




# The **New Color** of Construction



**MAINSTREAMING GREEN.** Humans spend the vast majority of their time indoors—living, working, and playing. Yet the environmental impact of the buildings we construct to protect us from nature's extremes has only recently become an area of study and commerce. People around the world are increasingly aware of how buildings—emblems of our civilization—affect our health and environment.

Not until the 1990s did the idea of green building begin to develop. In 1993, the U.S. Green Building Council (USGBC) was founded as a non-profit community of leaders whose goal is to make green buildings available to everyone “within a generation.” The organization’s rating system, called LEED, for Leadership in Energy and Environmental Design, is the industry benchmark.

One measure of the green building industry’s new mainstream status is a look at who’s embracing it. In October, 2008, New York society came together at a celebrity-studded black-tie fundraising gala to support a new USGBC initiative, learning centers for the organization’s New York chapter.

The learning and resource centers, which will be both online and physical, are intended to help educate the general public on green building design and will include exhibits, a materials expo, and access to climate and energy modeling tools intended for both lay people and green building professionals. “We’ll have a Web-based information hub, user-specific green building recommendations, a database of design professionals, and even a map of New York green properties,” says Rose Adkins, director of development and marketing at the New York chapter of the USGBC. “It’s a very exciting

time. People are clamoring for this information and these types of resources.”

Indeed, today green building is a burgeoning industry, with top-down support from elected officials, building owners, and developers. In less than 20 years an entire industry has developed around doing something we’ve always done—build shelter—but doing it better and with the environment in mind.

“The green building space today represents about 10 percent of new construction and 1 percent of building overall,” says Michelle Moore, senior vice president for policy and public affairs of USGBC. “So not only are the numbers solid, but they represent the beginning of a fundamental transformation of the building market.”

The need to build green practically grows by the day. By the end of this year, half the world’s population will be living in towns and cities. In fact, there are already more than 20 “megacities” with populations of more than 10 million inhabitants.

As the population in cities increases, various crowding and environmental challenges will follow. For many years now, KONE Corp., one of the world’s leading elevator



**With energy costs and oil dependence on the rise,** *the need for renewable power is greater than ever. That's why Waste Management is using the resources at our disposal to create the energy equivalent of saving over 14 million barrels of oil per year. It's a powerful idea we're proud to drive forward.*

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and escalator companies, has been developing innovative solutions to improve what the company has trademarked the “People Flow” of a building, while decreasing its impact on the environment.

KONE reports that with buildings consuming 40 percent of the earth’s energy, the urbanization megatrend is driving the company’s innovations in energy efficiency. Elevators consume some 2 percent to 10 percent of the total energy in a building, so KONE continues to develop People Flow solutions to enhance energy savings for its customers.

### BOTTOM-LINE BENEFITS

The green building market is vast: Green buildings take the shape of suburban homes and Manhattan skyscrapers. Schools, offices, and condos are all coming on line with a green sheen. In a country where buildings account for 39 percent of total energy use, 12 percent of the total water consumption, and 68 percent of total electricity consumption, the environmentally aware see buildings as a beachhead in the war on inefficiency.

world are working to reduce their—and their customers’—footprints in order to have an immediate, measurable, and substantial impact on climate change and the bottom line.

Gale International, a premier international real estate investment and development company, is working to set a new international standard in sustainable building design, systems engineering, urban infrastructure, and community planning with the Songdo International Business District, a new city currently under construction off Incheon, South Korea, on the Yellow Sea.

Called “the world’s largest green development,” the city is using the evolving LEED for Neighborhood Development certification, for which Songdo IBD was recently selected as a pilot project and partner by the U.S. Green Building Council as one sustainability framework. LEED-ND sets standards not just for green building but also for enhancing and protecting the overall health, natural environment, and quality of life of a community. “Minimization of the city’s carbon footprint has been considered in every design and



### Sky's the limit.

Ten percent of new construction today is environmentally friendly green building.



A high-performance commercial building is energy-efficient, has low short-term and long-term life-cycle costs, is healthy for its occupants, and has a relatively low impact on the environment. In terms of real-estate economics, a high-performance commercial building can help attract desirable tenants.

Efficient use of water and power is music to the ears of executives tasked with reducing operating costs, improving occupant productivity, and optimizing the economic performance of a building’s life cycle.

By transforming their built environment to be more energy-efficient and climate-friendly, companies around the

engineering decision,” says Stanley C. Gale, chairman and managing partner of Gale International.

Companies engaged in building green are well aware of the planetary reasons for reducing carbon emissions. The U.S. commercial and residential building sector’s 39 percent share of CO<sub>2</sub> emissions is greater than any other sector. U.S. buildings alone are responsible for more CO<sub>2</sub> emissions annually than those of any country except China.

How C-level executives respond to environmental challenges is rapidly becoming one of the most important business decisions they will make today and in the decades to come.

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“Sustainable design has environmental, economic, and social elements that benefit all building stakeholders, including owners, occupants, and the general public,” says John B. Hynes III, CEO and managing partner at Gale, which is also developing the large-scale LEED developments One Franklin and Seaport Square in Boston. “Green buildings enjoy the benefits of reduced energy consumption and operating costs, increased building value, and enhanced worker productivity. And I would argue that they foster environmental awareness and responsibility within the larger community.”

