

Introduction

As sustainability has evolved from an emerging trend to a mainstream global movement, architects are uniquely positioned to play a leadership role in influencing and advancing the future through their work as creative design problem-solvers for the built environment.

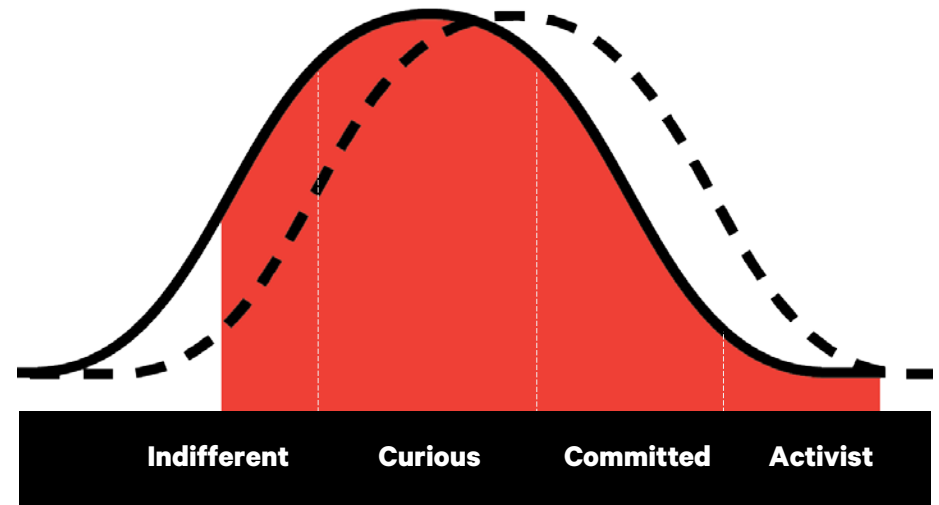
Today’s dynamic business climate and shifting regulatory environment combined with changes in climate, growing resource limitations, and rapid urbanization reinforce the fact that we are part of a changing world.

With its Repositioning initiative, the AIA seeks to strengthen its role in driving leadership opportunities for architects. This scan identifies four priority issues for the AIA to achieve this outcome – two issues that are CORE to architects and two EMERGING issues. It provides a multi-year roadmap that is both aspirational and actionable in delivering the greatest value to all AIA members, the profession, and the world at large.

Process Summary

The recommendations were shaped through an extensive research process that included a series of interviews with over 40 different AIA and non-AIA entities, web research, and surveys conducted with a broad array of individuals and organizations over a five-month period. A 12-person advisory group representing a wide range of AIA constituents and sustainability advocates helped guide and refine the recommendations. In September 2013, the AIA Board validated these recommendations and agreed to move forward with implementation, subject to the Board’s operating plan and budget approvals.

OWN AND PROPEL THE BELL

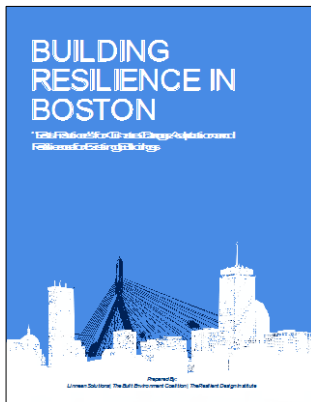


The AIA plays a unique role in promoting sustainability leadership for ALL of its members, wherever they may sit in the “bell” of interest and understanding. Unlike more mission-driven organizations, the AIA must address the needs of all of its members to advance the profession.

Priorities + Trends



NYC Benchmarking regulation



July 2013 report prepared by the Boston Society of Architects for the Boston Green Ribbon Commission Climate Preparedness Working Group

Priorities + Trends Analysis

To determine the best role for the AIA in strengthening sustainability leadership for architects, we reviewed the current state of sustainability priorities and emerging trends across a wide spectrum of organizations, firms, and institutions. Seven principal trends and priorities emerged from the research, informing the scan's recommendations:

1. DRIVE FOR MEASURED PERFORMANCE

The global design and construction industry is transitioning from loose, aspirational sustainable goals to measured performance expectations and requirements.

2. INTERSECTION OF DESIGN AND HUMAN HEALTH

There is a rapidly growing understanding of the important role that the built environment plays on human health and wellness.

