

2018-2020 STRATEGIC WORKPLAN PROGRESS REPORT

December 2019 (Q3 & Q4 REPORT)

KEY:

- = IMPLEMENTATION IS WELL ON TRACK OR COMPLETE
- = SUBSTANTIAL WORK HAS BEEN DONE TOWARD THIS ITEM
- = PROGRESS HAS BEEN SLOWER THAN DESIRED / NEW CIRCUMSTANCES HAVE PAUSED PROGRESS
- = ITEM IN IN DANGER OF NOT BEING ACHIEVED
- = ITEM IS NOT SCHEDULED FOR ACTION THIS YEAR / IS NO LONGER LIKELY TO BE IMPLEMENTED

WORKPLAN ITEM & SUBITEMS	STATUS CATEGORY FOR ITEM AND SUBITEMS	NOTES
<p>1. Pursue a more accessible, welcoming, public-facing space for AIA Minnesota. As early as January 2019 (when the AIA Minnesota lease is up at IMS)</p>		
<p>1.A. Leverage the dollars spent on space for member meetings and staff work space to create greater connection to the public – youth, current and potential clients, key influencers of policy and public opinion, relevant nonprofits, etc.</p>		<p>In early 2019, AIA Minnesota moved its office to the Crown Roller Mill building. This decision was strongly influenced by the Letter of Intent with Mill City Museum (MCM) / MNHS to create Center for Architecture programming and to potentially create a physical Center within the Washburn A Mill complex.</p> <p>As a result of moving into the Crown Roller Mill building, has also worked more closely with the City of Minneapolis Department of Community Planning and Economic Development.</p>
<p>1.B. Create space for the public to explore architecture, design, placemaking, and 21st Century Development (sustainable, resilient, efficient, healthy, equitable, beautiful).</p>		<p>In 2019, programming for the public, developed and/or implemented in partnership with MCM/MNHS at the Mill City Museum site began in earnest. As part of the May “Doors Open Minneapolis” event, we worked with MCM/MNHS and Juxtaposition Arts to put on an all-ages event focused on 21st Century Development (see</p>

		<p>item 4.D. of this workplan) and with MCM/MNHS and Twin Cities Public Television to put on a documentary excerpt series focused on the built environment in place of MCM's long-running "Minneapolis in 19 Minutes Flat" video. Hundreds of visitors took part in these activities. Also, see item 1.D. below regarding our new engagement in the Arts on the River summer camp – a direct result of our partnership with (and made easier by our proximity to) Mill City Museum.</p>
<p>1.C. Seek a location that is more accessible to broad public, to the full membership, and to local students of architecture.</p>		<p>The space at Crown Roller Mill is more accessible to many members in terms of walking, close access to the skyway system, drive times and by light rail, bus, and bike. Local students from the University of Minnesota will have much easier access as compared to the current IMS space. In September 2019, we held an open house for members and students at the Crown Roller Mill building to formally welcome the architecture community to this new space.</p>
<p>1.D. Explore strategic partnerships for shared convening / youth programming / maker space / co-working space.</p>		<p>The Letter of Intent signed between AIA Minnesota and MNHS specifically states that we will actively pursue a partnership focused on shared convening and youth programming. In addition to the 21CD programming as part of Doors Open Minneapolis mentioned in 1.B. above, we partnered with MCM/MNHS and local architecture-trained artist Leon Wang (Firebird Studios) -- an effort made possible due to a St. Anthony Falls Heritage Board grant, secured as a result of our relationship with MCM/MNHS - - to put on an architecture and design-process focused 3-hour session as part of the MCM day of the 4-day Arts on the River summer camp. (At this camp, students spend a day each at the Guthrie, MacPhail, the Center for Book Arts, and MCM.) For 2020, we will build on this very positive experience and to create a fifth day of the camp hosted by AIA Minnesota, again in partnership with MCM and Leon</p>

