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by
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AIA Florida
2016 Strategic Council

The enclosed documentation provides a complete overview of the work and initiatives championed by the inaugural AIA Florida Strategic Council.

This document is organized by the strategic issues as outlined during the first Strategic Council meeting, along with updates from each of the subsequent meetings throughout the year. These issues are: Livable Communities and Public Health; Regional Economic Opportunities for Architects and Sea Level Rise.

MEMORANDUM

SUBJ: First AIA Florida Strategic Council Meeting
FROM: Andrew M. Hayes, AIA, Facilitator
TO: 2016 Board of Directors, AIA Florida

At the end of 2015 and through January 2016 the steering committee met, which consisted of Martin Diaz-Yabor, FAIA, 2106 President, Nathan Butler AIA, 2014 President, and myself as Immediate Past President. Our focus was to determine the strategic issues for the Council to focus upon, as well as recruit the best cadre of public members, AIA members and include three of the deans/directors from Florida's accredited architecture programs. The full list of the Council's membership with bios is enclosed on the attached sheets.

On April 1, 2016 the Strategic Council held its inaugural meeting and I am pleased to report that the session went extremely well. The strategic issues focused upon and their respective public member subject matter thought leaders are:

- Livable Communities and Public Health – Dawn Emerick, Ed. D
- Regional Economic Opportunities for Architects – Saad Alam, Ph. D.
- Sea Level Rise - John Englander

The general charge to each of the groups was to consider how AIA Florida could collaborate with other community organizations and leaders from across the state to take a leadership position in moving these issues forward. We asked each of the groups to brainstorm on the issues framed, by posing the following three questions:

- What is the long term (30 year) vision?
- What three things could we accomplish over the next three years relative to each strategic issue? (time period integrates into our strategic planning cycle)
- If we could only accomplish one thing, relative to each strategic issue, in 2016; what should that one thing be?

When we formed into our break-out sessions the dialogue was passionate, thoughtful and comprehensive. Not all members of each group were in agreement on the entirety of a particular issue. However, we were able to work collaboratively to reach consensus. Below you will see draft recommendations for each strategic issue in 2016. These recommendations represent a significant opportunity for AIA Florida to become a leader on these issues through bold action. The draft recommendations for each strategic subject and its one realistic and attainable goal in 2016 are:

Livable Communities & Public Health - 'Discovering the Dots'

Establish a digital repository of information and links to digital sources on design for public health by gathering as much data as can be found on this topic as it relates to Florida.

Regional Economic Opportunities for Architects - 'Building Relationships'

Create a taskforce to identify international opportunities (especially in Cuba and the Caribbean) for Florida architects. The task force will develop practice guidelines, research rules and regulations, logistics, and business opportunities.

Sea Level Rise – 'Service through Policy Leadership'

Initiate a long term policy that acknowledges sea level rise will occur by adopting the position statement crafted by this group as shown in the attached document.

For a more complete statement of the 2016 goal, three year strategy and 30 year vision, see the attached draft summary position papers prepared by each group.

The Strategic Council recognizes that some of these issues and their respective actions may be perceived as controversial. It is important to keep in mind that the creation of the Strategic Council occurred as part of a comprehensive year long vetting process of the repositioning and overhaul of our governance structure. It is also critical to recognize that the Strategic Council discussed AIA Florida's legacy of advocating for the built environment as well as considering risk to the organization in adapting these actions. The Strategic Council is composed of a learned, diverse and loyal group of AIA members, including three former AIA Florida Presidents that remain actively engaged in the activities and planning of the organization. Throughout these discussions the Strategic Council has kept the long term best interests of AIA Florida in the forefront.

We would highlight that the charge of the Strategic Council is to attempt to peer over the horizon and anticipate the impending issues that will impact the built environment in communities across Florida over the next thirty years or so. Our focus is to be strategic and provide vision to the Board of Directors. While there is always risk in getting out front on an evolving issue, we feel there is equal or more risk in doing nothing; and that is the risk of becoming irrelevant.

"Don't be too timid and squeamish about your actions. All life is an experiment. The more experiments you make the better." — Ralph Waldo Emerson



AIA Florida

2016 Strategic Council



Livable Communities / Public Health
Work Group

AIA Florida

2016 Strategic Council

Livable Communities / Public Health Work Group

Recommended Goals for 2017; Update August 2016

30-Year Target: Within the next 30 years, we want architecture to be understood as essential to community wellness.

3 to 5 Year Plan: **Three Key Stages**

Stage One: Data Gathering and Research

Stage Two: Develop Tools for Public Engagement

Stage Three: Enable AIA Florida Architects to Influence Policy

Recommended Goals for 2017:

1. Organize existing data and research relating to the role of the built environment in public health.
2. Identify opportunities for new research and data analysis.
3. Develop tools to support public engagement through education. These tools can include white paper reports, encapsulated presentation content for delivery in public forums, web-based programming, and support documentation for AIA Florida member use.

Recommended Resources:

- **Human:** Assemble a diverse Livable Communities Task Force to focus on research and data gathering. This group should consist of up to 10 individuals, including AIA architects with practical experience in health care or community design, educators, public health professionals, and / or community-based health care providers. It is recommended that this Task Force effectively operate under the oversight of the existing Community committee within AIA Florida's current governance model. The Task Force is recommended to be renewed each year, with an open door for new and more diverse participants.
- **Financial:** During 2017, the above referenced Task Force should focus on developing a budgetary framework to support research and outreach efforts. The capital outlay for 2017 should be marginal, and the financial picture developed by this Task Force should be applied to inform the AIA Florida budget for 2018 and beyond, and should be factored into AIA Florida's long-term Strategic Planning process.
- **Material:** Material resources for this effort are initially anticipated to be associated with facilitating Task Force operations, primarily through web-based meeting platforms. Ultimately the material resources required will be dependent upon the framework of content that this Task Force assembles, and its methods of implementation.

REFERENCE DATA ASSEMBLED BY STRATEGIC COUNCIL TO DATE:

Public Health:

Centers for Disease Control and Prevention:

Data Set Directory of Social Determinants of Health at the Local Level.

