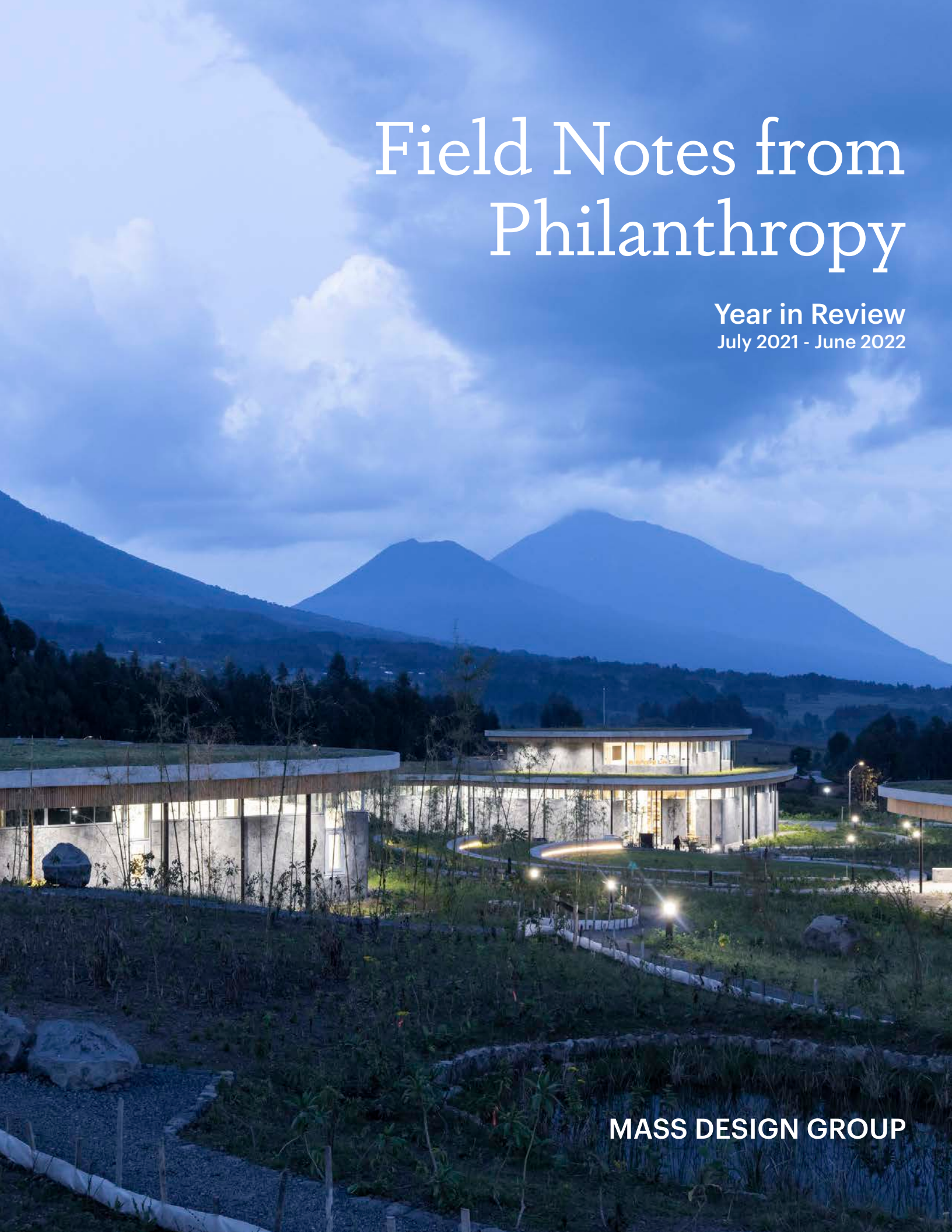




Field Notes from Philanthropy

Year in Review
July 2021 - June 2022

MASS DESIGN GROUP



Gun Violence Memorial Project
Chicago, Illinois, US

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Front Cover
The Ellen DeGeneres Campus of the Dian Fossey
Gorilla Fund, Kinigi, Musanze District, Rwanda

Back Cover
Hudson Valley Farm Hub, Hurley, New York, US



Friends and supporters of MASS at the Rwanda Institute
for Conservation Agriculture (RICA)
Bugesera District, Rwanda, Summer 2022

August 2022

Dear friends and supporters,

Earlier this summer, I returned from an inspiring trip to Rwanda, where the MASS team celebrated the opening of The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund. The campus is breathtaking in its consciousness of connecting the natural and built in such a highly functional space—depicting what great collaboration can produce when considering local context.

The trip enabled me to be shoulder-to-shoulder with some of our organization's dearest friends and supporters. Visiting the Rwanda Institute for Conservation Agriculture, Norrsken Kigali House, Nyarugenge District Hospital, and the African Leadership University, we were able to experience the full circle of MASS's mission-driven methodology. From ideation to completion, we witnessed how this organization does not stand in isolation but rather becomes woven into dynamic communities as a driver of economic and social change.

It has been a notable year for MASS, with significant media coverage, industry awards, and major project openings garnering new public interest and awareness of our mission. We have welcomed a number of new team members—talented architects, engineers, and designers building capacity in our core service areas. We also added new expertise to communications, finance, operations, and advancement to support the organization's growth.

This report highlights a selection of the work philanthropic donations support. These projects illustrate where and how our team is helping solve some of the biggest issues our world currently faces, from the climate crisis and insufficient and failing infrastructure to social and racial injustice.

I am thrilled to announce that two new professionals, Sarah Dylla and Jessica Williamson joined our advancement team. If you have any questions, please reach out to any of us at giving@mass-group.org. We are so grateful for your partnership, interest, and support, and excited for the growth and hard work that is ahead.

Best wishes,

Julie Rhoad

Senior Director, Philanthropy & Advancement

Highlights

Why MASS?
What we stand for:
Model of Architecture
Serving Society.

At MASS Design Group, we research, build, and advocate for architecture that promotes justice and human dignity.

