

SUSTAINABILITY LEADERSHIP OPPORTUNITY SCAN

Winter 2014

Progress Report & Recommendations



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What could be more important than an architect's commitment to sustainability, when the health of our own planetary home hangs in the balance. Just a year ago, the AIA Sustainability Leadership Opportunity Scan, a powerful and clear document endorsed by the AIA Board provided a strong reminder that architects and the AIA can make a significant difference for our shared future. This update to the original report examines our progress and identifies important lessons-learned and next steps.

We're bringing to bear some of the experiences from the initial process to propel our ongoing transformation. Our efforts to activate the Scan are attracting potential partners from across many industries interested in working closely with the AIA. Groups like the U.S. Department of Energy, the USGBC, Architecture for Humanity, and the National Institute of Health are all engaged. This collaborative leadership role suits the AIA's historic position as the convening voice of the design and construction industry.

To meet these challenges, we are working in new ways. Cross-departmental teams at 1735 New York Avenue are leading the initiatives and coordinating with broad-based volunteer working groups. We're challenging ourselves and adapting so we can seize the opportunities detailed in the Scan.

The same opportunities are available to those of us reading this excellent, updated document. In the process, we're defining greater value for our members and communities. We welcome your energy and commitment to advance and sustain these efforts. What could be more important?

Sincerely,



Robert Ivy, FAIA

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In September 2013, the AIA Board of Directors endorsed an early Repositioning initiative called the Sustainability Leadership Opportunity Scan. Its purpose was to identify how the AIA could strengthen its role in driving leadership opportunities and recognition for architects through sustainability.

This progress report examines how well the AIA has moved from ideas to action in the first year of implementation and outlines recommendations to the Board for improving the organization's impact and influence.

To ensure that the AIA's sustainable leadership efforts are based on current trends, and not missing any critical new opportunities, we undertook a refreshed look across the Scan's four priority topics. This research reinforces that the CORE priorities of Energy and Materials continue to grow in importance across the U.S. while the EMERGING priorities of Design & Health and Resilience are rapidly moving toward mainstream significance regionally and internationally. WATER is also emerging as a critical issue to be addressed in the built environment, especially at the site and infrastructure scale.

Scan Priority Issues

CORE Issues:

Energy
Materials

EMERGING Issues:

Design & Health
Resilience

How are we doing?

The analysis looks at two aspects of the Scan's work completed to date to determine progress:

Process Measures: how is the AIA progressing against the targeted priorities for Year One (2014)?

- Plan vs. Action: Progress on all Priorities, Especially Design & Health, at the National Level
- Limited Connections to the Full AIA Member Network
- Some Web Outreach, with Strongest Uptake in Design & Health
- Strong National-Level Organizational Response

Outcome Measures: how well are the AIA's efforts achieving the long-term goals of the organization?

- Moderate Media Outreach, with Strongest Uptake in Design & Health and AIA COTE Awards
- 2050 Imperative Demonstrates Power of the AIA's Leadership Role
- Expanding Sustainable Education Offerings with Continued Interest
- Nascent, but Growing Use of Energy Modeling
- AIA 2030 Commitment Has Increasing Impact with Limited Participants
- Growing Recognition of Importance of Design & Health and Resilience across Design and Construction Industry

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Recommended Actions for 2015 and Beyond

Looking at recent sustainability market trends, an analysis of the current state of Scan implementation, and a preliminary assessment of the impact in the design and construction industry all lead to the same conclusion: Now is the time for the AIA to rapidly advance all of the initiatives to take full advantage of growing momentum and to realize the full leadership potential for architects. We recommend AIA's priority opportunities should be:

Member Opportunities

1. Think Local: Fully Engage the AIA Network

ACTION: The AIA needs to work with those individuals, groups, and components that have the most resonance with the Scan's priorities; directly engage them in a dialogue about what these issues mean to them; and create a strong, networked effort. A substantial communications and web strategy must support this effort. This should be the highest priority for next year. The launch of the new 2030 Commitment Design Data Exchange provides an immediate opportunity to begin initiating this action if promoted at all levels of the AIA.

2. Strengthen Continuing Education Requirements

ACTION: Build an educational delivery approach in close collaboration with components to deliver quality sustainable education to all members where they live and work, starting with an energy education program based on the AIA+2030 Professional series. The AIA should also develop an updated approach to incentivizing sustainability continuing education for all members. This should encompass both "carrots and sticks" strategies to reach the full membership.

3. Focus on Contracts and Guidance Documents

ACTION: Incorporate Scan issues of importance to architects in future contracts and guidance documents. Address the definition of risk for architects related to materials transparency as a prime opportunity for the AIA to demonstrate leadership and meet the needs of architects.

External Opportunities

1. Expand the AIA's Local Advocacy Role

ACTION: Promote local and regional advocacy on key sustainable legislation and code adoption across the AIA network with shared best practices, toolkits, and resources. Pursue opportunities with energy benchmarking legislation and high-performance codes, especially IgCC adoption.

2. Expand Leadership and Partnerships

ACTION: Maintain and strengthen key partnerships on all Scan topics focusing on the unique capabilities of architects and the AIA. Collaboration is especially important with client organizations, such as ULI and GSA, that are also focused on these topics. Expand the AIA's leadership role internationally around all topics.

3. Fully Engage Communications and Digital Outreach

ACTION: Aggressively address the Scan topics in the new communications and digital transformation initiative, encouraging two-way communication across all groups interested in furthering the role of design in the Scan topics.

The Sustainability Scan identified four critical areas for architectural leadership one year ago. This analysis reinforces that the AIA has both an opportunity and responsibility to follow through on its commitment to build a position of sustainability leadership in 2015 and beyond.

Respectfully Submitted,

Mary Ann Lazarus, FAIA LEED AP BD+C

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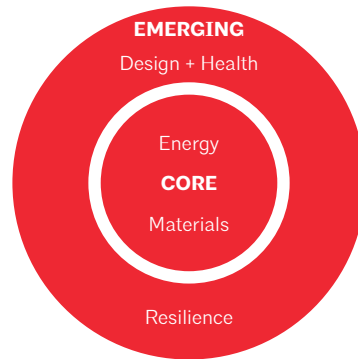
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Scan Priorities

In September 2013, the AIA Board of Directors endorsed an early Repositioning initiative called the Sustainability Leadership Opportunity Scan (hereafter referred to as “Scan”). The purpose of the report was to identify how the AIA could strengthen its role in driving leadership opportunities and recognition for architects through sustainability. As the first outward-facing initiative to come out of the Repositioning the AIA initiative, the Scan is seen as central to increasing the AIA’s value to members and the profession. At the time, the Board asked for some accountability of the effort to be able to evaluate the Scan’s effectiveness and assess/adjust priorities on an ongoing basis. The purpose of this report is to take a step back and examine how well the AIA has moved from ideas to action in the first year as well as to make recommendations to the Board for improving the Scan’s impacts.

