wernick FAIA

Institutional Advancement Committee

Mike Davis FAIA
Peter Kuttner FAIA
Kelly Sherman
Ted Touloukian AIA
Laura Wernick FAIA

To: BSA Foundation Board
From: Eric White
Re: Executive Director's Report
Date: July 13, 2016

General

The BSA and BSA Foundation staff has been hit by an unusual array of circumstances leaving us short-staffed by seven (7) or 1/4th of our people. While most of these are unexpected, we are working to ensure that all our work continues with little or no noticeable impact to our programs and services. We are happy to announce we are joined on staff by Elliya Cutler who will be organizing our volunteer programs and assisting with the civic work.

Financials

The 2015 audit is completed and report is included. Overall the Foundation is in a good financial position from this first report. Q2 just closed, though all the information is not yet complete. Current financial report is enclosed.

Development

See Development report, which also includes grant details, for more information. With Penny unexpectedly out for an extended time, Caitlin, Pamela and I have been working to continue IAQ work. We have suspended Meet the Foundation meetings for the summer and focused our attention on cultivation of existing and strong prospects.

Friends of BSA Space

The Friends of BSA Space program has grown steadily with now just over 500 Friends and a growing at a rate of about 75 people each month. The Friends cards have been printed and are being mailed out to those who have signed up for the program. Surveys and other correspondence are being developed to keep Friends engaged with the exhibitions and programming at BSA Space. A Friends-specific "Meet the BSA Foundation" is also being discussed as a tool to further engage Friends of BSA Space participants and we look to engage these people in our fundraising efforts.

Communications

The new exhibition *Extraordinary Playscapes* has received great press including significant coverage in the Globe, while our Architectural Cruise, in partnership with the Charles River Boat Company and Boston by Foot, is being featured on WCVB's Chronicle, which features an interview with BSA Foundation Vice-Chair Laura Wernick FAIA. Toronto Star reporter Rick McGinnes engage Foundation Chair Mike Davis FAIA on a familiarization tour of Fort Point.

The 2016 *Homeowner's Project Handbook* has been published and distributed to over 10,000 homes in the Greater Boston area. The online version will be live within a week and the next issue is in the works with a summer roundtable planned for improvements.

We have increased our documentation of day-to-day events through photography and have used photos to increase our social media presence and share the Foundation's impact through weekly impact stories.

Since the creation of the BSA's Instagram account last summer, we have almost 1,000 followers.

Exhibitions

Global Citizen: The Architecture of Moshe Safdie closed in late May, and brought in a record number of visitors, thanks in part a strong presence in local press. Celebrating a very different topic, *Extraordinary Playscapes* opened on June 8 in partnership with Design Museum Boston, and has been well-received by kids and adults alike.

This past April, the BSA Foundation Exhibitions Committee reviewed approximately 25 curatorial submissions for potential selection as BSA Space exhibitions. Finalists are being asked back for interviews with the committee this summer. The Committee also met with the curatorial team for One Room Mansion, set to open this November. The committee reviewed the proposal and will work with the curatorial team to continue to advise on audience engagement.

The BSA Foundation received a Fort Point Channel Waterfront Activation grant to develop a competition to activate the sidewalk in front of the first floor gallery. The first phase of the competition will be rolled out in late 2016, with installation planned for June of 2017.

Programs

Common Boston, Boston's first ever open house festival weekend, was an overwhelming success. Longtime residents and first time visitors alike (including one on a three-hour layover) took to the streets during the weekend of June 4 and 5 to explore 50 sites across Boston that were either uniquely open to the public for one weekend only or that provided a special behind-the-scenes opportunity just for Common Boston visitors. The night prior to the open house portion of the weekend, 300 revelers kicked off the festival with the annual dParty at the Innovation and Design Building in the Seaport District, enjoying lawn games, libations, and a chance to plan their Common Boston adventure.

LEGO City: As part of ongoing engagement to support Imagine Boston 2030, the BSA Foundation led a series of workshops in Mattapan, East Boston, Downtown, Roslindale, and Roxbury over the past six months. Families were asked (and began to answer) the question, what makes a good neighborhood? Using LEGO as a design tool, volunteer architects from the BSA Foundation led children ages 5 through 14 and their parents through a series of exercises to tease out residents' ideas for how to create great places and spaces to live, work, and play. Approximately 150 people have participated to date.

Playscapes: programming in support of the exhibition has been robust and well attended. Programs have included professional sessions on play structures and place making as well as a summer series of children's workshops in collaboration with Design Museum Boston.

Civic

Resiliency:

Gretchen presented the BSA and BSA Foundation's resiliency work on a "100 Resilient Cities" panel with colleagues from AIA San Francisco and Dallas at the AIA National Convention. We co-sponsored a workshop with Boston Harbor Now, the City, and others at BSA Space June 27 in which Atiya Martin and Jason Hellendrung reported on drafts of Boston's social and climate resiliency planning underway; over 150 attended. In the East Boston NOAH/Kresge work, the "Adaptation Planning Working Group" has begun meeting, which brings together the major stakeholders (Massport, MassDOT, Boston Water & Sewer, etc.) with community 'delegates' for collaborative resiliency planning. While Community Service Fellow from the GSD Kat Miller is working with us this summer on a community "vision" process, preparing for fall meetings in the neighborhood.

Northern Avenue Bridge Ideas Competition:

We co-sponsored the Northern Ave Bridge Ideas Competition, which concluded May 25 with an event at BSA Space in which Mayor Walsh announced the winners to a crowd of over 200. 133 individuals and teams entered the competition: 99 graphic entries and 34 essays. A small exhibit of selected entries is in the works for BSA Space sidewalk gallery. A separate RFP for the bridge is due to be issued by the City later this year.

Housing:

BSA President Tamara Roy AIA and Gretchen have been working with the Mayor's Housing Innovation Lab and DND through a series of neighborhood conversations in Garrison Trotter (Roxbury) to establish community aspirations for the upcoming Housing Innovation Competition. Designer/developer teams will be invited to propose compact units for several DND-owned parcels. An RFP will be issued this summer. Activities will be coordinated with the arrival of the Urban Housing Unit ("uhu"), as well as with the fall "One Room Mansion" exhibit at BSA Space.

Transportation:

BSA Space hosted Go Boston 2030 on June 6 as they released and discussed the Draft Report of the "Vision Framework." They're still accepting feedback at goboston2030.org. The final report will be released later this summer. Meanwhile, BSA Foundation will be supporting the emerging Fairmount Indigo corridor by creating a series of illustrated 'visions', based on existing plans, at the request of the Boston foundation.

Summer School:

In the aftermath of arson that burned Roslindale's Sumner School elementary school playground, the BSA Foundation has started to assist parent and school leadership organize a larger long term schoolyard visioning/planning effort, and support the school community as they seek temporary short term solutions that build on the content and contacts from Extraordinary Playscapes

Syrian Refugee Response:

The planning committee continues to meet regularly. Currently working on establishing local partners in Lebanon as well as gathering key allies in Boston. Tentatively aiming for a public event/discussion early fall, with a charrette at ABX.

Foundation Programs Summary April - August 2016

Film Series:

4/1 - Moshe Safdie: The Power of Architecture
8/17 - Film screening, The Land: An adventure play documentary*

Exploring Design:

4/2—Mattapan: Arts and Placemaking*
5/5—Building Blocks (Arch 101)
6/4 – 6/5 – Common Boston
6/15 - City Sketch: Faneuil Hall
6/29 - LEGO Happy Hour
7/13- City Sketch: Post Office Square
8/17- City Sketch: Copley Square

4/12 - BSA Foundation Grant Project Pin-Up:
Architecture and design in your neighborhood

Exhibition Programs:

4/15—Design Museum Mornings: Playable Cities with Maggie Cooper *
6/7 - Extraordinary Playscapes Opening
6/30 – A tale of two very different play solutions
6/30 – Unite: the Problem with Play
6/9 - A Play on Modular Design with Richard Dattner
8/17 - Film screening, The Land: An adventure play documentary*

Lectures:

4/6—Lecture: Inaki Abalos
5/5 - Building Blocks: Exploring Obsolescence in Architecture

Tours:

May - October: Architecture Boat Cruise*
6/28 – The Dark Side of Boston*
7/26 – Boston By Bulfinch*
8/23 - Reinventing Boston: A City Engineered*

Youth and Family Programs:

4/2 - Future Prep 101: How to prepare teens for design careers*
4/19 - 4/21 – Teen Architecture Workshop
4/22 – Cambridge Science Festival : LEGO City*
4/30 – LEGO City in Roslindale
5/07 – LEGO City in East Boston
5/14—Family Design Day: Animal Habitats
5/15 – LEGO City in Roxbury
6/18 – LEGO City in Mattapan
6/18—Family Design Day: Playscapes*
7/16 – Kids Design Workshops – Nature Play*
8/13 – Kids Design Workshops – Pop-up Play*

Student Programs:

4/22 & 4/23— Teen Workshop
5/4 - Student Design Day: ISB
5/5—Student Design Day: Homeschool
5/8—Student Design Day: Homeschool
6/9—Student Design Day: Homeschool
6/12—Student Design Day: Homeschool
7/28 – Student Design Day: Girls Inc Lynn

Civic/Professional Programs:

4/2 - Art and Placemaking in Communities of Color*
4/21 - Northern Avenue Bridge Idea Slam! 5/2—
Designing Boston: Boston Creates
5/11 – What the Sketch?
5/25 - Northern Avenue Bridge Winners
Announcement and Celebration
6/14 - An Architect's Response to Homelessness
6/16 - The ABCs of Implicit Bias
6/27 - Climate Resilient Boston*

*Indicates a Partnership programs

BSA and BSA Foundation press since April 2016

Playing with fire (and playground design)
(cbc.ca)

The playground of the future is here
(bostonglobe.com)

The List: Most architectural firms report
increases in Mass. billings in 2015
(Boston Business Journal)

New exhibition at Boston Society of Architects
Space explores playground design
(archpaper.com)

Can Micro-Apartments Become a Macro
Housing Solution for Boston?
(bostinno.streetwise.co)

Leveling the Playground at BSA Space
(bostonmagazine.com)

Exploring the landscapes and structures of
Boston with Common Boston
(evolvingcritic.net)

A new movement in playground design takes
them far from the usual
(bostonglobe.com/magazine)

'Extraordinary Playscapes' to Go On Display in
Boston
(boston.curbed.com)

View the Winning Designs for the Northern
Avenue Bridge Competition
(northendwaterfront.com)

BostInno Approved: What's Fun in Boston the
Week(end) of June 2
(bostinno.streetwise.co)

On Northern Ave. Bridge, speak up or hold your
peace
(bostonglobe.com)

Common Boston: One Weekend. Your City
Unlocked
(cambridgema.gov)

Daily Architecture Cruises to celebrate Boston's
architecture
(northendwaterfront.com)

10 Fabulous Ideas for Redoing/Replacing
Boston's Old Northern Avenue Bridge
(boston.curbed.com)

Unlocking boston: 14 must-see sites at this
year's Common Boston festival
(evolvingcritic.net)

Boston Architecture Cruises Kick off Memorial
Day Weekend
(bostonmagazine.com)

Here are the winning designs for a revamped
Northern Avenue Bridge
(bizjournals.com)

Five things to do in and around Boston, May 30-
June 5
(bostonglobe.com)

Here's What the New Northern Avenue Bridge
Could Look Like [Renderings]
(bostinno.streetwise.co)

City weighs submissions for new Northern
Avenue Bridge
(bostonglobe.com)

Final 4 design contenders chosen in bridge
contest
(bostonherald.com)

A hot-market conundrum: find a new home or
build an addition?
(bostonglobe.com)

Wednesday's 3 Things & Photo: Northern Ave.
Bridge, Double Header, Santarpio's North End?
(northendwaterfront.com)

State of Play: How Architects and Designers are
Rethinking America's Playgrounds
(curbed.com)

Get Jealous Of Kids Today With These Photos Of
The World's Most Creative Playgrounds
(fastcoexist.com)

Report: Boston Arts Scene Faces Divisions,
Opportunities
(artery.wbur.org)

Crossing that bridge: Northern Avenue design
ideas span world
(bostonherald.com)

They like playing bridge
(bostonglobe.com)

Smithsonian Cooper Hewitt Design Awards
2016: Moshe Safdie, Bruce Mau Among Winners
(ca.blouinartinfo.co)

Minutes from the April 13 meeting of the Board of Trustees

Present: Mike Davis FAIA, Nadine Gerdts, Rickie Golden, Bennet Heart, Peter Kuttner FAIA, Kelly Sherman, Laura Wernick FAIA, Ken Willis, Peter Madsen FAIA

Staff: Ben Cohen, Polly Carpenter FAIA, Billy Craig, Penny Mitchell, Gretchen Schneider AIA, Eric White

Absent: Anthony Consigli, Eric Krauss, Steve Eustis, Ted Touloukian AIA, Anne-Marie Lubenau AIA

Call to Order: Davis called the meeting to order at 12:10 pm

Minutes: Upon a motion by Kuttner, seconded by Willis, it was

VOTED to accept the minutes of the February 17 meeting as submitted; unanimous

Treasurer's Report: White provided a brief Treasurer's report. Noted the auditors will be completing their work and presented at the next meeting.

Development: Mitchell shared information from the Benevon workshop on building a sustainable model. Development is focused on bringing new people to the foundation and cultivating existing supporters. We are looking for ambassadors who are willing to host conversations with people who might be interested in the Foundation's work. White updated the Board on the grants proposal progress. Heart expressed an interest in the board playing a role in grants strategy. Board discussed importance of a system in to manage all the data and content.

Strategic Conversation Mitchell shared some thoughts from the Benevon workshop including attendees. Vision of the organization financially.

Davis introduced a conversation about the Foundation's strategic mission, vision and plan. In addition the group discussed developing a new financial model that is less dependent upon the BSA's support. How can we become sustainable? How should our budget look? What should we be aiming for? At this point we should be looking at really growing the organization where we are really cultivating new relationships with donors and not relying on our current model .

Next steps: Board determined to create a subcommittee to work on developing a strategic mission, vision and outline of plan. The subcommittee is to make recommendations for next steps. Subcommittee includes:

Sherman (chair), Heart, Gerdts, Wernick, Willis, Lubenau, Kuttner, with CDRC advisory board member Kaki Martin and staff members White, Craig and de Oliveira-Smith.

Other Business: Davis introduced the executive director review system that was prepared with BSA President Tamara Roy AIA.

Adjourn: Upon a motion by Wernick, seconded by Heart, it was VOTED to adjourn the meeting at 2pm; unanimous.

Respectfully submitted,

Steve Eustis, Secretary

BSA FOUNDATION

Financial Statements

December 31, 2015 and 2014

(With Independent Auditors' Report Thereon)



INDEPENDENT AUDITORS' REPORT

The Board of Trustees and Management
BSA Foundation:

Report on the Financial Statements

We have audited the accompanying financial statements of BSA Foundation, which comprise the statements of financial position as of December 31, 2015, and the related statements of activities and changes in net assets and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of BSA Foundation as of December 31, 2015, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

The 2014 financial statements were reviewed by us and our report thereon, dated April 14, 2015, stated we were not aware of any material modifications that should be made to those statements for them to be in accordance with accounting principles generally accepted in the United States of America. However, a review is substantially less in scope than an audit and does not provide a basis for the expression of an opinion on the financial statements as a whole.

Nardella Taylor LLP

April 28, 2016

BSA FOUNDATION

Statements of Financial Position

December 31, 2015 and 2014

	<u>2015</u>	<u>2014</u> (Unaudited)
<u>Assets</u>		
Cash and cash equivalents	\$ 27,837	\$ 44,993
Contributions receivable, net of allowance for doubtful accounts of \$8,000 in 2015 and \$0 in 2014	408,359	205,372
Accounts receivable	11,937	160
Due from allied organization	6,785	1,431
Prepaid expenses and other current assets	84,817	1,353
Investments, at fair value	1,482,957	1,453,520
Amounts held for others	23,377	12,095
	<u>23,377</u>	<u>12,095</u>
Total assets	<u>\$ 2,046,069</u>	<u>\$ 1,718,924</u>
<u>Liabilities and Net Assets</u>		
Accounts payable and accrued expenses	\$ 29,237	\$ 9,221
Due to allied organization	34,232	21,294
Amounts held for others	23,377	12,095
Total liabilities	<u>86,846</u>	<u>42,610</u>
Commitments and contingencies		
Net assets:		
Unrestricted	1,550,864	1,448,108
Temporarily restricted	408,359	228,206
Total net assets	<u>1,959,223</u>	<u>1,676,314</u>
Total liabilities and net assets	<u>\$ 2,046,069</u>	<u>\$ 1,718,924</u>

The accompanying notes are an integral part of these financial statements.

BSA FOUNDATION

Statements of Activities and Changes in Net Assets

Years Ended December 31, 2015 and 2014

	2015	2014
		(Unaudited)
Changes in unrestricted net assets:		
Revenues:		
Contributions	\$ 18,876	\$ 73,485
Support from allied organization	427,935	-
Grants	2,500	250
Program income	165,237	4,065
Investment income	52,443	70,931
Net assets released from restriction	240,729	146,590
Total support and revenue	907,720	295,321
Expenses:		
Programs:		
Public, education and civic programs	109,925	152,657
Exhibitions	249,549	-
Scholarships, grants and awards	40,000	44,200
Total programs	399,474	196,857
Fundraising	227,002	41,167
General and administrative	121,963	25,297
Total expenses	748,439	263,321
Other income (expenses):		
Net realized and unrealized gains (losses) on investments	(49,076)	5,361
Investment advisory fees	(7,449)	(7,335)
Total other income (expenses)	(56,525)	(1,974)
Increase in unrestricted net assets	102,756	30,026
Changes in temporarily restricted net assets:		
Revenues:		
Contributions	420,882	205,372
Net assets released from restriction	(240,729)	(146,590)
Increase in temporarily restricted net assets	180,153	58,782
Increase in net assets	282,909	88,808
Net assets, beginning of year	1,676,314	1,587,506
Net assets, end of year	\$ 1,959,223	\$ 1,676,314

The accompanying notes are an integral part of these financial statements.