		<p>Wang, and to extend the learnings from this pilot to extend to other youth activities focused on architecture and the design process at MCM and other MNHS sites.</p> <p>Also, discussions with MCM/MNHS regarding Center for Architecture space within the Washburn A Mill complex include exploration of maker space options. The office space at Crown Roller Mill includes access for members to take advantage of co-working space in the common areas.</p>
<p>1.E. Idea of a mobile space or pop-up space – This idea would not be implemented within the 2018-2020 timeframe but it will be explored during the next two years in cooperation with Greater Minnesota members.</p>		<p>For 2019, a unique opportunity presented itself to us: to bring the Close to the Edge – the Birth of Hip-Hop Architecture exhibit to Minnesota from it’s original exhibit space at the Center for Architecture in New York City.</p> <p>While this activity was not planned for 2019, we moved forward with this effort and successfully developed funding and volunteer partnerships to install and operate the exhibit and related artist takeover events (funders/partners included AIA St. Paul, AIA Minneapolis, 4RM+ULA, Springboard for the Arts, MSP AoA NOMA, MAF, and the Knight Foundation). We had more than 1,000 visits to the exhibit during the regular run April 15-June 14 (three days per week) and three takeover events. Much has been learned from this experience and will inform potential future pop-up exhibits and events. We were also invited by the Association of Architecture Organizations to present our Close to the Edge experience as a model to other centers for architecture and public-focused organizations.</p> <p>Discussions with AIA Northern MN members have included Split Rock Lighthouse and Glensheen as potential partner sites for pop-up Center for Architecture programming in the near term. The Hip-Hop Architecture exhibit experience will inform those explorations.</p>

<p>2. Expand and enhance “Architecture in the Schools” programming to include teaching tools and additional youth outreach. <i>Starting 2018</i></p>		
<p>2.A. Reallocate significant staff time toward these efforts.</p>		<p>Additional assistance through paid internships the summers of 2018 and 2019 have been successful in augmenting the staff resources put toward Architecture in the Schools programming. The AIA Minnesota Board also authorized the hire of additional staff during Fall of 2018 / Winter 2019 to allow for more permanent reallocation of staff resources. With the new partnership secured with MNHS, EVP time has also been more focused on growing our youth / public outreach efforts.</p>
<p>2.B. Engage with teachers to provide turnkey elements that can be easily infused into curriculum.</p>		<p>UNCHANGED FROM 2018: With the new partnership secured with MNHS, we are poised to tap the expertise of MNHS’ in-house curriculum specialists and to provide architecture-focused programming within Mill City Museum and other MNHS sites (such as through adding a teacher-chosen module for hands-on learning during Mill City Museum visits). We are also anticipating a new toolkit from AIA National that should provide turnkey elements for teachers and members of the architecture community for classroom and career fair engagements. This has long been promised and we’re optimistic that it will be received by early 2020 and can augment our efforts going forward.</p>
<p>2.C. Provide resources to architects to support classroom visits and career fairs.</p>		<p>The Architecture in the Schools Committee has been working on this item, starting with an evaluation of the current resources and tools provided and review of what is being utilized in other AIA chapters. As noted above, new materials from AIA national to support classroom visits and career fairs – developed in conjunction with Wake Forest University – are anticipated by early 2020 and will be reviewed by the Architecture in the Schools Committee as well to determine</p>