This Year One progress report is organized around three questions:

1. What are the latest trends and how do they affect the AIA’s work?
2. How is the AIA doing in implementing the recommendations outlined in the Scan?
3. How should the AIA move forward to build momentum and achieve optimal results?



Own and Propel the Bell

Recap of Scan’s Recommendations

The Scan recommended four priority issues for the AIA – two that are CORE to the daily role of architects and two EMERGING areas where architects should play an important co-leadership role. The two CORE issues are Energy, focusing on actions toward a carbon-neutral built environment, and Materials, encompassing the need for architects to make informed decisions about the health and environmental impacts of their materials choices. The two EMERGING issues are to bring a focus on the intersection of Design & Health to positively impact health and wellness through the built environment, and to proactively address Resilience through design solutions that address acute events and adapt to chronic changing conditions.

One key message from the report is the need to “Own and Propel the Bell,” which involves shifting the wide range of sustainability knowledge and engagement among AIA members. The emphasis of the AIA’s efforts should be on reaching the majority of members to provide information about sustainability priorities beneficial to them. By doing so, the interest and capacity of architects to address these issues will grow.

The Scan also provided a multi-year roadmap that reinforced the importance of the AIA “staying the course” in implementing these priorities over many years and leadership cycles. Additionally, it emphasized the importance of engaging the full network of AIA elements along with alliance partnerships to gain strategic alignment toward the desired outcomes for architects, clients, and communities.

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Trends Overview

What are the latest trends and
how do they affect the AIA's work?

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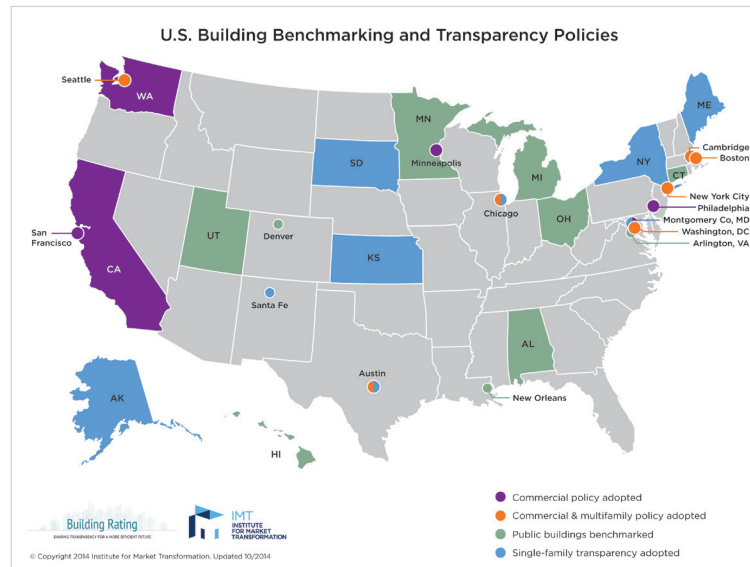
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“We have a partnership – public health professionals and architects and planners. Our minds have to talk because we have an influence on America’s public health that we’re only now beginning to grasp.” Rear Admiral Boris Lushniak, Acting U.S. Surgeon General



While the initial implementation of the Scan’s recommendations has been taking place, marketplace and global conditions have continued to rapidly change. At the global scale, the UN Intergovernmental Panel on Climate Change (IPCC) released its latest climate change reports that, along with the U.S. National Climate Assessment Report, provide more scientific evidence demonstrating the reality of climate change and the critical role that the built environment plays to address mitigation and adaptation. In the architecture profession, according to the latest Architecture Billings Index, the market conditions are rebounding in many locations, opening up greater opportunities to have the positive impacts that we aspire to. And the AIA 2014 Foresight Report reinforces the importance of “design with purpose” and a focus on the circular economy as a fundamental value and role for architects.

To ensure that the AIA’s sustainable leadership efforts are based on current trends, and not missing any new critical opportunities, we undertook a fresh analysis of the Scan’s four priority topics. This research reinforces that the CORE priorities continue to grow in importance, while the EMERGING priorities are rapidly moving toward mainstream significance regionally. In Energy, for example, the growing number of U.S. regions with energy benchmarking disclosure requirements – 9 cities, 13 states, 1 county, now at 6 billion SF/year reporting – is reaching a tipping point.

A focus on materials health and environmental impacts has continued to be a major topic at the AIA Convention and Greenbuild conference along with a growing number of regional and local meetings. In Design & Health, the October 2014 release of the WELL Building Standard® introduces a research-based protocol to apply health factors directly to design strategies. And the importance of city-scale resilience is growing quickly through ongoing efforts in Boston, the NY/NJ region, and the Rockefeller Foundation’s 100 Resilient Cities initiative.

WATER is also emerging as a critical issue to be addressed within the built environment, particularly in the drought-stricken U.S. West and Southwest locations. The findings also show that there are many significant players dedicated to these topics. The role of the AIA as a trusted partner is vital, bringing the architects’ unique strengths and relationships to issues – leading on some initiatives and participating as teammates on others.

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Below is a summary of the top five findings for each priority that have contributed to determining next steps for 2015 and beyond.

CORE PRIORITIES

Energy Trends

1. Targeting significant building energy use reduction is happening at the city scale with the understanding of the larger proportion of energy use attributable to city buildings and the potential to make a real impact at the city vs. state or national scale. The relationship between energy and water use is increasingly recognized as an important variable.
2. Regulatory, code, and financial drivers will be driving rapid changes in energy reduction requirements in many U.S. locations in the next few years.
3. Existing buildings are the primary focus for achieving significant energy efficiency (greater than 50%) at the large scale in the U.S.
4. Closing the gap between predicted and actual energy use is at the center of recent outcome-based code language, tools, and standards development.
5. Achieving net zero or net zero ready has become a viable solution in just the past few years.