BSA FOUNDATION

Statements of Cash Flows

Years Ended December 31, 2015 and 2014

	2015	2014
		(Unaudited)
Cash flows from operating activities:		
Increase in net assets	\$ 282,909	\$ 88,808
Adjustments to reconcile increase in net assets to net cash provided by (used in) operating activities:		
Net realized and unrealized losses (gains) on investments	49,076	(5,361)
Changes in operating assets and liabilities:		
Contributions receivable	(202,987)	(205,372)
Accounts receivable	(11,777)	(160)
Prepaid expenses and other current assets	(83,464)	-
Due from allied organization	(5,354)	759
Due to allied organization	12,938	14,777
Accounts payable and accrued expenses	20,016	5,573
Net cash provided by (used in) operating activities	61,357	(100,976)
Cash flows from investing activities:		
Proceeds from sale of investments	262,011	507,096
Purchases of investments	(340,524)	(533,621)
Net cash used in investing activities	(78,513)	(26,525)
Decrease in cash and cash equivalents	(17,156)	(127,501)
Cash and cash equivalents at beginning of year	44,993	172,494
Cash and cash equivalents at end of year	\$ 27,837	\$ 44,993

The accompanying notes are an integral part of these financial statements.

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

(1) Nature of Operations

The BSA Foundation (the "Foundation") is a Massachusetts non-profit organization with a mission to promote public awareness of the built environment and the processes that shape it. The Foundation's activities include the hosting of educational conferences as well as providing financial support to public education programs that elevate public awareness of design in the broadest sense. The Foundation derives its revenues primarily from fundraising and grants.

(2) Summary of Significant Accounting Policies

The following is a summary of significant accounting policies applied by the Foundation in the preparation of the accompanying financial statements.

(a) Financial Statement Presentation

The Foundation reports information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted and permanently restricted.

Unrestricted net assets represent net assets without existing donor-imposed stipulations as to their use by the Foundation. Temporarily restricted net assets are net assets with donor imposed time or purpose restrictions that have not yet expired or been met by the Foundation. Permanently restricted net assets are assets with donor-imposed restrictions that require the amount to be held in perpetuity by the Foundation.

(b) Basis of Accounting

The financial statements have been prepared using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded at the time the liabilities are incurred.

(c) Cash Equivalents

For purposes of the statement of cash flows, the Foundation considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents.

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

(d) Contributions Receivable

Contributions receivable consist of unconditional promises to give that are expected to be collected in future years. Contributions receivable are reported as temporarily restricted support unless explicit donor stipulations or circumstances surrounding the contribution make clear the donor intended it to be used to support activities in the current period.

The Foundation maintains an allowance for doubtful accounts at an amount it considers sufficient to provide adequate protection against losses resulting from uncollected contributions. In judging the adequacy of the allowance, the Foundation considers multiple factors, including its historical experience with collections, the general economic environment, and the need for specific reserves for pledges receivable. Management will charge off to the allowance any balance that remains after it has exhausted reasonable collection efforts and concludes that additional collection efforts are not cost-justified. Contributions receivable are considered past due based on the terms of the unconditional promise received from the donor.

(e) Accounts Receivable

Accounts receivable are stated at the amounts management expects to collect from outstanding balances at year-end. No allowance for doubtful accounts is deemed necessary because management expects to collect these amounts.

(f) Recognition of Income

BSA Foundation reports gifts as unrestricted support if they are received without donor stipulations that would limit the use of the donated assets. They are classified as increases in temporarily restricted net assets if the donor imposes restrictions on their use, including those for which payment is not due until future periods. Upon the satisfaction of the usage or time restriction, the net assets are reclassified as unrestricted support. The Foundation's contributions come primarily from architecture firms, engineering firms, construction firms, other non-profit organizations, and individual donors.

Realized and unrealized gains on investments as well as interest and dividend income are recognized as increases in unrestricted net assets unless their use is temporarily or permanently restricted by explicit donor stipulations or by law. Realized gains on investments are computed using the average cost method.

Revenues from programs and services are recognized when the services have been performed, amount is considered known, and collection is reasonably assured.

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

(g) Exhibition Costs

Exhibition costs are deferred as prepaid expenses, and expenses are recognized ratably over the period in which the exhibition is open to the general public.

(h) Investments

Investments in marketable securities are stated at fair value and consist of equity and bond mutual funds, as well as temporary investments in money market funds.

(i) Income Taxes

BSA Foundation is a not-for-profit organization under Section 501(c)(3) of the Internal Revenue Code and is exempt from income tax. The Foundation files tax returns in the U.S. federal jurisdiction as well as in Massachusetts.

(j) Risks and Uncertainties

Financial instruments that potentially subject the Foundation to concentrations of credit risk consist principally of temporary cash investments, contributions receivable, accounts receivable, and marketable securities. The carrying amounts of these financial instruments approximate their fair value.

Accounts receivable represent amounts related to programs and exhibitions and other miscellaneous sources of income. It is the Foundation's policy to evaluate the potential debtor's financial condition, prior to extending credit, in order to determine the amount of open credit to be extended.

The Foundation's cash and cash equivalents and investment securities are held by a brokerage firm that is a member of the Securities Investment Protection Corporation (SIPC). Securities held by member brokerage firms, including up to \$250,000 of cash equivalents, are insured by the SIPC up to \$500,000 per customer, per brokerage firm. SIPC protection would be triggered only in the event of a financial failure and liquidation of a participating brokerage firm or if the customer's securities are not returned. This protection does not cover investment losses in customer accounts due to market fluctuations or other claims for losses incurred while the brokerage firm remains in business.

Investment securities are exposed to various risks, such as changes in interest rates or credit ratings and market fluctuations. Due to the level of risk associated with certain investment securities and changes in the market value of investment securities, it is

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

possible that the value of the Foundation's investments and total net assets balance could fluctuate materially.

(k) Use of Estimates

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

(l) Reclassifications

Certain 2014 amounts have been reclassified to conform to the 2015 presentation. These reclassifications had no effect on previously reported results of operations or net assets.

(3) Contributions Receivable

Contributions receivable, less an appropriate reserve, are recorded at their estimated fair value. Amounts due in more than one year are recorded at the present value of the estimated future cash flows, discounted at adjusted risk-free rates applicable in the years in which the promises were received, 3% for the years ended December 31, 2015 and 2014, respectively. Contributions receivable consisted of the following as of December 31:

	<u>2015</u>	<u>2014</u>
		(Unaudited)
Unconditional promises expected to be collected in:		
Less than one year	\$ 101,000	\$ 56,000
Two to five years	348,725	163,150
	<u>449,725</u>	<u>219,150</u>
Less discount to present value	<u>(33,366)</u>	<u>(13,778)</u>
	416,359	205,372
Less allowance for doubtful accounts	(8,000)	-
	<u>\$ 408,359</u>	<u>\$ 205,372</u>

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

(4) Fair Value Measurements

Under U.S. GAAP, fair value is an exit price, representing the amount that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. As such, fair value is a market-based measurement that should be determined based on assumptions that market participants would use in pricing an asset a liability. As a basis for considering such assumptions U.S. GAAP establishes a three-tier value hierarchy, which prioritizes the inputs used in the valuation methodologies in measuring fair value.

Level 1 – Observable inputs that reflect the quoted prices (unadjusted) for identical assets or liabilities in active markets.

Level 2 – Include other inputs that are directly or indirectly observable in the marketplace.

Level 3 – Unobservable inputs which are supported by little or no market activity.

The fair value hierarchy also requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value.

The Foundation measures its investments in marketable securities at fair value using quoted market prices in active markets. Fair values of all investment holdings are measured using the published closing market price as of the last trading day of the year.

The following table sets forth by level within the fair value hierarchy, the Foundation's assets at fair value:

<u>December 31, 2015</u>	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash and cash equivalents:				
Money market funds	\$ 17,221	\$ 17,221	\$ -	\$ -
Marketable securities:				
U.S. equity funds	1,102,457	1,102,457	-	-
U.S. bond funds	363,279	363,279	-	-
Total investments	<u>\$ 1,482,957</u>	<u>\$ 1,482,957</u>	<u>\$ -</u>	<u>\$ -</u>

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

<u>December 31, 2014</u> (Unaudited)	<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash and cash equivalents:				
Money market funds	\$ 21,075	\$ 21,075	\$ -	\$ -
Marketable securities:				
U.S. equity funds	1,079,551	1,079,551	-	-
U.S. bond funds	352,894	352,894	-	-
Total investments	<u>\$ 1,453,520</u>	<u>\$ 1,453,520</u>	<u>\$ -</u>	<u>\$ -</u>

(5) Investments

Investments consist of marketable securities, stated at fair value, and are summarized as follows as of December 31, 2015 and 2014:

	<u>2015</u>		<u>2014 (Unaudited)</u>	
	<u>Cost</u>	<u>Fair Value</u>	<u>Cost</u>	<u>Fair Value</u>
Money market funds	\$ 17,221	\$ 17,221	\$ 21,075	\$ 21,075
U.S. equity funds	1,029,781	1,102,457	939,058	1,079,551
U.S. bond funds	369,288	363,279	345,743	352,894
	<u>\$ 1,416,290</u>	<u>\$ 1,482,957</u>	<u>\$ 1,305,876</u>	<u>\$ 1,453,520</u>

Total return on investments was as follows for the year ended December 31:

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

	<u>2015</u>	<u>2014</u> (Unaudited)
Interest and dividends	\$ 21,209	\$ 18,947
Capital gain distributions	31,234	51,984
Total investment income	<u>52,443</u>	<u>70,931</u>
Net realized and unrealized gains (losses) on investments	(49,076)	5,361
Investment advisory fees	(7,449)	(7,335)
Total return on investments	<u>\$ (4,082)</u>	<u>\$ 68,957</u>

(6) Related Party Transactions

A related party, the Boston Society of Architects, (the "BSA"), provides administrative services to the Foundation for a fee. The BSA is a not-for-profit membership organization. The BSA charged the Foundation \$8,600 in management fees in each of the years ended December 31, 2015 and 2014, which are included in general and administrative expenses in the Foundation's statements of activities and changes in net assets.

On March 17, 2014, the Foundation entered into a one-year transition agreement with the BSA, overseen by a joint committee. The purpose of the agreement was to develop a joint strategic collaboration plan that allowed the Foundation to carry out the public educational programs and related fundraising that were historically developed and operated by the BSA. All activities undertaken via the collaboration are intended to further the Foundation's charitable mission. Initial areas of collaboration included civic initiatives, exhibitions, lectures, forums and symposiums.

On May 7, 2015, the BSA Foundation and the BSA entered into a joint collaboration agreement for a period of five years that may be renewed for subsequent two-year terms unless terminated earlier by either party. Under the provisions of the agreement, the Foundation agrees to pay the BSA for services rendered by the BSA. The agreement includes an expense-sharing arrangement whereby specified personnel, facilities and services costs are directly allocated to the Foundation. All BSA employees and contractors who work on Foundation programs and activities remain employees and contractors of the BSA, and the BSA has sole responsibility for terms of employment and

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

contractor arrangements. The Foundation's responsibility is to focus its attention on public outreach and engagement for the benefit of the joint organizations. The BSA will support the Foundation by participating in necessary meetings and by sharing its staff and operating resources. The BSA will continue to pursue its professional programs that support the creation of architecture, including expositions, committees, websites and design awards.

During 2015, the BSA provided support to the Foundation in the amount of \$427,935 paid in monthly installments. This amount is reported as support from allied organization in the statement of activities and changes in net assets for the year ended December 31, 2015. Under the terms of the agreement, the Foundation reimbursed the BSA for payroll and benefit expenses totaling \$276,647 for the year ended December 31, 2015. These expenses have been allocated to programs, fundraising and general and administrative expenses in the statement of activities and changes in net assets. There were no such payroll expenses for the year ended December 31, 2014.

During the years ended December 31, 2015 and 2014, the Foundation also reimbursed the BSA in the amounts of \$40,538 and \$41,485, respectively, for program, fundraising and general expenses paid by the BSA on its behalf. During the year ended December 31, 2015, the BSA collected program fees and donations totaling \$16,884 on behalf of the Foundation. As of December 31, 2015 and 2014, amounts payable to the BSA were \$34,232 and \$21,294, respectively and amounts receivable from the BSA were \$6,785 and \$1,431, respectively. These amounts are included in due to allied organization and due from allied organization, respectively, on the Foundation's balance sheets.

(7) Amounts Held for Others

During 2015 and 2014, the Foundation acted as a fiscal agent for three nonprofit entities and received and expended cash on their behalf. Amounts held for others totaled \$23,377 and \$12,095 respectively, as of December 31, 2015 and 2014, and are reported as assets and liabilities in the accompanying financial statements.

(8) Defined Contribution Plan

During 2015, certain employees who worked for the Foundation but were employees of the Boston Society of Architects ("BSA") participated in a qualified profit sharing retirement plan covering all eligible employees under Internal Revenue Code Section 401(k), which was sponsored by the BSA. The Foundation recognized compensation expense of \$5,247 for matching contributions made by the BSA for these participants.

BSA FOUNDATION

Notes to Financial Statements

December 31, 2015 and 2014

(9) Temporarily Restricted Net Assets

Temporarily restricted net assets consisted of the following at December 31, 2015 and 2014:

	<u>2015</u>	<u>2014</u> (Unaudited)
Purpose restrictions:		
Sustainable Transit Vision Program	\$ -	\$ 22,834
Time restrictions:		
Contributions receivable	<u>408,359</u>	<u>205,732</u>
	<u>\$ 408,359</u>	<u>\$ 228,566</u>

Net assets released from temporary donor restrictions by incurring expenses satisfying the restricted purposes or by the passage of time were as follows for the years ended December 31, 2015 and 2014:

	<u>2015</u>	<u>2014</u> (Unaudited)
Purpose restrictions accomplished:		
Sustainable Transit Vision Program	\$ 22,834	\$ 146,590
Expiration of donor-imposed time restrictions	<u>217,895</u>	<u>-</u>
	<u>\$ 240,729</u>	<u>\$ 146,590</u>

(10) Commitments and Contingencies

During 2015, the Foundation entered into a five-year agreement with a third party to participate in its annual fundraising workshops during the years 2015 through 2019, and to hold an annual fundraising event with a total commitment of \$120,000. The expense of \$24,000 for the year ended December 31, 2015 is included in fundraising expenses in the statement of changes in net assets.

(11) Subsequent Events

The Foundation has evaluated all subsequent events through April 28, 2016, the date the financial statements were available to be issued.

To: BSA Foundation Trustees
 From: Pamela de Oliveira Smith, Managing Director, Communications, with Caitlin Hart, Development & Marketing Manager (for Penny Mitchell, Development Director)
 Re: July Development Report
 Date: July 5, 2016

Sustainable Funding Program

Implemented by the BSA Foundation
 Institutional Advancement Committee (IAC)

2016 Revenue Goal: \$225,000

2016 cash (\$50K) & 5-year pledges (\$225K)

Committee Goals:

1. Increasing community awareness:
 - a. Invitations to Meet the BSA Presentations
 - b. Seek Ambassadors for the Foundation (individuals who volunteer to bring 10 or more guests to a Meet the BSA Foundation either at BSA Space or hosted at their office/home)
2. Cultivation and major gifts:
 - a. Ensure all Foundation donors are thanked and receive updates on Foundation activities
 - b. Ensure at least two opportunities for two-way conversation with Legacy Circle members each year
 - c. Cultivate new Legacy Circle and major gifts

2016 Pipeline Metrics – Introducing people to BSA Foundation	to date	goal to date	yr
Number of Ambassadors	7	15	30
Number of Meet the Foundation Events	13	12	20
Number of Attendees	92	100	200

2016 Cultivation & Major Gift Metrics – Building loyalty	to date	goal to date	yr
Number of Foundation Updates (email)	2	3	4
Number of Personal Phone Calls	30	90	140
Number of Face to Face Visits	26	70	120
Number of Mission Related Cultivation Events/Attended	4/49	5/75	4/92
Number of Asks	0	0	24
New Pledges made (Advance of Breakfast)	0	0	6

Critical BSA Trustee participation:

Become an Ambassador: If you have not yet, plan to bring ten to fifteen guests to Meet the BSA Foundation within a three-month period. See how-to information attached

Cultivation of Legacy Circle: Assist in thank you calls to new Legacy Circle Members. *It's not too late to make the 6-7 thank you calls to Legacy Circle members you have been provided*

Host a table at BSA Foundation Breakfast: requested *one-time only*, more than once is optional

Grant Program

2016 Revenue Goal: \$125,000

Total YTD: \$10,000

The months of February and March have been very busy for the grants team. The following application forms were submitted:

Grant activity throughout May and June included:

- RECEIPT of \$5,000 Fort Point Channel Watersheet Activation grant for BSA Space Storefront competition
- RECEIPT of \$2,500 Cambridge Community Foundation grant for support of LEGO workshops
- SUBMISSION of Mable Louise Riley Foundation grant, to support all children's programming at BSA Space
- Content development for Boston Foundation's Open Doors Grant, to support Urban Design Workshops
- REPORTs were delivered to MCC for its support of 2016 KidsBuild! and Common Boston

The Boston Foundation has engaged the BSA Foundation to assist with visioning work related to its Fairmont Corridor Visioning project. Project scope and budget are being finalized.

The BSA Foundation was invited to submit a proposal to the Schleck Foundation for a speaker series related to Boston's Visioning Process. Proposal, scope, and budget are in development.

Earlier submitted grants, awaiting notification, include:

- NEA Artworks
- NEA Creativity Connects
- MCC Cultural Investment Portfolio
- Graham Foundation

Upcoming opportunities

- Smith Family Fund (Storefront build out)

Sponsorships

2016 Common Boston (Total sponsorship \$7,500)

\$5,000 Boston Cultural Council

\$2,000 (in kind) ABC Imaging

\$500 Massachusetts Cultural Council: Festivals

Golf (July 19) Sponsorships to date: \$34,500

Golf Ball level (\$3,500)

- StretchWall - A Division of M.L. McDonald

Gold level (\$2,000)

- WSP
- Commodore Builders

Silver level (\$1,800)

- Vanderweil Engineer
- JW Construction
- C.E. Floyd Company, Inc.
- Buro Happold
- Timberline Construction
- Poole Professional Ltd.
- Simpson Gumpertz & Heger
- Mangel Architects
- Dodge Data & Analytics
- Dodge Data & Analytics
- Thornton Tomasetti
- Gensler
- Horner Millwork
- Andersen Windows and Doors

Donated Raffle items

- Emerson Commercial & Residential Solutions--InSinkErator (\$400)
- VHB--\$100 Restaurant Gift Card

We continue to seek sponsors for Foundation events including 2016 Golf Tournament, the BSA Foundation Breakfast, and KidsBuild! 2017.

evaluate what we're doing?
 we know if we're successful?
 articulate + think about our audience?
 now + where do we want to go?

