



To: BSA Board of Directors  
From: Tim Love AIA, President  
Re: Agenda & materials  
Date: Thursday, September 10, 2015

---

The next meeting of the board convenes on Thursday, September 10 at 8:00am, at BSA Space. The BSA board of directors cordially invites the BSA Foundation board of trustees to attend this meeting.

#### AGENDA

- 7:45am Breakfast is served  
8:00am Call to order
- Approve June 25, 2015 meeting minutes [VOTE]
- 8:05am Welcome and introductions  
8:10am Budget updates  
8:15am BSA & BSA Collaboration
- Joint strategic collaboration introductions & update
  - Programs & Exhibitions update
  - Civic initiatives update
  - Communications update
  - Decision making
  - Top priorities for both organizations & future directions
- 9:45am Other business
- 10:00am Adjourn

#### ENCLOSURES

2015 BSA board list	p. 2
2015 BSA Foundation board list	p. 3
2015 BSA board meeting schedule	p. 4
2015 BSA board agenda schedule	p. 5
President's report	p. 6
Executive Director's report	p. 8
Minutes of 6/25/2015 meeting	p. 14
Joint strategic weave	p. 16
Joint Strategic work plan update	p. 17
Joint communications summary	p. 31

## 2015 BSA Board of Directors

---

**Greg Bialecki ('17)**

(617) 406-6019  
[gregorybialecki@gmail.com](mailto:gregorybialecki@gmail.com)

**Jean Carroon FAIA ('17)**

Goody Clancy  
420 Boylston St  
Boston, MA 02116  
(617) 850-6651  
[jean.carroon@goodyclancy.com](mailto:jean.carroon@goodyclancy.com)

**Brandon Clifford**

MIT  
77 Massachusetts Avenue, Rm 5-421  
Cambridge, MA 02141  
617-852-3527  
[bcliffor@mit.edu](mailto:bcliffor@mit.edu)

**James H. Collins, Jr. FAIA ('17)**

Payette  
290 Congress Street, 5<sup>th</sup> Floor  
Boston, MA 02210  
617-895-1022  
[jcollins@payette.com](mailto:jcollins@payette.com)

**Mike Davis FAIA**

Bergmeyer Associates  
51 Sleeper Street  
Boston, MA 02210  
617-542-1025  
[mdavis@bergmeyer.com](mailto:mdavis@bergmeyer.com)

**Rick Dimino ('16)**

A Better City  
33 Broad Street, Ste 300  
Boston, MA 02109  
617-502-6240  
[rdimino@abettercity.org](mailto:rdimino@abettercity.org)

**David Eisen AIA ('16)**

Abacus Architects + Planners  
119 Braintree Street, Ste 318  
Allston, MA 02134  
617-562-4446  
[deisen@abacusarchitects.com](mailto:deisen@abacusarchitects.com)

**David Fannon AIA**

Northeastern University  
360 Huntington Ave.  
Boston, MA 02115  
617-373-2641  
[d.fannon@neu.edu](mailto:d.fannon@neu.edu)

**Joseph Geller ('16)**

Stantec  
141 Portland Street  
Boston, MA 02114  
617-523-8103  
[joe.geller@stantec.com](mailto:joe.geller@stantec.com)

**Emily Grandstaff-Rice AIA ('15)**

Cambridge Seven Associates  
1050 Massachusetts Avenue  
Cambridge, MA 02138  
617-492-7000  
[egrice@c7a.com](mailto:egrice@c7a.com)

**Stephen Gray Assoc. AIA ('16)**

Sasaki Associates, Inc.  
64 Pleasant Street  
Watertown, MA 02472  
617-926-3300  
[sfgray@gmail.com](mailto:sfgray@gmail.com)

**Eric Höweler AIA**

Harvard Graduate School of Design  
48 Quincy Street  
Cambridge, MA 02138  
617-496-3995  
[ehoweler@gsd.harvard.edu](mailto:ehoweler@gsd.harvard.edu)

**Peter Kuttner FAIA ('15)**

Cambridge Seven Associates  
1050 Massachusetts Avenue  
Cambridge, MA 02138  
617-492-7000  
[pkuttner@c7a.com](mailto:pkuttner@c7a.com)

**Tim Love AIA ('16)**

Utile, Inc.  
115 Kingston Street  
Boston, MA 02111  
617-423-7200  
[love@utiledesign.com](mailto:love@utiledesign.com)

**Michael MacPhail AIA**

Wentworth Institute of Technology  
550 Huntington Avenue  
Boston, MA 02115  
617-989-4455  
[macphailm@wit.edu](mailto:macphailm@wit.edu)

**Elizabeth Minnis AIA ('17)**

Commonwealth of MA/DCAM  
1 Ashburton Pl Rm 1500  
Boston, MA 02108  
(857) 204-1566  
[lminnis57@gmail.com](mailto:lminnis57@gmail.com)

**Mark Pasnik AIA ('16)**

over,under  
46 Waltham St. Courtyard 1  
Boston, MA 02118  
617-426-4466  
[pasnik@overcommunder.com](mailto:pasnik@overcommunder.com)

**Lee Peters AIA**

Boston Architectural College  
320 Newbury St  
Boston, MA 02115  
(617) 262-5000  
[lee.peters@the-bac.edu](mailto:lee.peters@the-bac.edu)

**Tamara Roy AIA ('17)**

ADD Inc./Stantec  
311 Summer Street  
Boston, MA 02210  
617-234-3196  
[tamara.Roy@stantec.com](mailto:tamara.Roy@stantec.com)

**Patricia Seitz AIA**

Mass College of Art & Design  
621 Huntington Ave  
Boston, MA 02115  
(617) 879-7677  
[pseitz@massart.edu](mailto:pseitz@massart.edu)

**Bradford Walker AIA ('16)**

Ruhl Walker Architects, Inc.  
60 K Street, Ste 3  
South Boston, MA 02127  
617-268-5479  
[bwalker@ruhlwalker.com](mailto:bwalker@ruhlwalker.com)

**Elise Woodward AIA ('16)**

PO Box 587  
Concord, MA 01742  
(617) 794-1186  
[elisewoodward@gmail.com](mailto:elisewoodward@gmail.com)

**Arthur Cohen FAIA ('15), *Vice-chair***  
ARC/Architectural Resources Cambridge  
5 Cambridge Center  
Cambridge MA 02142  
617-547-2200 / acohen@arcusa.com

**Anthony Consigli ('15)**  
Consigli Construction Company  
72 Sumner Street  
Milford MA 01757  
508-473-2580 / aconsigli@consigli.com

**Mike Davis FAIA ('17), *Chair***  
Bergmeyer Associates  
51 Sleeper Street  
Boston MA 02210  
617-542-1025 / mdavis@bergmeyer.com

**Steve Eustis ('17)**  
Skanska  
253 Summer Street  
Boston MA 02210  
617-593-7286 / steve.eustis@skanska.com

**Nadine Gerdts ('15), *Secretary***  
Rhode Island School of Design  
Landscape Architecture Department  
2 College Street  
Providence RI 02903  
617-233-4240 / ngerdts@comcast.net

**Bennet Heart ('16)**  
Noble, Wickersham & Heart LLP  
1280 Massachusetts Ave  
Cambridge, MA 02138-3840  
617-491-9800 / bh@noblewickersham.com

**Eric Krauss ('17)**  
New England Aquarium  
Central Wharf  
Boston, MA 02110  
617-973-5200 / ekrauss@neaq.org

**Peter Kuttner FAIA ('16)**  
Cambridge Seven Associates  
1050 Massachusetts Avenue  
Cambridge MA 02138  
617-492-7000 / pkuttner@c7a.com