Materials Trends

1. It will be a few years before we see any resolution of the materials assessment methodologies toward some agreed-upon standards that address the wide range of environmental and health issues. Many overlapping activities are underway, which will continue to be confusing.
2. The drive for materials transparency is being adopted across many sectors, including design firms, governments, rating systems, and partner organizations.
3. The health and wellness impact of materials is front and center in all materials discussions and is overshadowing other environmental aspects.
4. There is a growing movement toward synchronization of Environmental Product Declarations.
5. The amount of carbon emissions attributable to materials is taking on increasing importance in light of the most recent UN IPCC reports.

EMERGING PRIORITIES

Design & Health Trends

1. The Active Design movement is becoming the most visible demonstration of a direct link between design and human health and wellness.
2. The link between climate change and human health is part of design & health and resilience discussions.
3. More data on costs and benefits and evidence-based research is becoming available to help better define the relationship of the built environment to health and wellness, but it is in its early stages of impact.
4. Much of the current built environment and public health focus is at the larger, community scale that, in particular, addresses social equity issues. However, the indoor environment is also recognized as a significant health contributor.
5. There is developing interest in this topic among many public health and built environment groups, including governmental organizations, NGOs, academic institutions, and professional associations. Among design firms, there's a growing interest in the importance of this topic, especially within "green" firms, which expect health to have an increasing influence on their work.

Resilience Trends

1. The President's Climate Change Executive Order is driving federal changes system-wide.
2. Resilience is emerging as a priority among key client stakeholder groups such as ULI and BOMA.
3. The insurance industry is beginning to address climate change risk with recommended standards and test laboratories. With the cost of disaster recovery and potential avoided costs becoming well documented, there are early signs of changes to the U.S. insurance industry that will incentivize resilient solutions.
4. The resilience movement in the U.S. and internationally is focused on the regional and city scale, particularly where disaster events have recently taken place. These cities and regions are taking very holistic approaches to resilience by strengthening economic, political, social, and built systems.
5. Groundwork is being laid for code and regulatory changes to respond to resilience at the local, state, and federal level.

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Under the philosophy that “you can’t improve what you don’t measure,” this analysis looks at two aspects of the Scan work completed to date to determine progress:

- Process measures – how is the AIA doing against the targeted priorities for Year One (2014)?
- Outcome measures – how well are the AIA’s efforts contributing to its long-term goals?

PROCESS MEASURES

Process Measures: Year One Summary

- Plan vs. Action: Progress on all Priorities, Especially Design & Health, at the National Level
- Limited Connections to the Full AIA Member Network
- Some Web Outreach, with Strongest Uptake in Design & Health
- Strong National-Level Organizational Response

Plan vs. Action: Progress on all priorities, especially Design & Health, at the National Level

The Scan laid out a multi-year action plan for each of the four priorities. Each plan further identified activities across six areas for realizing change based on the AIA’s core activities: education and tools, practice-based research, policy-focused resources, component and Knowledge Community engagement, communications, and partnerships. The AIA experienced significant progress in all areas, especially in Design & Health; the weakest areas overall were in communications and component engagement.

The tables on the following page summarize an evaluation of the status of 2014 activity for each priority area against plan. Based on a careful review of this year’s progress, leaders of each Scan priority have developed an updated action plan that is aligned with the AIA national departmental budget allocations.

2014 Highlights

Energy: 2030 Design Data Exchange (DDx)

The AIA 2030 Design Data Exchange will provide a much-improved online alternative to the AIA 2030 Commitment reporting tool at year end. This is the result of a rigorous and accelerated development process with participation of signatory firms and the DOE, EPA, and Architecture 2030. This new reporting tool brings significant program enhancements toward member value and data research.

Materials: Materials Matter Website and Campaign

In less than 6 months, the new Materials Working Group launched a new Materials Matter website providing a high-quality introductory education on materials issues, including an introductory video, and launched a promotional campaign that began at the AIA Convention.

Design & Health: Research Consortium

Within less than a year, the AIA with ACSA launched a new Design & Health research consortium, the first of its kind to bring together like-minded individuals and advance the body of knowledge on design and health. First round response was enthusiastic.

Resilience: National Resilience Initiative

The AIA and AIA Foundation with Architecture for Humanity and Public Architecture are working on a National Resilience Initiative to implement five regional Design Studios. The goal is to have each studio house dedicated staff who will provide community resources, training, and showcase projects. The first Studio was announced in June in conjunction with the New Jersey Institute of Technology.

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ENERGY	Activity Level against Plan	Comment
Education	■ ■ ■ □ □	Began curating existing energy education and developing a curriculum framework; successful energy track at Convention
Research	■ ■ ■ ■ ■	AIA 2030 Design Data Exchange launches at year end
Communications	■ ■ □ □ □	Launched a new Energy landing page; 2030 Commitment Report released; social media and DDx communication plan underway
Policy	■ ■ ■ □ □	Active lobbying to keep 2030 carbon reduction goals in IESA 2007 and restore 179D tax credits from EAct 2005
Components	■ ■ □ □ □	Regional and local 2030 groups actively participated in 2030 DDx programming and feedback
Partnerships	■ ■ ■ ■ □	DOE, EPA and Architecture 2030 have been active participants in the 2030 Commitment development

MATERIALS	Activity Level against Plan	Comment
Education	■ ■ ■ □ □	3 new introductory articles on materials' impact on health and environment; educational needs assessment underway; planned 2015 convention track
Research	■ ■ ■ □ □	No research agenda in 2014
Communications	■ ■ ■ ■ □	New outreach video and Materials Matters landing page; campaign at AIA Convention and Greenbuild
Policy	■ ■ ■ □ □	Materials position statement developed for Board adoption
Components	■ □ □ □ □	Social media and Component newsletter
Partnerships	■ ■ ■ ■ □	AIA Materials Knowledge Working Group includes partner organizations

KEY:
 ■ □ □ □ □ Little or no activity
 ■ ■ □ □ □ Some activity
 ■ ■ ■ □ □ Met plan
 ■ ■ ■ ■ □ Better than plan
 ■ ■ ■ ■ ■ Far exceeded plan

How Are We Doing?