We are a team of architects, landscape architects, engineers, builders, furniture designers, makers, writers, filmmakers, and researchers. With four Studios across the US and Africa—Boston, Poughkeepsie, Santa Fe, and Kigali, Rwanda—our global team is working to tackle some of the world’s most urgent issues. These include climate change, housing equity, accessible healthcare, and food justice.

Our Studios in the US and Africa are currently engaged in over 50 active initiatives, each one originating from a purpose to support communities, confront history, collectively heal, and pose new possibilities for the future. Since 2011, we have brought services to partners in more than 21 countries, built 32 projects, and affected the lives of millions of people.

The work we take on reaches beyond the constraints of designed and built projects. We produce publications and exhibitions, conduct research on topics ranging from urban planning to regenerative and climate-positive construction,

teach the next generation of changemakers, and strategize with partners to prepare them to launch bold projects and initiatives. We are most proud of our deep and authentic engagement within the communities where we work.

Advocacy for a New Future

Those of you who have known MASS for a long time know that climate-positive materials and methods have been a part of the MASS practice since our inception. Our practitioners have always looked toward opportunities to source and fabricate regionally, build agency in local communities, and unearth construction methods that can greatly reduce the toll materials and practices take on our climate. This year, MASS formalized an in-house team of experts in climate-positive approaches and analysis of design and construction for our project sites. They also serve as champions for new methods to push beyond the constraints of current standards and the market in our US work.

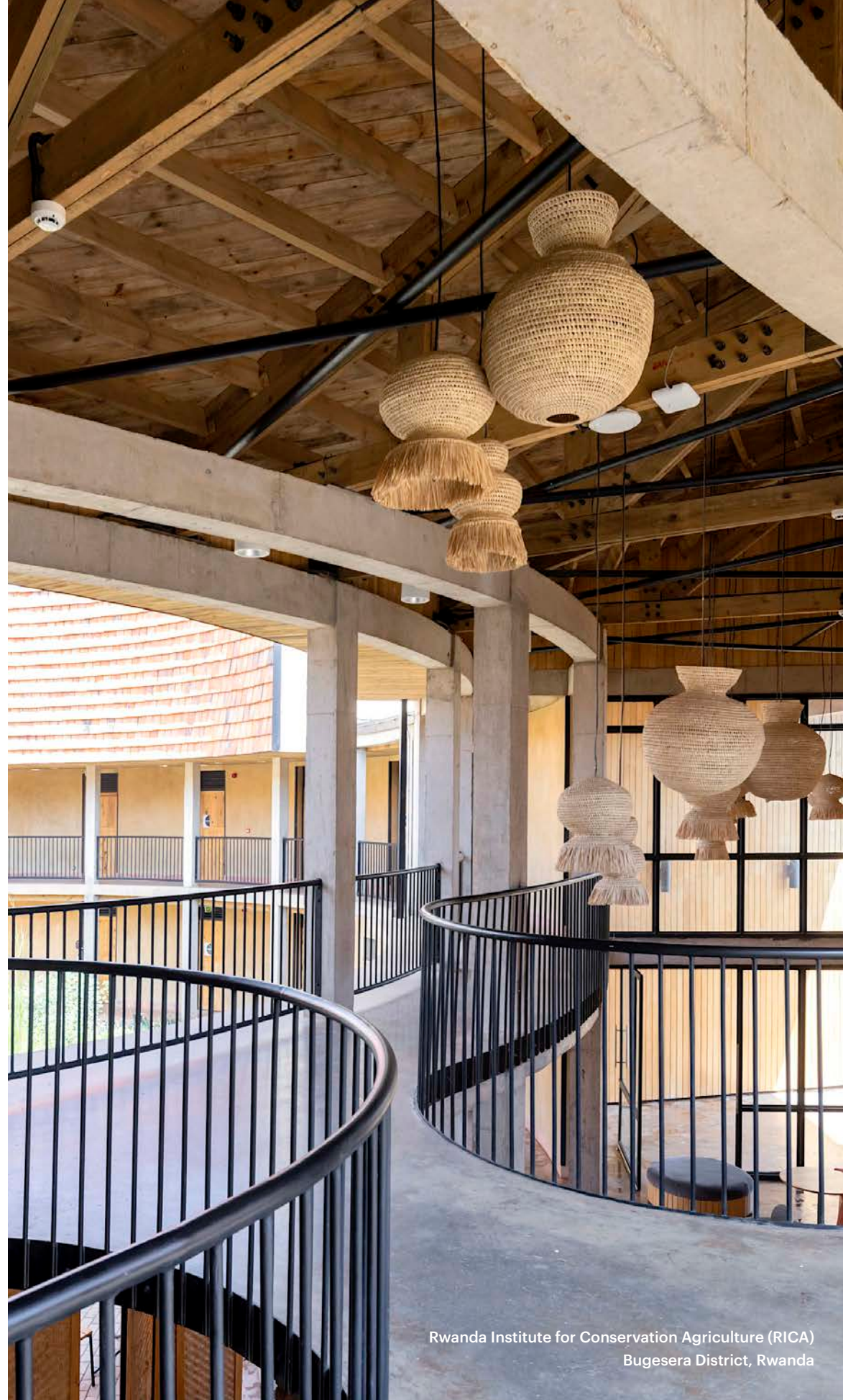


Maternity Waiting Village
Kasungu, Kasungu District, Malawi



JJ Carroll Housing Redevelopment
Boston, Massachusetts, US

< The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund
Kinigi, Musanze District, Rwanda



Rwanda Institute for Conservation Agriculture (RICA)
Bugesera District, Rwanda

Change in our Industry

This year marked an increased effort within MASS to directly impact the next generation of leaders in our field through our Global Design Fellowships. From one generation to the next, young people actualize what was once considered radical. Fellows spend one year, full time at MASS, immersed in projects where they experience all aspects of the design process. The intention is both to pipeline new perspectives and backgrounds into a field that has historically presented great barriers to access, and to spread the methods that drive work at MASS to those who will carry them across the industry at large throughout their careers.

2021-2022 Fellows

- 4 Fellows out of Boston
- Served in two of our six topic area Design Labs (pg. 22-33), Restorative Justice and Public Memory and Memorials.
- Traveled throughout Rwanda to meet the MASS team and learn about work in the country.