**Vivien Li ('15)**  
The Boston Harbor Association  
374 Congress Street, Ste 307  
Boston MA 02210  
617-482-1722 / vli@tbha.org

**Anne- Marie Lubenau AIA ('16)**  
Bruner Foundation  
130 Prospect St  
Cambridge, MA 02139  
(617) 492-8404 / alubenau@brunerfoundation.org

**Peter Madsen FAIA ('16), *Treasurer***  
Edo Essex Properties  
44 Beacon Street  
Boston MA 02108  
617-848-9293 / peter.madsen@edoessex.com

**Jessica R. Smith ('15)**  
Steffian Bradley Architects  
88 Black Falcon Ave Ste 353  
Boston MA 02210  
617-305-7124 / jsmith@steffian.com

**Laura Wernick FAIA ('17)**  
HMFH Architects, Inc.  
130 Bishop Richard Allen Drive  
Cambridge, MA 02139  
(617) 844-2113 / lwernick@hmfh.com

**Margaret Wigglesworth ('17)**  
Cresa  
200 State Street, 13th Floor  
Boston, Massachusetts 02109  
617-758-6060 / mwigglesworth@cresa.com

## 2015 BSA Board Meeting Dates

---

January 15	6-8p	<i>Joint board reception at BSA Space</i>
January 16	9a-3p	<i>Orientation workshop (Location TBD)</i>
March 19	8-10a	
May 7	8-10a	
June 25	8-10a	
September 10	8-10a	<i>Joint board meeting w/ BSA Foundation</i>
November 12	8-10a	
December 10	6-8p	<i>Annual meeting</i>

## 2015 BSA Board Meeting Agenda Schedule (as of 04/01/2015)

2015	Agenda Items	Reports
<b>January 15 – Joint board reception</b>	<i>A social event for the Society and Foundation boards</i>	
<b>January 16 – Orientation Workshop (Location TBD)</b> ExComm: 1/15 4:30-5:30p	Review goals for year Prez agenda Joint Strategic Collaboration recap BSA board 101 Committee appointments	
<b>March 19</b> ExComm: 3/12 9-10a	Strategic Focus: Advocacy Strategic focus: Communication New Fellows & AIA National winners Ethics or Investment cte recommendations	2014 Final reports -Budget & Investment -ED and Prez -Membership -Press/letters
<b>May 7</b> ExComm: 4/30 9-10a	Strategic focus: Collaboration/Membership Approve H&A recommendations Candidate issues for convention Joint Strategic Collaboration update	Q1 reports -Budget & Investment -ED and Prez -Membership -Press/letters
<b>June 25</b> ExComm: 6/18 9-10a	Strategic focus: Knowledge/Practice Approve Nom Com 2016 slate 2014 Audit results AIA Convention update Board seats Committee reforms	Q2 reports (Preliminary) -Budget & Investment -ED and Prez -Membership -Press/letters
<b>September 10 – Joint board meeting</b> ExComm: 9/3 9-10a	BSA ExComm to review draft budget BSA Foundation board invited to attend Exhibitions/programs update Relationship between Foundation and Society	
<b>November 12</b> ExComm: 11/5 9-10a	BSA bylaws changes for Annual meeting 2016 Budget review and recommend Board evaluations Big Sibs update Joint Strategic Collaboration Assessment	Q3 reports -Budget & Investment -ED and Prez -Membership -Press/letters
<b>December 10 – Annual meeting w/ reception to follow</b> ExComm: 12/10 4:30-5:30p	Vote on 2016 budget Vote on bylaw changes/other business BSA Honors presentation 2015 President’s report Introduce new President and board Appoint Foundation rep	

*This is subject to change at anytime*



To: BSA Board of Directors

From: Tim Love AIA, President

Re: President's report

Date: September 10, 2015

---

### **2016 BSA President's Roundtable**

Vice President/President-elect Tamara Roy is hosting a BSA President's Roundtable at 1pm at the BSA Space with a reception to follow. Tamara will seek feedback on her emerging agenda for 2016.

### **Fall Urban Design Workshop**

Planning continues for the Fall 2015 Urban Design Workshop, tentatively scheduled for November 4-6. Suffolk Downs will be the next focus for the program. Patrick Tedesco of NBBJ, and a candidate for Vice President/President-elect, will team with Gretchen Schneider to coordinate the effort. BSA President Tim Love and Urban Design Committee Co-chair Meera Deean have held organizational meetings with the BSLA and the local chapters of ULI and APA to get their input on potential themes and issues. A meeting is also in the works with Tad Read, Acting Chief Planner at the BRA, and officials at the City of Revere to discuss the opportunities and challenges of the site.

### **Imagine Boston 2030 Youth Brainstorm**

To help launch Imagine Boston 2030, Boston's first citywide plan since 1965, the BSA and the BSA Foundation teamed with the city's team to organize a "Youth Brainstorm," a teen-focused single-evening charrette. Groups of students, sitting at more than a dozen tables staffed by BSA volunteers, were asked to collaborate on a "construction" that represented their vision of how they wanted "to live, work, and play" in 2030. The event was conceived and led by the BSA's Gretchen Schneider and Polly Carpenter and was held in the dramatic two-story space at the Berkelee College of Music's new dormitory. Cliff Gayley, the lead designer from William Rawn Architects, was there to give tours of the building to the architects and curious in the crowd.

### **Widett Circle Debate**

The BSA continues to have impact on the larger debate about the design of the built environment and the potential reform of policies that shape it. BSA President Tim Love was one of four authors, including the Mayor Martin Walsh, who write op-ed pieces for the Globe that were published on August 2nd. Each piece had a different perspective on the future of Widett Circle, the industrial area between South Boston and the South End that had been targeted as the site for the Olympic Stadium, if the USOC hadn't dropped Boston as the American city selected to make a bid for the 2024 Games.

### **2015 Design Biennial Boston**

On July 16<sup>th</sup>, the winners of the *2015 Design Biennial Boston* were featured in an exhibition at the BSA Space and with site-specific installations on the Rose F. Kennedy Greenway. The program was sponsored by the Mayor's Office of New Urban Mechanics and the Boston Art Commission in collaboration with pinkcomma gallery, BSA Space, and the Rose Fitzgerald Kennedy Greenway Conservancy. The winners, whose work provides ample evidence of Boston's rich design talent, were selected following an open call for entries by a distinguished jury. The winners included Cristina

Parreño Alonso of Cristina Parreño Architecture, Cynthia Gunadi and Joel Lamere of GLD, Dan Adams and Marie Law Adams of Landing Studio, and Michael Murphy and Alan Ricks of MASS Design Group. Mariana Ibañez and Simon Kim of IK Studio and Daniel Ibañez and Rodrigo Rubio of Margen-Lab received honorable mention awards this year for their contributions.

**Bigger than a Breadbox, Smaller than a Building**

On June 17<sup>th</sup>, *Bigger than a Breadbox, Smaller than a Building* opened at the BSA Space. The exhibition explores the medium of installation as a way for architects to explore and prototype exciting new technologies and building techniques. Curated by design team Khora, Inc., the exhibition includes a historical analysis of art installation and features experimental and visually arresting works by local and national architects and designers. The installations in the show are the result of a design competition.



To: BSA Board of Directors

From: Eric White, Executive Director

Re: Executive Director's Report

Date: September 10, 2015

---

### **Financials**

We are working on drafts of the 2016 operating budgets for both the BSA and BSA Foundation. Drafts will be shared, reviewed and discussed at the next board meetings in October and November.