DESIGN & HEALTH	Activity Level against Plan	Comment
Education	■ ■ ■ ■ □	Successful track at Convention; RW Johnson grant allowed all to be taped and shared for free on AIAU
Research	■ ■ ■ ■ ■	Launched a new research consortium, to advance the body of knowledge on design and health
Communications	■ ■ ■ □ □	Design & Health page and infographics but late in communications planning
Policy	■ ■ ■ ■ □	Held successful health summit with published results; focused health policy agenda to be complete by year end
Components	■ □ □ □ □	Designing Communities for component level developed but unfunded
Partnerships	■ ■ ■ ■ ■	Strong new ties with ACSA, planning and many public health partners

RESILIENCE	Activity Level against Plan	Comment
Education	■ ■ □ □ □	Hurriplan and SAP training; planned 2015 Convention track
Research	■ ■ ■ □ □	No research agenda in 2014
Communications	■ ■ □ □ □	Speaking at events
Policy	■ ■ ■ □ □	3 new Good Samaritan legislations; Federal agencies outreach to AIA; Board policy drafted
Components	■ ■ ■ □ □	Low component outreach; AIAF Regional Studio initiative launched
Partnerships	■ ■ ■ ■ □	With NIBS, joint industry position statement signed by 21 groups; partnerships with AIAF, 100 Resilient Cities, AfH and Federal Alliance for Safe Homes

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For each aspect, we've identified a few hard metrics to serve as indicators of progress along with some anecdotal highlights of recent activities. Together they provide an initial picture of the effort that has been underway over the past 10 months in implementing the Scan's recommendations.

Limited Connections to Full AIA Member Network

A primary goal of the Scan is to "Own and Propel the Bell" of sustainable knowledge and engagement across all spectrums of the architectural profession. Reaching all AIA members throughout the network where they live and work is fundamental to achieving this goal.

Component Engagement: There has been very limited direct engagement with components in the Scan implementation in the first year. The most exposure has been through direct contact by AIA leaders who have been promoting the Scan's message and the four priority topics in regional meetings, component and public events, including Robert Ivy, Helene Dreiling, Elizabeth Chu Richter, Carl Elefante, and Mary Ann Lazarus along with Sustainability Advisory Board members. While the 2012 Component Survey shows a strong interest in sustainability topics across many components, we do not have data on specific activities or uptake related to the Scan's priorities at the component level. Identifying those synergies and direct engagement at the component level must be a major priority for next year.

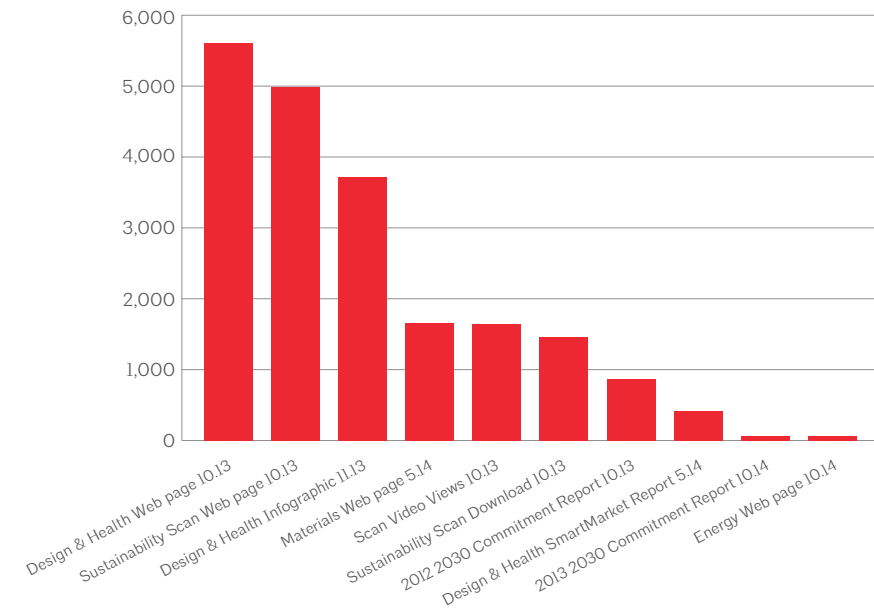
Knowledge Communities: The four Scan topics were a focus at this fall's Knowledge Leadership Assembly, where 12 Knowledge Communities indicated strong interest or current activity in one or more of the four Scan topics. Though initial connections were made, they must be followed up on in 2015 to build on this strong interest base.

Some Web Outreach, with Strongest Uptake in Design & Health and Scan

Several new Scan-related aia.org web pages have been launched since Fall 2013 to provide knowledge and resources to AIA members. Design & Health and the overall Scan have generated the highest interest but also benefited from the most publicity. The chart below summarizes the uptake of this information to date:

AIA 2014 Web page Usage Chart

Number of views or downloads since launch to 11.1.14



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Strong National-Level Organizational Response

Volunteer Leadership Groups

The AIA formed Working or Leadership Groups to lead the Scan implementation efforts. Overall, they have created an opportunity to tap into a wealth of knowledge and interest from many individuals, including some who historically have not had direct involvement with the AIA. Altogether, 72 volunteers are directly engaged in leading the Scan initiatives at the national level, working closely with AIA staff. The composition, approach, and goals of each group differ based on the current state of each initiative.