Connecting architects with prevention strategies.

CDC Foundation / Robert Wood Johnson Foundation – 500 Cities Project:

<http://www.cdcfoundation.org/pr/2016/cdc-foundation-and-robert-wood-johnson-foundation-launch-500-cities-project>

National Prevention Strategy: <http://www.surgeongeneral.gov/priorities/prevention/strategy/>

Nutrition Physical Activity Obesity – Urban Design and Transportation Policies and Practices

Texas A&M University College of Architecture Center for Health Systems and Design Research for Active Living. Walkable communities study evaluating impacts of a walkable community on residents' physical and social health.

Catholic Health Association of the United States: A Guide for Planning & Reporting Community Benefit

AIA Florida
2016 Strategic Council
Livable Communities / Public Health Work Group
Summary of Goals and Milestones

30-Year Target:

Within the next 30 years, we want architecture to be understood as essential to community wellness.

3 to 5 Year Plan: Three Key Stages

Stage One: Data

Research and gather existing sources of data regarding the effects of good design for basic community functions such as health, education, worker productivity, crime, tourism, and commerce. Identify missing pieces and examine correlations to determine where additional data is needed. Stitch the pieces together to substantiate the fact that good design creates healthier, happier and more productive communities.

Stage Two: Public Engagement

The data gathered in stage one will form the credible foundation of a powerful message. The next step is for AIA Florida members to be empowered to become messengers, telling this story across the state. This can be done in a number of formats, including report documents, white papers, case studies, and exhibits.

Stage Three: Policy

This step involves turning the vision and ideas that emerge from the data mining and communication efforts into action. This action can take the form of creating better tools for members to use in helping clients evaluate design options, providing support for members to have greater influence when interfacing decision makers at the policy level – at both the local and state level.

One Realistic and Attainable Aim During 2016: ‘Discovering the Dots’

The end result of the data research stage described above (Stage One) will be likened to connecting the dots. Many data resources currently exist that are relevant to substantiate the positive impacts of good design relative to specific building or project typologies.

These data sources can be seen as ‘dots’ that are currently not connected in relation to one another. The first step in this process should be to gather all of the information that we can find regarding these ‘dots’, so that we can then begin to see where the voids and missing pieces are located. This task is one item that is very achievable during 2016.

Livable Communities/Public Health Rationale

Community design is directly linked to public health outcomes such as:

- Mental Health
- Obesity
- Asthma
- Aging & Life Expectancy
- Social Interaction
- Crime
- Education
- Productivity / Economic Growth
- Neighborhood Cohesion
- Emergency Room Use and Hospitalization Rates

The correlation between livable community development and public health outcomes has been studied and documented in different ways and through different lenses.

The Council recognized that although substantial research and documentation has been done to date, the pieces often seem to be disjointed – making it difficult to see the whole picture.

The Council further acknowledged the fundamental role of architecture in successful community design. Because all architecture is inherently connected to its context, whether urban or rural, the human experience of both public and private space is shaped by the built environment.



AIA Florida

2016 Strategic Council



Regional Economic Opportunities for Architects
Work Group

AIA Florida
2016 Strategic Council
Regional Economic Opportunities for Architects
Summary of Goals and Milestones
Amended as of September 2016

30-Year Target:

Provide the necessary resources and framework to prepare Florida architects for the realities and opportunities arising from sea level rise and global economic uncertainties, addressing the region's increasing population, changing demographics, emerging technologies, global investments and scarcity of resources.

3 to 5 Year Plan: "Building Relationships"

How:

Create a diverse economic task force that includes economists/financial planners, architects and urban planners, other consultants and vendors that will provide small firms with resources and tools necessary maintain and grow their practice while providing services locally and internationally.

1. Small Firm Focus – Resources and Framework – Business Practice Toolkits
 - a. Marketing to the private sector
 - b. Transitioning to public sector
 - c. Insurance and contract risk management terms (local and international services)
 - d. Financial Planning for the future (ownership transitions, buyouts, retirement etc.)
2. Changing Demographics / Global Uncertainty – Local and International Opportunities
 - a. Examine the impact of Florida's recent historic growth, identifying the its effect on the state's resources. Provide routine updates regarding the demographic and geographic trends, so firms can identify markets for growth.
 - b. Examine the impact of fluctuations in the global market on Florida international real estate investments. Provide routine updates on the trends in global market that would have an impact on Florida and architects and identify affected regions.
 - c. Expand AIA Florida's international role by leveraging International chapters and establishing a culture of knowledge sharing. Develop the relationships and information base necessary for firms wanting to expand international practice, particularly in Cuba.
3. Limited Resources – Preparing for the Future
 - a. Multidisciplinary (educational) outreach: develop a multidisciplinary effort with educators, students and other professional associations to educate k-12 community on the profession of architecture and design in general, and how a

comprehensive approach can influence community development, including an awareness and impact of Sea Level Rise

One Realistic and Attainable Aim During 2016:

Committee asks the Board to appoint a long-term taskforce to examine the economic opportunities and needs faced by firms throughout the state. The committee will provide a roadmap identifying the tools and resources needed to develop a toolkit for marketing to the private sector; how to transition to public sector work; develop business practice guidelines for local and international work, including a firm's financial planning for the future.

AIA Florida
2016 Strategic Council
Regional Economic Opportunities for Architects
Summary of Goals and Milestones

30-Year Target:

Provide the necessary resources and framework to prepare Florida architects for the realities and opportunities arising from sea level rise and global economic uncertainties, addressing the region's increasing population, changing demographics, emerging technologies, global investments and scarcity of resources.

3 to 5 Year Plan:

1. On a global scale,
 - a. Examine the impact of fluctuations in the global market on Florida international real estate investments. Council may provide routine updates on the trends in global market that would have an impact on Florida and architects and identify affected regions
 - b. Expand AIA's international role by leveraging international chapters and establishing a culture of knowledge sharing
2. Multidisciplinary (educational) outreach: develop a multidisciplinary effort with educators, students and other professional associations to educate K-12 community on the profession of architecture and design in general, and how a comprehensive approach can influence community development
3. Create a case study providing support for sustainable, efficient, inclusive communities and livable spaces that address the needs of a diverse demographic population. Examine successful and failed projects to understand the complexities.