CURRENT STATUS ①
 VISION ①
 MARKETING
 EVALUATION

- tension between parts of work
 e.g. civic + cultural work
 - what do we mean by Civic?
 - what geographic do we focus
 Boston: metro region

BSA Foundation | Strategic Task Force

MEETING PREP

Please review in preparation for the Full Board Meeting on July 13, 2016

July 13, 2016

CONTENTS

Page 3	Timeline
Page 4	Key Questions & Critical Work
Page 5	Setting the Vision First
Page 6	Key Strategic Elements
Page 7	Key Issues
Page 8	Needed Information
Page 9	Working Plan
Page 10	HOMEWORK: PLEASE COMPLETE & BRING TO 7/13/16 MEETING
Page 11	Glossary for Reference

TIMELINE BSA Foundation – Recent Events

2010	2011	2012	2013	2014	2015	2016
BSA Foundation Growth						
BFA (BSA Foundation) proposes partnership to BSA who declines	<ul style="list-style-type: none"> Move to Atlantic Wharf from Broad Street BSA buys Build Boston partner, creates ABX 	<ul style="list-style-type: none"> ABX opens BSA & Foundation begin partnership conversations 	<p>Foundation receives Barr grants → elevates the org's urban planning role, increases BSA cooperative agreement</p> <ul style="list-style-type: none"> Foundation & BSA test partnership with 1-year MOU Foundation's first by-laws LBD becomes a Foundation program 	<ul style="list-style-type: none"> Change name from Boston Foundation for Architecture Budget created for public programming & exhibitions beyond grants Foundation & BSA sign long-term MOU CDRC becomes a Foundation program 		
Strategic Planning						
BSA Strategic Planning Committee formed	BSA board approves AIA "weave"			BSA & Foundation create Joint Strategic Task Force and update Weave		Strategic Planning Task Force created
				Detailed work plan for Weave created		
Development						
	BSA creates Development Committee which struggles to develop fundraising plan			Foundation receives grants from Barr	<p>Winter fundraiser → \$250K commitments over 5 years</p>	
				<ul style="list-style-type: none"> Foundation engages Benevon 1st fundraiser → ~\$500K commitments over 5 years 		

KEY QUESTIONS → Critical Work

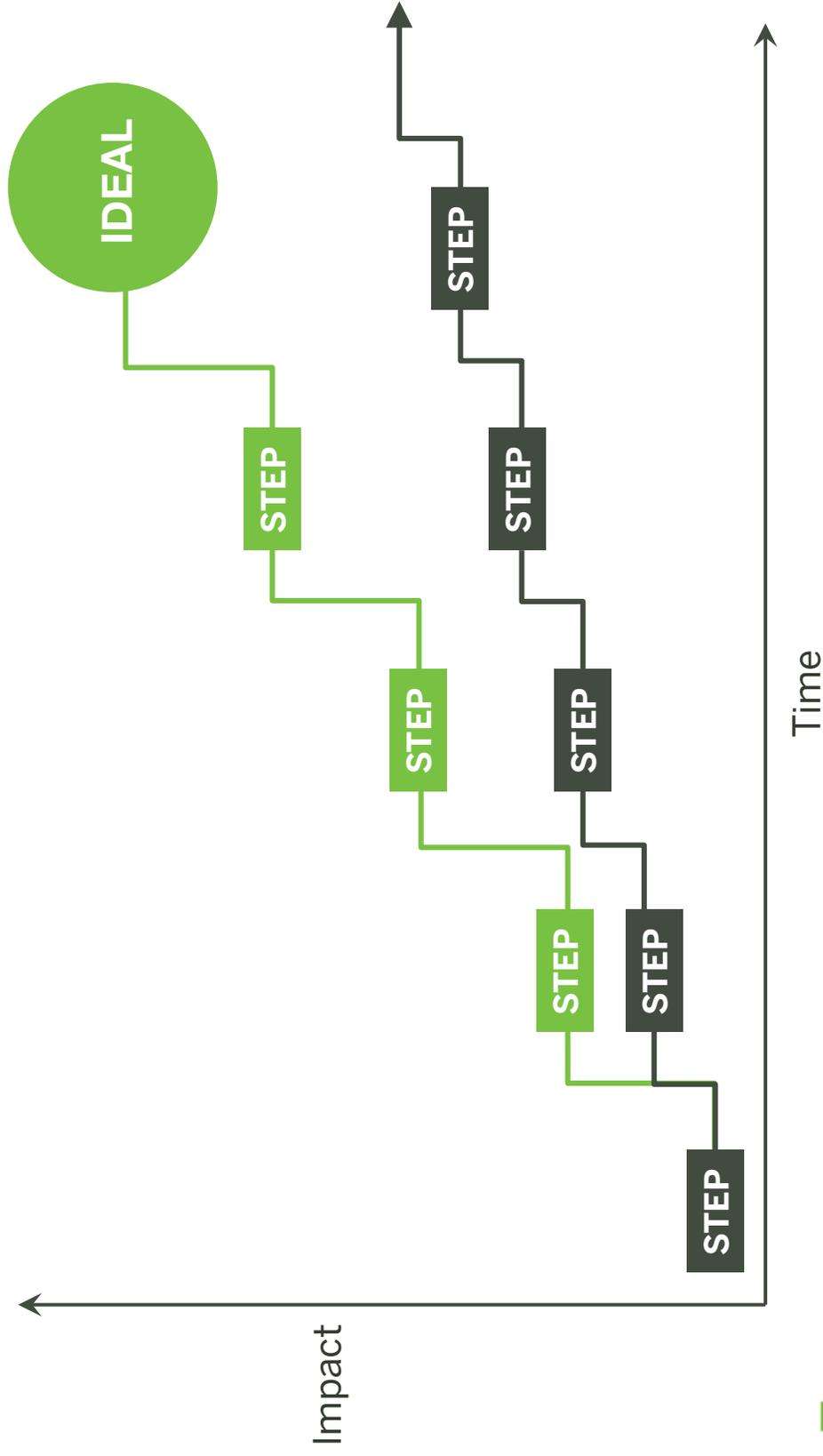
QUESTIONS	CRITICAL WORK
WHERE are we now?	<ul style="list-style-type: none"> Outline Opportunities & Trends, Landscape Scan, Program Scan, understand our IT Infrastructure, Systems and Processes, as well as Staff Talents and Skills
WHAT do we most value? HOW do we work?	Articulate Guiding Principals & Core Values
WHY do we exist? WHERE do we want to go?	Articulate our evolving Vision & Mission, Stakeholder input
HOW are we going to get there?	Create a Strategic Plan that sets our work priorities for the future: Includes Key Goals and Objectives, Tactical Plans and Strategy, and Business Model Provide staff with Tools to make decisions strategically
WHAT do we do?	Create Programmatic Framework to better frame our work
WHO do we engage?	Define our Audiences & People
WHO else does work like us?	Landscape scan
HOW do we talk about what we do?	Improve Communications Language for our work
HOW do we know we're succeeding?	Create Evaluation Plans & Infrastructure
WHO are we?	Needs more exploration. (e.g. a group with a core of design, engineering, construction and development professionals who are coming together to help make Boston better/stronger?)

SETTING VISION Imagine the Ideal First

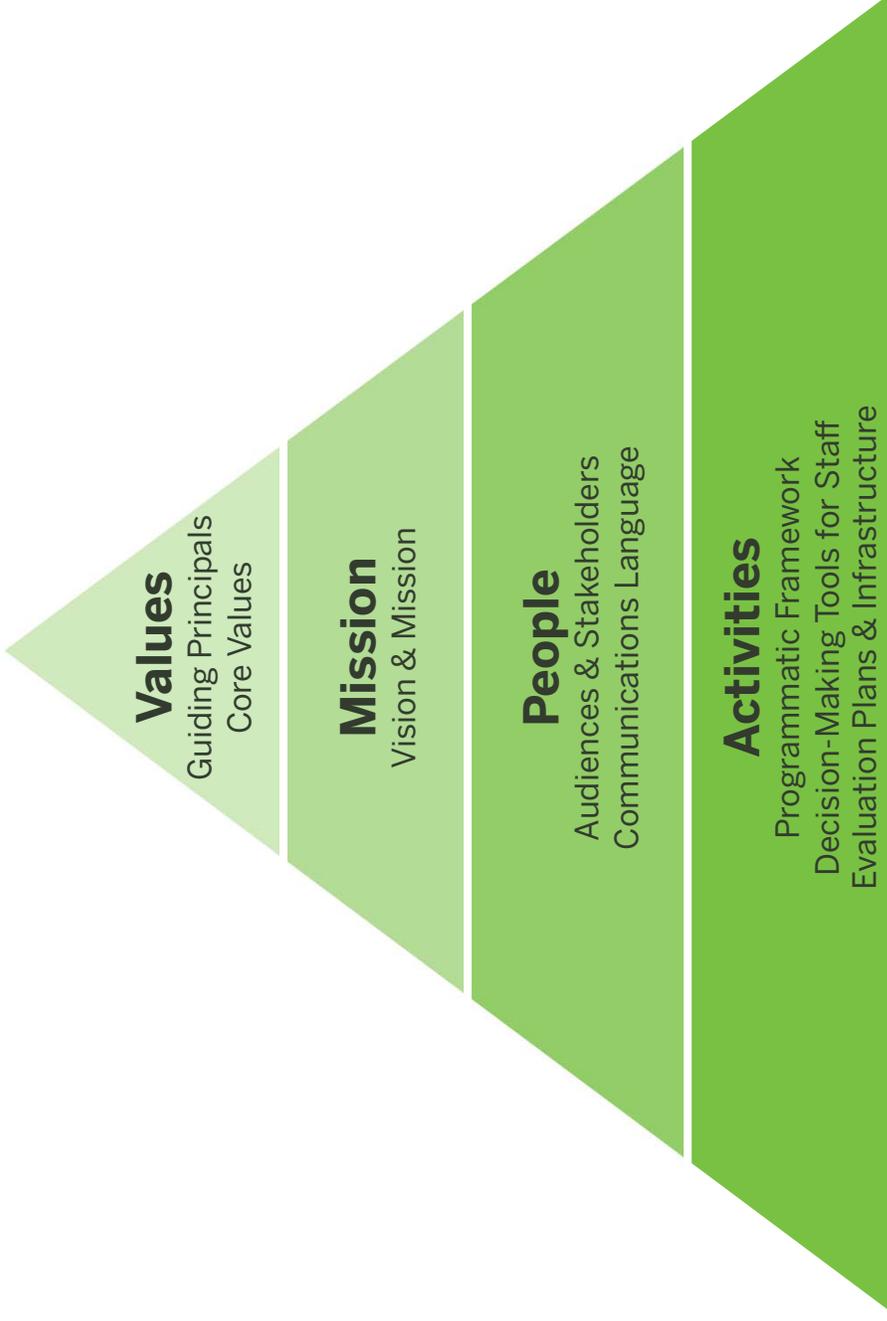
Imagine the ideal FIRST to make each incremental step more strategic and efficient.

APPROACH 1: Determine the ideal first, then back-cast and plan the steps needed to reach it.

APPROACH 2: Determine each step as you go, in reaction to the outcomes of the prior step.



KEY STRATEGIC ELEMENTS



UNDERSTAND CURRENT CONTEXT

- Opportunities and Trends
- Landscape Scan
- Program Scan
- IT Infrastructure, Systems and Processes
- Staff Talents and Skills
- Business Model

DEFINE FUTURE GOALS & STRATEGY

- Stakeholder Input
- Strategic Plan:
 - Key Goals and Objectives
 - Tactical Plans and Strategy

KEY ISSUES

Civic

- How do we define it?
 - Merriam-Webster: Of or relating to a city or town or the people who live there
- “Ownership” of civic work between BSA and Foundation
 - Possibly: BSA=nimble/reactive, Foundation: long-term, strategic
- How do we attribute the work in this area?

BSA and Foundation

- Roles, ownership, communication
- Working dynamic
- Communication about work attribution — communication as BSA members vs. Foundation
- What is our role with regard to architects and BSA members?
 - Do we engage people to promote good design for its own sake or to support the work of our members specifically? Watch-out: Can't just serve as their advocate

Scope: Design, Geography, Types of Impact

- Architecture and/or the built environment and/or design more broadly
- Are we restricted to Boston area? When does in person matter?

Language

- What is the connection between what we DO and our GOALS?
- Who should people feel passionately about us? (development needs!)
- How can we make our language more specific and differentiating? E.g. Build a better Boston
- How do we talk about “Education” in a way that honors the knowledge/expertise of the public?
 - Convene, connect, provide a voice
 - Create space for expertise delivery that is 2-way

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16
Green = Raised by staff exclusively

NEEDED INFORMATION Where do we need info from?

Start with gathering information from internal stakeholders to identify a point of view and key questions before a more broad survey of external stakeholders.)

INTERNAL STAKEHOLDERS

- Staff (especially Gretchen, Mary, Polly)
- Foundation Board
- Volunteers
- BSA Board
- BSA Membership
- CDRC Board

EXTERNAL STAKEHOLDERS

- Donors & Funders
- Customers (i.e. program beneficiaries)
- Partners
- Community Leaders

OBJECTIVE DATA

- Opportunities & Trends
- Landscape Scan
- Program Scan
- Business Model (What are the key revenue drivers that sustains the organization?)
- IT Infrastructure, Systems and Processes
- Staff Talents and Skills

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

WORKING PLAN As of 7/13/16

PEOPLE TIMELINE

PRIORITY LEVEL 1		
Defined Work Plan to address strategic needs	Foundation Board	
Program Scan: commonalities, value, ROI	Polly	
Landscape Scan	Billy, Pamela, Polly	
Opportunities and Trends		
Business Model Overview		
PRIORITY LEVEL 2		
Understand why key stakeholders are passionate about the Foundation, possibly including a broad survey		
Agree on a clear Vision		
Craft language about Mission/Vision, especially for development needs		
PRIORITY LEVEL 3		
Increase impact, capacity, and ROI by creating and implementing a Strategic Plan, that focuses on: <ul style="list-style-type: none"> • Key Goals and Objectives • Tactical Plans and Strategy • Business Plan 		
PRIORITY LEVEL 4		
Internal Analysis: <ul style="list-style-type: none"> • Systems and Processes Analysis • IT Infrastructure Analysis • Staff Talents and Skills Analysis 		

It's been five or ten years from now and the BSA Foundation has just been written up in a major publication.

What would the headline be saying about our organization?

What would be a featured quote about the organization? Who would be saying it?



Draw a picture or describe a photo that would appear in the publication. Include a caption.

GLOSSARY

A **mission statement** communicates to the world what you do and why you do it. As such, organizations need to have a succinct and well-crafted mission statement that is both a statement of purpose—why the organization exists—and a description of what the organization does—and for whom—to fulfill that purpose.

Whereas a mission statement summarizes the who, what and why of an organization's work, a **vision statement** presents an image in words of what success will look like if the organization achieved its purpose:

A vision is a mental model of a future state . . . Built upon reasonable assumptions about the future . . . Influenced by our own judgments about what is possible and worthwhile . . . A vision is a mental model that people and organizations can bring into being through their own commitment and actions.¹

Finally, most nonprofit organizations are driven by—and grounded in—**values and beliefs** about why they exist and how they want to operate in support of those values. The more those values are made explicit, the more likely it is that those values will be put into action.

...

A **vision** is a guiding image of success. In architectural terms, if a **mission statement** provides a blueprint for an organization's work—the what, why, and for whom—then the vision is the artist's rendering of the realization of that mission.

...

Strategic planning is a systematic process through which an organization agrees on—and builds commitment among key stakeholders to—priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.

...

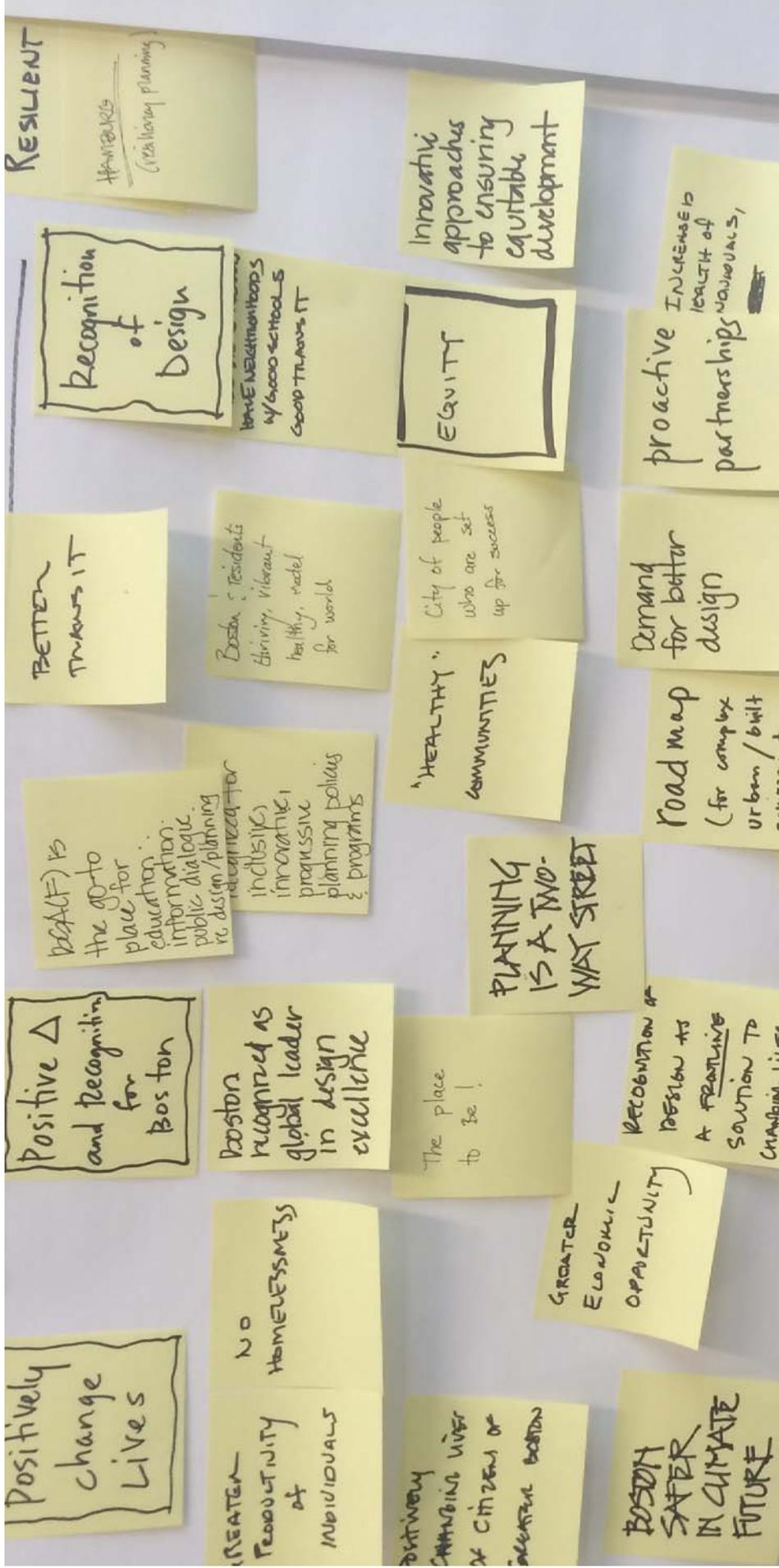
Mission statement: Statement of purpose and business (primary methods)

Vision statement: An image of the future we seek to create

Values statement: Guiding concepts, beliefs and principles

Source: Michael Allison and Judy Kaye, *Strategic Planning for Nonprofit Organizations, 2nd Edition*

¹ Burt Nanus, *Visionary Leadership*



BSA Foundation | Strategic Task Force

WORKING NOTES

Content distilled from BSAF Strategic Task Force meetings on May 19th, June 7th and 14th, a BSA(F) Staff meeting on June 13th and related email correspondence.