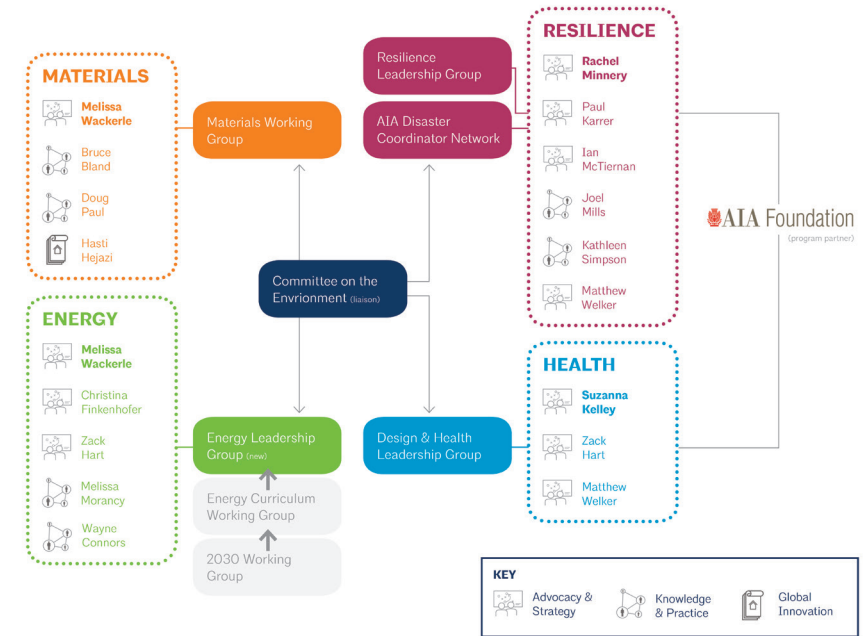
Nimble AIA National Staff Response

The response of the AIA National organization to the Scan is one of the most positive experiences of the first year's effort. In order to address the innate silos of the current departments, the AIA organized a cross-cutting team called "SustainabilityX" composed of representatives from all departments directly engaged in the sustainability portfolio activities. To the credit of the AIA leadership, this group has already revamped its approach based on initial results from the first half of the year, forming four core teams, one per topic, with designated leaders who meet biweekly. This demonstration of a nimble approach toward organizational excellence is a terrific example of a new Repositioned AIA organization.

<p>Energy</p> <p>Established two new Working Groups made up of AIA Members and alliance representatives</p> <ul style="list-style-type: none"> Energy Education: Co-Chairs Kirk Teske, AIA and Kjell Anderson, AIA - 12 people 2030 Commitment: Chair Rand Ekman, AIA- 16 people
<p>Materials</p> <p>Established a new Materials Knowledge Working Group made up of 22 representatives with diverse materials perspectives. Co-Chairs are Paula McEvoy, AIA, Mary Ann Lazarus, FAIA</p>
<p>Design and Health</p> <p>In its second year, the Design and Health Leadership Group, made up of 13 nationally known leaders in health and design, continues to provide strategic direction and networking opportunities to drive this initiative. Chair: Daniel S. Friedman, FAIA</p>
<p>Resilience</p> <p>The development of a Resilience Leadership Group is being planned while the existing nine person Disaster Assistance Committee, chaired by Michael Lingerfelt, FAIA, continues to play a role in that arena.</p>

How Are We Doing?

AIA National Level Sustainability Organization



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OUTCOME MEASURES

The Scan specifies a set of success outcomes aligned with the Repositioning initiative that will serve the greater AIA membership and the architectural profession as a whole. Overall, they align well with the AIA's new Advancement Statement below, which serves as a good framework for looking at early findings and preliminary benchmarks.

Advancing AIA: Beyond Repositioning

Together, we agree that the time is now to change the way we think and behave in order to shape our future. To become a more valued, relevant organization, the AIA will focus our priorities to:

- Elevate public awareness
- Advocate for the profession
- Create and expand the sharing of knowledge and expertise to ensure a prosperous future for our members

Never before have we needed this level of bold, visionary leadership to inspire architects to work together and build a better world – through architecture.

OUTCOME MEASURES: YEAR ONE SUMMARY

Elevate Public Awareness

- Moderate Media Outreach, with Strongest Results in Design & Health and AIA COTE Awards

Advocate for the Profession

- 2050 Imperative Demonstrates Potential of the AIA's Leadership Role

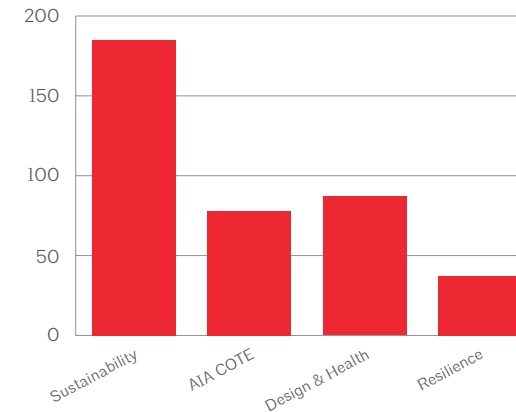
Create and Expand Sharing of Knowledge and Expertise

- Growing Sustainable Education Interest and Offerings
- Nascent, but Growing Use of Energy Modeling
- AIA 2030 Commitment Has Increasing Impact with Limited Participants
- Growing Recognition of Importance of Design & Health and Resilience across Design and Construction Industry

Elevate Public Awareness

Moderate Media Outreach, with greatest coverage of Design & Health and AIA COTE Awards
The importance of sustainability has both broad public appeal and strong resonance with many architects according to the latest Foresight Report. It's an important way for the AIA to demonstrate value across all audiences. The following analysis provides some insights into how well the AIA is driving those messages through its media efforts in 2014. Altogether, sustainability coverage makes up approximately 20% of total media outreach.

AIA Media Outreach 1/1/14 - 10/15/14



Note: Sustainability includes Sustainability Scan, energy, materials and general sustainable coverage these include: AIArchitect (electronic), Architect, Residential Architect, EcoBuilding Review

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Looking further at media placements, the AIA COTE Top Ten and Design & Health topics had the strongest mainstream press coverage, including:

- Fast Company (multiple times)
- Scientific American
- Huffington Post
- The Washington Post
- Substantial local media coverage of AIA COTE Top Ten, including video segments

Advocate for the Profession

2050 Imperative Demonstrates Potential of the AIA's Leadership Role

The recent unanimous adoption by the International Union of Architects followed by the AIA Board commendation and recommitment is a good demonstration of the importance of sustainability as a key aspect of the AIA's advocacy message. The 2050 Imperative reinforces the critical role that the design of the built environment plays in addressing emissions mitigation. It raises the profile of the architectural profession in addressing that need especially in light of the ongoing scientific studies that continue to point to a growing urgency. The AIA is recognized as a trusted leader in the international design community and can continue to play a critical leadership role in driving this message locally and internationally.

Create and Expand Sharing of Knowledge and Expertise

Create and expand the sharing of knowledge and expertise to ensure a prosperous future for our members.

This Advancement goal is well aligned with the practice outcomes described in the Scan for each priority topic:

ENERGY

Architects **UNDERSTAND** and apply integrated energy efficient/energy positive design. Architects **INTEGRATE** energy benchmarking, energy modeling, passive design, deep energy retrofits, post occupancy services, and measurement and verification. Broad **ADOPTION** and reporting of the AIA 2030 Commitment.