		whether augmentation or revision is needed in a Minnesota context.
2.D. Continue our strong presence at STEM Day at the State Fair, including an AIA Minnesota booth for on-site activities and take-home projects.		The Architecture in the Schools Committee applied to participate in STEM Day at the Fair again in 2019 and has been accepted as an exhibitor. The committee has formed a sub-committee to develop a new activity that builds on the concept of the laser-cut building models.
2.E. Potentially provide training to prepare architects to engage successfully with demographically diverse youth.		UNCHANGED FROM 2018: The potential engagement with the Innocent Classroom, which we thought could be paired with the training received by Step-Up/Achieve host firms did not materialize for 2018; Step-Up/Achieve has its own approach that it prefers. We will continue to keep the Innocent Classroom in mind, but it may not be a good fit for partnership in the near term. The Intercultural Leadership Program is expected to help grow members' skill in engaging across difference, including differences in age and race.
2.F. Potentially engage in community events in a manner similar to the State Fair booth.		<p>In 2018, Architecture in the Schools committee was awarded \$2,000 in funding from AIA (through the 2018 K-8 Learning By Design Component Grant) in order to support implementation of their goal to increase engagement in the community, particularly among underrepresented populations. To this end, for the first time, we built off of our success at the State Fair to take this approach to community events. We participated in Highland Fest and created a new model – the Cap Wigington-designed Highland Water Tower – for the public to construct on site or to take home. The traffic at the booth was constant and a successful experiment. We also participated in the Open Streets West Broadway event in Minneapolis in September – the booth was constantly busy and well-received by attendees.</p> <p>For 2019, in light of the other activities occurring this year, we have taken a break from implementing additional community</p>

		<p>event booths. We expect future years' efforts in this regard will be informed by the learnings from our Arts on the River summer camp (1.D. above), experience and related research on successful youth programming from other centers for architecture, as well as our efforts to revamp youth activities at our 2019 STEM Day at the Fair booth.</p> <p>New partnerships developed in 2019 with the Hennepin County Library System and the Girl Scouts will lead to additional programming in 2020 as well.</p>
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<p>3. Re-envision Architecture MN Magazine and related events – focusing on clients, key influencers of policy and public opinion, and leaders across sectors and geographies. <i>Intended to begin work in 2019 with magazine relaunch January 2021</i></p>		
<p>3.A. Over the course of 2018-2020, engage in reimagining and redesigning the magazine to be more public facing and to help inspire conversation about architecture, placemaking, and the future of our communities.</p>		<p>In 2018, the Architecture MN Committee began discussions about voice, target audiences, and an editorial board that includes members of those target audiences (clients, key influencers). The committee also met with the AIA Minnesota Equity, Diversity & Inclusion Committee to discuss how EDI considerations can shape the magazine going forward. A session to engage the membership on the future of the magazine was held at the 2018 AIA MN Conference and the direction provided was clear and helpful, including a greater focus on the design process and the wider array of work individuals and firms do, also including a broader geographic cross section of firms/members. In 2019, an RFP was distributed to several branding/design firms and the firm chosen to work with us on this endeavor is 10,000 Design (a boutique design enterprise within Colle McVoy). The first phase of the project has focused on audience research and a proposed strategic framework. We are on track to have research inform both brand and</p>

		<p>content options for Architecture MN magazine, and for a Center for Architecture and the MAF. We are on track to launch a reimagined and redesigned magazine and related digital content in 2021 and suggest, for staff capacity reasons, that the last issue of the current magazine be the 2020 Nov/Dec issue, and that the first of the new magazine be launched in Spring 2021 (rather than January 2021).</p>
<p>3.B. During the years leading up to 2021, grow our stable of writers to include a wider variety of respected key influencers, along the lines of those we aim to engage through the reimagined magazine.</p>		<p>Conversations to this end have begun in 2019 as planned. This work will be informed by the research conducted by 10,000 Design and the choices made about the focus, volume, and nature of digital and print content related to Architecture MN.</p>
<p>3.C. Continue hosting periodic Architecture MN lectures and public events, and explore new partnerships similar to the existing relationship with the Walker Art Center.</p>		<p>Tangentially related to Architecture MN is the Doors Open Minneapolis event, which was not anticipated in the workplan but implemented in 2019.</p> <p>In 2018, AIA Minnesota was approached by Scott Mayer, who is contracted with the City of Minneapolis to create public events that energize the Minneapolis community, with the idea of creating a Minneapolis iteration of the “Doors Open” program, opening up buildings of architectural and cultural significance to the public for tours and activities. The AIA Minneapolis chapter became a principal sponsor of this event, with representatives deeply engaged in its planning and implementation. (An MOU was attempted to be developed between Scott Mayer, AIA Minneapolis and MAF, but was abandoned for the 2019 event due to Mayer determining his preferred path was to establish a separate Doors Open Minneapolis nonprofit corporation.) Visits to Doors Open Milwaukee and Open House Chicago took place to inform our efforts.</p> <p>The first Doors Open Minneapolis event took place in May 2019 and, despite terrible weather both days, there were 70,000+ visits to more than 100 sites. The event was considered a strong success by</p>