Future Fellowship Goals

- Increasing Fellowships to serve all Studios, the Engineering team, and work throughout all six of the Design Labs.

Awareness of our Efforts

News of our mission reached millions of viewers through a segment on CBS 60 Minutes in October, 2021. Additionally, the profile of our collective was elevated as MASS was awarded 2022 AIA Architecture Firm Award. As the highest honor the American Institute of Architecture bestows on an architecture practice, this places us among the most innovative architects working today, and is proof that our mission of change is spreading through our industry.

Selected Projects

OPEN

The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund

Musanze District, Rwanda

The new multi-building, 12-acre campus is a significant investment that anchors the region as a conservation hub for ecological preservation and education in Rwanda.

Gun Violence Memorial

National Building Museum
Washington, D.C., USA

With each new mass shooting and atrocious act of gun violence we experience, the existence of the Gun Violence Memorial Project grows in its urgency. MASS is actively seeking ways to keep it on view, share ownership of the project, and replicate the model across more cities. On view until March 2023.

Norrskén Kigali House

Nyarugenge District, Rwanda

Adaptation of a historic site in central Kigali to an entrepreneurship hub that can help fuel growth and investment in East Africa. The design serves different scales of work, as well as indoor and outdoor environments. Opened September 2022.

ONGOING & UNDER CONSTRUCTION

Children’s Services of Roxbury

Massachusetts, USA

MASS is retrofitting Children’s Services of Roxbury’s 50,000 sq ft facility with a climate-conscious approach to better serve the organization alongside the children, families, and communities it supports.

JJ Carroll Housing Redevelopment

Massachusetts, USA

The J.J. Carroll redevelopment project advances the vision of aging in community. Working with 2Life Communities, MASS designed the 142-unit age-restricted affordable housing community to help residents live better, longer.

King Boston Memorial: The Embrace

Massachusetts, USA

In collaboration with artist Hank Willis Thomas, MASS designed a memorial plaza on the Boston Common to pay tribute to Martin Luther King, Jr., Coretta Scott King, and the civil rights activists in Boston who supported the 1965 Freedom Rally over which King presided. Opening 2023.

YOU

New York, USA

MASS partnered with a robust coalition of stakeholders in Dutchess County to develop a plan for a community campus dedicated to childhood advancement and empowerment, replacing the city of Poughkeepsie’s former YMCA.

City of Albuquerque Housing Development

New Mexico, USA

MASS’s Santa Fe team is working with the City of Albuquerque Diversity & Inclusion Team for immersion and engagement work to bring Native perspectives into the planning process for housing projects.

Samajik Health Science Institute & Research Centre

Dhaka, Bangladesh

The Samajik Health Science Institute and Research Centre will be the central hub of a country wide health network,



Haven Domestic Violence Shelter



City of Albuquerque Housing Development



Samajik Health Science Institute & Research Centre



YOU (Youth Opportunity Union)



The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund



Children’s Services of Roxbury



JJ Carroll Housing Redevelopment



King Boston Memorial: The Embrace



Gun Violence Memorial

offering a range of services from primary health clinics in rural areas, to tertiary referral and specialty care in Dhaka with a graduated pay model for services.

RICA

Bugesera District, Rwanda

This project embodies the One Health approach to the built environment. MASS designed and built Rwanda Institute for Conservation Agriculture is projected to be the first climate positive university in the world. It is designed to train Rwanda’s next generation of leaders in agriculture, while supporting national priorities for agricultural development.

Haven Domestic Violence Shelter

Montana, USA

MASS’s ongoing work with this partner leverages trauma-informed design, anchored in five key principles—safety, trust, choice, collaboration, and empowerment—to produce a new, welcoming shelter for survivors.



Norrskén Kigali House



RICA

MASS in Africa

“Can we develop a uniquely African model of sustainable and equitable development? I’m optimistic we can.”

— Christian Benimana,
Senior Principal and Managing Director

All of our work is informed by projects, people, experiences, and practices in Rwanda. Since our establishment in 2011, our base in Kigali, Rwanda, continues to grow. MASS is the largest architecture and design practice in the country, working on critical infrastructure throughout the region. On the African continent alone, we have more than 25 built projects completed and others in progress across typologies of healthcare, conservation, education, and housing. In recent years, our team in Rwanda has expanded to include expertise in engineering, furniture design and fabrication, and materials research and construction.



Rwanda Institute for Conservation Agriculture (RICA)
Bugesera District, Rwanda

MASS Empowers

STORYTELLERS

Buildings, places, and people hold stories. Our filmmaking and storytelling team is an example of the type of location-connected growth we see as vital to our mission. In the past two years, the team grew from two to nine people, staffing up for increased work training local community members in the skills of filmmaking, documenting the impact of MASS projects, and telling stories of conservation efforts. The team’s growth is located in Rwanda, hiring individuals with a home base in the country.

CHANGEMAKERS

Modern architects have often involved themselves in shaping what our physical future looks like, yet it is becoming clear that those traditional visions of our homes, facilities, and cities cannot paint a future that is habitable to people and healing to our planet. According to the United Nations Environment Program, the building industries are responsible for 37% of energy-related carbon emissions and nearly one-third of the world's waste. MASS's projects out of its Africa Studio are leading the way in research, testing, and advocating for regenerative building materials like rammed earth. These projects also focus on the importance of native ecological reclamation.

ARTISANS

MASS.Made is our collective’s effort to engage, employ, and empower local artisans of Rwanda in marketing their goods and sharing their unique skills. With recent internal expansion resulting from the efforts to provide furnishings and finishings for major projects opening from the Africa Studio, this arm of handmade products is positioning itself for further growth and opportunity in the coming year.