One Realistic and Attainable Aim During 2016:

Create a taskforce to identify international opportunities (especially Cuba and the Caribbean) for Florida architects. Utilize existing relationships or build new relationships in Cuba to facilitate project proposals. Task force will develop practice guidelines, research rules and regulations, logistics, and business opportunities.

Regional Economic Opportunities for Architects

Short Description

Create a task force to investigate opportunities for AIA Florida in emerging markets, specifically Cuba/Caribbean/Latin America. For the current year, the task force should focus on Cuba. It will develop practice guidelines to work in the country, report on the existing and proposed rules and regulations that would impact developers and architects, and research the logistics of working in Cuba. It will also identify business opportunities by industries and establish contacts with relevant individuals, including Cuban architectural community to facilitate collaboration and joint venture projects.

Rationale

As US-Cuba relation improves, given its proximity to the US, especially to South Florida, American businesses are well-positioned to take advantage of new opportunities. According to some estimates, foreign investment in Cuba is expected to reach close to \$20 billion over the next five years. This is about 16% to 28% the size of Cuba's economy. Growth rate has increased from 1% in 2014 to 4% in 2015 and expected to remain around 4% in the next four years. Of the 250 projects proposed in the Portfolio of Foreign Investment Opportunities that would require \$8bn in the short term, 56 are in tourism and 100 projects are in energy. Projects span from construction of wind farms to five-star hotels to boost the local economy and increase exports.

Decades of economic sanctions have left Cuba's infrastructure in a state of disrepair, including waterfront, transit and road systems, parks and public spaces, and historic buildings. As embargo is lifted and state stronghold on industries is relaxed through economic reforms, American urban planners and architects can start to look for opportunities to work in the region and expand their international presence.

While it is true that Spanish, French and Canadian companies have long been building beach resorts and hotels in Havana and much of the country's waterfront access has been claimed, there are still considerable opportunities for American architects and companies to improve Cuba's infrastructure, starting with hospitals and public spaces. With President Obama's visit to Cuba this month and further economic reforms in Cuba, the time is now for a task force to survey these opportunities and the legal impediments associated with them.



AIA Florida

2016 Strategic Council



Sea Level Rise Work Group



AIA
Florida

Press Release

For Immediate Release

April 19, 2016

Contact: Candace Munz

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AIA Florida Publishes Position on Future Sea Level Rise

Tallahassee, Fla. — At its recent quarterly meeting, the Board of Directors of The Florida Association of the American Institute of Architects (AIA Florida) Board of Directors unanimously adopted a new position advocating building and community design based on inexorable sea level rise. The policy was recommended by the newly convened AIA Florida Strategic Council. The council was created as a “think tank” of advisors to the association.

The policy states:

The Florida Chapter of the American Institute of Architects recommends that its members, clients, and their communities seriously consider the impacts of slowly rising sea level as a design consideration, recognizing the preponderance of scientific evidence that sea level rise is now unstoppable regardless of the important efforts focused on sustainability. Given the uncertainty of exactly how fast sea level will rise over the course of this century, but noting that effects are already being seen in low lying coastal communities, as a general guideline, we recommend that building designs, codes, and infrastructure accommodate three feet of sea level rise for projects in all low-lying areas, even those farther inland and up tidal rivers.

Attribute quote to AIA Florida Strategic Council Chair, Andrew M. Hayes, AIA: “Although there is no way to precisely predict how quickly sea level will rise, architects should advise clients of associated risks rise in order to plan for a built environment that is more resilient to temporary flooding from storms and extreme tides, which will be impacted greatly by rising sea levels.”

Attribute quote to 2016 AIA Florida President, Martin Diaz-Yabor, FAIA: “It is vital that as architects we acknowledge the risks that buildings and communities often face when constructing infrastructure with a life-span of fifty years or even a century. The responsible course of action is to adapt with a precautionary principle so that the built environment continues to be a good investment long-term.

Strategic Council Members: Jason Alread, AIA; Saad Alam, Ph. D.; Yovanna Alvarez, Assoc. AIA; David Bailey, AIA; Reinaldo Borges, AIA; Nathan Butler, AIA; Erinn Collinsworth, AAI; Rodolphe el-Khoury, Ph. D. ; Dawn Emerick, Ed. D.; John Englander;

AIA Florida
2016 Strategic Council
Sea Level Rise Work Group
Summary of Goals and Milestones
Amended as of September 2016

30-Year Target:

Serve as community and professional leader in providing education and solutions for accommodating a rising sea level. This includes development of contract language that will assist design professionals in encouraging clients to understand and acknowledge the risks associated with building structures that are not equipped to accommodate an elevated sea level.

3 to 5 Year Plan: Educating The Public

How:

By serving as a leader in the design profession and community, AIA Florida should develop a publication to convey subject matter information on sea level rise, as well as, serve as a leader in creating a task force of design and construction related professional associations.

1. Sea Level Rise Tool Kit
 - a. Develop a publication to convey building issues associated with sea level rise to the public
 - b. Identify opportunities for publication's distribution
 - c. Establish AIA Florida as community leader on the subject
2. Building Profession Task Force
 - a. Initiate a formal meeting among building related associations including: Florida Engineering Society, Florida Institute of Consulting Engineers, Associate General Contractors and the Florida Society of Landscape Architects.
 - b. Facilitate education on the impact of sea level rise.
 - c. Develop policy statements among all associations represented to convey a unified stance on sea level rise among the design and construction industry.
3. Engage Academic Institutions
 - a. Continue efforts to facilitate the transfer of new knowledge from academia to professional practice by actively engaging Florida's higher education institutions.

Attainable Goal for 2017:

The committee submits to the Board of Directors that in 2017 a formal continuing education unit be developed focusing on sea level rise education. The committee also requests the commitment of staff time to develop the network of design and construction professionals in an effort to assemble the task force set forth in the three- to five-year plan and facilitate potential meets of this group.