MATERIALS

Architects **SPEAK** about materials life cycle that extends beyond costs to resource management and health impacts with clients and peers. Architects **APPLY** environmental and health assessments in materials selection.

DESIGN + HEALTH

PROMOTE architects' contributions to public health, wellness, wellbeing, and productivity. **FACILITATE** architects' role at the scale of the building, neighborhood, community, and region. **APPLY** design & health knowledge to design of all scale and types.

RESILIENCE

Architects play a **ROLE** beyond disaster recovery to proactive, resilient design. **PROMOTE** architects' contributions. **REPOSITION** codes that address both resilience and adaptability standards.

Though it's too early to measure outcomes, there are some key benchmarks from existing AIA data that can help to establish the baseline of current understanding and interest and provide insights into priority actions. By continuing to track these measures, the AIA will be in a good position to determine progress and areas for improvement, which is critical to realizing these goals.

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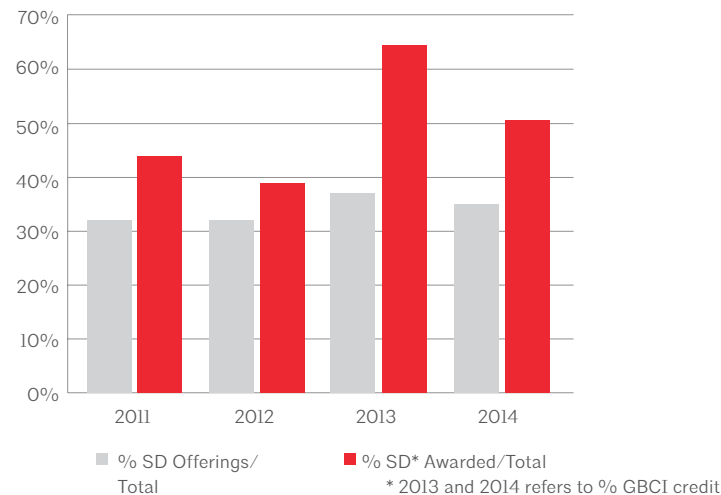
Expanding Sustainable Education Offerings with Continued Interest

AIA Convention offerings and CEUs awarded for sustainability programming serve as helpful indicators of AIA member interest in sustainability priorities. The data show a continued trend of strong offerings and interest over several years. And for the first time, in 2014, the Convention program included specific tracks for Energy and Design & Health that were well attended, with a few full houses. Building on that experience, the 2015 Convention will offer tracks in all four sustainability priority topics. The RFQ for 2015 submittals brought 604 initial submittals across the four tracks, with a final acceptance rate of only 14%. This demonstrates a strong interest in presenting on these topics to AIA members.

With the launch of the new AIA University, the AIA is providing curated high-quality education to better serve member needs. Fifty-nine percent of the initial offerings fall into the sustainability topic areas of energy, health, or materials.

This data contribute to a strong story about the focus on improving the quality of sustainable educational offerings for architects at the national scale, but don't address the breadth of that interest and participation. Is the content only going to those in the front end of the bell curve? What about the practitioners in less urban locations? In order to have a more significant impact on the profession, we need to find ways to track this usage and bring knowledge to all practitioners.

AIA Convention Education Percent Sustainable Offered and Awarded



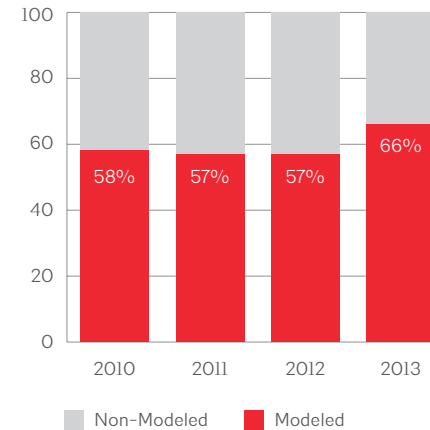
Nascent, but Growing Use of Energy Modeling

The use of energy modeling, particularly in early design phases, has repeatedly been shown to make a fundamental difference in a project's ability to meet low energy-use targets at no or low additional capital cost. Tracking energy modeling use is a critical measure of progress.

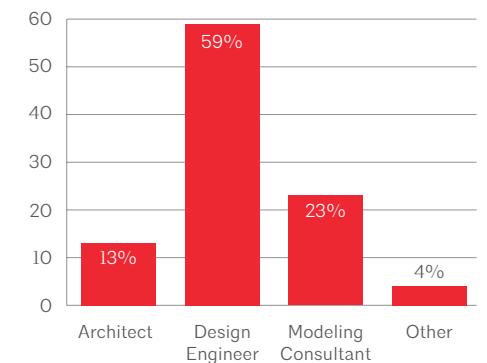
According to the 2013 AIA Firm Survey, energy modeling software in firms is early in the adoption cycle. However, among larger firms of more than 100 people, half were using energy modeling software on billable projects, with about 40 percent of project work using energy modeling software – most commonly in the schematic and design development phases.

Looking at the subset of AIA 2030 Commitment signatory firms in the 2013 AIA 2030 Commitment report, we see a higher usage of energy modeling across all firms. In most cases, the energy modeling is primarily provided by consultants.

Percent Total GSF Modeled vs. Non-Modeled



Team Member Responsible for Energy Simulation



Source: 2013 AIA 2030 Commitment Report

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AIA 2030 Commitment Has Growing Impact with Limited Participants

The latest AIA 2030 Commitment report continues to reinforce the value of tracking data as well as the net impact of energy use reduction of our combined work. As summarized below, over 1.6 billion SF of projects submitted data, with a 200% increase in the number that met this year's target. However the number of active firms in this initiative remains very limited. The good news is that the rollout of the new Design Data Exchange portal, launching this year in conjunction with the DOE and EPA, will serve as a resource to greatly expand this program's impact and value. Promoting this must be a high priority in 2015.