MASS in Africa

Models for Conservation and Innovation



3,200	95%	3/4	300	2,500	1.5MW	100%
acre campus	materials sourced in Rwanda	labor costs stayed in the local district	workers trained in sustainable construction	furnishings / fittings by 85 local artisans	solar farm produces 100% of electricity	of water sourced and treated on site

The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund

This past year marked the official opening of The Ellen DeGeneres Campus of the Dian Fossey Gorilla Fund, a collaborative project of The Dian Fossey Gorilla Fund, The Ellen Fund, and MASS Design Group. The new multi-building, 12-acre campus is a significant investment that anchors the region as a conservation hub for ecological preservation and education in Rwanda. During this project, MASS employed 2,400 individuals, 99% of whom were Rwandan. Over 20% of all leadership roles were filled by women. The project as a whole invested \$15M in the

economy of Rwanda through labor and regionally-sourced materials pipelines. MASS approached the built plans for the site as conservation activism embodied, propagating nearly 250,000 native plants and reforesting and engineering wetlands for wastewater treatment. We know that the built environment can be better for people, place, and planet. The story of this site is an exemplar of our practice, methodology, and mission. It is a model that our organization will look to for the future of our work.

Rwanda Institute for Conservation Agriculture

As students, staff, and instructors continue the work that just launched on the new Rwanda Institute for Conservation Agriculture (RICA) campus, MASS aims for this unprecedented undertaking to be the world's first carbon-positive university. MASS led the masterplanning, architecture, landscape, engineering, and construction for the new campus, conceived and funded by the Howard G. Buffett Foundation and supported by the Government of Rwanda.

Over the multi-year project, MASS partnered with RICA to create a campus informed by principles of Conservation Agriculture and One Health, both of which emphasize the interlinking of ecological, animal, and human health. The construction process, materials sourcing, site labor, and operation of the campus have already generated impressive and hopeful metrics.

MASS in the US

Over the last year, we have expanded staff in our US studios as well as the connection to the cities where we are located and communities with whom we work. New and overlapping efforts to stretch the boundaries and impact of design stemmed from all of the topical Design Labs across our studios. Receipt of the 2022 AIA Architecture Firm Award garnered an influx of new potential partners, and we are shaping the future of our work across the country.



Fall Kill Masterplanning
Poughkeepsie, New York, US

MASS in the US



JJ Carroll Housing Redevelopment
Brighton, Massachusetts, US



YOU
Poughkeepsie, New York, US



Big Valley Rancheria Housing Units
Lakeport, California, US

A Presence in our Communities

Our Boston headquarters moved to a space with an openly accessible gallery where we will begin to establish programming in the coming years. This model is replicated in our Poughkeepsie Studio, where we have significantly increased capacity and impact by doubling staff from six to 12 and serving as a magnet for people interested in revitalizing the city. Dedicated fellowships helped expand our team in Santa Fe as we continue to build meaningful connections to Tribal communities across the region.

Learning & Engagement initiatives across all of our Studios enable staff to learn from the expertise of their colleagues and explore ideas at the forefront of the fields in which MASS works.

Although largely based in Rwanda, our filmmaking staff lends their skills regularly to partners in the US where storytelling is powering their projects to new levels.

Lab Updates

MASS’s topic-specific innovation labs are spaces to devise, develop and implement ideas that use design to create solutions. Each lab begins with a thesis, as we build a body of knowledge around how design can advance equity, justice, and dignity in a designated area. We test and expand this thesis through research, exhibitions, and partnerships in the last year.

- NEW: Deaf Space & Disability Justice Design Lab
- \$1.5M+ in unrestricted funding supported Lab research and projects

Through lab work, our leaders and their partners contend with the complex impacts of the built environment on our communities, collective understanding, economies, and planet. Whether it is the shared concerns and conditions of countering generational and governmental disinvestment and failing infrastructure through our Sustainable Native Communities and Fringe Cities Design Labs, or the connections between our work in the Restorative Justice and Public Memory Design Labs, we see that architecture is not a single-issue field.

Deaf Space & Disability Justice

“MASS offers a platform to build an argument for why the spaces of my own community and other excluded communities stand to benefit the most from good design.”

—Jeffrey Mansfield, Principal

For Deaf and Disabled communities, the architectural lineages of Deaf schools, state hospitals, and prisons—settings of exclusion and isolation—have shaped barriers both physical and psychological in a world not designed to be equitable. Despite significant strides in the disability rights and universal, inclusive design movements, those most affected by design decisions are still often excluded. We established a new lab to take on the outsize role that the built environment plays in shaping the experiences of deafness and disability in our day-to-day world. This new initiative is already engaged with sites of Deaf culture and history across the nation.

Louise B. Miller Pathways & Gardens at Gallaudet University, Washington D.C.

Louise B. Miller was a civil rights trailblazer who demanded education justice for Black Deaf students. MASS has partnered with Gallaudet University, the Miller family, and Black Deaf community leaders to create a memorial that honors Miller and sheds light on the history of the dismantling of educational segregation in

America. Recognizing that Deaf space design has historically had limited resonance with the Black Deaf community, our team leveraged a robust engagement process, led by three co-developers from the Black Deaf community, to develop a culturally resonant design vocabulary for the project.

James Castle House, Idaho

Deaf artist James Castle (1899-1977) lived and worked in Boise, Idaho, for over 40 years. The two spaces that supported his art-making practice, his shed and Cozy Cottage Trailer, are now in need of long-term interpretation and conservation plans. MASS has partnered with the Boise City Department of Arts and History in a series of charrettes to support the future interpretation and conservation of the two sites. The project presents a new opportunity to bring our expertise designing from a Deaf-centric spatial perspective in order to realize a culturally resonant interpretation and conservation solution that engages visitors with James Castle’s experience as a profoundly Deaf artist.



Louise B. Miller Pathways & Gardens at Gallaudet University
Washington D.C., US



James Castle Cozy Cottage Trailer
Boise, Idaho, US

Sustainable Native Communities

“Two major challenges to effective community planning and development in Indian Country are access to capital and aligning the timing of existing funding with critical project needs. Only 0.5% of all U.S. philanthropy is directed towards Native-led organizations. MASS hopes to increase that percentage.”

—Joseph Kunkel, Principal

The Lab uncovers ways to provide services to both Native-led and non-Native organizations to develop culturally-responsive and dignified infrastructure with communities throughout Indian Country. A major focus is introducing a new model for housing creation that promotes tribal sovereignty, celebrates community identity, and strengthens sustainable supply chains.