July 13, 2016

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OVERVIEW

- Timeline
- Key Questions & Critical Work
- Key Strategic Elements
- Key Issues
- Needed Information
- Working Plan

CRITICAL WORK

- Mission
- Vision
- People
- Activities
- Landscape Scan

APPENDIX

- Reference
- Draft Frameworks
- Original Meeting Documentation

OVERVIEW

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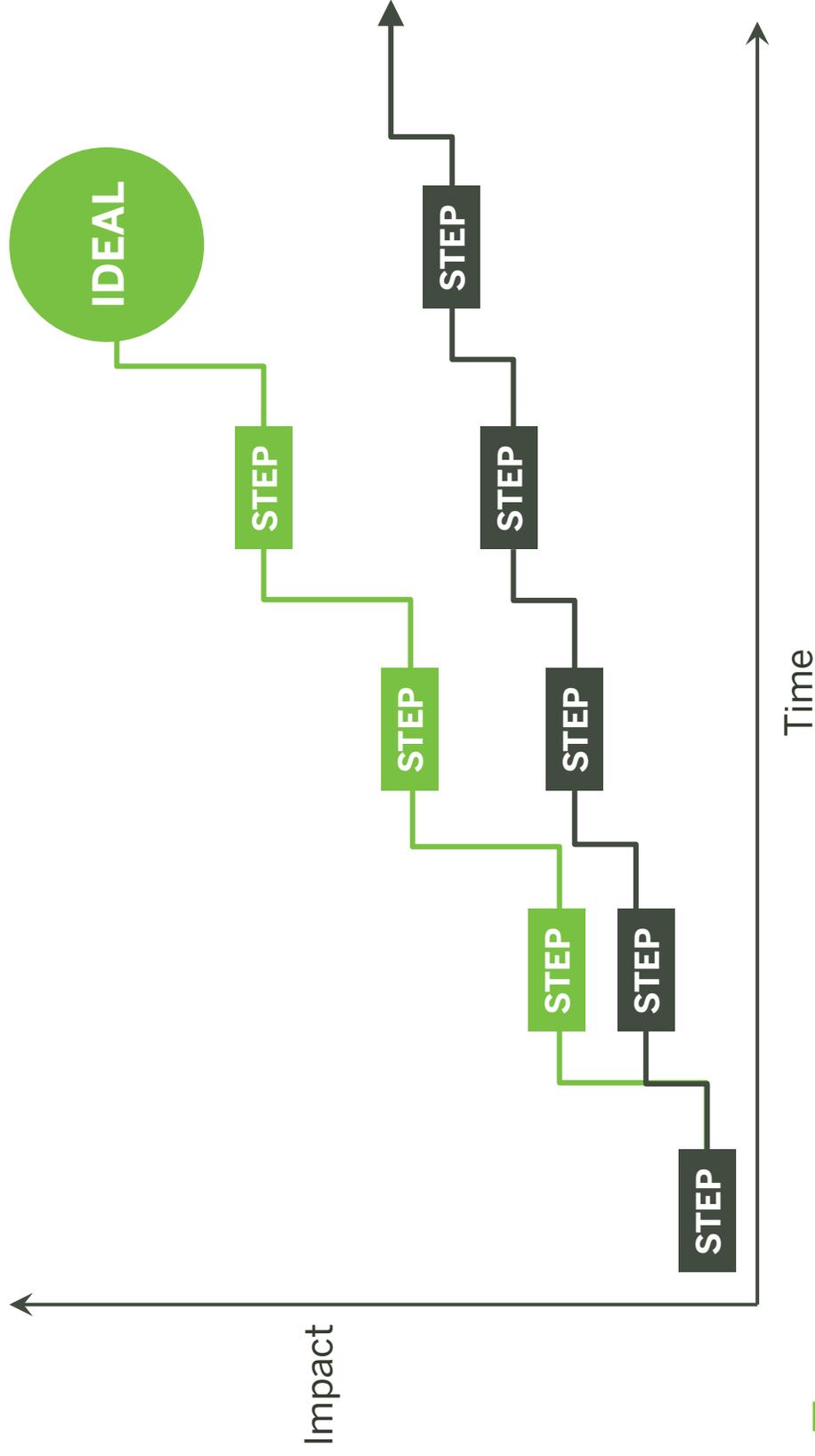
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HOW do we talk about what we do?	Improve Communications Language for our work
HOW do we know we're succeeding?	Create Evaluation Plans & Infrastructure
WHO are we?	Needs more exploration. (e.g. a group with a core of design, engineering, construction and development professionals who are coming together to help make Boston better/stronger?)

SETTING VISION Imagine the Ideal First

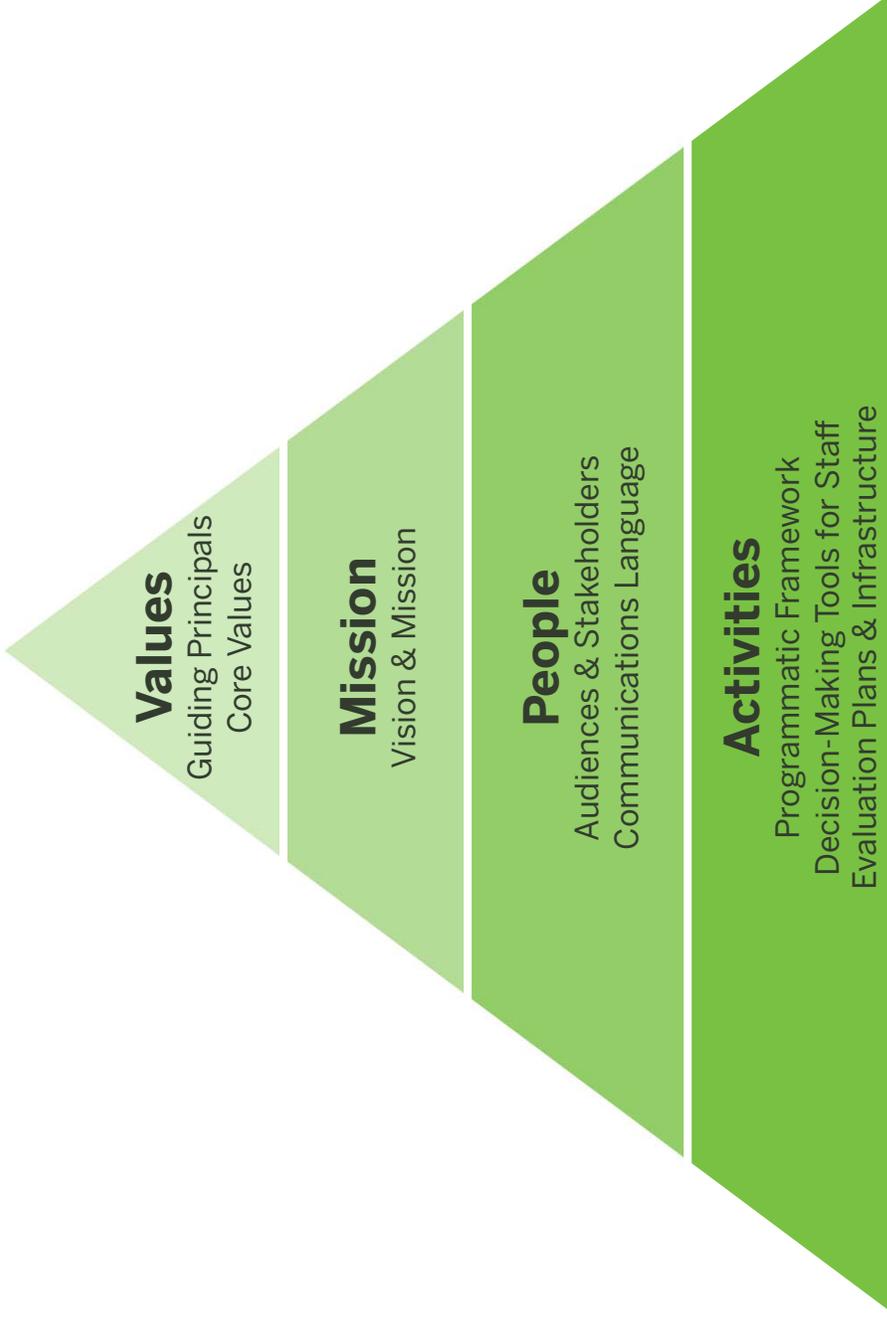
Imagine the ideal FIRST to make each incremental step more strategic and efficient.

APPROACH 1: Determine the ideal first, then back-cast and plan the steps needed to reach it.

APPROACH 2: Determine each step as you go, in reaction to the outcomes of the prior step.



KEY STRATEGIC ELEMENTS



UNDERSTAND CURRENT CONTEXT

- Opportunities and Trends
- Landscape Scan
- Program Scan
- IT Infrastructure, Systems and Processes
- Staff Talents and Skills
- Business Model

DEFINE FUTURE GOALS & STRATEGY

- Stakeholder Input
- Strategic Plan:
 - Key Goals and Objectives
 - Tactical Plans and Strategy

KEY ISSUES A working list

Civic

- How do we define it?
 - Merriam-Webster: Of or relating to a city or town or the people who live there
- “Ownership” of civic work between BSA and Foundation
 - Possibly: BSA=nimble/reactive, Foundation: long-term, strategic
- How do we attribute the work in this area?

BSA and Foundation

- Roles, ownership, communication
- Working dynamic
- Communication about work attribution — communication as BSA members vs. Foundation
- What is our role with regard to architects and BSA members?
 - Do we engage people to promote good design for its own sake or to support the work of our members specifically? Watch-out: Can't just serve as their advocate

Scope: Design, Geography, Types of Impact

- Architecture and/or the built environment and/or design more broadly
- Are we restricted to Boston area? When does in person matter?

Language

- What is the connection between what we DO and our GOALS?
- Who should people feel passionately about us? (development needs!)
- How can we make our language more specific and differentiating? E.g. Build a better Boston
- How do we talk about “Education” in a way that honors the knowledge/expertise of the public?
 - Convene, connect, provide a voice
 - Create space for expertise delivery that is 2-way

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16
Green = Raised by staff exclusively

NEEDED INFORMATION Where do we need info from?

Start with gathering information from internal stakeholders to identify a point of view and key questions before a more broad survey of external stakeholders.)

INTERNAL STAKEHOLDERS

- Staff (especially Gretchen, Mary, Polly)
- Foundation Board
- Volunteers
- BSA Board
- BSA Membership
- CDRC Board

EXTERNAL STAKEHOLDERS

- Donors & Funders
- Customers (i.e. program beneficiaries)
- Partners
- Community Leaders

OBJECTIVE DATA

- Opportunities & Trends
- Landscape Scan
- Program Scan
- Business Model (What are the key revenue drivers that sustains the organization?)
- IT Infrastructure, Systems and Processes
- Staff Talents and Skills

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

WORKING PLAN As of 7/13/16

PEOPLE TIMELINE

PRIORITY LEVEL 1		
Defined Work Plan to address strategic needs	Foundation Board	
Program Scan: commonalities, value, ROI	Polly	
Landscape Scan	Billy, Pamela, Polly	
Opportunities and Trends		
Business Model Overview		
PRIORITY LEVEL 2		
Understand why key stakeholders are passionate about the Foundation, possibly including a broad survey		
Agree on a clear Vision		
Craft language about Mission/Vision, especially for development needs		
PRIORITY LEVEL 3		
Increase impact, capacity, and ROI by creating and implementing a Strategic Plan, that focuses on: <ul style="list-style-type: none"> • Key Goals and Objectives • Tactical Plans and Strategy • Business Plan 		
PRIORITY LEVEL 4		
Internal Analysis: <ul style="list-style-type: none"> • Systems and Processes Analysis • IT Infrastructure Analysis • Staff Talents and Skills Analysis 		

CRITICAL WORK

MISSION Why do we exist?

What need or opportunity do we exist to resolve?

Increase Awareness & Understanding of Impact

- Need: People have challenges but don't know that design can help.
- Need: Lack of understanding of the power of the built environment
- Raise awareness
 - design matters, people should care about design
 - design solves community needs
 - important relationship between built and natural environments (i.e. big problems like resiliency and climate change)
 - design can change the world for the better
 - shape of the physical environment impacts how we live/work/play
 - of the role of design (and built environment) in quality of life
- Increase, enhance understanding
- Deepen public appreciation
- Help people gain design discernment via exposure, experience
- Educate: Advance planning and design thinking in our region
- Inspire people through design to improve their world
- **Serve the BSA members' interests—help the public realize the resources that architects have**

Network / Connect People

- Need: People don't know how/where to get help for their design-related problems
- To engage the public
 - Help translate the language of urban planning for a general audience AND translate the language of a general audience to designers and planners
 - Provide opportunities for public to share their voices with people who influence their physical environment and vice versa
- Host / Facilitate / Convene
 - Act as host or convener (to issues); Convene (although I am not sure this is a function in its own right. I think most of the convening we do should have an education or advocacy objective associated with the convening.)
 - Facilitate dialogue regarding design/planning
 - Engage discussion, provide platform for dialogue
- In a neutral space
 - Leverage cross discipline professions in neutral setting
 - Engage thorny, politically sensitive topics in a safe space
- Elevate expectations
- Provide unified collective outreach
- Engage, Dialogue, Connect, Convene
- **"It's all about communication"**

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

Green = Raised by staff exclusively

MISSION Why do we exist?

What need or opportunity do we exist to resolve?

Empower / Help People Help Themselves

- Need: People who have design challenges need help
- Need: People don't know how to get/leverage/ implement resources
- Empower communities to advocate for themselves
 - Show people that they have agency to influence physical environment
 - Empower people to engage in design and planning conversation
 - Empower people to demand higher quality design
 - Give people tools to support good design in their communities
- Help people who are working toward creating good design, with effective planning and design
 - (A sweet spot objective for the Foundation given our position as the non-profit arm of the BSA, also provides a terrific outlet for membership to do good works, and creates a connection with the BSA members—a key donor base.
 - Connect the gap between seeing the need for design and supporting people to have that need satisfied
- Provide funding to support “bottom-up” initiatives
- Be a bridge between design and the public
- Make design accessible

Build a better community, Boston, world

- Make change; Action!; tangible end results
 - Tackle biggest challenges that cities face
 - Elevate education broadly
 - Do: Planning and Design services for public good
 - Build a better Boston via community and dialogue
 - Better is:
 - Creative
 - Innovative
 - Sustainable
 - Resilient
 - Healthy
 - Safer
 - Diverse
 - Equitable
 - Accessible
 - Jobs
 - Education
 - Greenspace
 - Culture
 - For people
 - Ownership
 - More livable
 - Impact everyday life
- Offer forum/venue/outlet for membership to do their fun/passion work**

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16
Green = Raised by staff exclusively

MISSION Why do we exist?

What need or opportunity does the BSA Foundation exist to resolve?

Support Better Design & Planning

Advocate on issues of particular importance (and work with BSA on which side of house handles such "civic" matters).

... In Key Areas

- Transit
- Housing & affordability
- Health
- Equity
 - Economic equity; economic disparity addressed by design
 - Equitable development and access to opportunity
- Health of residents—make a healthier environment
- Healthy urban infrastructure
- Civic vision
- Resiliency; climate change; preparing residents for climate change
 - Planning and design for climate change represents a very important opportunity for the Foundation. Planning and design will continue to be a big part of
 - (a) promoting carbon friendly transportation (transit, ped and bike)
 - (b) green buildings, and
 - (c) achieving climate resiliency. There is a particularly big opportunity now with (c), since this is an enormous, long-term problem for coastal cities like Boston, it is very design intensive, and it is a pretty open advocacy field.

... Coordinate Long-term Visions

- Ensure highest and best use outcomes
- Impact larger policy at city and state levels
- Advocate in civic realm

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

VISION What would positive impact look like?

If we were successful, what impact would we have regarding these problems?