Goals accomplished in 2016:

The AIA Florida Board of Directors unanimously adopted the following statement on Sea Level Rise during the second quarterly board meeting held in Miami in April 2016. Since the adoption of the statement, AIA Florida has publicized the position and worked to garner press in cities that will be affected by the rising sea level. The policy states:

The Florida Chapter of the American Institute of Architects recommends that its members, clients, and their communities seriously consider the impacts of slowly rising sea level as a design consideration, recognizing the preponderance of scientific evidence that sea level rise is now unstoppable regardless of the important efforts focused on sustainability. Given the uncertainty of exactly how fast sea level will rise over the course of this century, but noting that effects are already being seen in low lying coastal communities, as a general guideline, we recommend that building designs, codes, and infrastructure accommodate three feet of sea level rise for projects in all low-lying areas, even those farther inland and up tidal rivers.

Erika Hagan, AIA; Andrew M. Hayes, AIA; Jeffrey Huber, AIA; Patrick Thorpe, AIA;
Rodner Wright, AIA; Donald Yoshino, FAIA

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The Florida Association of the American Institute of Architects, headquartered in Tallahassee, represents the interests of more than 3,500 members in Florida. Members adhere to a code of ethics and professional conduct that assures the client, the public, and colleagues of an AIA-member architect's dedication to the highest standards in professional practice.

AIA Florida
2016 Strategic Council
Sea Level Rise Work Group
Summary of Goals and Milestones

30-Year Target:

Over the next 30 years, we want architects to be leading interdisciplinary teams addressing sea level rise through visioning and implementation projects within communities across the state.

3 to 5 Year Plan (Three Actionable Goals):

1) Educate and Activate Architects on Sea Level Rise

It was discussed that as a profession we should develop a unified voice and position when engaging the public regarding sea level rise. The importance for such a new broad guidance in the first action takes into consideration that professional architects have an obligation to divulge risks and that buildings, infrastructure and communities often have durable utilization periods of fifty years or even a century. Thus the responsible course of action is to plan and adapt with a precautionary principle so that the built environment becomes more resilient and continues to be a good investment in the long term.

2) Leverage the Profession

There was a realization that, though unprecedented, the risk of adapting to rising sea level presents a tremendous opportunity for architects to be at the forefront of this great challenge since our profession crosscuts all scales of development within the built environment from buildings to regional master planning. Architects must insert themselves as design thinkers and lead interdisciplinary teams engaged in developing solutions for a more resilient and adaptive built environment across the state.

3) Engage Academic Institutions

Schools of Architecture should embed sea level rise into their curriculum. The Academic can play an important role in innovating new knowledge sets for the profession and

general public. Furthermore, they play a crucial role since they can remain politically neutral, whereas professional practice and governmental organizations tend to be restricted. AIA Florida can and should facilitate the transfer of new knowledge from the academy to professional practice by actively engaging the academy.

First Action: Accept Three Feet of Sea Level Rise as a Professional Organization

Rising Sea Level Position Statement

The Florida Chapter of the American Institute of Architects recommends that its members, clients, and their communities seriously consider the impacts of slowly rising sea level as a design consideration, recognizing the preponderance of scientific evidence that sea level rise is now unstoppable regardless of the important efforts focused on sustainability. Given the uncertainty of exactly how fast sea level will rise over the course of this century, but noting that effects are already being seen in low lying coastal communities, as a general guideline, we recommend that **immediate action regarding** building designs, codes, and infrastructure incorporate accommodation to three feet of sea level rise for projects in all low-lying areas, even those farther inland and up tidal rivers **as soon as possible**.

Sea Level Rises Rationale

Rationale

- The latest U.S. guidance regarding sea level rise from the US Geological Survey, the Department of Defense, NOAA, and the Army Corps of Engineers states a greater than 9 in 10 chance that sea level this century could be as much as 6.6 feet above present.¹ It must be noted that this implies an allowance of as much as a ten percent risk that it could be even greater.
- During the very week that the AIA-FL Strategic Council met in Orlando, newspaper headlines in the New York Times² and globally noted a new study in Nature described with increasing confidence the same observations of Antarctic collapse that had been described in UN Intergovernmental Panel on Climate Change – Assessment Report 5(IPCC)³ and other sources for several years.⁴
- The Council recognized the high importance for “green building” and other sustainability practices in architecture to slow the warming, but also recognized that with global ocean temperatures already having risen 0.85 degrees C, that higher sea level was now unstoppable for centuries due to the warming of the oceans and the force melting the ice sheets of Greenland and Antarctica. Even if the goal set at the Paris Climate Conference (COP-21) in December 2015 were fully achieved, sea level would still rise.
- Immediately Accepting and planning for three feet of sea level rise is recommended to allow considerable flexibility for the adaptation process and to take into account that it is impossible to precisely predict how quickly sea level will rise.
- The importance for such a new broad guidance takes into consideration that professional architects have an obligation to divulge risks and that buildings, infrastructure and communities often have durable utilization periods of fifty years or even a century. Thus, the responsible course of action is to plan and adapt with a precautionary principle so that the built environment is a good investment for the long term. Furthermore, planning for higher sea level will make the built environment more resilient to temporary flooding from storms and extreme tides, which will be impacted ever higher by rising sea level.

There was a realization that though unprecedented the risk of adapting to rising sea level presents a tremendous opportunity for architects to be at the forefront of this great challenge since our profession crosscuts all scales of development within the built environment from buildings to regional master planning.

¹ “Global Sea Level Rise Scenarios for the United States National Climate Assessment” December 6, 2012 http://scenarios.globalchange.gov/sites/default/files/NOAA_SLR_r3_0.pdf NOAA Technical Pub OAR CPO-1

¹ “Climate Models Predict West Antarctic Ice Sheet Could Melt Rapidly” March 30, 2016, New York Times http://www.nytimes.com/2016/03/31/science/global-warming-antarctica-ice-sheet-sea-level-rise.html?_r=0

¹ http://ipcc.ch/pdf/assessment-report/ar5/wg1/WGIAR5_SPM_brochure_en.pdf

¹ High Tide On Main Street: Rising Sea Level and the Coming Coastal Crisis by John Englander, p 58-60.