### **Business Development**

Design Award Gala sponsorship sales begin September 8. The BSA has already reserved one bronze level sponsor for the 2016 BSA Design Awards. We will be utilizing the Hobson designed by MassArt students again at this year's celebration. Emcee selection is underway with several exciting nominees. We hope to secure an emcee by the end of September to use in our promotional pieces. BSA e-blasts and gala promotion from Boston Magazine will begin in early September. Tickets go on sale in October.

### **ABX**

Exhibit Sales for ABX continue to be ahead as of the end of August and we are \$111K ahead of last year. Sponsorship and advertising commitments have been slow, but additional efforts are being made to close the gap in these areas. The ABX 2015 exhibit hall floor will feature: the Tiny House movement, the renewed focus on outdoor living spaces, affordable housing initiatives in the city of Boston, a unique lounge space by the Innovation and Design Building, the New England Regional Council of Carpenters conducting live demonstrations, the DeCordova Museum, and Phaidon Books. Attendee programs are in the mail and ABX registration is now open, while the marketing campaign to promote Conference Registration launched on September 1.

### **Membership**

The Membership Committee has continued to examine the dues restructuring proposal and has met with a board taskforce (Jean Carroon FAIA, Mark Pasnik AIA, Jim Collins FAIA (unable to attend)). A proposal will be presented at the November board meeting.

The Student Design Showcase attracted submissions from all area schools, successfully broadening its reach for the second year. Join us for a celebration of entries after the Annual Meeting, December 10!

The BSA is participating in a pilot of Transcript Architect; a transcript-only service designed to bring non-members closer to the organization and also support its ability to provide top-level CE to the profession as new entities move into the national CE market. The pilot will launch in early October and continue through December 2016. The Arizona, Oregon, and Pennsylvania chapters will also be participating.

Members and staff are collaborating regionally to ensure adherence to minimum AIA Core Services, part of the recent Member Service Resource Task Force recommendations.



## **Committees**

The Committee on the Environment, Committee to Advance Sustainability and the Sustainability Education Committee are exploring a merger to better unify their collective voice. The Revit Users Group welcomes a BIM Dynamo series this fall. On September 25, the Historic Resources Committee will sponsor CE for the Peabody Essex Museum on “Mightier than a Wreckingball: How Ada Louise Huxtable Saved Salem.” On September 17 at noon, Michelle Roberts and Erin Rae Hoffer AIA will launch the Architecture and Real Estate Roundtable, a forum for developers and architects to explore a shared goal of successful building together.

## **BSA Foundation**

The BSA Foundation’s Institutional Advancement Committee continues to host *Meet the BSA Foundation* events twice monthly at BSA Space. Additionally the Committee has introduced the Foundation at area firms and other locations from SGH and ADD, Inc/Stantec, to the Community Boat House in Brighton. Jesse Brackenbury, Executive Director of the Rose Kennedy Greenway, attended a recent session and commented, “I love the framework of introduction—the three stories stick with you and I like moving around—it shows off the space and cool exhibits.” Grants are being actively pursued for both professional and public programs.

*Meet the BSA Foundation* introductions will culminate in a BSA Foundation fundraising breakfast on December 9 at the MIT Media Lab. **Please mark your calendar and consider hosting a table at the event by bringing nine guests to fill a table of ten.**

## **Communications**

Making headlines during the summer, BSA Space exhibitions *Bigger Than a Breadbox, Smaller Than a Building* and the *2015 Design Biennial*, opened in June and July, respectively. Both enjoyed significant press coverage in print and online venues. Strategic planning related to updating our website’s navigation has commenced. The City’s recent push toward planning (Imagine Boston 2030, Boston Creates, and the defunct Boston 2024 bid) has kept ideas related to urban planning and place making in the mainstream media, where BSA thought leaders and allies continue to be sought after to comment and editorialize. And, importantly, the press list has been refreshed in anticipation of a busy fall.

## **CACE Annual Meeting**

BSA staffer Conor MacDonald (member relations) attended the AIA CACE convention, which convenes chapter staff to connect, inspire, and explore best practices from both the chapter and national perspectives, and helps the chapter to leverage the national network.

## **BSA Space**

Public art has been the theme of the summer. In addition to the opening of *Bigger Than a Breadbox, Smaller than a Building*, which examines architectural installation as a means of experimenting with innovative techniques and materials. We also partnered with allied organizations including Lawn on D, on a series of events focused on public art; the Greenway Conservancy, featuring several events focused on the Echelman sculpture, including an artist talk sold out to an audience of 200, and a Family Day program in which the participants built their own versions of suspended sculpture. And our sponsorship of the *2015 Design Biennial*, featuring an exhibit wall in the storefront gallery of BSA Space and four installations on the Greenway.



Experimental programs aimed at a design-curious public—including a guided sketch walk, a facilitated photo tour, an adult Lego challenge Happy Hour, city tours in partnership with Boston By Foot, and restaurant tours at Trade and the Sinclair were all sold out, and will all be offered again this fall.

### **Civic Initiatives**

BSA and BRA staff, along with BSLA, ULI, and CNU New England staff, convened to discuss how to best build knowledge within civic leadership as well as to develop a pilot community engagement project. Additionally, several panel discussions are being planned for the fall. On August 26, Imagine Boston 2030 Youth Brainstorm event convened at Berklee College of Music, with more than 200 attendees, including area high students and design professionals.

Boston Living with Water continues with a neighborhood resiliency preparedness workshop series, beginning at the Charlestown Navy Yard. The CDRC, BSA, Foundation, and TBHA are working together with a committed group of residents on sea level rise issues and opportunities in preparation for the citywide plan.

The next Urban Design Workshop will focus on Suffolk Downs and is scheduled for early November.

### **Programs**

The juries for Interior, Campus and Urban Planning, and Unbuilt Design Awards met, and selected category recipients for 2015. The Harleston Parker jury met for the third time, and selected the four finalists for the award: the East Boston Public Library, Temple Beth Elohim, Field Elementary School, and the Isabella Stewart Gardner addition.

The 27th Annual BSA Foundation Golf Tournament was held Tuesday, July 21, 2015 at the Pinehills Golf Course and was once again a huge success! This fundraising and networking event brought together over 100 AEC professionals in support of the BSA Foundation and its continuing mission to elevate public awareness of design and construction.

### **Professional Programs: July – August 2015**

7/27-8/19—Summer CEU Workshops (Total of 16 workshops)

### **Professional Programs: September-October 2015**

9/1-9/30—Leadership Lunches

9/16—EPNet: Finding your Path-Photography with Peter Vanderwarker

9/16—ARE Kick-off Session

9/18—Understanding Your Ethical Responsibilities as an Architect

9/29—Leadership Lunch Review Session

10/10—College Fair

10/13? —Designing Boston: Creative Community Engagement

10/23—AIA Leadership Institute

10/29—Client Conversations: Selecting the Architect for a Private Development Pt. 2

**Foundation Programs July-August 2015**

7/8—Dining with Design: TRADE  
7/9—Play in Public Art  
7/18—Walking Tour: Back Bays Evolving Skyline  
7/21—BSA Foundation Golf Tournament  
7/22—Eyes on Boston: Urban Photo Walk  
7/23—Frames of Reference, a Culture NOW event  
7/30—Girls inc. visit BSA Space  
8/5—Happy House Design Studio: LEGO Challenge  
8/17—Ding with Design: The Sinclair  
8/20—Bigger than a Breadbox: An evening with the curators and designers  
8/21—INTER/SECTIONS: Shinique Smith  
8/23—Junkfest at the Children’s Museum  
8/26—Boston 2030 Youth Event  
8/29—Walking Tour: Architectural Darwinism