Positively Change Lives

- Positively change lives of citizens in greater Boston
- People are empowered to solve problems and improve life, on their own, as community, or with help of experts
- People feel a sense of agency in their lives and ownership of their surroundings
- Boston and residents thriving, vibrant, healthy, model for world
- City of people who are set up for success

Positive Change for Boston Area

- Positive change of built environment of Greater Boston
- Boston safer in climate future
- More like Hamburg (esp. resiliency planning) and Amsterdam
- Connected with all arts networks

Improved Planning & Partnerships

- Roadmap (for complex urban / built environment problems)
- Proactive partnerships
- Planning is a two-way street
- Innovative approaches to ensuring equitable development
- High environmental quality (e.g. open space, walkability)
- Make existing “tools” more effective

Improved Health & Wellness

- Increased health of individuals
- “Healthy” communities
- No homelessness

Productivity, Opportunity, & Access

- Greater productivity of individuals
- Greater economic opportunity
- Equity
- Great mobility and transit (multi-modal)
- Easy access to culture/transit/work
- Every neighborhood has good schools and good transit

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

VISION What would positive impact look like?

If we were successful, what impact would we have regarding these problems?

Recognition of Design

- Design recognized as a *frontline* solution to changing lives
- Average people understand the value and impact of design
- All candidates for public office have design/planning as part of agenda
- Design representation at all levels of government
- Demand for better design
- More “design” jobs
- Design recognized as a regional issue
- Design shapes a better Boston

Recognition for Boston

- Boston recognized as global leader in design excellence
- The place to be!
- Boston population exceeds 1 million
- Enduring: a city that will be a magnet for decades to come

Recognition of BSA(F)

- Go-to place for education, information, and public dialogue regarding design/planning
- Recognized for inclusive innovative, progressive planning policies and programs
- State government policy changes happen in partnership with BSAF
- BSAF is a leader among architecture organizations
- Creative leader in built environments

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

PEOPLE Who do we impact, engage, serve?

Who do we impact, engage, serve?

All People in Greater Boston

- Everyone in the world with design challenges need help, but we are best suited to serve Greater Boston
- Residents (access to resources: jobs, transit, housing, greenspace, housing)
- Workers
- Students
- Visitors

The Next Generation (youth of Boston)

Underserved and Underrepresented Communities

People Who Represent and Serve Others

- Public and elected officials (policy makers, investment advisors)
- Civic advocates
- Community groups and organizations
- Educators

Businesses

Design and Building Industry Professionals

- BSA Members

Design curious

Who are our key stakeholders?

Internal Stakeholders

- Staff
- Foundation Board
- Volunteers
- BSA Board
- BSA Membership
- CDRC Board

External Stakeholders

- Donors & Funders
- Customers (i.e. program beneficiaries)
- Partners
- Community Leaders



- Community / Neighborhoods
- Civic
- Government / Policy
- Society
- Students / Youth
 - Public schools
 - All kids

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

ACTIVITIES What do we do?

- Exhibitions
 - Programs
 - Family Design Days
 - Exhibitions
 - Common Boston Festival
 - Designing Boston
 - CDRC
 - LBD
 - Grants
 - Civic Initiatives
 - Partnerships
 - ABX
 - AB Magazine
- We should look for synergies in these various areas.
A couple of possible examples for demonstration:
- A LBD session for high schoolers on resiliency planning and design
 - an exhibition on Renovate for Recovery

Add
Program
Snapshot

Source: BSAF Strategic Task Force meetings 5/19/16, 6/7/16, 6/14/16 and Staff meeting 6/13/16

LANDSCAPE SCAN Work Plan

DRIVING QUESTIONS

- **Competition**
Who is the local competition? Where are we and should we be relative to them?
- **Best Practices**
What are best practices? How can we learn and adapt from them?
- **Partners**
Who are good partners for us to consider as we move forward—both direct/specific groups and partner categories (i.e., public libraries).

CATEGORIES	OWNER	STATUS	NEXT STEPS
Civic	Billy	Good first pass complete. May need follow-up.	<ul style="list-style-type: none"> • Board input, especially on questions and with org. suggestions • Finish/flush out the scans • Analysis and conclusions
Youth	Polly	Headings complete. Polly is actively working on.	
Exhibitions	Pamela	Using work a temp did for us last summer as a starting point, with Mary to supplement.	

LANDSCAPE SCAN Questions by Category

CIVIC	EXHIBITIONS	YOUTH PROGRAM	OTHER
<ul style="list-style-type: none"> • Organization name • Geographic focus • Scale of operations (individual, neighborhood, policy) • People served • Partner network (big picture, unless Boston) • How funded if relevant • Role of design • Role of org (convener, project based, program based) • Volunteers • Prescriptive or reactive 	<ul style="list-style-type: none"> • Organization name • Gallery Location • Gallery size • Audience • Partner network • How funded if relevant • Role of design • Type of org (academic, institution, entrepreneurial) • Volunteers • Focus • Marketing • Admission 	<ul style="list-style-type: none"> • Organization name • Geographic focus • Business organization (standalone or w/in larger org) • People served • Partner network • How funded • Role of design in curriculum • Role of org (convener, product/svc based, program based) • Program location • Program Delivery (staff, volunteers, consults) • Mission • Years in Business • # youth served per year 	<ul style="list-style-type: none"> • Organization name • Geographic focus • Scale of operations (individual, neighborhood, policy) • People served • Partner network • How funded if relevant • Role of design • Role of org (convener, project based, program based) • Program location • Volunteers • Prescriptive or reactive

LANDSCAPE SCAN Organizations by Category - Civic

- A Better City
- BAC Gateway Initiative
- Boston Cares
- Boston Green Ribbon Commission
- Boston Harbor Now
- BRA
- BSLA
- Charles River Conservancy
- Charles River Watershed Association
- Chicago Architecture Foundation
- City Year
- CNU-NE
- COGdesign
- Conservation Law Foundation
- District Hall
- Downtown Crossing Business Improvement District
- E2 (Environmental Entrepreneurs)
- Emerald Necklace Conservancy
- Fenway Alliance
- Friends of Ft. Pt Channel
- Livable Streets Alliance
- MA Smart Growth Alliance
- MAPC
- Mystic River Watershed Association
- New York Municipal Art Society
- Open Architecture Collaborative
- Project for Public Spaces
- Rose Kennedy Greenway Conservancy
- San Francisco AIA
- SPUR (SF Planning & Urban Research)
- Suffolk Univ. Office of External Affairs
- The Designer (program of YouthBuildBoston)
- The Nature Conservancy
- Trust for Public Land
- Trustees of Reservations
- ULI Boston
- WalkBoston
- Wentworth Center for Community and Learning Partnerships
- [bc] (building community)

APPENDIX

REFERENCE

GLOSSARY

A **mission statement** communicates to the world what you do and why you do it. As such, organizations need to have a succinct and well-crafted mission statement that is both a statement of purpose—why the organization exists—and a description of what the organization does—and for whom—to fulfill that purpose.

Whereas a mission statement summarizes the who, what and why of an organization's work, a **vision statement** presents an image in words of what success will look like if the organization achieved its purpose:

A vision is a mental model of a future state . . . Built upon reasonable assumptions about the future . . . Influenced by our own judgments about what is possible and worthwhile . . . A vision is a mental model that people and organizations can bring into being through their own commitment and actions.¹

Finally, most nonprofit organizations are driven by—and grounded in—**values and beliefs** about why they exist and how they want to operate in support of those values. The more those values are made explicit, the more likely it is that those values will be put into action.

...

A **vision** is a guiding image of success. In architectural terms, if a **mission statement** provides a blueprint for an organization's work—the what, why, and for whom—then the vision is the artist's rendering of the realization of that mission.

...

Strategic planning is a systematic process through which an organization agrees on—and builds commitment among key stakeholders to—priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.

...

Mission statement: Statement of purpose and business (primary methods)

Vision statement: An image of the future we seek to create

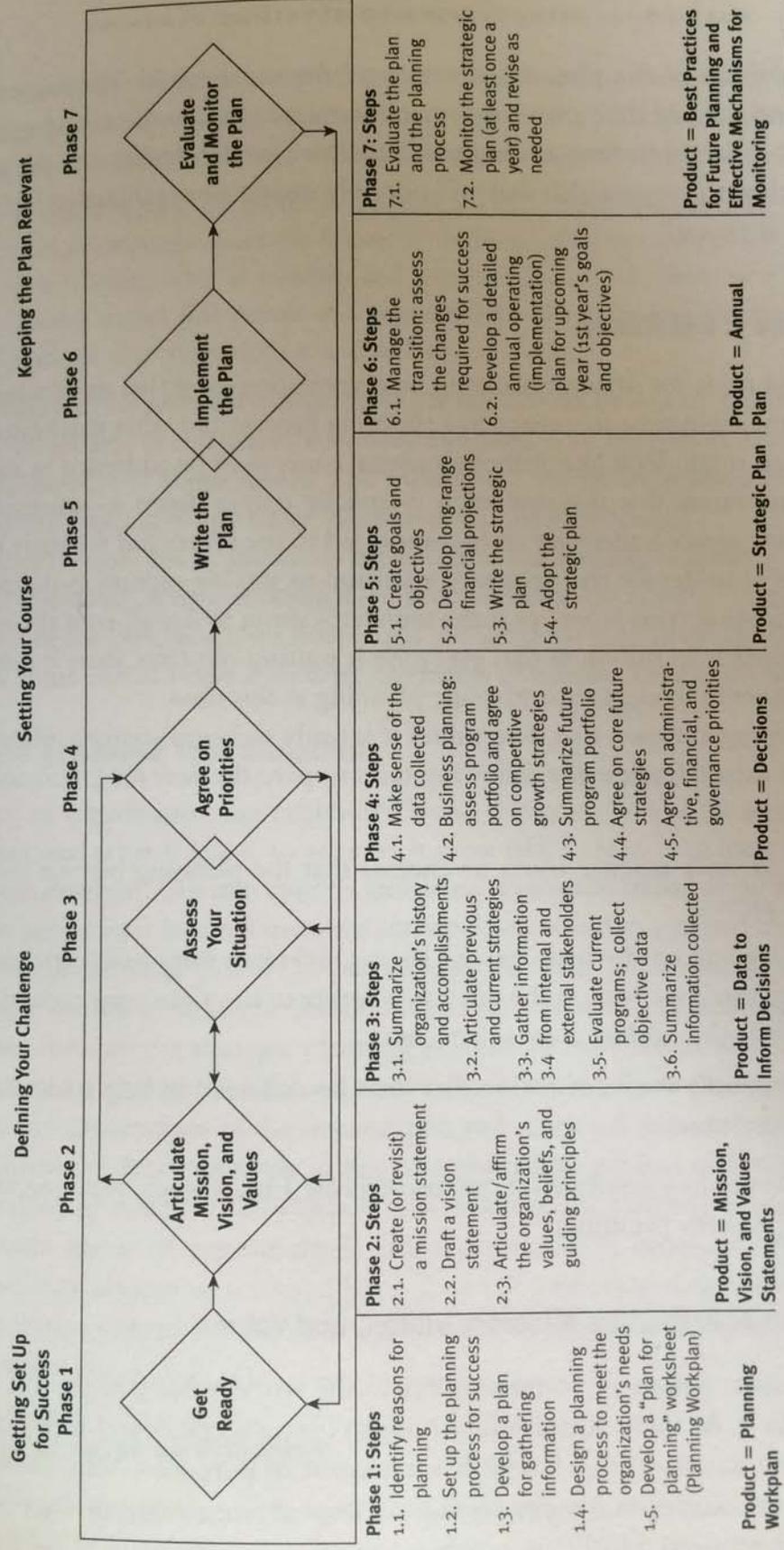
Values statement: Guiding concepts, beliefs and principles

Source: Michael Allison and Judy Kaye, *Strategic Planning for Nonprofit Organizations, 2nd Edition*

¹ Burt Nanus, *Visionary Leadership*

THE STRATEGIC PLANNING PROCESS

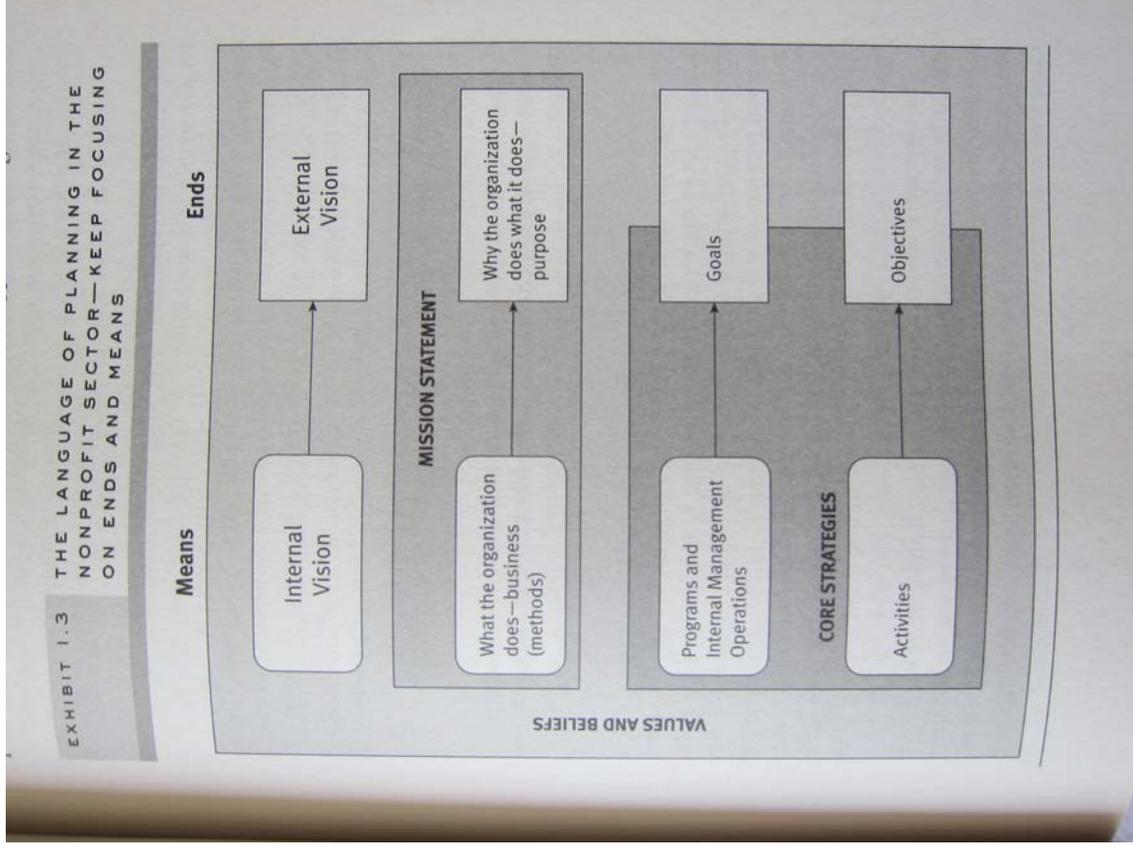
EXHIBIT I.1 THE STRATEGIC PLANNING PROCESS



Source: © CompassPoint Nonprofit Services

Source: Michael Allison and Judy Kaye, *Strategic Planning for Nonprofit Organizations, 2nd Edition*

THE LANGUAGE OF PLANNING Ends & Means



Source: Michael Allison and Judy Kaye, *Strategic Planning for Nonprofit Organizations, 2nd Edition*

DRAFT A MISSION STATEMENT Worksheet

What is the focus problem(s) that the BSA Foundation exists to solve?

In considering the focus problem or need, consider the following questions: What need or opportunity does our organization exist to resolve? Who is affected by the problem? How are they affected? If we were successful, what impact would we have regarding this problem?

What are the assumptions on which the BSA Foundation does its work?

What is the purpose of the BSA Foundation?

A purpose sentence answers the question of why an organization exists; it does not describe what an organization does. The sentence should be a short, succinct statement that describes the ultimate result an organization is hoping to achieve. When writing a purpose sentence, make sure to indicate outcomes and results [e.g., to eliminate homelessness], not the methods of achieving those results, which is what you do [e.g., by constructing houses].

What are the methods that the BSA Foundation uses to accomplish its purpose?

Describe our business or businesses—our primary services or programs.

Combine your purpose sentence and description of primary services/activities in a compelling mission statement:

Draft a powerful tag line or slogan:

BSAFOUNDATION

DRAFT A VISION STATEMENT Worksheet

Dare to dream the possible. What is the BSA Foundation's realistic but challenging guiding vision of success?

EXTERNAL VISION: Describe how the world would be improved, changed, or different if the BSA Foundation was successful in achieving its purpose.

INTERNAL VISION: Envisioning the BSA Foundation future

Programmatic vision:

Administrative vision:

VISIONING Prompting Questions

- How will the world be improved if we were successful in achieving our purpose?
- What makes us unique? What distinguishes us from the competition?
- What do our constituents consider most important in our provision of services? What do they need from us?
- What are the most important services that we should continue to provide, change, or begin to offer in the next three years?
- It's been five or ten years from now and the BSA Foundation has just been written up in a major publication:
 - What would the headline be saying about our organization?
 - What would be a featured quote about the organization, and who would be saying it?
 - Write a headline and two or three bullet points that would serve as the outline for a sidebar story about our organization
 - Draw a picture or describe a photo that would appear in the publication. Include a caption.

Source: Michael Allison and Judy Kaye, *Strategic Planning for Nonprofit Organizations, 2nd Edition*

MISSION & VISION STATEMENTS Examples

BOSTON ORGANIZATIONS & INITIATIVES

A Better City (www.abettercity.org)

A Better City is a diverse group of business leaders united around a common goal—to enhance Boston and the region’s economic health, competitiveness, vibrancy, sustainability and quality of life. A Better City operates between the private and public sectors using technical expertise and research capabilities to shape key policies, projects and initiatives. By amplifying the voice of the business community through collaboration and consensus across a broad range of stakeholders, A Better City develops solutions and influences policy in three critical areas central to the Boston region’s economic competitiveness and growth—transportation and infrastructure, land use and development, and environment and energy.

BostonCreates (www.BostonCreates.org)

We envision a Creative Boston: in which arts and culture are not just part of a storied past but at the heart of the city’s contemporary identity — powerfully expressing who Bostonians have been, who we are, and who we hope to be; that demonstrates concrete ways how it values artists: enabling them to create and showcase their best and most innovative work, grow and develop throughout their careers, and receive the support they need to flourish here; that celebrates diversity in all forms by inspiring and

empowering all Bostonians to express their individual creativity and cultural identities; in which arts and culture are woven into the very fabric of urban living, where Bostonians—residents, workers, students, and visitors—participate and take pride in the vibrant cultural life to be found in every corner of the city; and that fosters creative thinking as a way of solving our problems great and small.