AIA Florida

2016 Strategic Council





Jason Alread, AIA

Jason is the Director of the School of Architecture at the University of Florida. He was educated at the University of Florida and Yale University. His teaching and work focus on design thinking, craft, assembly and process.



Saad Alam, Ph.D.

Saad Alam is a Ph. D. in economics, who was an assistant professor of economics at the University of St. Thomas and later, an antitrust economist for the Texas Attorney General's Office. Currently, he is a data scientist at Adventist Health System. His expertise are in economic modeling and research, competition analysis, quantitative analysis, econometrics, and data mining



Yovanna Alvarez, Assoc. AIA, LEED AP BD+C

Yovanna Alvarez has over 20 years of professional architectural experience and has been an active member of the AIA and AIAS, serving on the local, state and national levels. Born in Madrid and raised in Miami, she holds a Bachelor's in Architecture and Master's in Urban Planning (minor in Graphic Design and Art History) from University of Miami, as well as a Project Manager's Development Certification from PMI. In 2005 to 2007, Alvarez received the AIA Miami President's Merit Award for outstanding community and professional services. In 2007, she was honored with the Certificate of Appreciation "Architects in the Making" from Miami City Mayor Manny Diaz. During 2006 to 2008, Alvarez was Chair of the AIA Miami Design Technology Expo. She has served as the AIA National Associate Director for Florida, Caribbean and Puerto Rico. She was honored with The Associate Member Individual Honor Award at the AIA Florida Convention. She has served on the AIA Board of Directors for AIA Miami Chapter, and led the Florida ARE Boot Camp. She has been the Young Architects Forum Committee Chair, and has presented LEED seminars at the AIA Miami Convention and Women in Architecture (WIA) events.

Professionally, Alvarez has held leadership positions at HKS, Perkins + Will, Kobi Karp and Bermello, Ajamil & Partners with professional experience ranging from hospitality, healthcare, government, transportation, aviation, institutional, and residential mixed-use facilities local and international projects in . Currently, she serves as a Senior Project Manager at Shulman + Associates in Miami, where she is leading the Construction Administration on several large hotel projects as well as mentoring younger staff.



David Bailey, AIA

20 years experience in the various phases of the planning, design, construction and management process. Responsibilities have included extensive public planning and input, public agency management, marketing/proposals, all phases of design, code research, operating and capital budgets, cost estimating and construction documents as well as governmental and inter-governmental coordination/review and permitting, construction administration and lending services. Projects have ranged from small, detail-oriented renovations to \$30M+, multi-phased new construction. David currently serves as Town Manager of Rosemary Beach.



Reinaldo Borges, AIA

Reinaldo Borges is the Founder and Principal of Borges + Associates Architecture, a leading sustainability design and architecture firm headquartered in Miami, Florida. Originally born in Cuba, Borges immigrated to the United States in 1969 when political strife threatened the well-being of he and his family. After receiving degrees from the University of Florida and the University of Miami School of Architecture, Borges went on to hold the position of Design Director for Arquitectonica, where he played an integral role in developing the existing skylines of Miami and Miami Beach. Throughout his 25+ year career, Borges has put his stamp on iconic developments throughout Southern Florida. Amongst other projects, he has led teams for the American Airlines Arena, one of the first sporting arenas to receive LEED Green Building Certification, the Infinity at Brickell Tower, and the Grand Beach Hotel.

As the Chairman of the Sea Level Rise Task Force at the American Institute of Architects, Borges has devoted significant energy towards resilient and “future-proof” building practices. During the 2015 celebration of 100 Years of Miami Beach Resiliency Summit, he was awarded a special community appreciation award for his enthusiastic and engaged involvement with the City of Miami Beach on the complex topic of sea level rise. In conjunction with the Dutch government and other experts on rising sea levels and their effects on cities like Miami, Borges has traveled extensively to gain insight and perspective into new technology and architectural methods for adaptability and resiliency.

Not simply a designer and architect, sustainability and resiliency are at the heart of each of Reinaldo Borges’ internationally-acclaimed projects. An active member of the U.S. Green Building Council and American Institute of Architects, he is also the Chairman for the Real Estate Council at the Miami Beach Chamber of Commerce and a member of their Executive Board of Governors. Building upon his illustrious body of work within Miami, Borges has become a leading voice on the topic of sea level rise and how it will affect future development, through which he has devised key strategies for resiliency and future-proofing cities like Miami from the effects of climate change.



Nathan Butler, AIA

Nathan Butler, AIA is a Vice President with HKS Architects, Inc. in Orlando, Florida. A past president of AIA Florida and AIA Orlando, Nathan has actively served on the AIA Florida Board of Directors since 2005, where he has led initiatives to position the AIA for long-term growth through leadership development, community awareness, and mentorship. As a Past President of AIA Florida, Nathan facilitated the effort to modernize the Association's governance model, and is engaged in on-going implementation of the Jacob Leadership Institute.

Nathan's work at the local level has focused on building partnerships within the Central Florida community to address issues such as affordable housing, enhancing facilities to address increasing demands for services to homeless individuals and families, and fostering stronger ties with local educational institutions. In supporting these efforts, Nathan has served with numerous professional and community based organizations including: the Central Florida Affiliate of the ACE Mentor program, the Florida Foundation for Architecture, NCARB, the University of Florida Sustainable Design Learning Collaborative, the Central Florida Partnership's BusinessForce board, and the Foundation for Orange County Public Schools.



Erinn Collinsworth, AAI

Erinn is a highly motivated, determined and optimistic individual who feels incredibly blessed to have her work's purpose be what she loves. With an emphasis on client service and a clear focus on the needs of her clients, she has had the opportunity to share the knowledge and experience developed over 20 years in Professional Liability and Construction insurance and risk management.

Erinn graduated from FIU in 1993 from the School of Hospitality Management. She currently serves as President of Collinsworth Insurance & Risk Management Services, Inc., a commercial insurance agency providing insurance and risk management for design professionals and construction firms. Erinn began her work in the field of insurance and risk management in 1993. In 2014, her article, The Importance of Report Disputes and Claims, was published in the JCJ Newsletter.