		<p>attendees, sponsors and partners and is expected to be an annual event going forward. AIA Minneapolis and AIA Minnesota will be working with Mayer to develop an MOU making clear the nature of the support AIA Minnesota staff and AIA Minneapolis volunteers will provide for the event.</p> <p>At Doors Open Minneapolis, we distributed approximately 1,200 copies of Architecture MN magazine at select venues which aligned with our members' work.</p> <p>Additionally, in 2019 we expanded our relationship with Room & Board to hold magazine launch parties, holding joint events twice yearly in the Spring and Fall (previously an annual event). Approximately 100-150 attendees attend each event for a panel discussion, featuring our members and their current projects/relevant topics.</p> <p>Regarding the Walker Art Center, changes in the staff team at the Walker have paused our efforts with them. In Q3 or Q4 of 2019, we aim to connect again with staff and the new executive director to explore mutual interests, values, and programming possibilities.</p>
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<p>4. Engage proactively in state and local advocacy on issues of concern to architects. Starting 2018</p>		
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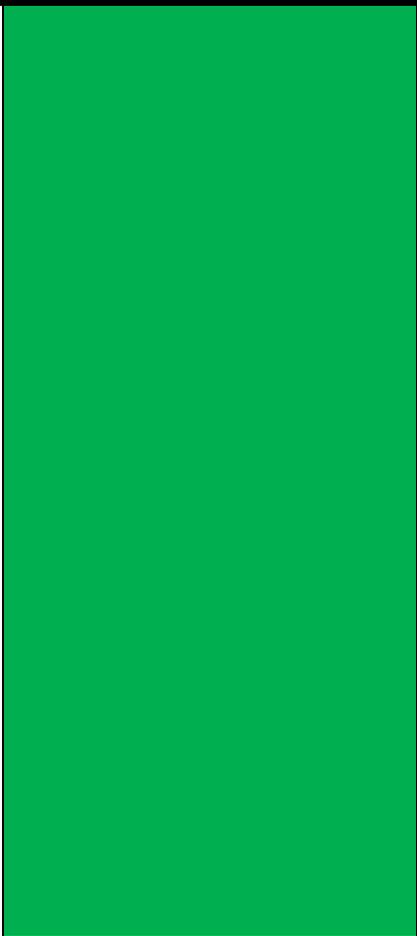
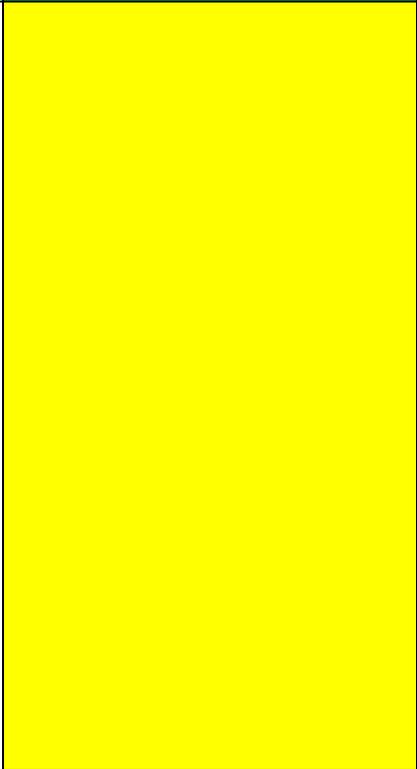
<p>4.A. Grow our advocacy infrastructure for engagement of state and local policymakers throughout Minnesota.</p>		<p>In 2018, the Government Affairs Committee and staff took a methodical approach to preparing an advocacy agenda and approach to increase communication and strategic engagement with lawmakers during the 2019 session, including growing our PAC and systematizing our advocacy outreach. Engagement with AIA National and other AIA chapters also began, with the EVP serving on an AIA task force focused on this issue.</p>
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<p>4.B. Increase engagement on issues related to housing, sustainability/resilience, and equity in education, in particular.</p>		<p>AIA MN staff, committee members, and local chapter leaders have worked together to substantially grow the degree to which the architecture community is seen as</p>
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		<p>an important stakeholder, influencer, and expert in the realms of housing and sustainability/resilience/regenerative design. This has occurred through strategic conversations with influential and new legislators, joining influential coalitions, and proactively convening around these topics. State and local policymakers in 2019 stated clearly that architects see these issues as priorities and need to be integral to solution development on these concerns. Liaisons from committees focused on housing, sustainability/resilience, and EDI have been active in planning engagement efforts, which has substantially grown our legislative agenda and activity. We have engaged the new City of Minneapolis point person in the Mayor's Office on housing, and secured the mayors of Minneapolis, St. Paul, and Duluth to speak at the conference at a keynote session on housing that is open to the public (in the end, only Mayor Frey and Mayor Larson were available to participate). Equity in education is an area where we have brought attention to the issue in a workforce development context through the Building Jobs Coalition and are actively seeking additional coalition opportunities as well. We also participated in "Prosperity's Front Door", a coalition focused on implementing recommendations of the Governor's Housing Task Force.</p>
<p>4.C. Continue to advocate for high-quality design of affordable housing through the Affordable Housing Design Awards program (largely McKnight Foundation funded).</p>		<p>This effort was successfully implemented in 2018 as planned. Even with the McKnight Foundation's reorientation and pause in new grants, we were given a bridging grant to continue the AHDA program and are optimistic that the 21CD and AHDA programs will be seen by McKnight as well aligned with their future direction. We have also secured a major grant from the Minneapolis Foundation for a 2020 effort focused on incentivizing and accelerating action to further high-quality affordable housing.</p>
<p>4.D. Advocate for 21st Century Development (sustainable, resilient,</p>		<p>In 2018, this project leaped forward with a new website launched:</p>