Boston Redevelopment Authority (www.bostonredevelopmentauthority.org)

In partnership with communities, the BRA plans Boston’s future while respecting its past. By guiding physical, social, and economic change in Boston’s neighborhoods, the BRA seeks to shape a more prosperous, resilient and vibrant city for all. We also envision a city where all Bostonians — residents, workers, students, and visitors — participate and take pride in the vibrant cultural life to be found in every corner of the city: at museums, on street corners, at neighborhood festivals and community centers; in parks, theaters, galleries, and stores; at artist studios, clubs, and concert halls. Arts and culture will be woven into the very fabric of urban living in Boston.

MISSION & VISION STATEMENTS Examples

BOSTON ORGANIZATIONS & INITIATIVES (continued)

The Boston Foundation (www.tbf.org)

As Greater Boston's community foundation, the Boston Foundation devotes its resources to building and sustaining a vital, prosperous city and region, where justice and opportunity are extended to everyone. We fulfill this mission in three principal ways:

Making grants to nonprofit organizations and designing special funding initiatives to address this community's critical challenges;

Working in partnership with donors and other funders to achieve high-impact philanthropy; and

Serving as a civic hub and center of information, where ideas are shared, levers for change are identified, and common agendas for the future are developed.

In everything we do, we seek to broaden participation, foster collaboration and heal racial, ethnic and community divisions.

Design Museum Boston (www.designmuseumfoundation.org/boston)

Design Museum Boston is a nonprofit nomadic museum dedicated to all things design. Our mission is to educate the world on the role of design in our lives and to unite the community in ways that enrich our collective work, make businesses more competitive, and solve real-world problems more creatively. After all, design has the power to make our everyday lives more comfortable, more efficient, more exciting, more rewarding, more... better.

MISSION & VISION STATEMENTS Examples

INDEPENDENT ARCHITECTURAL ORGANIZATIONS

Association of Architectural Organizations (www.AAOnetwork.org)

The Association of Architecture Organizations (AAO) is a member-based network that connects the many organizations around the world dedicated to enhancing public dialogue about architecture and design. We believe the better informed a citizenry is about its built environment, the more mindful it will be in demanding the highest standard in architecture and urban design.

Chicago Architecture Foundation (www.caf.org)

The Chicago Architecture Foundation is the leading organization devoted to celebrating and promoting Chicago as a center of architectural innovation. As Chicago's forum for the exchange of ideas on urban design, CAF inspires people to participate in the building of vibrant communities and to demand the highest standard in urban design. CAF awakens young people to achieve their potential through the discovery of architecture, engineering and design.

Canadian Center for Architecture | Montreal, QB (www.cca.qc.ca)

The CCA is an international research institution based on the fundamental premise that architecture is a public concern. It was founded with the specific aim of increasing public awareness of the role of architecture in contemporary society and promoting scholarly research in the field. We produce research, exhibitions, publications and a range of activities. We host scholars and provide access to the unparalleled collections including prints, drawings, photographs, an extensive library, and a special emphasis on complete architectural archives.

Community Design Center of Pittsburgh I Pittsburgh, PA (c.2011)

The Community Design Center of Pittsburgh (CDCP) is a non-profit organization that provides information, professional services, and forums for people to improve their quality of life through design and planning of the built environment. The CDCP is an active partner to the Pittsburgh community and its citizens to ensure public participation in planning and design decisions that impact neighborhoods, the city, and the region. The vision of the CDCP is to establish Pittsburgh as a recognized place where design of the built environment is a defining feature.

MISSION & VISION STATEMENTS Examples

INDEPENDENT ARCHITECTURAL ORGANIZATIONS (continued)

Design Advocacy Group Philadelphia | Philadelphia, PA (www.designadvocacy.org)

The mission of the Design Advocacy Group is to provide an independent and informed public voice for design quality in the architecture and physical planning of the Philadelphia region. Our goal is to be proactive as well as reactive; effective as well as thoughtful; critical as well as constructive. We want to create an unparalleled voice for design, a group whose opinion on the quality of our environment is sought after and whose contribution makes a difference. We are a group drawn from a broad spectrum of disciplines, comprised of motivated individuals who are routinely engaged in matters of design, development and planning and who are not afraid to speak out.

The Design Council Commission for Architecture and the Built Environment | United Kingdom (www.designcouncil.org.uk)

The Design Council works to improve people's lives through the use of design. We use design as a strategic tool to tackle major societal challenges, drive economic growth and innovation, and improve the quality of the built environment. We address all aspects of design including product, service, user experience and design in the built environment. We are the UK government's adviser on design.

Municipal Art Society | New York, NY (www.mas.org)

Founded in 1893, the Municipal Art Society (MAS) has helped create a more livable city by advocating for the quality of the built environment through excellence in urban planning, design, preservation and placemaking through the arts.

SPUR: Ideas + Action for a Better City (www.spur.org)

We are SPUR, the San Francisco Bay Area Planning and Urban Research Association. We bring people together from across the political spectrum to develop solutions to the big problems our cities face. With offices in San Francisco, San Jose and Oakland, we are recognized as a leading civic planning organization and respected for our independent and holistic approach to urban issues.

MISSION & VISION STATEMENTS Examples

AIA ORGANIZATIONS

AIA New York Center for Architecture | New York, NY **(www.cfa.aiany.org)**

The Center for Architecture provides resources to both the public and building industry professionals. Through exhibitions, programs, and special events, the Center aims to improve the quality and sustainability of the built environment, foster exchange between the design, construction, and real estate communities, and encourage collaborations across the city and globe. The Center also celebrates New York's vibrant architecture, explores its urban fabric, shares community resources, and provides opportunities for scholarship. As the city's leading cultural institution focusing on architecture, the Center drives positive change through the power of design.

as well as the programs, exhibits and tours that the Center presents. You can make a difference...come join us!

Kansas City Architecture Foundation | Kansas City, MO **(www.aiakc.org/kcaf)**

Celebrating over 25 years, the Kansas City Architectural Foundation (KCAF) educates individuals and communities about the power of architecture to transform lives and improve the places where we live, learn, work, and play. Through our outreach programs, grants, scholarships and educational resources, KCAF inspires people to become thoughtful and engaged stewards of the built environment.

Philadelphia Center for Architecture and Design | Philadelphia, PA **(www.philadelphiacfa.org)**

The Center for Architecture and Design supports, promotes, and demonstrates the ability that design has to solve problems, enhance daily life, generate innovation, and influence both the perceptions and economics of the greater Philadelphia region. Through public engagement, education, and professional/public/private collaboration, the Center unifies the city's design culture bringing together architects, creative entrepreneurs, manufacturers, educators, civic leaders, retailers, and the public to build a 21st century city shaped by thoughtful design, collaborative business practices, and community engagement.

The Center for Architecture and Design | Columbus, OH **(www.columbuscfad.org)**

The Center for Architecture and Design is a non-profit organization that promotes the value of architecture and design to the public through education and outreach.

Dallas Center for Architecture | Dallas, TX **(www.dallascfa.com)**

At DCFA, we work to encourage the conversation about why architecture matters to YOU. We seek to foster the public's understanding of the power of architecture to enrich our city and our lives through this online resource

MISSION & VISION STATEMENTS Examples

AIA ORGANIZATIONS (continued)

Seattle Center for Architecture and Design | Seattle, WA (www.cfadseattle.org/design-in-public)

The Center for Architecture & Design is a dynamic public space for exhibits, programs, and conversations that explore design's role in shaping cities. Design in Public celebrates all the ways that design makes life better in Seattle. We nurture relationships among designers, citizens, city leaders, and future-thinking business innovators. We catalyze change by supporting imagination, vision and participation in the creation of the place we all want to live.

The Center for Architecture + Design | San Francisco, CA (www.cadsf.org)

The Center for Architecture + Design enhances public appreciation for architecture and design, both locally and internationally, through exhibitions, lectures, tours, films, and other programs that reveal the richness of the design arts. Founded in 2005, the Center for Architecture + Design is a collaborative environment where design organizations and affiliates share not only space, but ideas.

DRAFT FRAMEWORKS

CIVIC WORK In the overlap

DRAFT



THE FOUNDATION TODAY

DRAFT

Vision

BSA Foundation
Build a Better Boston

Mission

Engage Community
Inspire Vision
Provoke Change

People

CDRC
Community Design Resource Center

LBD
Learning by Design

BSA Space

Grants Program

Common Boston

Activities

Design and Arts Resources for the Underserved

Design Exposure and Programs for Families and Youth

Public Outreach through Exhibits, Meetings, and Events

Support for Emerging Design Programs and Design Education

Inviting the Public to Encounter Design through

THE FOUNDATION TODAY Additional language

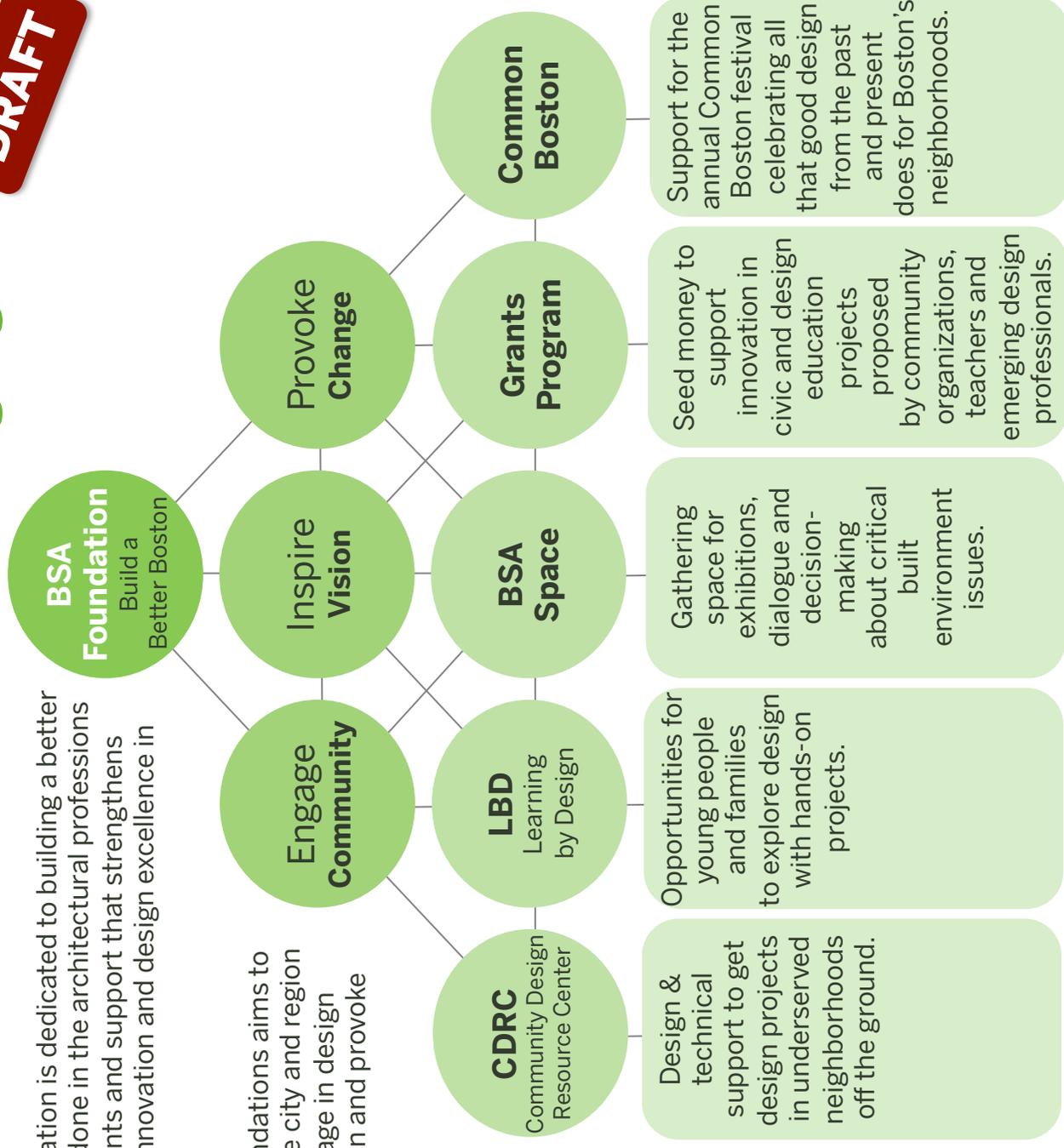
DRAFT

VISION The BSA Foundation is dedicated to building a better Boston by bridging work done in the architectural professions with public programs, events and support that strengthens civic agendas calling for innovation and design excellence in our communities.

MISSION The BSA Foundations aims to connect people across the city and region with opportunities to engage in design problems the inspire vision and provoke change.

PEOPLE & ACTIVITIES

The BSA Foundation provides:



WHAT do we do? Programmatic Framework

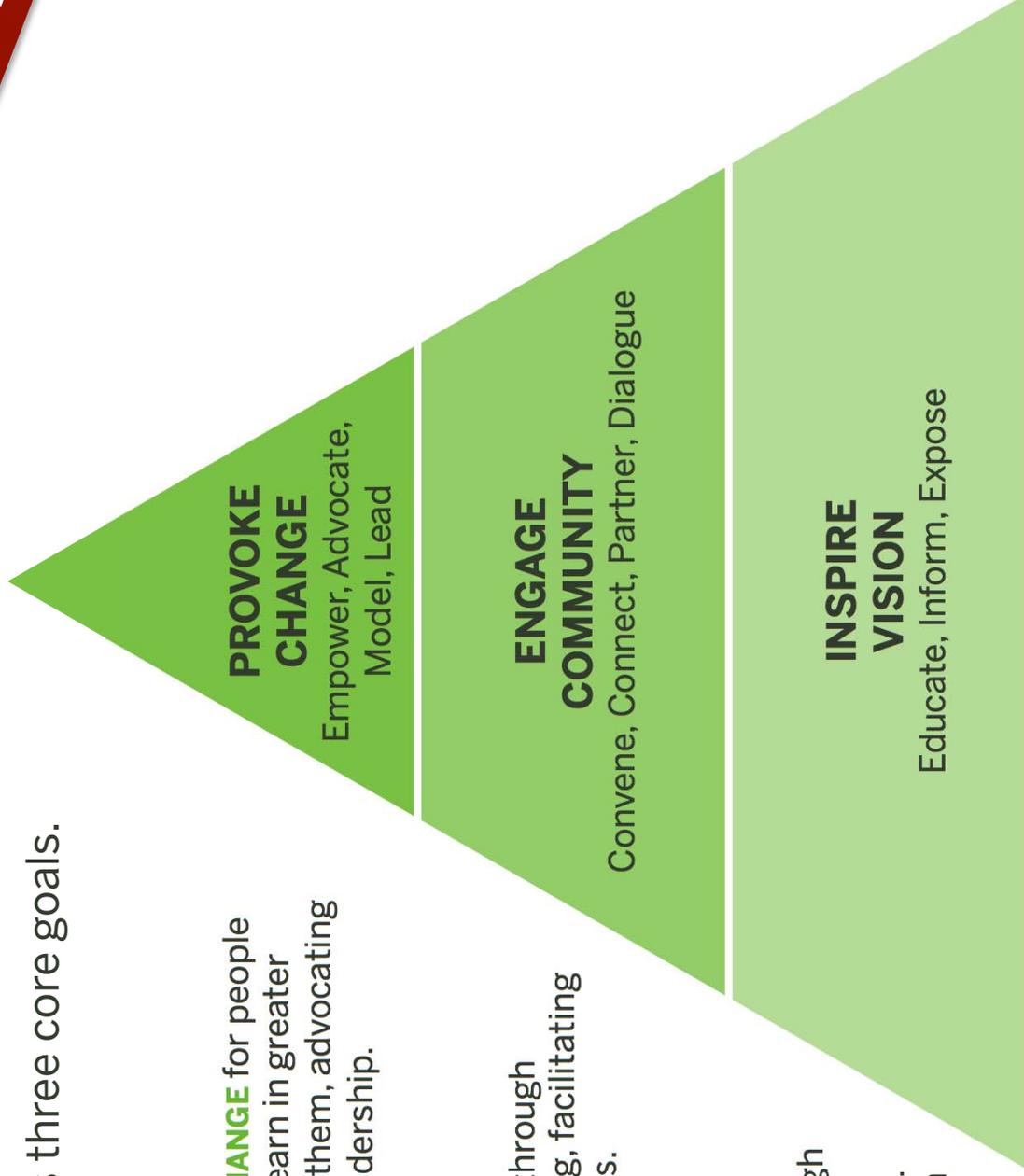
DRAFT

The Foundation has three core goals.

We **PROVOKE POSITIVE CHANGE** for people who work, play, live and learn in greater Boston—by empowering them, advocating for them, and offering leadership.

We **ENGAGE COMMUNITY** through convening and connecting, facilitating dialogue and partnerships.

We **INSPIRE VISION** through education, information, exposure and experience. This creates a foundation for all our work.



WHAT do we do? Programmatic Framework

DRAFT

The Foundation has three core goals.