Erinn is a past president of the Independent Insurance Agents of South Florida where she served as chair of all committees which included reviewing and updating the association's bylaws. Erinn served on the board of a/e ProNet and was the risk management and insurance advisor to the PBS&J internal committee.



Rodolphe el-Khoury, Ph. D.

An academic with more than 26 years of experience in the field, el-Khoury joined the faculty at John H. Daniels Faculty of Architecture, Landscape and Design in 2005. Born in Beirut, Lebanon, el-Khoury found his passion early in life. During his stellar career, he has taught at Harvard University, MIT, University of Hong Kong, Princeton University and Columbia University among others. He was named the Dean of the University of Miami School of Architecture in 2014.

As a partner in Khoury Levit Fong (KLF), his award-winning projects include Beirut Martyr's Square (AIA San Francisco), Stratford Market Square (Boston Society of Architecture), and the Shenzhen Museum of Contemporary Art (AIA Cleveland). Recently KLF won international competitions for a planning exhibition hall in Changzhi, China and for the revitalization of Copley Square in Boston.

As co-director of the Responsive Architecture at Daniels laboratory (RAD LAB), el-Khoury researches architectural applications for information technology aiming for enhanced responsiveness and sustainability in buildings and cities. He spoke at TEDxToronto in September of 2013 about his designs for the "Internet of Things." He aims to put every brick online and believes that "embedded technology empowers networked environments to better address the environmental and social challenges we face today."

El-Khoury received a doctorate degree in Philosophy and a Master of Arts in Architectural History from Princeton University, as well as a Master of Science in Architecture Studies from Massachusetts Institute of Technology (MIT), and a bachelor's degree in Architecture and Fine Arts from Rhode Island School of Design.



Dawn Emerick, Ed.D.

Dr. Dawn Emerick relocated to Jacksonville in 1991 from the DC / Maryland metropolitan area after graduating from Frostburg State University in Cumberland, Maryland. In 1992, she began her career as a chronic disease health educator with the Duval County Health Department. She crafted her leadership, evaluation, and health communication skills at various non-profit organizations and in the private sector where she served as the Senior Public Affairs Consultant for First Coast Service Options, Florida's Medicare Administrator and subsidiary of Florida Blue.

Dr. Emerick retired from her role as the President & CEO for the Health Planning Council of Northeast Florida in 2014 to pursue several leadership, entrepreneurial and Downtown development opportunities including her Hold-On-Legacy speaking circuit regarding work/life balance, THE BARGE, an entertainment venue planned for the St. Johns River, and Impact Partners, a national consulting firm that provides executive turn around services and healthcare community benefit planning. This past February, Dawn assumed the role of CEO of Groundwork Jacksonville, a start-up organization charged with reinvigorating public space by remediating contaminated land and water.

Dr. Emerick was recently invited to serve on the esteemed Project for Public Spaces' Placemaking Leadership Council and is a newly elected member of the Florida Chapter of the American Institute Architecture (AIA) Florida/Caribbean Regional Associates' Board of Directors. Dr. Emerick was voted as one of Jacksonville's Up and Coming Leaders by the Jacksonville Business Journal and voted as one of the Top 40 Influencers in Healthcare in Northeast Florida by 904 Magazine for two consecutive years. This past summer, she was recognized as a Women of Influence by the Jacksonville Business Journal. She is a three-time Florida Public Relations Association Image Award winner and was the vision behind the Peabody Award Winning documentary "Behind Closed Doors" with WJXT Chan 4 and Hubbard House. She has presented at several national and statewide conferences and has served as a peer reviewer for health related journals. In 2010, Dr. Emerick completed Leadership Jacksonville. In 2014, Dawn was appointed by the Surgeon General of the Florida Department of Health to the Statewide Steering Council charged with developing Florida's Health Improvement Plan. She has served as an adjunct professor at the University of North Florida teaching the Managerial Epidemiology course. Finally, she dedicates time to mentor three up and coming Jacksonville leaders.

Dr. Emerick is a member of the Jacksonville Chamber of Commerce, the Chamber's Board of Governors, Florida Brownfield Association, Project for Public Spaces Leadership Council, Downtown Rotary, and the Urban Land Institute. She is a two-time alumna of the University of North Florida where she received her Masters in Public Administration and Health Administration in 1995 and her Doctor of Education Leadership and Social Marketing in 2008.

Dawn is married to Al Emerick and has three children- Natasha, a graduate student at Purdue, Richard, employee of UPS, and Dylan a student at Douglas Anderson School of the Performing Arts.

John Englander



John Englander is an oceanographer, consultant and sea level rise expert. His broad marine science background coupled with degrees in geology and economics allows him to see the big picture on climate and look ahead to the large-scale financial and societal impacts, particularly as they relate to sea level rise. He brings the diverse points of view of a scientist, entrepreneur and CEO.

For over 30 years, he has been a leader in both the private sector and the nonprofit arena, serving as CEO for such noteworthy organizations as The Cousteau Society and The International SeaKeepers Society. As the Founder of the Rising Seas Group, he works with businesses, government agencies, and communities helping them to understand, plan and adapt to the financial risks of rising sea levels.

His best selling book, *High Tide On Main Street: Rising Sea Level and the Coming Coastal Crisis*, clearly explains the science behind sea level rise, the impending devastating financial impacts and the "intelligent adaptation" that all businesses and coastal communities must consider today. He believes that along with the tremendous risks in the coming decades there will also be enormous economic opportunities that will allow us to thrive if we begin now to plan and adapt for a more resilient future.

Mr. Englander is a sought after keynote speaker. His recent media appearances include MSNBC, ABC, Fox Business Channel, The Weather Channel, PBS, CCTV (China), National Public Radio (NPR), and SkyNews TV-UK. He has been featured in USA Today, Huffington Post, the San Francisco Chronicle, and Publisher's Weekly.