<p>efficient, healthy, equitable, beautiful), starting with educational and tracking tools in 2018 and a recognition program to launch in 2019 (largely McKnight Foundation funded).</p>		<p>www.21stcenturydevelopment.org). We worked closely with the Center for Sustainability Building Research at the U of M and with Bryan Lee, a consultant on equity in architecture, to develop this website and the framework it puts forward.</p> <p>In 2019, public engagement activities were implemented with Juxtaposition Arts as part of Doors Open Minneapolis – an all-ages activity focused on creating regenerative communities, and a takeaway with prompts for the general public to utilize in community meetings focused on development that are meant to grow citizen agency related to the built environment.</p> <p>In 2019, we also implemented a workshop event with CSBR and Bryan Lee where public and private sector developers and policy influencers learned about 21CD and representatives working on specific projects worked with teams of AIA Minnesota member researchers to apply the 21CD framework to those projects.</p> <p>And in 2019, major efforts of a volunteer research team of AIA Minnesota members resulted in a successful session at the AIA MN annual conference focused on applying 21CD to current development projects, involving clients in the research and presentation. This work resulted in two major stories in the Star Tribune and Finance and Commerce highlighting 21CD. For 2020, we will be determining how best to maintain the momentum gained in 2019.</p>
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<p>5. Expand and institutionalize equity, diversity and inclusion (EDI) training and resources to accelerate members’ skill in engaging across all “differences that make a difference.” <i>Starting in 2018</i></p>		
<p>5.A. Create a new Intercultural Leadership Program, modeled on the highly-regarded AIA Minnesota Leadership Forum, with the intent</p>		<p>The first cohort of the Intercultural Leadership Program was conducted in 2018 and response from participants was very positive.</p>