**Upcoming Foundation Programs: September-October 2015**

9/9—City Sketch: A Back Bay Drawing Walk  
9/15—Student Design Day: Homeschool Group  
9/19—Family Design Day  
9/29—Dining with Design: Gather/District Hall  
10/2—Film Series: Sukkah City  
10/7—Eyes on Boston: Urban Photo Walk  
10/9—Student Design Day: Homeschool Group  
10/13—Student Design Day: Homeschool Group  
10/14—CANSTRUCTION Gala  
10/15—Isabella Stewart Gardner Third Thursday: The Art in Architecture  
10/17—Family Design Day  
10/26—Dining with Design: Committee  
10/28(?)—Happy Hour Lego Challenge

**Press since June:**

BostInno Approved: What To Do This Weekend, 8/21/15: Architecture Cruises  
(bostinno.streetwise.co)

<http://bostinno.streetwise.co/2015/08/20/boston-events-what-to-do-this-weekend-aug-21-to-aug-23/>

Fuse Visual Arts Review: Design Biennial Boston 2015 — The Future? Or a Short-Term Exercise?  
(artsfuse.org)

<http://artsfuse.org/132969/fuse-visual-arts-review-design-biennial-boston-2015-the-future-or-a-short-term-exercise/>

John Hancock Proposes Major New Real Estate Investment in Boston's Back Bay  
(marketwatch.com)

<http://www.marketwatch.com/story/john-hancock-proposes-major-new-real-estate-investment-in-bostons-back-bay-2015-08-05>

2015 Design Biennial Boston  
(archdaily.com)

<http://www.archdaily.com/771065/2015-design-biennial-boston>

Bigger Than a Breadbox, Smaller Than a Building  
(archdaily.com)

<http://www.archdaily.com/769215/exhibition-bigger-than-a-breadbox-smaller-than-a-building>

Happy Hour Design Studio: Lego Challenge  
(archdaily.com)

<http://www.archdaily.com/770244/happy-hour-design-studio-lego-challenge>

Widett Circle won't become an instant neighborhood by Renée Loth  
(bostonglobe.com)

<https://www.bostonglobe.com/opinion/2015/08/01/widett-won-become-instant-neighborhood/BgHms6mlbKe38zXA8boSmJ/story.html>

Preserve Widett Circle's industrial legacy by Tim Love AIA  
(bostonglobe.com)

[http://bostonglobe.com/opinion/2015/08/01/preserve-widett-industrial-legacy-century-mixed-use-manufacturing-district/ZeMlcrkaOc9omSSXk5wgRN/story.html?utm\\_content=bufferb5214&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](http://bostonglobe.com/opinion/2015/08/01/preserve-widett-industrial-legacy-century-mixed-use-manufacturing-district/ZeMlcrkaOc9omSSXk5wgRN/story.html?utm_content=bufferb5214&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer)

Exhibition: Bigger Than a Breadbox, Smaller Than a Building  
(archdaily.com)

<http://www.archdaily.com/769215/exhibition-bigger-than-a-breadbox-smaller-than-a-building>

First look: Shorenstein's planned \$25M renovation of Center Plaza in downtown Boston  
(bizjournals.com)

[http://www.bizjournals.com/boston/real\\_estate/2015/07/first-look-shorenstein-s-planned-25m-renovation-of.html](http://www.bizjournals.com/boston/real_estate/2015/07/first-look-shorenstein-s-planned-25m-renovation-of.html)

Nader Tehrani Named Dean of The Irwin S. Chanin School of Architecture  
(payvand.com)

<http://www.payvand.com/news/15/jul/1171.html>

See the Rose Kennedy Greenway for the 2015 Design Biennial Boston  
(architecturaldigest.com)

<http://www.architecturaldigest.com/architecture/2015-07/rose-kennedy-greenway-2015-design-biennial-boston>

Architect Tackles Urban-Industrial Edges  
(slice.mit.edu)

<http://slice.mit.edu/2015/07/23/marginal-architect-tackles-urban-industrial-edges/>

Four emerging firms create installations for Design Biennial Boston  
(dezeen.com)

<http://www.dezeen.com/2015/07/23/design-biennial-boston-installations-gld-cristina-parreno-architecture-landing-studio-mass-design-group/>

Five things you need to know today, and what's the name of the road along the Greenway?  
(bizjournals.com)

<http://www.bizjournals.com/boston/feature/5-things/2015/07/five-things-you-need-to-know-today-and-whats-the.html>

New Architecture on Display in Downtown Boston  
(necn.com)

<http://www.necn.com/news/new-england/New-Architecture-on-Display-in-Downtown-Boston-316474211.html>

Brookline architecture firm creates unique experience on Greenway  
(brookline.wickedlocal.com)

<http://brookline.wickedlocal.com/article/20150722/NEWS/150728664>

Fourth Design Biennial Boston Opens  
(architectmagazine.com)

[http://www.architectmagazine.com/design/exhibits-books-etc/fourth-design-biennial-boston-opens\\_o](http://www.architectmagazine.com/design/exhibits-books-etc/fourth-design-biennial-boston-opens_o)

Design Biennial Boston to Open on the Greenway  
(bostinno.streetwise.co)

<http://bostinno.streetwise.co/2015/07/15/boston-download-boston-food-trucks-scratch-raises-3-6m-snow-pile-gone/>

Design Biennial Boston Brings Four Architectural Installations to the Greenway  
(bostonmagazine.com)

<http://www.bostonmagazine.com/arts-entertainment/blog/2015/07/17/design-biennial-boston-2015/>

Children's 'cardboard city' aids in design of clinical tower  
(bostonglobe.com)

<https://www.bostonglobe.com/business/2015/07/16/children-hospital-constructs-cardboard-city-design-new-clinical-building/Buuw0ZKyjBlilnfZs7Esk/story.html>

Experiments in Micro-Architecture  
(azuremagazine.com)

<http://www.azuremagazine.com/article/how-micro-architecture-helps-a-studio-grow/>

Marty Walsh has high praise for new Seaport tower

[http://www.bostonherald.com/business/real\\_estate/2015/07/marty\\_walsh\\_has\\_high\\_praise\\_for\\_new\\_seaport\\_tower](http://www.bostonherald.com/business/real_estate/2015/07/marty_walsh_has_high_praise_for_new_seaport_tower)

City Hall Plaza Gets a Makeover

<http://boston.cbslocal.com/video/3268125-keller-large-city-hall-plaza-/>

Designing outside the box for new Seaport tower

<http://www.bostonglobe.com/business/2015/07/09/seaport/hhtWcZ2GMaYqJbRPOAINRP/story.html>

Boston Development Agency's Audit Reveals Inefficiencies

<http://radioboston.wbur.org/2015/07/16/redevelopment-authority-audit>



## **June 25, 2015 Minutes of the board**

Present: Greg Bialecki, Jean Carroon FAIA, Mike Davis FAIA, Rick Dimino, David Eisen AIA, David Fannon AIA, Joseph Geller, Emily Grandstaff-Rice AIA, Stephen Gray Assoc. AIA, Eric Howeler AIA, Peter Kuttner FAIA, Tim Love AIA, Michael MacPhail AIA, Liz Minnis AIA, Mark Pasnik AIA, Lee Peters AIA, Tamara Roy AIA, Patricia Seitz AIA, Brad Walker AIA

*Guests: Laura Wernick FAIA*

*Staff: Susan Green, Tyler Huntington, Conor MacDonald, Gretchen Schneider AIA, Eric White*

Absent: Brandon Clifford, Jim Collins FAIA, Elise Woodward AIA

Welcome: Noting the presence of a quorum, President Love called the meeting to order at 8am and welcomed the board.