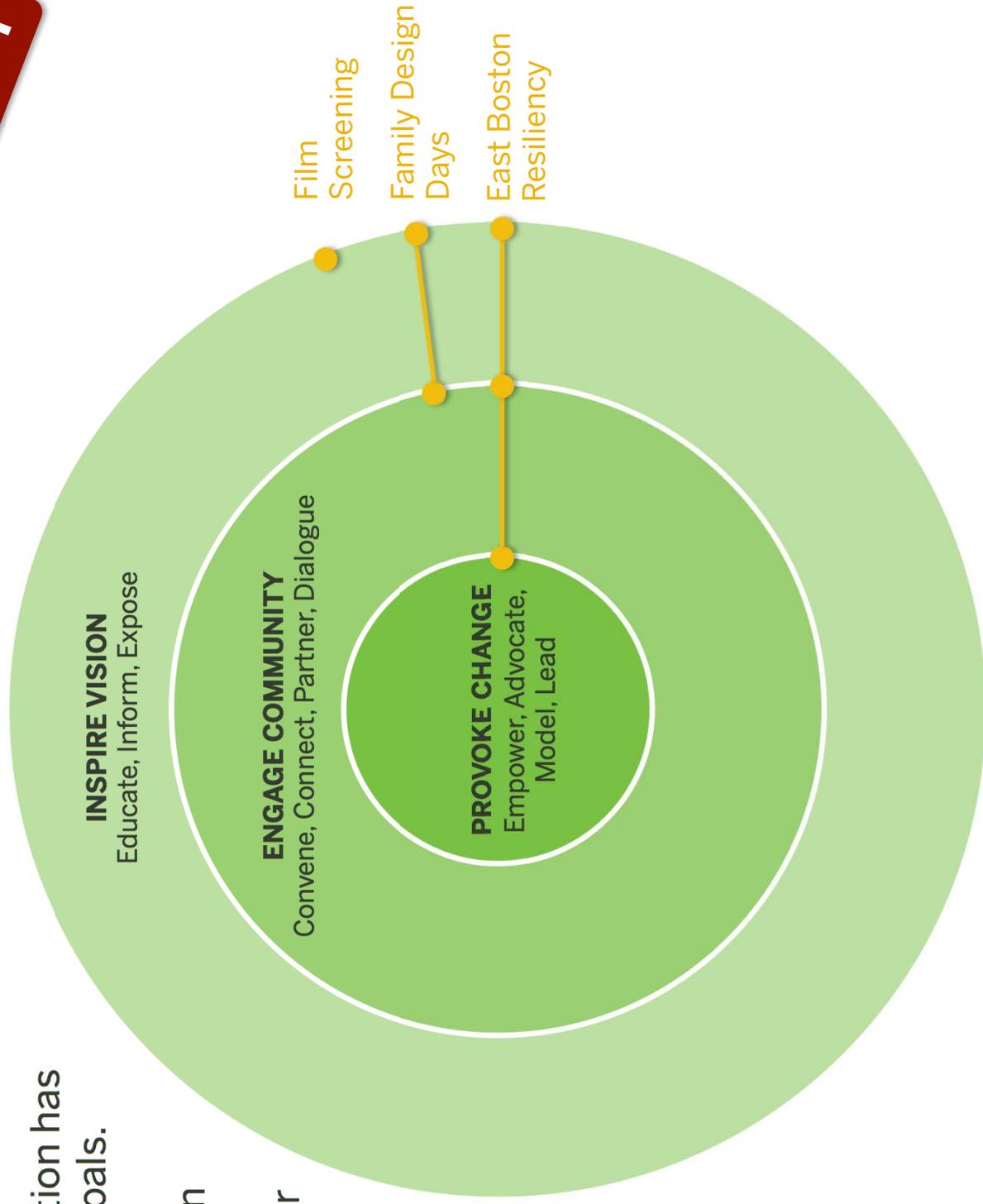


WHAT do we do? Programmatic Framework

DRAFT

The Foundation has three core goals.

A Foundation program might deliver on one goal or all three.

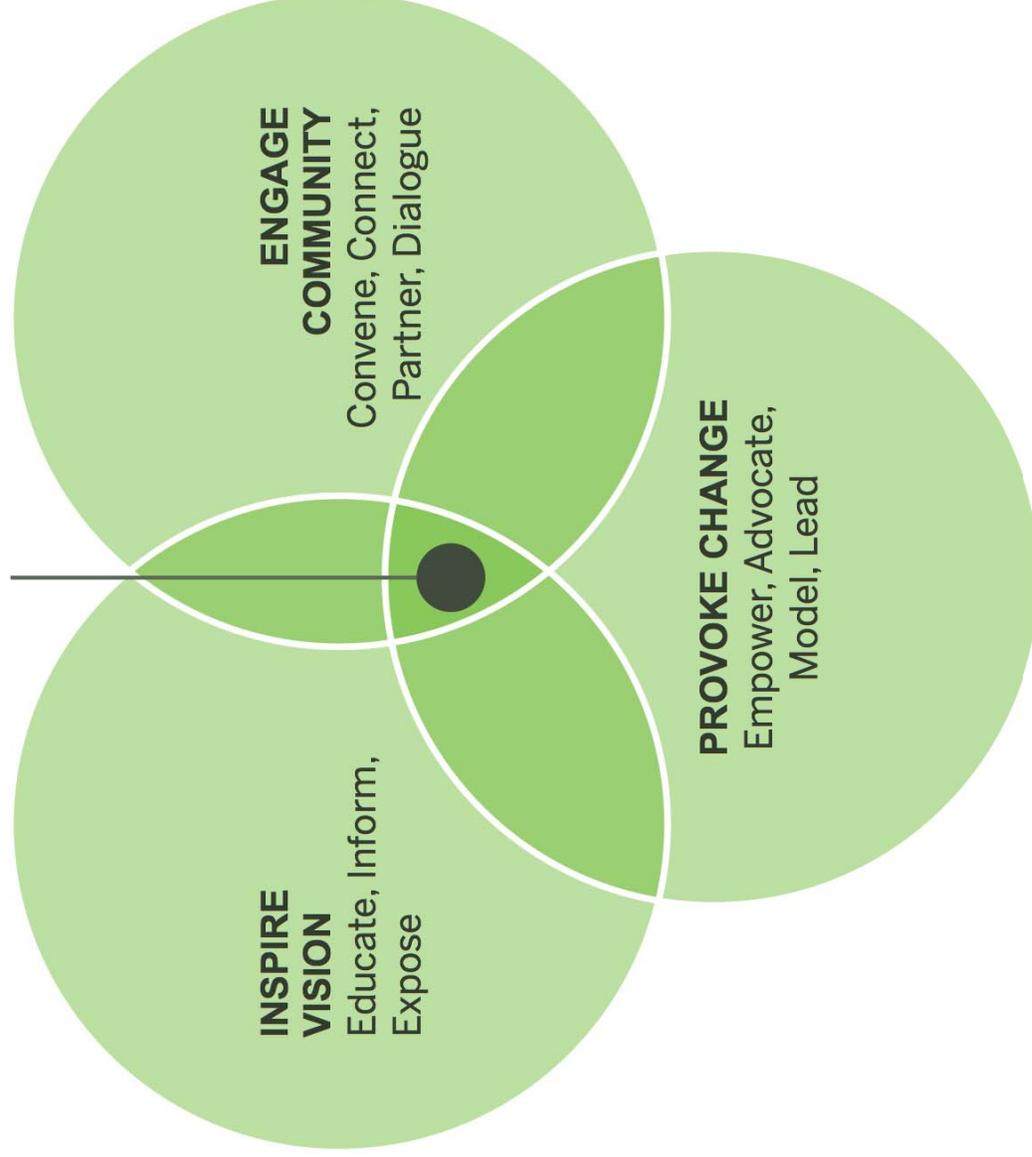


WHAT do we do? Programmatic Framework

DRAFT

The Foundation has three core goals.

BSAFOUNDATION

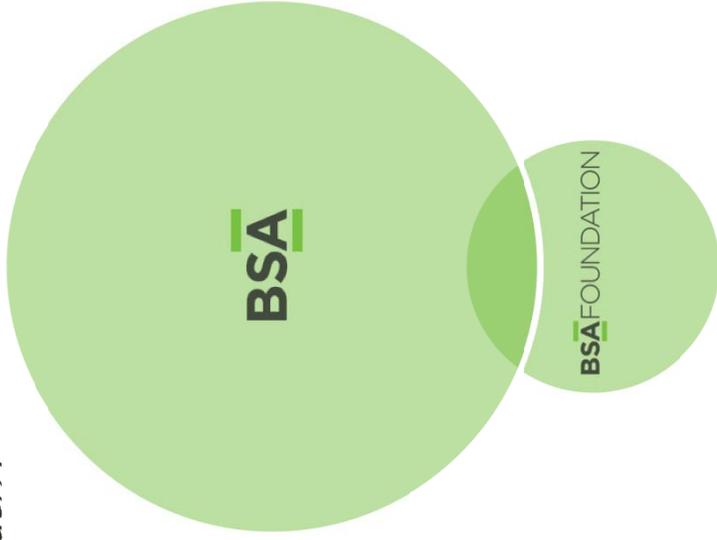


BSAFOUNDATION

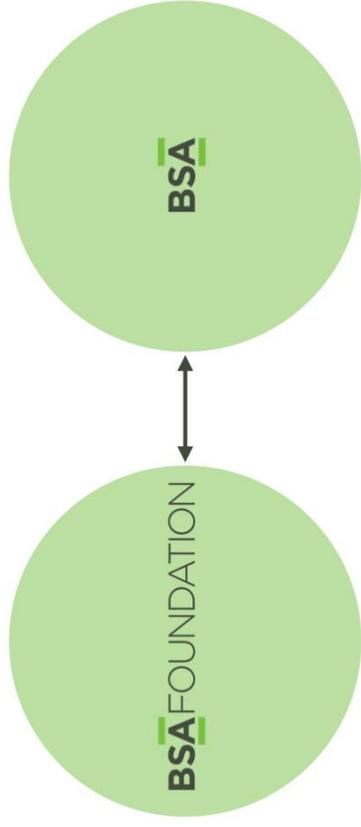
BSA & THE FOUNDATION Relationship models

DRAFT

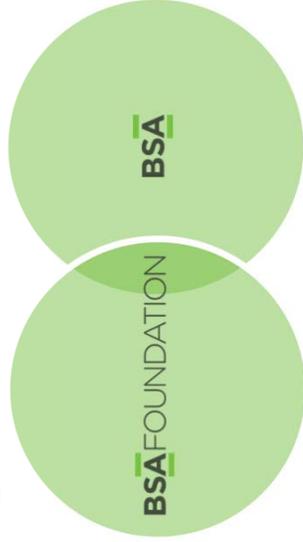
Model A



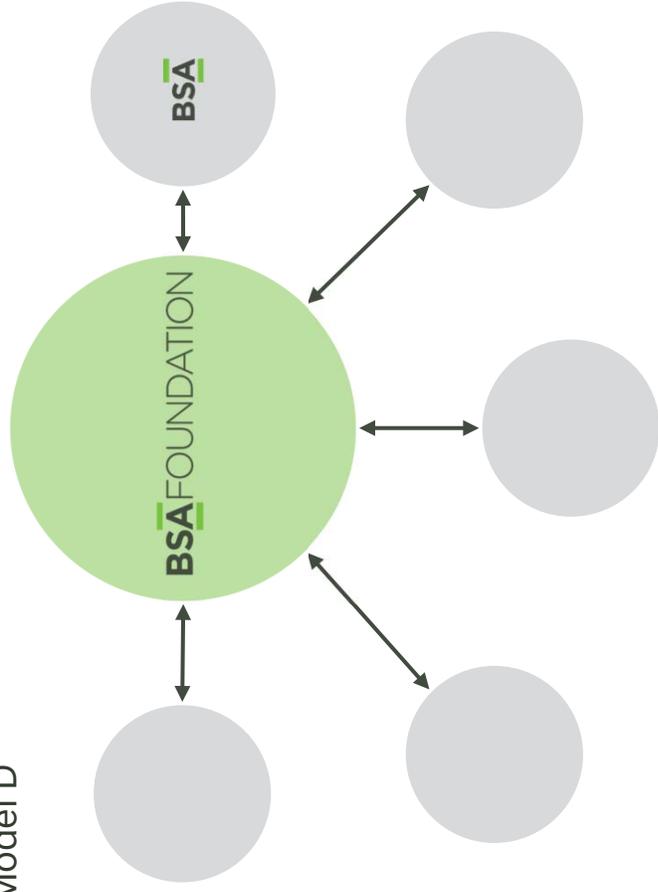
Model C



Model B



Model D



ORIGINAL MEETING DOCUMENTATION

STRATEGIC TASK FORCE 5/19/16

"Leader instead of" just cover. - 8/11
 "One pair of boots with two pockets"

IMPACT
 * ← start by articulating this point

TIME/RESOURCES

KEY QUESTIONS

- What do we want our financial model to look like + how do we get there?
- How do we determine [long-term] priorities?
- How do we talk about what we do [externally]?
- How do we understand what we do [internally]?
- How do we evaluate what we're doing?
i.e. How do we know if we're successful?
- How do we articulate + think about our audience?
- Where are we now + where do we want to go?

CURRENT STATUS ①
 VISION ①
 GOING
 TRINITY'S VALUES
 SSK relationship parts of work
 - extension from parts of work
 - eg. civic + cultural work
 - what do we mean by CIVIC?
 - what geography do we focus on?
 - what do we mean by "region"
 South: metro region

EVALUATION PLANS + INFRASTRUCTURE
 MARKETING
 PROGRAMMATIC STRATEGIC PLAN
 COMMUNITY FUNDRAISING NETWORK
 BRAND TRANSFORMING
 GOALS (long + short term)

DEVELOPMENT GOALS + PLAN
 what fits into vision, strengths, needs US
 LANGUAGES
 plays into our strengths / needs US

TBP
 Strategic w
 - Update on c
 - Goals for TH

Goal 1/2/3
 public
 Design

STRATEGIC TASK FORCE 5/19/16

VISION

- Deepen public appreciation for design
- Build a better world through design
- Empower the design professional

TO WHAT END?!

Partner Council

Boston

build

Build a better Boston

lead

Creative leader in built environment as a CMVener

~~livability~~ livability

impact everyday life

tackle biggest challenges in cities face

for people

ownership

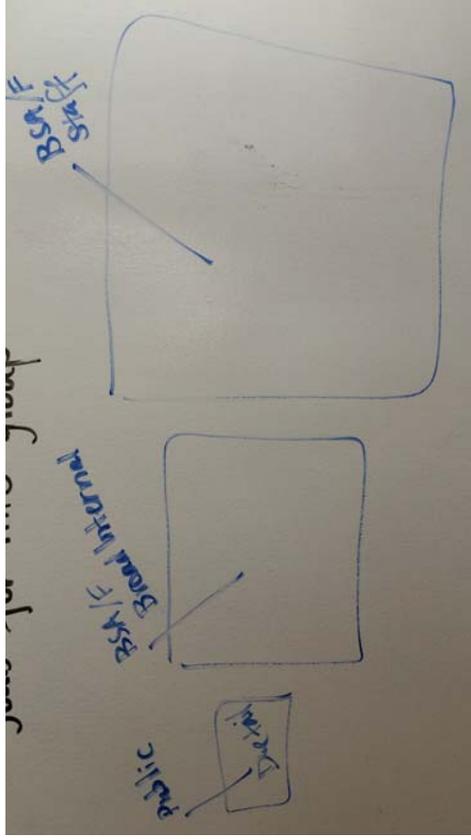
creative, innovative, resilient, sustainable, equitable, healthy, accessible (jobs, green space, culture, safer, diverse education)

what is BETTER?

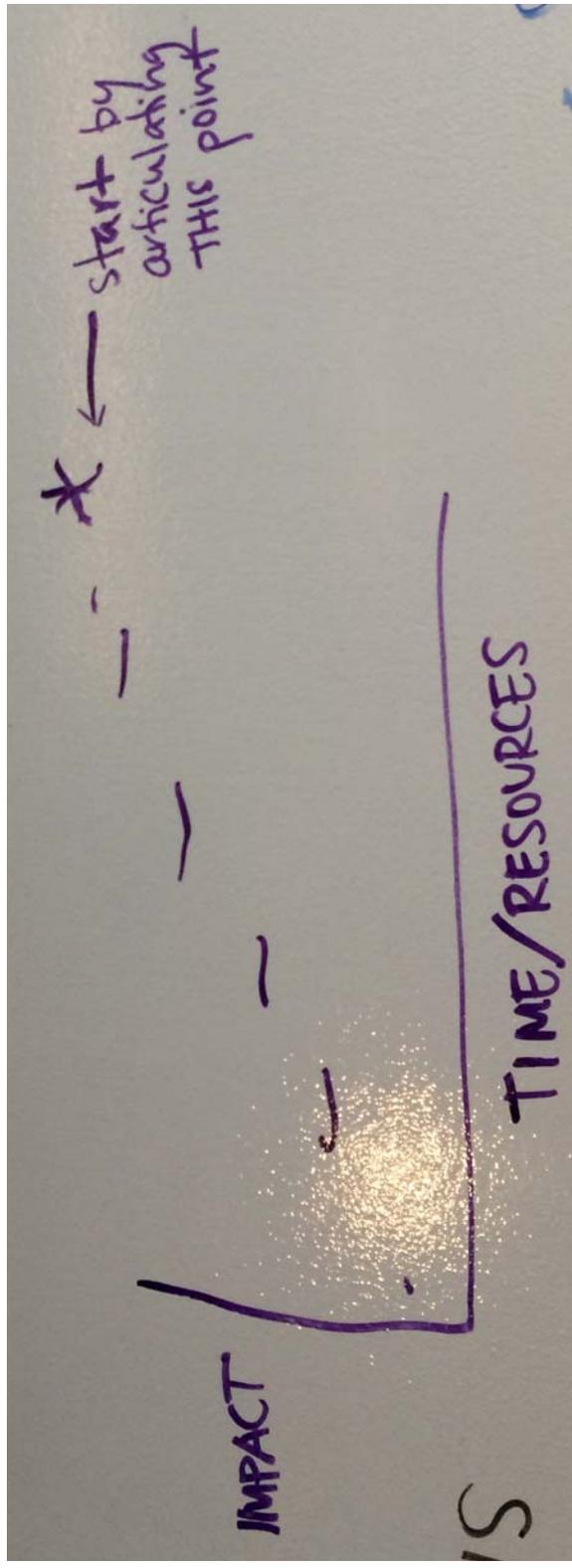
- be an example / model
- interdisciplinary
- partnerships