<p>to pilot a program in 2018 and to create an annual offering starting in 2019 (dependent on pursuit of partnerships/grant dollars).</p>		<p>An architect-specific version of the program has been developed over the course of 2019. In late 2019 and 2020, we will launch an Intercultural Foundations program at a low price point and low time commitment to grow the number of AIA MN members who are familiar with the intercultural development framework, have taken the IDI, and are working on an individual development plan. A more in-depth intercultural leadership development program will follow – with the Foundations program as a pre-requisite – and will take place over a three-month period with six, half-day sessions and applied learning focused on firm culture initiatives. We also, in 2020, plan to launch a 4-day intensive version of the architect-specific ILP program as a national offering, hosted in Minnesota.</p> <p>Also in 2019, the AIA Seattle chapter and the University of Washington School of Architecture partnered with AIA MN and our consultants at Team Dynamics and Listen to Lead to implement a version of the AIA MN ILP program. This was also well received.</p>
<p>5.B. Launch a new EDI podcast and online learning community.</p>		<p>The online learning community – www.draftingprogress.org – was launched at the 2018 AIA MN Conference. While significant work was put into the development of this website and members were encouraged through multiple communications and methods to engage and comment on the content, the online learning community has not taken off. We’re unsure exactly why this effort did not resonate. The approach now taken by the EDI Committee has been to hold “Drafting Progress Live” member engagements and doing so in the context of the new AIA national Guides to Equitable Practice and related in-person programming led by the EDI Committee. In 2020, we will need to determine whether to add to, retain, or shut down the website. And, as was noted in 2018, the approach to recording of podcasts is being reconsidered to ensure a sustainable approach. In late 2019,</p>

		members of the EDI and WIA committees expressed interest in developing a podcast in 2020 focused on women in architecture. We are optimistic that this will occur.
5.C. Engage the new EDI Committee in the development of regular opportunities for members to explore questions and solutions related to equity, diversity, and inclusion in the profession.		The EDI Committee held a well-attended and well-reviewed session on inclusive design during 2018 and 2019, and in 2019 put extra emphasis on the content in the Guides to Equitable Practice.
5.D. Pursue hosting of the national AIA Women’s Leadership Summit in the Twin Cities for the 2021 or 2023 events (the summit is held bi-annually).		AIA Minnesota successfully pursued the opportunity to host the AIA national 2019 Women’s Leadership Summit, which convened 750+ women in architecture in Minneapolis. Staff were regularly engaged in the planning process, and the Women in Architecture Committee developed local activities to shape the experience of attendees. Pre-conference sessions – informed by WIA Committee members and developed by AIA MN staff – sold out months in advance of the event, as did many of the tours and wellness activities planned by the WIA Committee members. The WLS hosted in Minneapolis has been widely viewed as a tremendous success, setting a higher bar for the quality of future WLS events.

6. Reshape key programs to better engage members and the public throughout Minnesota, and discontinue low mission-impact programs. Starting in 2018		
6.A. Reimagine the Annual Awards Dinner to be more accessible and engaging for more members, aiming to incorporate it as part of the AIA Minnesota Annual Conference.		In 2018, a working group was formed and changes were implemented to the event. We moved from a plated meal to <i>hors d’oeuvre</i> buffet and created a shorter program at less cost to attendees. Response overall was very positive, including among younger members whose firms were not receiving awards who attended because of the shortened timeframe and lowered cost. Revisions to the approach for 2019 are planned, but the desire is to