Big Valley Rancheria Housing Units, California

Substandard housing conditions together with overcrowding affect the health of many Big Valley Rancheria community members—particularly members of the Tribe’s elder population. In partnership with the Big Valley Band of Pomo Indians, MASS has worked with Tribal staff and leadership to address the housing needs of elders

which became amplified during the COVID-19 crisis. The result is a design and plan for eight culturally-responsive modular housing units that will bring dignified elder housing to the community. BVR has secured land and worked with MASS to adapt eight solar-ready, one-bedroom, one-bath modular homes designs for rapid development. The homes are engineered to mitigate climate change risks, share communal, outdoor space, and are connected to a growing water and wastewater management plan.

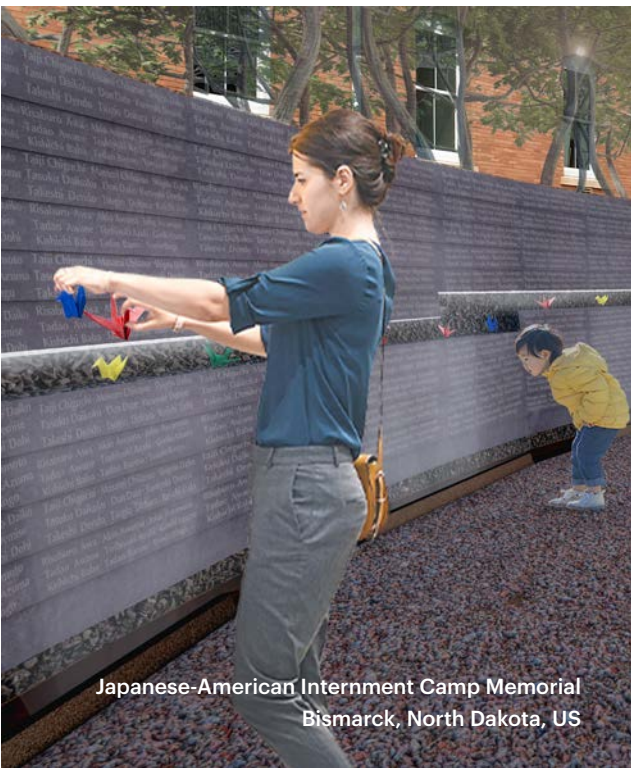
Japanese-American Internment Camp Memorial at United Tribes Technical College, North Dakota

In 1942, weeks after the bombing of Pearl Harbor, President Franklin D. Roosevelt issued an executive order that resulted in the incarceration

of approximately 120,000 individuals of Japanese descent. Mass confinement camps were set up across the country including at the present site of the United Tribes Technical College (UTTC) in Bismarck, North Dakota—on lands taken from the Lakota and Dakota peoples in 1895. As part of the National Parks Services’ Japanese American Confinement Sites Grant Program, UTTC has committed to building a memorial to commemorate the site of the camp. There are very few sites that record the deep intergenerational impact of Japanese American internment on Tribal communities. MASS is designing a memorial to honor the legacy of the Japanese Americans who were interned at Fort Lincoln and to educate future generations.



Big Valley Rancheria Housing Units
Lakeport, California, US



Japanese-American Internment Camp Memorial
Bismarck, North Dakota, US

Food Systems

“MASS brings design thinking to the major systems that fuel our world with the radical hope that, in the future, we prioritize the ability of people and places to thrive over industrial growth.”

— Caitlin Taylor, Principal

According to the Intergovernmental Panel on Climate Change, the food production industry is responsible for over 30% of global carbon emissions, a metric similar to the building industries. Through the Food Systems Design Lab, MASS intentionally stretches assumptions of architecture’s role in our society, and participates in initiatives that seek radical change in the infrastructure and design solutions that power our food production and delivery. The Lab is entering into several new projects to help develop local and regional food markets and co-ops across New York, as well as masterplanning for aligned organizations like The Land Institute. Just as we advocate for our communities to recover and support their uniqueness and local diversity, so too must our food culture combat universal sameness.

Stone Barns, New York

The Stone Barns Center for Food and Agriculture is a nonprofit farm and educational center dedicated to sustainable agriculture. MASS is leading the masterplan to reimagine Stone Barns’ future campus, which involves a redesign of their

educational facilities and cultural center, as well as growing, harvesting and composting some of the building material.

Hartford Regional Market, Connecticut

The pandemic revealed a crisis in supply chain issues, which can have a devastating impact on food accessibility for rural communities reliant on large, centralized meatpackers and other food suppliers. MASS Design is working with the Hartford Regional Market to redevelop it as a central location for local farmers to distribute their crops more efficiently throughout the state, lessening dependence on food supply from outside the region. The redesigned Market will become an economic hub that provides jobs, offers a marketplace for farmers and producers, and addresses inequities that exist within the food industry. Additionally, training spaces and technical assistance services will increase opportunities for food business growth and help stem the dwindling pipeline of farmers and producers in Connecticut. MASS is now working to provide similar services and solutions to local food suppliers in Oneida County, New York.



Stone Barns
Tarrytown, New York, US



Hartford Regional Market
Hartford, Connecticut, US

Fringe Cities

“A city’s most important mission is to elevate their unique localness.”

— Christopher Kroner, Principal

Fringe Cities are small, independently situated cities that were dramatically altered by mid-century urban renewal and continue to face spatial and economic challenges. Inspired by our work in Poughkeepsie, the Fringe Cities Design Lab seeks solutions to revitalize these communities, transforming liabilities—neglected spaces and derelict buildings—into assets that are relevant to a community’s present day needs and aspirations. Projects in development aim to network cities that share these characteristics across the US, focusing on rebuilding communities while relieving environmental stresses and preserving uniqueness through adaptive re-use.

College Hill Park Cistern Poughkeepsie, NY

A city of roughly 30,000, Poughkeepsie has struggled to recover from post-industrial decline. College Hill Park, its largest park, is a stunning scenic asset on the city’s highest peak. The park’s legacy has been dimmed by deteriorating conditions, poor maintenance, and limited accessibility. The community now seeks to regain ownership and pride over what was once a valued destination.