2013 Summary: AIA 2030 Commitment Aggregated Program Data

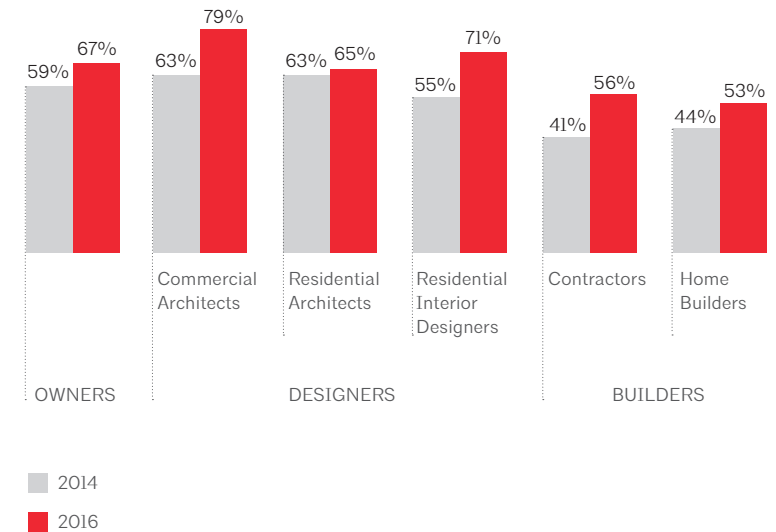
Number of firms submitting reports	99 (10% decrease)
Total amount of gross square feet (GSF)	1.6 Billion (9% increase)
Number of projects reported	2,464 (150% increase)
Average Predicted Energy Use Intensity (PEUI) reduction	34% (3% decrease)
Percent of total GSF meeting the current 60% reduction target	7% (7% decrease)
Percent of total GSF using energy modeling to predict energy consumption	66% (14% increase)
Number of projects meeting the 60% reduction target	401 (200% increase)
Number of net zero energy projects	73 (500% increase)
Number of interiors only projects	3,941
Average Lighting Power Density reductions for interiors projects	19% (2% increase)

Source: 2013 AIA 2030 Commitment Report

Growing Recognition of Importance of Health and Resilience in Design and Construction Industry

Two recent reports provide helpful insights into our industry's growing awareness of the importance of health and resilience in both the residential and nonresidential sectors. In health, per the 2014 Design and Health SmartMarket Report, all players expect health to have a higher influence on their activities over the next two years. Firm size and location do not affect their findings, but level of "green" involvement does, with firms that are doing more sustainable work more likely to report the influence of health in their decisions. In resilience, according to the 2013 AIA Firm Survey, "Concerns over global climate change and related challenges have helped generate growing interest in resilient design for the built environment... In 2013, just over one in five (21 percent) architecture firms began design work on one or more projects that could be considered having those characteristics." Although representing a small share of overall design activity, this shows a significant growth in the importance of resilient design for design professionals in providing new opportunities and value to clients. This reinforces that meeting the growing needs of design professionals to provide informed design solutions on these issues should be a high priority.

Health Influence on Firms' Design and Construction Decisions



Source: 2014 Design and Health SmartMarket Report, McGraw Hill Construction

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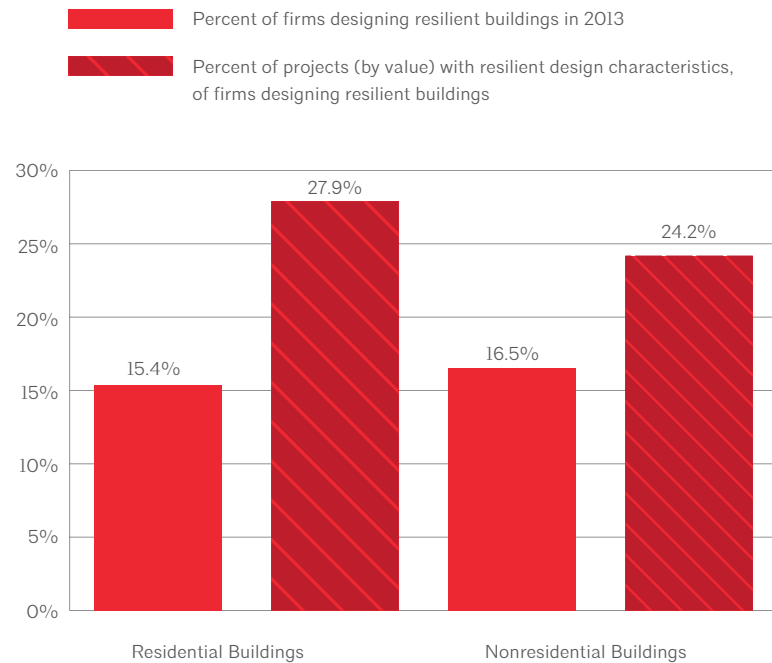
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At Present, Projects with Resilient Design Characteristics Represent Small Share of Overall Design Activity Percent of firms, and percent of projects at those firms



Source: The Business of Architecture: 2014 AIA Firm Survey Report

How is the Scan Implementation Progressing Overall?

The analysis of first-year activity shows impressive overall progress of the Scan implementation at the national AIA level. Through many hours of volunteer and staff time, valuable resources are beginning to emerge for architects that can directly affect their practice and contributions. Looking at the preliminary outcome measures, there's a growing readiness and interest in all four Scan topics across members and client groups, especially in the EMERGING topics of Design & Health and Resilience. That's all to be commended and a positive sign that a new, nimble AIA is emerging from the original organization. But this is just the beginning.

The following section shares recommendations for priorities building on the Year One achievements.

Additionally, this analysis indicates a need to continue to measure and assess progress at least annually. Just as key metrics for design practices drive results, those measures should become a regular part of the Scan implementation process for the effort to have any long-lasting impacts and not become just another great idea that sits on the virtual shelf.

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Recommended Actions
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Looking at recent sustainability market trends, an analysis of the current state of Scan implementation, and a preliminary assessment of the impact in the design and construction industry all lead to the same conclusion: Now is the time for the AIA to rapidly advance all of the initiatives to take full advantage of growing momentum and to realize the full leadership potential for architects.

This progress report provides an opportunity to prioritize those efforts by optimizing the unique MEMBER and EXTERNAL strengths of the AIA organization. Member opportunities include engaging the full power of the value-added services that the AIA provides to its members. External opportunities encompass expanding the AIA's role as a leader, partner, and influencer in all of its locations and at all scales – from local to global.