Erika Hagan, AIA

A partner at Hoy + Stark Architects, Erika Hagan, has been employed at the firm since February 2012 and became a registered architect March 2014. Originally from Blairstown, New Jersey, Hagan has over eight years of architectural work in Florida. A graduate of Florida Agricultural & Mechanical University, Hagan graduated Summa Cum Laude in 2006. Her work includes gymnasium renovations for Godby High School, faculty clubhouse renovations for FAMU, and multiple minor service projects with DMS.



Andrew M. Hayes, AIA, LEED, AP

Andy, is managing principal for hayes|cumming architects, a design focused studio environment in St Petersburg, Florida. He is a LEED accredited professional and responsible for practice management and business development of the firm. His focus is an urban design, and public architecture. Andy has extensive experience with visioning, feasibility and programming of complex projects. He also shares the Markborough Endowed Chair as an adjunct professor in the USF School of Architecture + Community Design; teaching urban design and community resilience.

In 2015 Andy served as President of AIA Florida, the fifth largest AIA component in the United States. During 2012-13, as Vice President of Advocacy & Legislative Affairs, together with EVP Vicki Long, CAE, Andy led AIA Florida's advocacy efforts resulting in passage by the Florida Legislature of the Fairness in Liability legislation. He also formerly served as Transition Team Co-chair for St Petersburg Mayor Rick Kriseman and President of the Grand Central District Association, a certified Florida Main Street, that was recognized as an outstanding Main Street by the Florida Secretary of State.



Jeffrey Erwin Huber, AIA, NCARB, LEED AP

Jeff Huber joined Brooks + Scarpa Architects in 2015 and is the Director of Planning and Urban Design, as well as Managing Principle of the Fort Lauderdale office. Huber is also an Assistant Professor at Florida Atlantic University School of Architecture where he teaches upper-division architecture and urban design studios, as well as urban design history and theory. His professional and academic work focuses on meta-disciplinary projects that combine ecological, landscape, urban, and architectural design.

Huber's research, teaching, and design work have garnered numerous national awards, most notably from The American Institute of Architects (AIA), The American Society of Landscape Architects (ASLA), and the American Collegiate Schools of Architecture (ACSA) from whom he was awarded the 2011-2012 ACSA/AIAS New Faculty Teaching Award. Since his own thesis project from the University of Florida was published in *Sustainable Construction: Green Building Design and Delivery* by Charles Kibert (Wiley, 2005), Huber has advanced sustainability educational and professional initiatives in agricultural urbanism, missing-middle housing typologies, Transit-Oriented Development and Low Impact Development. His professional work has been published in books and periodicals including *99K House Competition*, *Architect*, *Residential Architect*, and *Architectural Record*. Huber was previously the Assistant Director of the University of Arkansas Community Design Center, an internationally recognized outreach center of the Fay Jones School of Architecture + Design. He has also worked in Miami for Zyscovich Architects, Inc. and Howard Davis Associates Architects, P.A. in Saint Augustine. Huber earned a Bachelor of Design in Architecture and a Master of Architecture from the University of Florida. Huber currently holds an NCARB Certificate with licensure in Florida and Arkansas and is a LEED Accredited Professional with LEED project experience in building design and neighborhood development.



Patrick Thorpe, AIA

Patrick Thorpe (allegedly), AIA currently serves as East Director for the American Institute of Architects Tampa Bay chapter. Beyond local responsibilities, Patrick also serves with the Strategic Council for AIA Florida. Patrick has been responsible for engaging members in their pursuit of licensure and promoting best practices as a young professional. For his efforts, Patrick was honored with the Kelley Emerging Professional Award in 2015.

Patrick strives to increase public awareness of the importance of architecture within the community. It is not uncommon to see Patrick dressed in a ten foot tall scale costume of the iconic Rivergate Tower –designed by Harry Wolf, FAIA, walking in and around Downtown Tampa. This effort provides tremendous exposure for our city and the importance of excellence in design through traditional and social media outlets, engaging the public in new conversations in a unique manner.

Beyond architecture, Patrick engages the community by participating on Hillsborough County advisory boards as Vice Chair of the Bicycle Pedestrian Advisory Committee (BPAC) and as AIA Representative for the Livable Roadways Committee (LRC). As an Eagle Scout, Patrick acts as an Assistant Scoutmaster with Boy Scout Troop 22. As a citizen, Patrick mentors through Big Brothers Big Sisters. As an educator, Patrick teaches architecture in local public middle school STEM programs.

Patrick is a firm believer that Sundays were made for NASCAR.



Rodner Wright, AIA

Wright has been dean and a member of the faculty of the FAMU School of Architecture since August 1996. During this same period, he has been an active board member of the Florida Association of the American Institute of Architects and the Tallahassee Chapter. From 1998-2001, he served on the National Architectural Accrediting Board, first as vice president and then as president. Since 1995, he has served on and/or chaired more than 16 accrediting and candidacy visits combined including a candidacy visit to American University of Sharjah in the United Arab Emirates in 2008.

Prior to coming to FAMU, he spent 11 years as a member of the faculty at Mississippi State University School of Architecture. While there he taught design and architectural delineation. Additionally, he served first as academic advisor, and then as associate dean. In 1992, he became the first African American to serve as president of the Mississippi Chapter of the American Institute of Architects.

He is a native of Pittsburgh, Penn. and holds a B.S. degree in design from the University of Cincinnati, College of Design, Architecture and Art and a M. Arch from Harvard University, Graduate School of Design.

Guest Participant



Donald T. Yoshino, FAIA

Donald T. Yoshino, FAIA has been practicing architecture in Florida for more than 20 years and is based in Boca Raton, Florida. He has been an active member of the AIA since 1977 and has held numerous leadership positions within the organization, including serving as the 2007 President.

Along with his AIA commitments, Mr. Yoshino has served on various boards at the community level. Most notable is his involvement with nationally and internationally recognized

Morikami Museum and Japanese Gardens, where he is currently President of the Board of Trustees.

Under his administration, AIA Florida embarked its first five-year strategic plan to establish long-range goals that can be programmed, researched and implemented by staff, notwithstanding any yearly leadership changes.