The underground cistern at the top of the park provides a unique opportunity to add to the transformation and rejuvenation of the park and contribute to the city’s cultural revival. The cistern—a relic of the city’s water system - is an incredible space of architecture and structural engineering that MASS is working with city stakeholders to re-envision as an arts space and cultural destination.

The YOU: Youth Opportunity Union Poughkeepsie, NY

MASS is proud to partner with a robust coalition of stakeholders to develop a community campus dedicated to childhood advancement and empowerment at 35 Montgomery Street to replace the former YMCA. Our proposal centers around the importance of cultivating environments of learning, creativity, and play for healthy children and communities, as well as re-establishing the site as a community resource that is a safe, structured, and horizon-expanding space for Dutchess County youth and families. More than just a building, this project and the coalition behind it represent a comprehensive, cross-sector commitment to giving our children the best possible start in life.



^ YOU, Poughkeepsie,
New York, US

< MASS’s plan for College Hill Park Cistern reimagines an abandoned component of urban infrastructure as a venue and driver of arts and culture in Poughkeepsie. The site will also serve as one of the destinations along a larger network of connected trails and greenspaces, including the Fall Kill Creek.

Public Memory & Memorials

“One of the main things we need to do differently is to tell a larger, broader story than we have in the past.”

— Jha D Amazi, Principal

The Public Memory and Memorials Lab engages in projects that serve as catalysts for truth-telling, uncovering voices that were left out, and fostering collective healing. The projects and memorials created are meant to inspire collective action and engage generations to come through the built environment.

More Up Campus, Alabama

With the prominence of the Black Lives Matter movement, national conversations about racial justice, and the opening of the National Memorial for Peace and Justice, Montgomery, Alabama has emerged as a national center for activism around civil rights, racial injustice, and the legacy of slavery. Michelle Browder, has been an artist, advocate and activist for the at-risk and marginalized her whole life. Starting with city tours that aimed to uncover untold histories, Browder has since taken over a site in downtown Montgomery which she is transforming into the More Up Campus - a hub for comprehensive, multi-programmatic experience for visitors that revisits the American story, approaching historical truth-telling through the previously under-examined lens of African American women. MASS

is working with the More Up Campus to strategize their growth as an organization and cultural site.

ECHO Theater, South Carolina

The Echo Theater is a formerly segregated movie theater located off the courthouse square in the historic district of downtown Laurens, SC. It is most well known for its association with the KKK, the American Nazi Party, and the 25th Aryan Nations World Congress. Between 1996 and 2012, the Echo Theater was the site of the “World Famous Redneck Shop,” a white supremacist storefront and KKK Museum.

Today, the Echo Theater is transforming into an education center, museum, and multi-use community space. The new Echo Theater is a project of The Echo Project (TEP)— a nonprofit created by Reverend David Kennedy, members of his congregation, and local citizens dedicated to standing against hatred, addressing racial inequality, and healing racial division. The Echo Project and its work to restore the Echo Theater has been supported by thousands of volunteers and donors from around the world. MASS is working with TEP to transform the site into a museum that interprets and bears witness

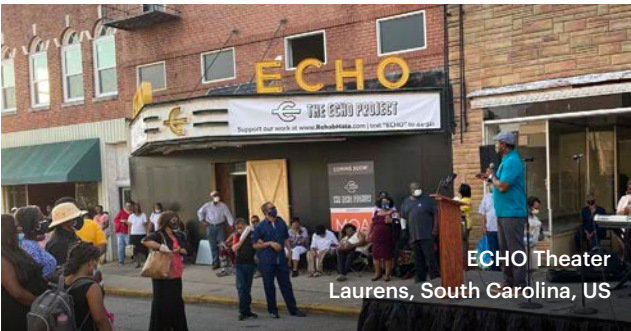


More Up Campus
Montgomery, Alabama, US

to the history of racial violence and serves as a community center for programming and reconciliation work.

Emmett Till Interpretive Center Mississippi

MASS has held an extended partnership with the Emmett Till Interpretive Center as they navigate their growth, relationships with stakeholders in the Till story, and ultimate plans to reclaim and interpret sites along a corridor between rural Mississippi and Chicago, Illinois. The goal of this initiative is to ensure that the legacy of Emmett Till and his mother is grounded in truth-telling. By revealing the truth, we can reckon with the past and create a path toward understanding, reconciliation, and healing.



ECHO Theater
Laurens, South Carolina, US



Emmett Till and Mamie Till-Mobley

Restorative Justice

“What would it look like if we as a society could rethink what true justice means—what it looks like?”

— Regina Chen, Principal

MASS established the Restorative Justice Design Lab to engage with the range of social sectors that are working toward the obsolescence of our prison system and grappling with improvements to the design of criminal justice spaces along the way to this goal. We know from experience that a single building project can heal and set an example. Since its establishment, the Lab has created a platform for cross-sector collaborations that seeks to bring design to serve a radically reimagined justice system.

Freedom Reads, Across the US

MASS is supporting Freedom Reads in the design of Freedom Libraries to help people in prison transform their lives through access to literature. Dwayne Betts sought to bring beauty and dignity in library design to accompany his vision to bring 24-hour access to books to every prison in the US.

MASS has designed a modular, scalable system of bookshelves with intermittent seating that can be replicated in prisons across the country. Libraries have already been installed in Connecticut, Louisiana, Massachusetts, and New York, with California, Colorado, Illinois, and North Dakota on the schedule for the coming year.