Minutes of Prior Meeting: Upon a motion by Grandstaff-Rice, seconded by Roy, it was

VOTED to accept the minutes of the May 7, 2015 board meeting as submitted;

Unanimous.

AIA National Convention: Grandstaff-Rice provided an update on the AIA National Convention, which took place on May 14-16, in Atlanta. Highlights included a keynote presentation from President Clinton, presentation of the 2015 AIA Gold Medal to BSA member Moshe Safdie FAIA – along with several other AIA National and Fellowship awards to BSA members, and that Tom Vonier FAIA was elected as 2016 President.

2014 Audit Results: In Controller Cohen and Treasurer Collin's absence, White delivered the 2014 audit results, prepared by the accounting firm Nardella & Taylor. The Audit Committee discussed the results and found them favorable and clean. White highlighted a few things of note, including changes in our AP (due to ABX timing this year), shifting funds from our reserves to our endowment, and some IRS requirement changes in next year's audit. Additionally, White noted that we made our final Build Boston buyout payment, and that the BSA is now officially debt-free.

Strategic Focus-Knowledge/Practice: VP for Practice Carroon reported that a small, diverse group of committee chairs and members convened to discuss trends in the profession and what the BSA can do to better address and support those objectives. It was noted that a core strength of the BSA is its grassroots committees and that we should better connect chairs to share knowledge and information.

It was also noted that there is a trend in which practice is becoming more entrepreneurial. It was recommended that the BSA develop a curriculum to share information with membership.

Joint Strategic Collaboration Update: Grandstaff-Rice reviewed the committee's objectives and its members, noting that the most recent meeting focused on a communications strategy for the BSA and BSA Foundation. As part of the 2016 budgeting process, staff will begin to research and estimate costs for implementing the communications strategy.

Nominating  
Committee  
Recommendations:

Laura Wernick, committee chair, reviewed the Nominating Committee members and presented the 2016 BSA election slate as follows:

- 1<sup>st</sup> VP/President Elect: Josiah Stevenson FAIA, Patrick Tedesco AIA
- VP for Membership: Rebecca Berry AIA, Natasha Espada AIA
- FAIA Representative: Peter Kuttner FAIA
- Director-at-Large: Khadija Brown AIA, Carol Burns FAIA
- Ethics Committee: Tom Parks AIA, David Fixler FAIA
- Honors and Awards Committee: Susan Blomquist AIA, Paul Lukez FAIA, Rob Trumbour AIA
- Nominating Committee: Maressa Perreault AIA, Heather Taylor AIA, Andre Vega AIA, Margaret Minor Wood AIA
- Membership Committee: Lee Dykxhoorn Assoc. AIA, Nicole Fichera, Mary Hale Assoc. AIA, Jared Ramsdell Assoc. AIA, Maryann Upton AIA
- AIA MA Board: Jim Stanislaski AIA, Vernon Woodworth FAIA

Upon a motion by Pasnik, seconded by Minnis, it was

VOTED to accept the 2016 BSA election slate, as proposed by the Nominating Committee;

Unanimous.

ABX Update:

White provided an update on the status of the ABX valuation assessment, prepared by DiCicco, Gullman & Company. ABX was assessed to be a high risk/high reward with a 40% profit margin, but limited growth opportunity. The internal value is estimated to be \$18.8 M, while the estimated value is a range from \$2.85 M to \$8M. It was recommended that the BSA purchase disaster insurance for ABX. Staff will research insurance options and present at a future board meeting.

Other Business:

White announced that the Committee for the Advancement of Sustainability (CAS) has finished its work and has disbanded. A white paper will be posted to the BSA's website.

Davis, Foundation chair, briefly discussed the Foundation's work and invited all board BSA board members to a Meet the Foundation introductory meeting.

Adjourn:

Upon a motion by Roy, seconded by Grandstaff-Rice, it was

VOTED to adjourn the meeting at 10am; unanimous.

Mark Pasnik AIA  
Secretary

# Boston Society of Architects and BSA Foundation

BSA & BSA FOUNDATION CORE RESPONSIBILITIES						
Audience & Vision	Knowledge			Advocacy	Development	Communication
	Day-to-day (Tacit)	Advancement	Innovation			
<b>FOUNDATION</b> <b>Community</b> - Deepen public appreciation for design by engaging community, inspiring vision and provoking positive change	Inspire through the power of design	Engage and support public interest in design	Seek ways to engage the public in innovation and design thinking	Enhance public understanding and appreciation for how design improves their community	Develop new revenue streams to support the vision	Build public awareness of design and the power of design thinking
<b>SHARED</b> <b>Civic</b> - Build a better world through design by engaging community, inspiring vision and provoking positive societal change	Bridge the design profession and the wider world	Empower, engage and enlighten the profession to create the tools that make the world a better place	Employ innovative design thinking to address societal challenges	Make the world a better place	Build the connector structure between the BSA, Foundation and the wider world	Build a cohesive message advancing the shared civic vision
<b>SOCIETY</b> <b>Profession</b> - Empower the design profession by engaging the professional community, inspiring vision and provoking positive change	Provide resources and services supporting the full range of practice models and share best practices	Promote professional excellence with deep, informative programming	Advance the BSA learning network to serve as an AEC thought leader and aggregator of design research	Promote, protect and advance the interests of architects	Enhance the value of membership and grow new revenue streams	Ensure effective communication reaching the profession

9/22/2014



**Boston Society of Architects & BSA Foundation**  
**Strategic Direction**  
**2015 – 2020**

**Implementing Missions & Visions**

The core means to implement the BSA and BSA Foundation’s mission and vision and to achieving our goals is providing services, activities, programs and communications for those in the profession and the public. These include:

Below are functions and activities that are shared between the BSA and BSA Foundation.

**BSA Space**

In December 2011 the BSA and the Foundation moved from 52 Broad Street to our new home at Atlantic Wharf. from the 9,000 square foot building owned by the BSA to renting 18,000 square feet at Atlantic Wharf that includes more room for members meetings, over 6500 square feet in exhibition space, and additional footage for office space for staff and affiliate organizations. The new home engages communities, inspires vision, and provokes positive change in the profession, public and community.

BSA Space is Boston’s center for architecture and design and home to the BSA, BFA and several design friends. BSA Space hosts exhibitions and public programs inviting visitors to view their world differently, imagine new possibilities for improving their communities, and learn achievable, sometimes remarkable ways to do it.

**Architects.org & Communications**

The website architects.org is the BSA’s and BSA Foundation’s primary communication vehicle. In addition, every week Currents, the weekly e-newsletter, provides information about what’s happening in Boston’s local architecture front for professionals as well as public. Social media including Twitter, Facebook and LinkedIn are also actively used to engage those interested in staying in touch with the BSA and BSA Foundation communities. We also promote architecture and design by reaching out to the media to broaden public awareness.

**Alliances**

An essential responsibility to long-term success is building relationships and alliances with other organizations. Some of these alliances come from the BSA helping in the development of the organization (CDRC); others from business partnerships (Charles River Boat Company and Boston by Foot); while others are civic or cultural alliances to advance education, social, economic and advocacy agendas (ACE Mentoring, Boston Public Health Commission, AGC, the Boston Harbor Association). The BSA and BSA Foundation are committed to fostering relationships to advance the values, goals and directions of both organizations.

## **Civic Engagement**

The BSA and BSA Foundation work together to make Greater Boston, and the wider world, a better place by creating environmentally responsible, socially equitable and economically viable built environment. We do this through hosting forums and conversations, organizing charrettes and design workshops, modeling best practices through exhibitions and public presentations, and advocating for design excellence.