MEMBER OPPORTUNITIES

1. Think Local: Fully Engage the AIA Network

Direct involvement with the entire current and future AIA membership has been the weakest result in the Scan implementation thus far. With the development of valuable resources now underway, it's time to focus on direct engagement with members throughout the greater AIA network, which is where change and member value truly happens. It should be the highest priority for next year.

Further, recent activity shows the greatest interest in all of the Scan topics is taking place at the local and regional levels. Coastal cities such as New Orleans, New York, and Boston are directly involved in resilience activities and actively seeking out AIA resources. Those locations that have passed Energy Benchmarking regulations or aggressive energy reduction code requirements, including California, are interested in all energy-related topics. Design & Health has a broad appeal with events hosted by components across the country.

ACTION: The AIA needs to work with those individuals, groups, and components that have the most resonance with the Scan's priorities; directly engage them in a dialogue about what these issues mean to them; and create a strong, networked effort. A strong communications and web strategy must support this effort. The launch of the new 2030 Design Data Exchange provides an immediate opportunity to advance this approach if it's promoted at all levels of the AIA.

There are some great connection points in place to build from:

- 56 local AIA COTE chapters
- 18 local 2030 Commitment groups
- Big Sibs focused on these issues because of local conditions
- 12 identified Knowledge Communities
- Emerging Professionals and Young Architects
- Individual members, domestic and international, interested in playing an active role

2. Strengthen Continuing Education Requirements

The AIA's vital role as CEU provider and tracker for maintaining architectural licensure provides a significant opportunity to influence the full spectrum of the profession in gaining necessary knowledge across the four Scan topics. While the new focus on providing quality education through AIA National is important, it should be part of a larger educational system delivered locally to have maximum benefit. This approach, however, is serving those who are already motivated to learn about sustainability topics. The AIA must also focus on reaching those members who are just curious or not interested because their clients don't ask about these issues. How do you equip these individuals for future opportunities and conditions?

ACTION: Build an educational delivery approach in close collaboration with components to deliver quality sustainable education to all members where they live and work, starting with an energy education program based on the AIA+2030 Professional series. The AIA should also develop an updated approach to incentivizing sustainability continuing education for all members. This should encompass both "carrots and sticks" strategies to reach the full membership.

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3. Focus on Contracts and Guidance Documents

The AIA's primary role as AEC industry contract provider has a major influence in the design and construction industry. This influence needs to be harnessed to prepare the profession for current and upcoming marketplace changes around the Scan's topics. Issues to be addressed in the next generation of contracts and guidance documents include:

- Definition of risk related to materials transparency
- Expanded POE and Energy-related services
- Performance modeling scopes for firms and consultants
- Outcome-based contracts

ACTION: Incorporate Scan issues of importance to architects in future contracts and guidance documents. Address the definition of risk for architects related to materials transparency as a prime opportunity for the AIA to demonstrate leadership and meet the needs of architects.

EXTERNAL OPPORTUNITIES

1. Strengthen the AIA's Local Advocacy Role

The AIA has a strong and recognized leadership role in advocating for Board sustainability positions in policy, codes and legislation. This is one of the most important ways to make change happen – encourage the stick with the carrot. Along with the work at the federal level through AIA National, AIA components and groups can be more powerful in promoting local legislation and code adoptions that will significantly change the landscape of current requirements. These currently relate primarily to energy issues such as Energy Benchmarking legislation, new code adoption, and PACE, but other topics are on the horizon. There are great opportunities as well to work locally with key partners on design and health and resilience policies.

ACTION: Promote local and regional advocacy on key sustainable legislation and code adoption across the AIA network with shared best practices, toolkits, and resources. Pursue opportunities with energy benchmarking legislation and high-performance codes, especially IgCC adoption.

2. Expand Leadership and Partnerships

The AIA is recognized as an important and influential leader by allied organizations and other architectural associations. The AIA's recent experience in passing the 2050 Imperative at the International Union of Architects is a clear indication of this powerful role. The AIA has an opportunity to build on that strength internationally, particularly in the emerging issues of Resilience and Design & Health, both of which are still in early stages in many parts of the world. Our research reinforces the number of organizations already working on the Scan topics. The AIA's leadership role in convening key partners is critical to its continued impact. This includes traditional partners like ASHRAE, APA, USGBC, and ASID, all of which have related initiatives underway, as well as newer partners such as Architecture for Humanity, Architecture 2030, the APHA, CDC, and ULI. It's definitely a "whole is greater than the sum of its parts" strategy where AIA's importance will grow through collaboration.

ACTION: Maintain and strengthen key partnerships on all Scan topics focusing on the unique capabilities of architects and the AIA. Collaboration is especially important with client organizations, such as ULI and GSA, also focused on these topics. Expand the AIA's leadership role internationally around all these topics.

3. Fully Engage Communications and Digital Outreach

Ongoing mainstream interest in the Scan topics provides a tremendous opportunity to engage the public about the importance of design through sustainability. Our analysis shows the greatest interest by mainstream media is in high-performance design and design & health. But these topics make up only about 20% of the AIA's total media coverage. Though topics such as climate change and health are front-page news, the perspectives of AIA leaders are seldom included. The AIA's exposure and influence could be dramatically improved through more active media outreach.

ACTION: Aggressively address the Scan topics in the new communications and digital transformation initiative, encouraging two-way communication across all groups interested in furthering the role of design in the Scan topics.

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How Should We Move Forward?

The implementation of the AIA's sustainability agenda is at a critical point in its evolution. With AIA Resident Fellow Mary Ann Lazarus' oversight role concluding by mid-2015, the responsibility and accountability for maintaining and expanding these efforts must be fully integrated into the AIA organization. There should be clear responsibility and participation at all levels of the AIA network – dedicated AIA staff, volunteer leadership led by AIA COTE, recognition as a strategic priority by the Strategic Council, and an identified leader network across the entire AIA organization. The effort needs to include annual measures, building on those in this report, with required reviews and accountability. Without this structured framework, as we have seen with previous initiatives, much of the progress to date could have very limited impact.

As the first externally focused initiative coming out of Repositioning, the continued implementation of the Scan is an important demonstration of a new AIA that is providing relevance and value to current and future members as well as clients and communities. This study has shown that the four Scan issues will dominate the practice of architecture in the next decade. The AIA has both an opportunity and responsibility to follow through on its commitment to build a position of sustainability leadership in 2015 and beyond.

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AIA Opportunities



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