Yoshino received his bachelor's degree in architectural engineering from California State Polytechnic University and later attended Kyoto University Graduate School to study Japanese architectural history. He is currently a licensed architect in Florida, Arizona, California, Georgia, Louisiana, Maryland, North Carolina and New Jersey.

Staff



Vicki Long, CAE, Hon. AIA

Vicki Long, CAE, has served as the executive vice president/CEO of the Florida Association of American Institute of Architects since 2004. In addition, she serves as the defacto executive director of the AIA Florida/Caribbean Region, the Florida Foundation for Architecture and the Florida Architects Political Action Committee. As 2013 past president of the Council of Architecture Component Executives she was appointed to the AIA Board of Directors class of 2012-2014. She has participated on numerous AIA board committees, the Secretary's Advisory Committee and the 2013 Executive Committee. Vicki was granted honorary AIA membership in 2015.

She earned her Certified Association Executive (CAE) designation in 2003 and has served on board leadership positions for the Tallahassee Society of Association Executives Foundation, the Florida Society of Association Executives and the Tallahassee Chamber of Commerce Professional Women's Forum. Most recently she was named president-elect of the Florida Society of Association Executives.

In the years she has served as executive vice president, the association has twice been named Association of the Year by the Tallahassee Society of Association Executives, received 10 Component Excellence Awards from The American Institute of Architects and the Small Business Award from the Tallahassee Chamber of Commerce.

Vicki serves as the lead lobbyist for the association and has more than 20 years of experience with the Florida legislative process.

Prior serving the Florida AIA, Vicki served as senior director of executive business of the 18,000 member, \$10 million Florida Institute of CPAs.



Candace Munz

Candace Munz has served as the Manager of Communications and Public Relations for AIA Florida since 2012. She serves as the staff liaison for the AIA Florida Communications Committee, oversees the AIA Florida/Caribbean Honor and Design Awards, The AIA Florida People's Choice Competition and manages all internal and external communication for the association. Outside of the office she is an avid equestrian, and contributes her free time to the North Leon Relay for Life, the North Florida Fair Association and the Leon County Humane Society.

In 2015 Candace was named one of the Capital City's Top 20 Under 40. She is a Florida native and a graduate of the University of Florida.

**2016 AIA FLORIDA STRATEGIC COUNCIL
2016 OVERVIEW**

FOCUS AND GOALS:

The Strategic Council will serve as a resource with perspective to take up broad issues that shape the future of communities across Florida. The charge of this group is to strive to foresee emerging trends that have the potential to impact the profession of architecture across the state of Florida. The Council will provide insight for the Board to use as a guide in its on-going efforts to fulfill our mission. Key issues that the Strategic Council will take up for 2016 include:

- Livable Communities & Public Health
- Sea Level Rise
- Regional Economic Trends

Strategic Council members in attendance at the April 1, 2016 meeting in Orlando, Fla.



FIRST QUARTER		
MONTH	ACTIVITY	REMARKS
January	Board Approval of Strategic Council Nominees	Formal establishment of the Strategic Council.
February	Announcements and Council Introduction	PR roll-out & meeting planning.
March	Preparation of recommendations and next steps for board review	Documenting Council approach.

SECOND QUARTER		
MONTH	ACTIVITY	REMARKS
April 1	Council Meeting 1	Council kick-off.
May	Advance research effort, discuss input from Board Meeting 1	Documentation and further exploration.
June 3	Council Meeting 2 – Conference Call	Advancing exploration of key issues.

THIRD QUARTER		
MONTH	ACTIVITY	REMARKS
July July 22	Prepare Council report for Annual Meeting Council Meeting 3 - Conference Call	Summarizing the Council's work and direction for reporting at Annual Meeting.
August	Advancing development of issues – begin white paper	Refining focus on key issues.
September	Prepare updated recommendations for board review	Documentation of Council insight for board review.

FOURTH QUARTER		
MONTH	ACTIVITY	REMARKS
October 7	Council Meeting 4 – Review final draft of white paper	Setting goals for 2017.
November	Convene Council Nominating Committee	Identifying new / existing members of the Council.
December	Council recruitment, prepare updated recommendations for board review in January 2017.	Locking in Council members and agenda for 2017.

"I hope you enjoy the sumi-e artwork that will be a reminder of our Strategic Council. Please have a great year filled with progress, prosperity and success ."

Donald T. Yoshino, FAIA
April 1, 2016

A brief explanation of the artwork:

The six art forms of yin yang are symbolizing the three active issues that the strategic council will take up this year. Livable Communities/Public Health, Sea Level Rise, and Regional Economic Trends. They are shown not engaged as one meaning that there is much work to be done with the three issues for the true meaning of yin yang to come together. The Enso (circle) symbolizes AIA Florida and is not complete, waiting for the issues to be better defined. Let's close each of the issues within its own yin yang and surround it with a total circle for AIA Florida. Remember VISION without ACTION is a DAYDREAM and ACTION without vision is a NIGHTMARE.



"Yin Yang" is known as a symbol of perfect balance. Opposites' interacting forces supposedly the seed of all things. Further the symbol represents the belief that everything in the universe consists of opposing but complementary forces found in all things.

Examples of Yin Yang are: Life-Death; Dark-Light; Matter-Spirit; Health-Sickness; Earth-Sky; Female-Male; Passive-Active; Down-Up; North-South; Water-Fire; Winter-Summer; Shade- Sunlight; etc.

Accordingly, the forces of everything in the universe are in constant motion. As the movement continues, each of the forces of energy gradually changes to the other, yin to yang and yang to yin.

The meaning of the yin yang symbol encompasses harmony and balance within the universe. They exist in everything around us and are the basis of life as nothing can exist by itself. This concept is illustrated in many different types of art forms.

Ensō is a [Japanese word](#) meaning "[circle](#)" and a concept strongly associated with [Zen](#) It symbolizes absolute [enlightenment](#), strength, elegance, the universe, and the [void](#).. As an "expression of the moment".

Enso symbolizes a moment when the mind is free to simply let the body/spirit create. It shows the expressive movement of the spirit at that time. Enso that are not closed or complete means that it is something greater or something needs to be done to make it complete.