## **Exhibitions**

BSA Space has nearly 6500 square feet of exhibition space dedicated to increasing public awareness of the importance design plays in our built environment, while elevating the conversation among architecture professionals to strengthen the role of design in the public realm. The gallery aims to appeal to both public and professional audiences with high-quality and accessible content examining the role and purpose of design. The gallery is divided into four quadrants with the first floor providing an orientation to Boston's design culture, a main gallery on the second floor with changing large-scale exhibitions, a smaller exhibition space for regularly changing exhibitions, and the three conference rooms that feature committee and school work.

Below are functions and activities that are the sole responsibility of the BSA.

## **Professional practice education and networking**

Each year the BSA offers nearly one thousands of hours, including nearly 400 free hours, of continuing education credit to ensure continued public safety, professional awareness of leading design innovations, and best practices. At the core of the education system are the nearly 50 BSA committees that meet monthly offering educational, networking and social experiences. These opportunities are supported by numerous BSA professional development workshops and seminars throughout the year, and particularly at ABX and the BSA Summer Workshop Series. Additionally the BSA recognizes design excellence each year with the BSA Design Awards program that culminates at the annual BSA Design Awards Gala.

## **Advocacy for the profession**

A core function of the BSA is to protect and advance the interests of Massachusetts architects and firms through active engagement with government bodies on matters of design, building and business. Working in tandem with the other local Massachusetts chapters – AIA Central MA, Western MA AIA – through AIA Massachusetts, as well as with AIA National to promote architects as the authoritative voice in the design and construction industry concerning the built environment, public realm and quality of life in our communities.

### **ArchitectureBoston magazine**

*ArchitectureBoston*, a quarterly publication of the Boston Society of Architects with a circulation of approximately 11,000, explores the ways architecture influences and is influenced by our environment and our society.

A benefit of membership in the BSA, *ArchitectureBoston* is also distributed to AIA members throughout New England as well as to allied professionals (engineers, landscape architects, interior designers, lawyers), members of the construction industry, community and business leaders, politicians and policy makers, design schools, public libraries, media representatives, and subscribers.

### **ABX convention and tradeshow**

ArchitectureBoston Expo (ABX) is one of the largest events for the design and construction industry in the country, and the largest regional conference and tradeshow. Drawing 92% of its attendance from New England, ABX's regional reach is its greatest strength. Attendees hold on to their money (no airline fees, hotel costs or meal expenses) and spend their time building relationships and networks around physical proximity and the likelihood of follow-up work. The building industry varies dramatically from region-to-region due to issues of climate, geography, politics and economics. ABX and the Boston Society of Architects help build long-term relationships around these shared experiences and challenges.

Below are functions and activities that are the sole responsibility of the BSA Foundation.

### **Public Programs**

The BSA Foundation supports a broad range of activities aimed to deepen public appreciation and understanding for design while also convening community members, business leaders, policy makers and design professionals to connect, discuss and work toward common quality of life goals. These programs include the Architectural Cruise which examines our local architecture from a tour on the Charles River and Boston Harbor; architecture Podcasts, Building Blocks that is an architecture 101 program for the public, Family Design Days that introduce young people to design; and many more.

### **Grants**

The BSA Foundation was created originally to support public education programs in Massachusetts related to the built environment through grants. Over the years the Foundation has supported film and video productions, community based programs, exhibitions and tours, in-school programs, conferences, lectures, symposiums and other community activities. Through 2014, the Foundation has distributed more than \$1 million in grants.

---

### **The changing BSA & Foundation operating & financial models**

In 2007 the BSA's annual budget was about \$3.8M with the majority of the supporting income coming from member dues. Up to that point the BSA had increased dues 5% annually to support the new

initiatives and services. In 2007 the Foundation budget was about \$70K, and the only revenue came from investment income.

In 2015 the BSA's annual budget is nearly \$5.6M with a diversified revenue stream of 1/3<sup>rd</sup> revenue from member dues, 1/3<sup>rd</sup> ABX, and 1/3<sup>rd</sup> from other sources including Space rental, programs and event fees. The BSA has not increase dues for the eight years between 2007 and 2015. The increase of \$1.8M in revenue has been the result of maximizing alternative revenue streams including the new convention ABX, space rentals, sponsorships, new programs and shared partnership opportunities with the Foundation. In 2015 the Foundation budget is \$750k with a diversified revenue stream of support from the BSA, program revenue and investment income.

In 2014 the BSA and Foundation signed a formal agreement to collaborate on the public and civic initiatives that will advance the organizations' goals.

---

### **The Weave**

In 2010 the BSA adopted AIA's strategic model called *The Weave* that identifies core strategic categories and goals. In 2014 the newly formed BSA and Foundation Strategic Collaboration Committee reviewed *The Weave* and have proposed to the Boards an updated Weave based upon the alliance between the two organizations. The Weave focuses on:

- Empowering the design profession by engaging the professional community, inspiring vision, and provoking positive change (BSA)
- Deepening public appreciation for design by engaging community, inspiring vision and provoking positive change (Foundation)
- Build a better world through design by engaging community, inspiring vision and provoking positive societal change. (BSA + Foundation)

A five-year work plan has been developed to achieve the goals and recommendations laid out at board meetings over the last two years. This work plan is available at [architects.org/xx](http://architects.org/xx)

### **Goals, Objectives & Action Items**

#### **Vision 1 (The BSA) Profession**

**Empower the design profession by engaging the professional community, inspiring vision and provoking positive change**

#### **Knowledge**

- Provide resources and services supporting the full range of practice models and share best practices
  - Position the BSA as the design resource for the profession in the region

- Provide the highest quality CEU professional programs
    - Empower & engage committees to provide high quality professional programs
  - Create a structure to support long-term sharing of knowledge and ideas
    - Upgrade the website platform to support content generated from the committees
  - Raise the profile of and promote design excellence among practitioners
    - Continue to support and develop BSA Design Awards programs
    - Use the Design Awards to promote design excellence to broader audiences
    - Foster the development of design-oriented programs, competitions and activities
- Promote professional excellence with deep, informative programming
  - Support and create programs that aid the development & growth of young professionals
    - Continue support of emerging professionals and expand initiatives and opportunities
    - Expand opportunities showcasing emerging professionals through competitions, publications & exhibitions
    - Strengthen relations with local design schools with programs, scholarships, competitions, awards, publications & exhibition opportunities
    - Build links, opportunities and support for trained designers working in non-traditional architecture occupations
  - Build ABX into the most successful regional design, construction & real estate convention
    - Annually develop high quality education programming serving the AEC and real estate community
    - Develop new opportunities encouraging vendor and attendee interactions
    - Evaluate operations annually and implement best practices
  - Maintain and support the strong committee and network structures
    - Provide support to strengthen grassroots committees
    - Evaluate individual committees annually to meet the committee guidelines for structure, goals and procedures
    - Develop technology tools connecting committee members, share ideas and content
- Advance the BSA learning network to serve as an AEC thought-leader and aggregator of design research
  - Engage membership and industry professionals in advancing the future of design
    - Develop programs and activities that advance the future of design
    - Develop resources for small firms (management, business, technology, communications, etc.) to be more successful
    - Develop and support sustainability, resiliency and climate change programming