STRATEGIC TASK FORCE 5/19/16

Different levels of detail for different audiences

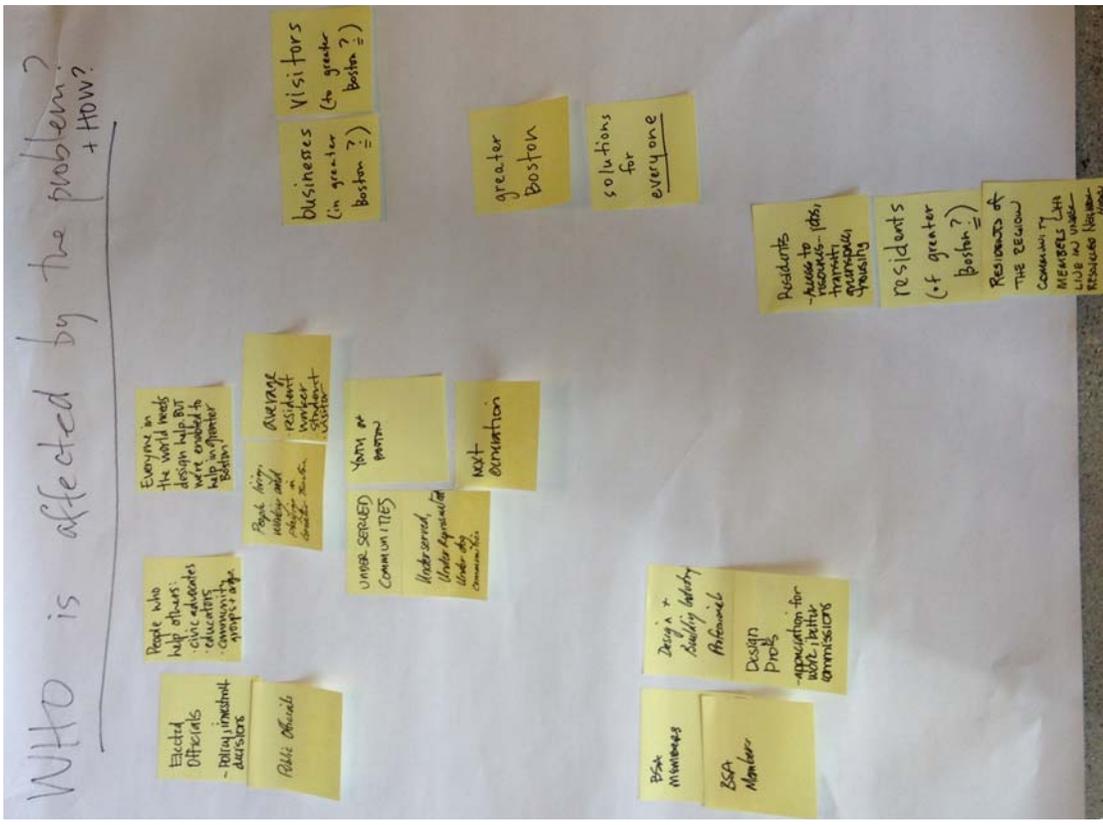
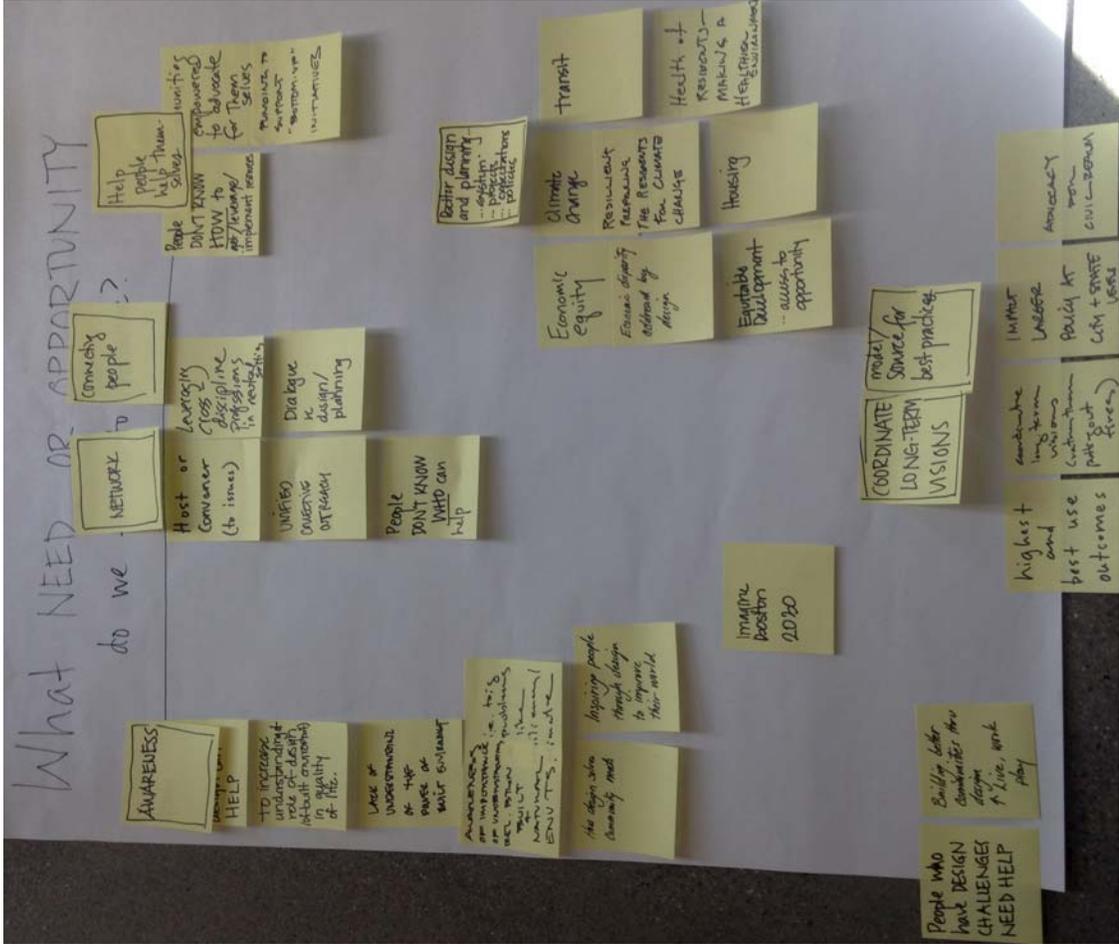


Articulate the ideal end point first



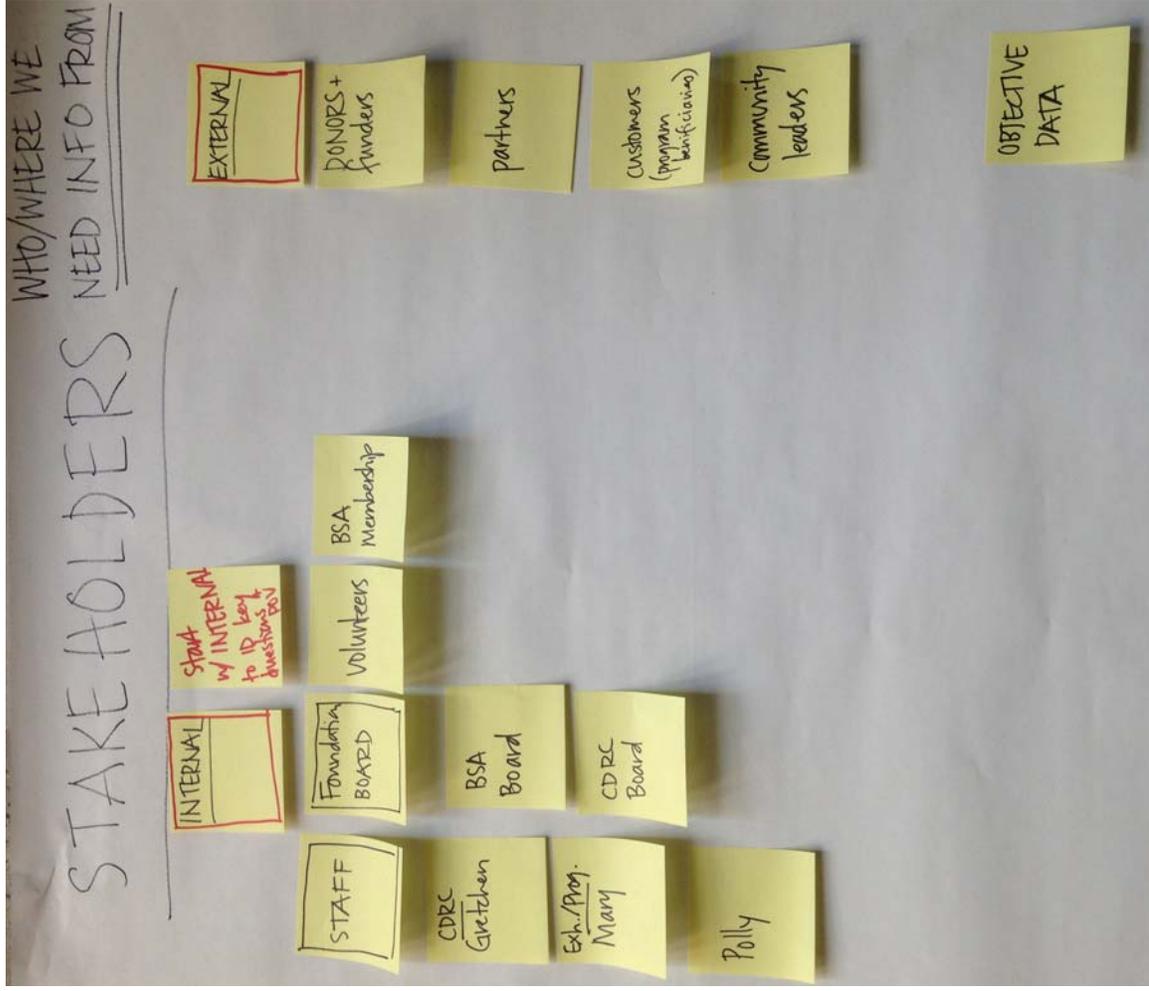
STRATEGIC TASK FORCE 6/7/16

What need or opportunity does the BSA Foundation exist to resolve?



STRATEGIC TASK FORCE 6/7/16

Stakeholders: Who/where do we need information from?



STRATEGIC TASK FORCE 6/14/16

Key Issues

KEY ISSUES

Winn-Dixie
or the people who live there
of an reality to a city or town

- CIVIC:

- how do we define it?
- how do we share it w/ BSA?
- how do we attribute the work in this area?

- LANGUAGE:

- what is the connection between what we DO + our GO
- why should people feel passionately about us? (development)

- BSA Relationship

- roles, ownership, communication

- Specificity of language we use

- e.g. Build a Better Boston
- differentiating

Urgent Needs

Urgent needs

② Language about mission/vision
for Development

① Clear vision

Program Scan
- communication
- value

landscape scan

Understanding why key stakeholders are PRODUCE

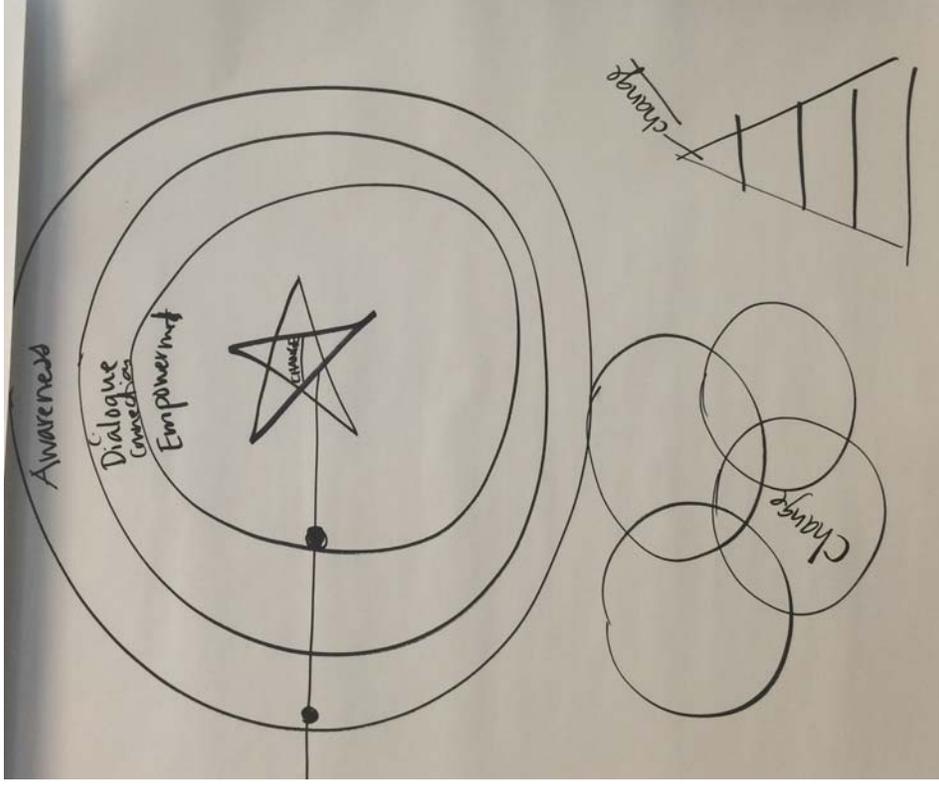
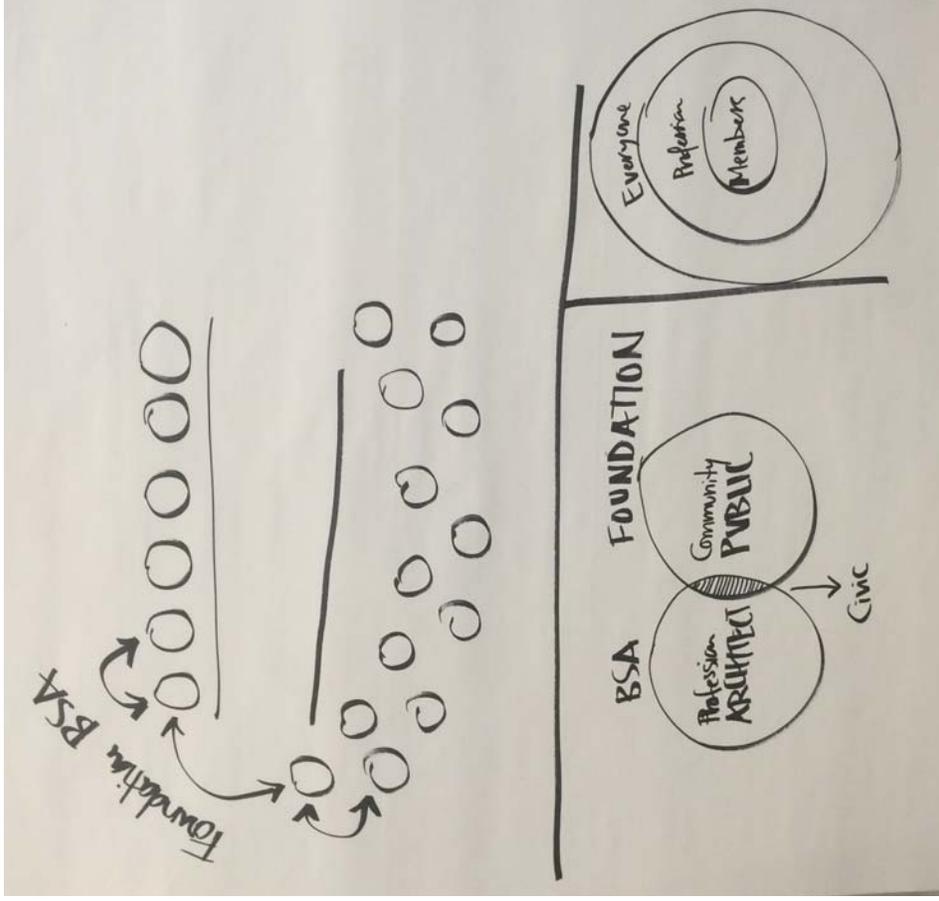
Survey members #

Longer term

Capacity
impact
strategic plan

ROI?

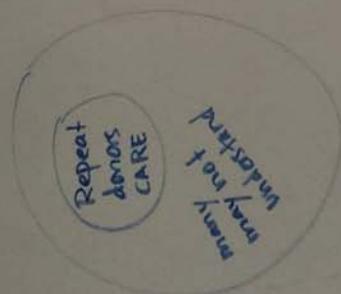
STRATEGIC TASK FORCE 6/14/16



Note: Umbrella diagram not photographed

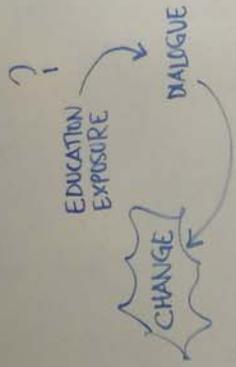
STAFF MEETING 6/13/16

Enhance understanding
Build a better Boston



WHY DOES THE FOUNDATION EXIST?

- to engage public
- EMPOWER people to engage in conversation + DEMAND higher quality
- Be a bridge to public
- make design ACCESSIBLE
- help them understand why DESIGN matters - EDUCATION
- it can change world for better
 - Shape of physical env. impacts how we work/live/play
- connect the gap between seeing the NEED for design + support people to realize it
- help people gain discernment re: design - EXPOSURE/EXPERIENCE
- give people TOOLS to support good design in their communities
- engage discussion, provide platform for DIALOGUE
- help people who are working toward creating good design
- engage more thorny politically sensitive topics
- elevating the expectations
- forum/venue for membership to do their passion work
- see how they have AGENCY to INFLUENCE physical environment
- Help people TRANSLATE the language of urban planning // 2-WAY
- serves the BSA memberships' interests - realize the resources that architects are



WHO DOES THE FOUNDATION SERVE? EN

- people who live/work in communities to make
- BSA membership - NEED
- policy makers
- design-critics

POSSIBILITY: ACTION! Tangible and results

- elevate education broadly
- build a better BOSTON
- via: community dialogue
- provide opportunities for public to share THEIR VOICES with

STAFF MEETING 6/13/16

QUESTION

WHO DOES THE FOUNDATION SERVE? ENGAGE IMPACT

- people who live/work in Boston + surrounding communities - to make their LIVES BETTER
- BSA membership - NEED their engagement
- policy makers
- design-curious

ANSWER

POSSIBILITY: ACTION! Tangible end results
 elevate education Broadly
 build a better BOSTON
 via: community dialogue
 provide opportunities for public to share THEIR VOICES with

DIAGNOSE

- Are we restricted to Boston area? When does impact matter?
- often tries to do too much - mission statement - get specific
- how do we measure impact?
- What are our ideal/goal outcomes? deliverables
- IDEA: more strongly encourage open dialogue among public in our programs
- What is our role WRT architects + BSA members?
- WATCH OUT: can't always advocate for architects on EVERY project
- How do we talk about "EDUCATION" in a way that honors the knowledge/expertise of the public
 - convene, connect, provide a voice, educate
 - Create space for BOTH expertise delivery that is 2-WAY
- Do we engage people to promote good design for its own sake or to support the work of our members specifically
- What is our SCOPE?

wifi: bsrequest
 Pw: welcometoBSA