		stay the course overall of a less expensive event within a reduced time period.
6.B. Expand upon the regional meeting approach of the AIA Northern Minnesota chapter to include three regional meetings each Spring held in various locations in Greater Minnesota with CE content, networking, and potentially community outreach.		In Spring 2018, all three chapters held regional meetings. Regional meetings were also held in Summer and early Fall of 2019. Attendance outside of board members was sparse in the 2018 and 2019 meetings, despite direct outreach from board members. In preparation for Fall meetings in 2020, local board members will be reaching out to firms in proximity to the regional meeting locations to plan the meetings and encourage participation of their employees, and the overall approach will be revisited.
6.C. Following the 30th anniversary celebration of the Lake Superior Design Retreat in 2018, take a hiatus in 2019 to explore possibilities for reworking the event to draw higher attendance from Greater Minnesota members and the general public, and to engage Greater Minnesota community leaders and key design-related entities.		LSDR Committee representatives presented to the Board in 2018 and the decision was made to forgo the hiatus noted in the workplan with the expectation that a portion of each of the committee's monthly meetings be dedicated to a discussion focusing on event improvements to enhance inclusivity and impact. In addition to Cheryl Fosdick, two other AIA Northern Chapter members have joined the committee. A new, free public-focused event was held in 2019 and was well-attended by LSDR participants and the broader public. Marketing planning efforts related to LSDR for 2020 are working to ensure this is a break-even event and that attendance is maxed out by appealing to local area residents and to potential new attendees from across the state.
6.D. Grow the on-demand continuing education programs produced by AIA Minnesota.		We have made numerous recordings of AIA MN Conference sessions available on demand since 2018. The ethics sessions, in particular, have been well received. In 2020, we will work to grow the awareness of our on-demand offerings, especially among Greater Minnesota members.
6.E. Discontinue Presidential Citations.		This change was implemented in 2018.
6.F. Discontinue the Project Announcement Newsletter (PAN).		This change was implemented in 2018.

<p>7. Restructure AIA Minnesota volunteer engagement, allowing the reallocation of staff time toward other aspects of the 2018-2020 workplan and growth in the number and variety of member groups. Starting in 2018</p>		
<p>7.A. Create a system of committees and “knowledge communities” with differing levels of staffing (communities being staffed more heavily than knowledge communities). o Transition several committees to become knowledge communities. o Reconstitute and restructure several committees to sync with the strategic direction and workplan. o Add a Health Design Knowledge Community, starting in 2018. o Explore creation of additional knowledge communities in 2020.</p>		<p>In 2018, three committees changed to become Knowledge Communities: Building Codes, Council of Firms, kCOTE, and TAP. All have been successfully operating with lighter staffing. A new Health Design Knowledge Community has also been established and has been regularly meeting. Staff are preparing to open a solicitation of interest among members in early 2020 for two additional knowledge communities, including a KC focused on historic preservation and another focused on architects working in positions or fields outside of the traditional firm approach or career path.</p>
<p>7.B. For “working boards,” establish an approach that involves governance meetings alternating with working sessions.</p>		<p>All three local chapters of AIA in Minnesota will be moving to quarterly board meetings in 2020, with working groups/committees meeting regularly in between board meetings to implement board-approved initiatives. Staff will be working on parameters for working group/committee work, to ensure communication with staff remains strong and organizations standards and best practices for nonprofits are maintained.</p>
<p>7.C. Add volunteer member liaisons – CE Liaisons and Government Affairs Liaisons – to serve as communications conduits between knowledge communities, committees, and the staff team, informing member CE programs and advocacy efforts.</p>		<p>Government Affairs liaisons have been established for the Building Codes KC, kCOTE, the EDI Committee, and the Housing Advocacy Committee, and have been regularly attending Government Affairs Committee meetings; they also were instrumental in the development of the legislative agenda, which reflects their input. CE liaisons have been established for additional KCs as well.</p>