- Develop and support professional and codes workshops that advance the profession
- Serve as an aggregator of design research
  - Engage schools as conduit to architectural research and education
  - Support sharing of content, research and case studies through website links to AIA BRIK and other design research sites
  - Build relationships with schools and cultural organizations to house important architecture archives
  - Create a structure to respond to critical issues facing the profession and advancing design excellence
  - Develop the Boston region Architectural Building Index (ABI) to report local development
  - Identify and publish best practices through regular firm surveys
- Exploit and share the vast member and professional knowledge
  - Provide leadership development for professionals to foster the 21<sup>st</sup> century firm (develop the BSA Leadership Institute)
- Be a leaders shaping the culture of design practice that is viable, socially, ethically and environmentally responsible
  - Engage practice task forces and opportunities with AGC, ACEC and other partners
  - Support research and education identifying best business practices (including new means of project selection)
  - Support research and education in sustainable, socially responsible and accessible design
  - Support the Ethics Committee practice of proactive stances and education to advance ethical practice.
- Emphasize new ideas in design & architecture practice
  - Engage clients and client reps to better understand their goals and objectives
  - Develop platforms on architects.org to share cutting edge ideas
  - Expand support of sustainable and climate change design
  - Support the development of leadership models in 21<sup>st</sup> century design and construction

### Advocacy

- Promote, protect and advance the interests of architects
  - Lead understanding of the role of design and architects in building better communities
    - Expand the reach of *ArchitectureBoston* to the AEC, Design & real estate industries.
  - Support AIA MA on code, regulatory and legislative activities critical to design practice
    - Work with AIA MA to proactively advance code, regulatory and legislative agendas

- Create opportunities for design experts, emerging professionals to participate in shaping code, regulatory and legislative agendas
- Provide support to AIA National on issues impacting design nationally
  - Support AIA National design agenda
  - Be the model AIA chapter leading professional, civic and public design agendas
- Promote the interests of local architects to AIA National
  - Identify clear agenda of local interests to advocate for at the national level
  - Increase the number of local professionals recognized at the national level (Fellows, awards, etc.).
- Encourage and support diversity in the profession
  - Provide local forums to encourage increased diversity in firms and clients
  - Create tools to monitor and measure diversity in firms.
  - Increase diversity and participation in BSA programs by developing an active outreach program
  - Increase diversity in BSA leadership

## **Development**

- Enhance the value of membership and grow new revenue streams
  - Be the “cool” place celebrating architecture and design
    - Encourage young professionals to develop their own programming at BSA Space
    - Develop programs, activities and exhibitions drawing new audiences to BSA Space
    - Continue visits to firms and sole practitioners to share information on services and resources and better understand member needs.
  - Ensure long-term financial and organizational sustainability and growth
    - Annually evaluate member dues balancing affordability with service expectations
    - Build new and expand existing economic models supporting BSA services
    - Partner with the Foundation to diversify revenue generators supporting public and civic initiatives.
    - Create structure and implement process for increasing business support and sponsorships
    - Balance and maximize BSA Space programs and activities, and exhibitions with rental opportunities
  - Sustain governance models that support long-term organizational growth
    - Actively recruit diversity to the Board and organizational leadership
    - Build and sustain the relationship between the BSA and Foundation to support shared goals
    - Provide leadership training for Board and staff to ensure highly effective leadership
    - Further develop staff skills to ensure highly effective organization

- Annually review operating systems and upgrade efficiency
- Ensure effective and efficient operating systems

## Communication

- Ensure effective communication reaching the profession
  - Curate the information: Become the “HUB” for professional AEC, design & real estate industry content & information in the region
    - Build the architects.org platform to share all information in Boston’s architectural community
    - Develop the Currents and other communication platforms to meet individual interests and needs
    - Upgrade web and communications systems on a regularly scheduled basis
  - Provide tools to help clients & practitioners to work together
    - Broaden the reach of the Homeowners Project Handbook
    - Create new on-line videos and publications to encourage best business and client practices
  - Increase service delivery to members
    - Develop video series for emerging professionals on BSA services
    - Expand use of media tools (social media, interactive media, etc.) to best communicate with members and the profession
  - Be the ideas leader in Boston architecture
    - Make *ArchitectureBoston* the premier ideas architecture magazine
    - Engage more and diverse voices in content production for all BSA publications (including AB, website and social media)
    - Make *ArchitectureBoston* financially viable



## Goal 2 (The BSA Foundation) Public

Deepen public appreciation for design by engaging community, inspiring vision and provoking positive change.

### Knowledge

- Inspire through the power of design
  - Develop and support programs that elevate the public's interest in design
    - Create Architecture Week/ city-wide architecture festival to celebrate and promote awareness of design excellence
    - Develop programs engaging the public in design excellence
    - Engage families and youth with design education programs to foster the next generation of design thinkers and leaders
    - Support public architectural learning around Greater Boston with Foundation education grants
  - Create a great architectural design gallery
    - Develop highly engaging public exhibitions attracting the general public and inspiring architects and designers
    - Engage the public and design community with exhibitions that advance the Foundation and BSA's civic agendas
    - Develop engaging 1<sup>st</sup> floor and street presence celebrating Boston's unique design presence and culture
    - Use the Boston city model to create engaging exhibitions celebrating Boston's design culture
  - Develop compelling design stories celebrating Boston's unique architectural culture
    - Create "Boston Architecture TV" as a web based public series highlighting great architecture and design around Greater Boston
    - Create media platforms to share design stories with the public on the impact of design
    - Develop public programming encouraging the celebration of architecture and design in Boston
    - Host a Boston Architecture Cultural charrette bringing together local design oriented groups with public missions to work together advancing the presence of architecture in Greater Boston
    - Develop the "Boston Design Trail" highlighting Greater Boston's rich architectural heritage
    - Create highly engaging public programs highlighting the region's design
- Engage and support public interest in design
  - Position the BSA as the public resource for design learning
    - Build architects.org public pages to provide information on local design activities
    - Create a comprehensive plan of ways to engage and support public interest in design

- Explicitly promote innovation that is related to design thinking
  - Engage the public in understanding design thinking and the innovation process
    - Expand public programming to increase awareness of design innovation

### **Advocacy**

- Enhance public understanding and appreciation for how design improves their lives
  - Partner with the BSA to advance the civic agenda
    - Support the advancement of the Civic agenda and work plan
    - Build Foundation resources to support the civic agenda
  - Build greater diversity participation in public programs
    - Engage diverse voices in leadership, programs and activities

### **Development**

- Develop new revenue streams to support the vision
  - Ensure long-term financial and organizational sustainability
    - Improve financial and operational systems with the Foundation
  - Develop compelling public programming that generates revenue to support growth
    - Create clear system of program fees and collection systems for Foundation programs
  - Engage BSA members and those close to the BSA to build awareness and support for the BSA Foundation and public appreciation for the region's architecture.
    - Build public "membership" or "Friends of Architecture" program with clear engagement proposition
    - Encourage BSA members to join a "guerrilla marketing" campaign and encourage broader participation
  - Build the Foundation endowment to support long-term development of the mission
    - Develop, implement, assess and modify the long-rang fundraising strategy that builds an endowment to support the Foundation's programs and goals
    - Develop "Kickstarter" fundraiser to support the 1<sup>st</sup> floor exhibition
  - Build new and expand existing funding models to support public and civic directions
    - Assess revenue models to encourage flexibility in funding that will support new and innovative opportunities
    - Develop a planned giving program
    - Develop strategy for increasing grant support to implement Foundation goals and programs
    - Partner with the BSA to diversify revenue generators supporting the public and civic initiatives
  - Sustain governance model supporting the long-term growth of the Foundation
    - Enhance Foundation board skills to advance fundraising, civic and cultural initiatives

- Actively recruit fundraising and strategic leaders to the Board to support long-term growth
- Actively recruit diverse representation to the Foundation Board
- Develop leadership training for the Board and staff to ensure long-term effective leadership
- Develop relationship of strategic collaboration between the BSA and the Foundation
  - Engage the Fellows and firm principals to support the long-term growth of the Foundation and the public goals and programs.
  - Encourage staff development to advance the BSA and Foundation’s ability to achieve goals