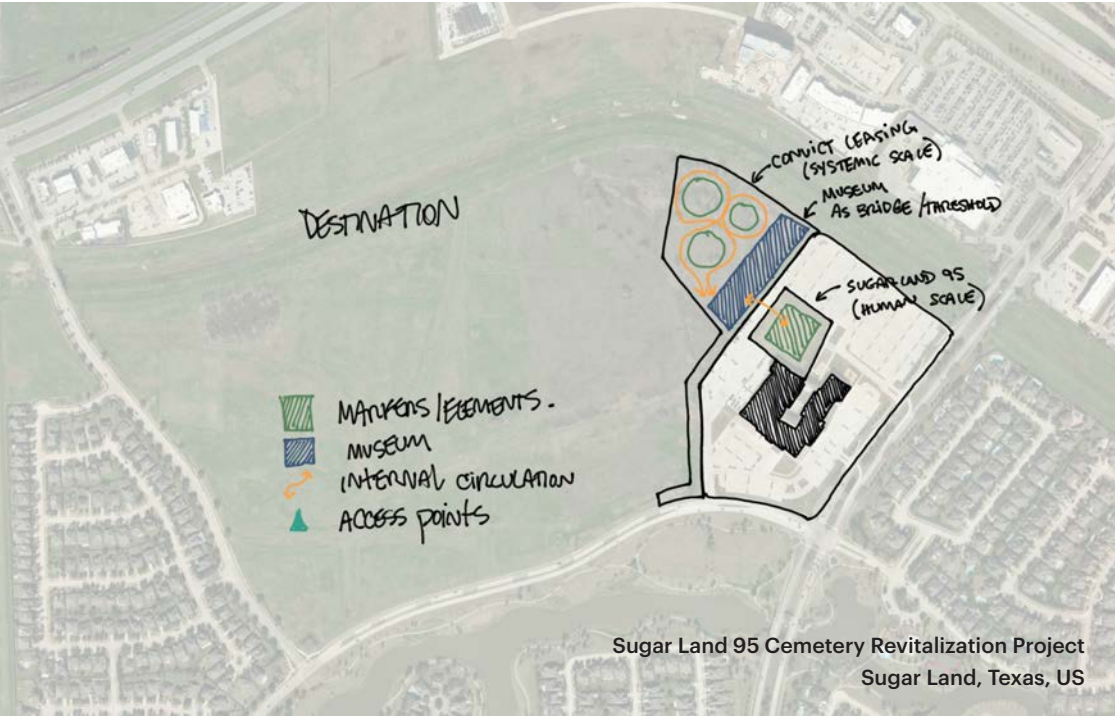
Sugar Land 95 Cemetery Revitalization Project, Texas

In early 2018, the construction of a new career and technical center in Sugar Land, TX unearthed a forgotten piece of the area’s past: an unmarked burial site of 95 individuals, believed to be part of a brutal convict-leasing program in the late 1800s. These individuals, collectively known as the Sugar Land 95, now make up the largest known burial related to the practice of convict leasing in America.

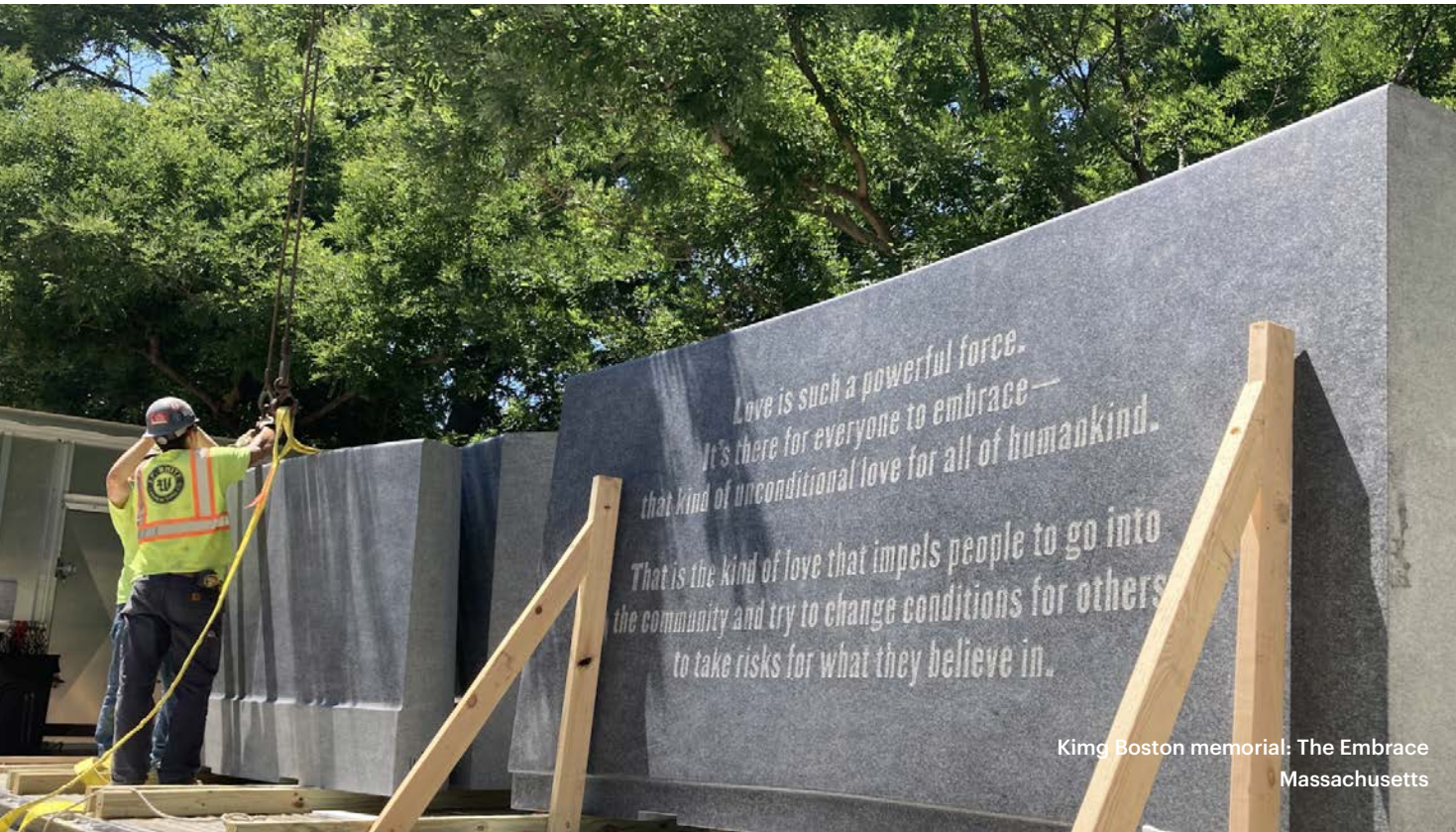
MASS is working with the Fort Bend Independent School District (FBISD) and the Society of Justice & Equality for the People of Sugar Land (SOJES) in pursuit of revitalizing the cemetery and creating a permanent memorial museum to honor the Sugar Land 95. The future Sugar Land 95 Cemetery will provide space for local students, staff, and the surrounding community to pay respects to the deceased, learn about the atrocities of convict leasing and other related historical injustices that led to the racial oppression and exploitation of people of color across the south, and reflect on how the discovery of the remains can serve as a catalyst for healing and justice.