3. FOCUS ON EXISTING BUILDINGS AND URBAN AREAS

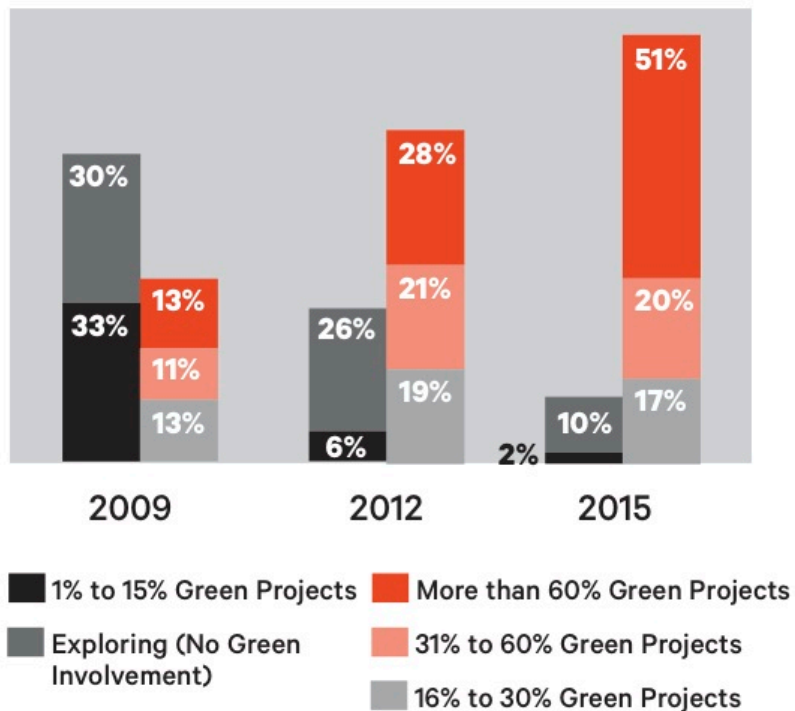
In developed countries, the greatest design need and opportunity lies in the renovation and upgrade of existing buildings and urban centers. At the same time, rapid urbanization is taking place across the globe, with the majority of the world's population now living in cities, many in informal settlements.

4. DEMAND FOR MATERIALS TRANSPARENCY

The building industry is moving from a focus on single attributes of building materials, such as recycled content or rapidly renewable resources, to requiring a comprehensive life cycle analysis approach and disclosure of health characteristics in material assessment selection.

5. IMPORTANCE OF WATER

As potable water shortages are becoming common and more infrastructure systems are challenged, design for water conservation, a more resilient infrastructure, and onsite rainwater management is now a mainstream priority in many parts of the U.S. and world.



LEVEL OF GREEN BUILDING ACTIVITY BY FIRMS AROUND THE WORLD (2009-2015 EXPECTED)

SOURCE: MCGRAW-HILL CONSTRUCTION, 2013

6. NEED FOR RESILIENCE IN DESIGN

Regions affected by natural and man-made disturbances are promoting a transition from a reactive disaster assistance to a proactive resilient design role where architects participate in planning and design for long-term resilience and adaptation.

7. GROWING GREEN BUILDING DEMAND

The demand for “green building” did not wane during the recent recession in many regions, and according to McGraw-Hill’s most recent sustainability survey, as the economy continues to recover, there is an expanding demand for green building throughout the globe.

Leadership Perspectives

To identify those issues that offered the greatest opportunity and importance to architects, we asked a broad range of AIA and non-AIA leadership representatives for their perspective on the most important sustainability priorities and trends to meet the current and future needs of their clients and communities.

Combined, the top priorities and trends the leaders identified were:

Performance Metrics

Design + Human Health

Climate Change + Resilience

Energy

Recommendations

Four Priority Issues

The challenge for the AIA is to define the best use of its limited resources by focusing on a few issues that will deliver the greatest benefit to architects as well as to clients and communities. In recognition of this challenge, **we recommend four priority issues for the AIA to implement over a multi-year period.** These fall into two areas, CORE and EMERGING. Together, they offer a way to align the entire AIA organization around important strategic issues where everyone has a role to play based on their strengths and interests.

CORE issues are central to the architect's role in the built environment.

These are issues that architects touch every day in their work. Because of the scale of their combined work, architects have an opportunity to positively impact the “triple bottom line” outcomes of economy, social equity, and environment.

Goal: that architects are able to apply a deep understanding of these issues in their work.

We have identified two CORE focus issues, with clear outcomes:

ENERGY

Drive building energy efficiency and use of renewable energy toward meeting the AIA 2030 goals.

MATERIALS

Make material selections that are informed by full life cycle and health-related criteria that lead to healthy and sustainable environments.

EMERGING issues are rapidly escalating at the community scale, where architects can provide a wide range of design solutions that will contribute to a better environment for current and future generations.