### **Communication**

- Build public awareness of design and the power of design thinking
  - Become the public “go-to” or “Hub” for all Greater Boston architectural content and information
    - Build a comprehensive public communications, marketing, advertising and public relations plan
    - Build and strengthen relationships with local architecture organizations and universities to advance public goals
    - Build architects.org platform to support sharing information on all local architecture and design programming – becoming the “go-to “site for all Greater Boston architecture information.
  - Be the media’s source for architecture in the region
    - Build and maintain strong relationships with local media
    - Develop compelling architecture and design stories with broad appeal and reach. Share these stories with the media
    - Develop a comprehensive list of design & building industry experts to draw upon for media and public reference
    - Develop strategy to replace the absence of architectural critics in the local media

### **Goal 3 (The BSA and BSA Foundation working together) Civic**

**Build a better world through design by engaging community, inspiring vision and provoking positive societal change.**

#### **Knowledge**

- Bridge the design profession and the wider world
  - Translate design language for the public (help translate the public's understanding of design with the profession's knowledge of the design process)
    - Create resources, programs and exhibitions that increase the public's understanding of design
- Empower, engage and enlighten the profession to create the tools that make the world a better place
  - Advance professional skills to provide the tools to address societal issues
    - Provide professional programs advancing skill development in civic areas including sustainability, resiliency, universal design, urban design, etc.
  - Identify critical societal goals that can be addressed by design excellence
    - Support appropriate pro-bono work with community and nonprofit organizations
    - Annually review progress on critical issues through the Civic Initiative Task Force, CAS and other civic committees
    - Develop an "experts" database on important societal and design issues
    - Coordinate BSA and Foundation resources to advance the civic agenda
- Employ innovative design thinking to address societal changes
  - Engage architects in early stage thinking to provide a holistic design focus to local planning process
    - Host design charrettes and design workshops twice a year advancing critical urban design issues
    - Support partner organizations interested in using design to address local issues
  - Be the voice to shape and advance design excellence in Greater Boston
    - Provide public discussions about design in Greater Boston

#### **Advocacy**

- Make the world a better place
  - Organize architects to respond to regional societal needs
    - Offer design workshops, charrettes, competitions and be engaged in the public policy conversations about resiliency, sustainability and climate change
    - Offer design workshops, charrettes, competitions and be engaged in the public policy conversations about workforce and affordable housing

- Offer design workshops, charrettes, and competitions and be engaged in the public policy conversations about the future of workplace design balancing urban manufacturing, innovative work space, live/work balance, etc.
  - Offer design workshops, charrettes, competitions and be engaged in the public policy conversations about the urban realm including open space design
  - Offer design workshops, charrettes, competitions and be engaged in the public policy conversations about mobility and transportation design
  - Offer design workshops, charrettes, competitions and be engaged in the public policy conversations about healthy communities
  - Support and empower the Urban Design and other committees to advance conversations around important urban issues
- Develop position statements supporting the ways design excellence can improve the region
  - Regularly review and prepare position statements advancing the civic and design agenda to be approved by the Board.
- Encourage and support greater diversity in Boston’s design community
- Build the BSA and BSA Foundation partnership to annually identify the shared civic agenda
  - Civic Task Force annually identify important civic issues, articulate positions and process and review progress
- Create an active public outreach plan promoting design as a way to address local challenges
  - Foster strong relationships with civic and community leaders
  - Support and develop programs connecting architects with improving local communities

### **Development**

- Build the connector structure between the BSA, Foundation and the wider world
  - Develop a shared vision strategy between the BSA and BSA Foundation to achieve the civic goals
    - Build the Board and administrative relationship and structure between the BSA and the Foundation
    - Create clear BSA and Foundation accounting structures

### **Communication**

- Build a cohesive message advancing the shared civic vision
  - Build the architecture.org, BSA, BSA Foundation, *ArchitectureBoston*, and ABX brands to be recognized as the “go-to” sources for architecture in the region
  - Build architects.org into a cohesive site serving both the profession and the public

## Assessing Success

The BSA and BSA Foundation use five criteria to evaluate success. There is no strict formula for how we determine what we do or don't do, but the following questions and tools are used to help us make these decisions.

1. Mission – How does the activity advance the mission of the organization(s)?  
Tools – Internal assessment
  - Conversations between Board(s) and staff
  - Conversations with members
  - Conversations with public leaders (government, civic, business, education, non-profit...)
  
2. Audience – How does the activity meet the needs (knowledge, engagement, interest, emotional need...) of the audience?  
Tools - Attendance
  - Surveys
  - Interviews
  - Anecdotal
  
3. Systems – What systems are required to meet the activity needs?  
Tools – Internal assessment examining resource allocation, alternative opportunities (opportunity cost), and system capability
  
4. Human Resources – What human capabilities are available to meet the activity needs  
Tools – Internal assessment examining volunteer leadership, staff, available knowledge & training
  
5. Financial – What is the financial ROI of the activity?  
Tools - Budget
  - Financial reports on expense/revenue



To: BSA Board of Directors

From: Emily Grandstaff-Rice AIA, chair

Re: BSA/Foundation Joint Strategic Collaboration Update

Date: June 4, 2015

On Thursday, June 4, the Joint Strategic Collaboration Committee convened to discuss a communications strategy and next steps for both the BSA and BSA Foundation.

**Attendees:**

- Emily Grandstaff-Rice AIA, chair
- Jim Collins FAIA
- Mike Davis FAIA
- Pamela de Oliveira Smith (guest)
- David Eisen AIA (guest)
- Stephen Gray Assoc. AIA
- Bennet Heart

**Objectives:**

- Foundation: To build public awareness of design and the power of design thinking
- Shared: To build a cohesive message advancing the shared civic vision
- BSA: To ensure effective communication is reaching the profession (our members)

**Implementation:**

Content	Collateral	Platforms	PR/Media	Partners	BSA Space
Gather, develop, and disseminate stories that illustrate the power of design	Enhance the website and other communications vehicles to present the stories in more accessible and meaningful ways	Utilize traditional and social media platforms to build a public audience, stimulate discussion, and create opportunities for involvement	Leverage existing and create new media relationships and contacts that will elevate our message in public forums	Engage and embrace partner networks to assist in the gathering and distribution of messages	Gather data to build public audience and use magazine, exhibitions and other collateral to promote the value of design
Become Boston's "Go-To" hub for all design-related matters					
Derive and publish content from our committees as well as professional and academic research that define and illustrate best practices and innovative thinking	Evolve the website in scalable ways that will meet the needs of a constantly evolving profession	Engage all communications channels to ensure members/architects are aware of opportunities and relevant issues	Promote architects to the media as thought leaders and experts	Leverage the networks of other chapters, national and allied orgs to disseminate information	Use magazine, exhibitions, and other tools on site to create dialog and reflect the issues of the day

**Needed Resources:**

- Website development
- Content development (writers/editors)
- General marketing budget
- Photography services
- Videography services
- Better back end systems (database)

**Future Wants:**

- Environmental signage
- Paid advertising
- Enhance PR tracking
- Print collateral campaign
- Ongoing brand consultation
- Onsite kiosk for data capture
- Audience research budget
- Smart phone app

**Our Focus:**

- Prioritize events/civic programs which benefit the public
  - Learning by Design and kids programming
  - CDRC
  - CommonBoston
  - Living w/ Water
  - Urban Design Workshops
  - Public Forums (like IDeAS)

**Next Steps:**

The staff will begin to research costs to obtain the needed resources and implement communications strategy. This will be further discussed and evaluated when drafting the 2016 budgets for both the BSA and Foundation.