Freedom Reads installation
MCI Norfolk, Virginia, US



Sugar Land 95 Cemetery Revitalization Project
Sugar Land, Texas, US



Why a Nonprofit?

MASS is uniquely structured as a nonprofit organization—one of few in the field. With this foundation, we have distinguished ourselves within an industry that is tied to the forces of the market and profit-focused models.

Architecture is at an inflection point, and the future of the industry demands a new way of planning and constructing our built environment. Since our founding, MASS has been challenging the industry to adopt a new methodology for our field—calling to increase access to service and invest in a model that centers people, place, and planet before profit, and pushing for this approach to gain traction. We think, hire, engage, and source locally. We have built a design collective on the foundation of a nonprofit, enabling our

practice the flexibility to reach further into communities and marginalized audiences than our industry’s standard would typically allow. We are driven to change our industry’s significant acceleration of climate change and climate negative practices. We remain accountable for the history of our field, and intentionally engage in work that reinvests in forgotten landscapes and narratives—urban and rural—across the US and internationally. We believe in an architecture and design practice that is generative before it is competitive.

Some of the partners your contributions support:

- 2Life Communities

African Development Bank

Alight

All Nations Health Center

Arup

Big Valley Band of Pomo

Big Valley Rancheria

Boston Planning and Development Agency (BPDA)

Brigham and Women’s Hospital

Brooklyn Public Library

Change the Ref

Children’s Services of Roxbury

City of Poughkeepsie

Community Matters 2

Day One Early Childhood Learning

Dutchess Community College

Dutchess County

Dyson Foundation

Element Care

Emmett Till Interpretive Center

Everytown for Gun Safety

Fair Cooling Fund

Freedom Reads, Reginald Dwayne Betts

Gallaudet University

Government of Rwanda

Grameen Kalyan

Grameen Telecom Trust

GRAMMAR

Hank Willis Thomas

Harris County Community Remembrance Project

Haven

HAWC

Healing Justice

Homewise Commissary Kitchen

Hudson Valley Farm Hub

Iftiin Foundation

Institute for Healthcare Improvement

Keney Park Sustainability Project

King Boston

LEAP for Education
- Louis D. Brown Peace Institute

Mellon Foundation - Monuments Project

Memorial Movements

Minneapolis College of Art and Design

More Up, Michelle Browder

National Trust for Historic Preservation - African

American Cultural Heritage Action Fund

Newtown Action Alliance

Norrskan Foundation

North Shore Community Development Corporation

North Shore Community Health

Nuestra Comunidad

Nuvance Health

Panzica Development

Poughkeepsie Farm Project

Poughkeepsie Public Library District

Preservation of Affordable Housing

Purpose Over Pain

Reteti Elephant Sanctuary

ROOT

Rwanda Institute for Conservation Agriculture

Save the Elephants

Scenic Hudson

Songha & Company, LLC

The Dian Fossey Gorilla Fund

The Echo Project

The Ellen Fund

The Emmett Till & Mamie Till-Mobley Institute

The Howard G. Buffett Foundation

The Movement Space

The National Museum for Social Justice

The Salem Partnership

United Tribes Technical College

University of Nebraska Lincoln

University of Rwanda

Urugo Women’s Opportunity Centre

US AID

Vassar College

Wajamama

Willamette Falls Trust

YMCA of Kingston and Ulster County

Thank You

Raised income directly supports our individual projects, labs, and new initiatives, while also making our general operations possible. Each year MASS a portion of giving to advance the work of our team as they strive to fulfill the promise embedded in our mission. We call this the Catalyst Fund. In the past year, a majority of Fund allocations were made to help partners move ideas to implementation, build their capacity, and more.

It is with sincere gratitude that we thank our donors—those new to us this past year and those who continue to sustain our collective. Your support is helping to generate change in our built environment and further our ability to transform ideas into reality.

We look forward to what is next.

\$500,000 +

- Anonymous
- Autodesk Foundation
- Margaret A. Cargill Philanthropies
- The Hearthland Foundation
- Kendeda Fund
- Wagner Foundation

\$100,000+

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Butaro District Hospital
Burera District, Rwanda



In memory of Dr. Paul Farmer, 1959-2022

“The question is not what is the cost of architecture, but what is the cost of not having architecture?”

—Dr. Paul Farmer

MASS’s mission was borne from the inspiration of Dr. Paul Farmer and the work of Partners in Health. Working together on a Partners in Health hospital site in 2008, Dr. Farmer provoked the founders of our collective with his wish that buildings should be redesigned specifically to resist transmission of disease. His lessons have imbued our own practice and hopes for our industry’s future.

A man in a dark shirt and light-colored pants stands on a wide wooden deck, looking out through a large glass window. The window reflects the sky and the surrounding landscape. Outside, a construction site is visible with a yellow excavator, a white building, and a line of trees under a blue sky with white clouds. The deck is made of dark wood planks, and the ceiling above is made of light-colored wooden beams.

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MASS Design Group is an architecture and design collective with offices in Boston, MA; Poughkeepsie, NY; Santa Fe, NM; and Kigali, Rwanda. Our mission is to research, build, and advocate for architecture that promotes justice and human dignity. We support partners to advance their impact through the built environment, including architectural design, master planning, landscape architecture, engineering, and strategic planning, as well as research, evaluation, education, and policy development.