By becoming engaged and recognized as a leader in these topics, architects enhance their value to their communities and clients.

Goal: that architects expand their role and understanding of these issues, gaining a leadership position.

We have identified two EMERGING focus issues, with clear direction:

DESIGN & HEALTH

Improve human health and wellness through the design of the built environment.

RESILIENCE

Design to adapt to changing conditions and to maintain or regain functionality and vitality in the face of disruption due to natural or man-made causes.

Each issue is at a different place in its evolution. The following pages summarize the recommended priority actions for each over a three-year period to maximize their impact. The recommendations were developed based on an analysis of the current state at the AIA and identification of where efforts would have the greatest benefit to Repositioning. This involved regular reviews with AIA National, the Design and Health Leadership, and the scan’s advisory group.

Energy Priority Actions By Year

2014	2015	2016
Initiate Energy Curriculum Framework	Rollout Comprehensive Energy Curriculum Framework	Expand Energy Education on Critical Topics
Develop AIA 2030 Database; Increase Reporting	Rollout AIA 2030 Database; Expand Signatories	Improve AIA 2030 Database Functionality; Expand Signatories
Publish Energy Modeling Resource	Publish Energy Resource/Tools	Publish Energy Resource/Tools
Maintain Strong Advocacy + Codes Role	Maintain Strong Advocacy + Codes Role	Maintain Strong Advocacy + Codes Role

OUTCOME GOALS

- > **PROMOTE** architects’ adoption of the AIA 2030 Commitment and reporting.
- > **FACILITATE** architects’ integration of energy benchmarking, energy modeling, passive design, deep energy retrofits, post occupancy evaluations, and measurement and verification.
- > **REPOSITION** from energy efficiency to energy resource management and understanding of full life cycle of environmental impacts

Materials Priority Actions By Year

2014	2015	2016
	Implement Introduction to Materials Program	Rollout Materials Curriculum Framework
Form Advisory Group; Refine Materials Agenda	Develop Convention Materials Policy	Initiate Convention Materials Policy
Publish Introductory Guide to Materials		Publish Priority Tool/Resource for Small Firms
Host Materials Roundtables; Local Policy Discussions/ Selected Components	Develop Materials Resources for Small Firms with Components	Implement Materials Resources for Small Firms with Components

OUTCOME GOALS

- > **PROMOTE** architects' role in market transformation through materials resource management.
- > **FACILITATE** architects' material selection based on health impacts, material sourcing, use and re-use characteristics and after-use impacts.
- > **REPOSITION** architects' promotion of life cycle that extends beyond costs to resource management and health impacts.

Design & Health Priority Actions By Year

2014	2015	2016
Hold Design & Health Track at Convention	Rollout Design & Health Curriculum Framework	Expand Design & Health Curriculum – Critical Skillsets
Host Health Summit; Share Results		
Expand BRIK Content; Develop Research Agenda and Role	Expand BRIK Content; Implement Research Agenda	Expand BRIK Content; Enhance Research Agenda
Rollout Component Toolkit	Publish Guide for Local/Regional Use	Expand Design & Health Resources Based on Research
Develop Communications and Partnership Plan	Implement Communications and Partnership Plan	Improve Communications and Partnerships

OUTCOME GOALS

- > **PROMOTE** architects' contributions to public health, wellness, wellbeing, and productivity.
- > **FACILITATE** architects' role at the scale of the building, neighborhoods, city, and region.
- > **REPOSITION** from healthcare design to applying design & health knowledge to design of all scale and types.

Resilience Priority Actions By Year

2014	2015	2016
Conduct Disaster Assistance and Resilience Trainings	Implement Introduction to Resilience	Implement Comprehensive Resilience Curriculum Framework
Host Resilience Event		
Distribute Academic Research Grants with ACSA	Identify AIA Research Agenda and Role	Share ACSA Research; Implement AIA Research Role
Implement Component Resilience Grant Program	Publish Resilience Guide	Publish Community-Based Resilience Resource
Develop Communications and Partnership Strategy	Implement Communications and Partnership Strategy	Improve Communications and Partnership Strategy

OUTCOME GOALS

- > **PROMOTE** architects' role beyond disaster recovery to proactive, resilient design.
- > **FACILITATE** architects' contribution to planning & design of resilient buildings and communities.
- > **REPOSITION** to codes that address both resilience and adaptability standards.

“A highly integrated approach to planning and design excites and energizes people throughout the office. It provides a greater awareness of sustainability as a key entry point to a more creative and responsible design process.”

– **Buzz Yudell, FAIA**
Moore Ruble Yudell
2006 AIA Firm Award
Recipient

“ I believe that collectively the architect community membership of Architecture for Humanity and the AIA membership touch 90% of the architectural profession.”

– **Eric Cesal**
Architecture for Humanity

Alignment With Repositioning

By maintaining a clear focus on the four priority issues, the AIA can realize many of its Repositioning goals:

ENHANCE ARCHITECT’S LEADERSHIP ROLE AND IMPACT

An integrated design process with architect in the leadership role brings a new level of focus, connectivity, and vitality across the entire team and with the client. Architects who actively participate in planning and design on public health and resilience generate new respect from community and business leaders while making valuable connections.

RAISE ARCHITECT’S VISIBILITY

Architectural designs that integrate performance-based strategies are winning design awards and garnering mainstream media attention. In 2013, the AIA COTE Top Ten awards received outstanding media attention, reaching a readership of 52 million individuals.

ENGAGE MEMBERS, NON-MEMBERS, AND EMERGING PROFESSIONALS

The four focus areas resonate with the values of many architects, especially younger professionals, who are concerned with issues such as urbanization, social equity, and climate change, and seek relevance from the AIA.

EXPAND OPPORTUNITIES FOR ARCHITECTS

New service offerings, with expanded revenue opportunities, include deep energy retrofits, sustainable consulting, design analysis, performance evaluations, building systems research and planning, and policy-related work. These issues also expand opportunities for architects to take on leadership roles in their communities serving on planning commissions or in government, and as educators influencing the next generation of design professionals.

DELIVER VALUE TO CLIENTS

Building owners and operators benefit from long-term operating savings, improved occupant productivity, and increased attraction and retention of tenants. Buildings will meet new codes and regulations or be positioned ahead of the market to be ready for future requirements and changing conditions.

PROVIDE VALUE TO OCCUPANTS

The occupants will experience a more human-centered built environment that promotes health and wellness and is able to adapt to change with reduced immediate and long-term disruption.

IMPROVE PUBLIC UNDERSTANDING OF ARCHITECTS' CONTRIBUTION

By communicating the connection between energy use, public health, resilience, and the built environment, the public gains an increased appreciation of the value of the architect.

STRENGTHEN THE AIA'S LEADERSHIP ROLE AND VALUE

By providing a clear, bold path forward, the AIA will escalate its role as sustainability leader. In addition, opportunities for monetization can be generated through the creation of high-quality AIA programs, tools, and resources to be shared across the industry. A focus on promoting translational research will bring new content and raise AIA's profile as a knowledge provider.

“ A focus on human health and wellness is very positive – it resonates with many like-minded clients. It is much more human and understandable than BTUs.”

– **Phil Harrison, FAIA**
Perkins + Will
1999 AIA Firm Award
Recipient

Research Participants

WITHIN AIA

AIA Chicago
 AIA COTE
 AIA Dallas
 AIA Houston
 AIA National Staff and Leadership
 AIA New York
 AIA San Francisco
 AIA Seattle
 AIA Small Firm Roundtable
 AIA Sustainable Large Firm Roundtable
 Board Advocacy Committee
 Board Communications Committee
 Board Community Committee
 Board Knowledge Committee
 Boston Society of Architects
 CACE Executives
 13 Knowledge Communities

OUTSIDE AIA

10 recent Firm Award Recipients
 American Planning Association
 American Society of Interior Designers
 American Society of Landscape Architects
 ASHRAE
 Architecture for Humanity
 Associated Builders and Contractors
 Association of General Contractors
 International Living Future Institute
 National Academy of Environmental Design
 National Institute of Building Sciences
 U.S. Army Corps of Engineers
 U.S. Department of State
 U.S. Department of Veterans Affairs
 U.S. Environmental Protection Agency
 U.S. General Services Administration
 U.S. Green Building Council

Advisory Group

Betsy del Monte, FAIA
 Texas Society of Architects

Carl Elefante, FAIA
 AIA Board

Jeffrey Fewerda, AIA
 Small Firm Roundtable

Melissa Gallagher-Rogers
 U.S. Green Building Council

Suzanna Wight Kelley, AIA
 AIA National

Bill Leddy, FAIA
 AIA COTE Advisory Group Chair

Vivian Loftness, FAIA
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Rico Quirindogo, AIA
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 Executive Director. AIA Seattle

Bill Roschen, FAIA
 Design and Health Leadership Group Chair

Colin Rohlfing, Assoc. AIA
 AIA Chicago

Bill Wilson II, FAIA
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