### TAKING THE LEED

The USGBC is a worldwide leader in advancing the idea that buildings should be environmentally responsible, as well as profitable and healthy places to live and work. Since 2002, the organization’s membership has quadrupled, which many in the green building space believe is a result of USGBC’s work to mainstream the issue of building green.

What many find interesting is the wide spectrum of companies getting involved with USGBC and the LEED rating system, and the sometimes unexpected things those companies have to offer. “Companies using LEED are notably diverse, and we’re clearly moving beyond early adopters and beginning to reach the early mainstream,” says the USGBC’s Moore.

One is Waste Management, the leading provider of waste and environmental services in North America. With a network of operations that includes 354 collection operations, 341 transfer stations, 277 active landfill disposal sites, 16 waste-to-energy plants, 105 recycling facilities,



**“Companies using LEED are notably diverse, and we’re clearly moving beyond early adopters and beginning to reach the early mainstream.”**

**Michelle Moore, U.S. Green Building Council**

and 108 landfill gas projects, the company currently offers environmental services to nearly 20 million residential, industrial, municipal, and commercial customers.

An area where the company is pushing the envelope is “single stream” recycling, which ties into the biology of existing buildings and allows customers to put all their recyclables in a single bin to be sorted later at a facility that uses high-tech machinery. “From our perspective, we absolutely believe there are significant benefits to those folks who are engaged in the green building space,” says Jeff Spencer, Waste Management’s director of commercial sales. “And we’ve taken a leadership role in promoting the recycling and reuse of materials. Some

may not realize it, but we’re North America’s largest residential recycler.”

Waste Management became a corporate member of USGBC in January 2008, and the company hasn’t looked back. It took a component of the materials-handling section of LEED AP and created an in-house accreditation program called WMCRA: the Waste Management Construction Resources Accreditation. “C&D recycling goes hand in hand with green new construction,” says Spencer. “So we accredited 165 construction services reps that reach out to the general contractor world. It’s been a huge success, and we’re committed to making more key initiatives happen over the next couple of years.”

The number of LEED projects in the U.S. is growing fast. Many municipalities, including Atlanta, New York, and Chicago, require that all new city buildings be LEED-certified, and many architectural specifications require a building to meet a certain certification level. The groundswell of attention to LEED in new projects means that LEED-oriented building is commonplace among those breaking ground in the U.S.

Because building LEED means a whole-building approach to sustainability, registered building projects are subject to a lengthy application and review process in order to earn points in each category of the rating system, which include sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. Many builders find the process worthwhile.

“Building green is a collaborate effort,” says Bob Hixon, an AP-certified professional engineer with Hill International, a professional services firm that helps clients minimize the risks inherent in the construction process. “It’s important to coordinate

and manage the design and construction process with the project architects and construction contractors to make sure the owner of a building is able to achieve the maximum sustainability value for the building and his tenants and occupants.”

And because of LEED, manufacturers are feeling pressure from architects and end users to develop green products that can be used in both new and renovated buildings. Owners are finding that LEED certification is good for the building’s resale value—so much so that buildings from the 1950s and ‘60s have a lower resale value due to higher energy consumption and operating costs.



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A self-fulfilling cycle is taking place as green building gains momentum among end users, builders, and policy makers. Pro-green city, state, and federal policies have been on the increase since the early 2000s as all constituencies clamor for guidance and support. In return, architects, engineers, builders, manufacturers, and end users are embracing new policies and pushing at the edges of a growing movement, forcing policy makers to do everything from increasing incentives, such as tax credits, to looking in the mirror and adjusting procurement policies to put taxpayer dollars to work.

### GREEN POLICIES THAT WORK

“Green buildings save energy, and they save money, and particularly in this environment they’re good public policy,” says Moore. “We’ve seen lots of policies that create incentives and support innovation, and we’re also beginning to see more policies that are raising the level of building code mandates, which means that there are long-term requirements being put into place by policymakers.”

Many local and state governments have passed laws requiring that new public buildings be LEED-certified. (Structures meeting basic requirements are deemed certified; those that go beyond the minimum can receive silver, gold, and platinum ratings.) In Seattle, new city buildings must achieve a silver rating, which is also true in Dallas for new construction of more than 10,000 square feet. Companies across the economy have all touted their LEED buildings.

In 2008 alone, legislation has included declarations that the states require all buildings owned or leased by the state to meet LEED standards (California); that construction or renovation of buildings financed primarily by the state meet LEED standards (Kentucky); that there be tax credits for commercial buildings of more than 10,000 square feet that make certain improvements to heating, cooling, and waste disposal systems in order to make them more energy efficient and environmentally friendly (Massachusetts); that there be an income tax credit in the range of 1 percent to 1.4 percent of the allowable costs for the construction or rehabilitation of a building that meets LEED standards (Iowa); and that the state establish a tax credit for real estate projects that meet or exceed LEED silver certification (Connecticut). Cities are moving fast as well. In Boston, all projects,

public or private, of 50,000 square feet or more are required to meet a city-developed green building standard. A bill passed last year in Baltimore requires commercial developers who receive loans, tax credits, or other benefits from the city to be certified by the USGBC. And on April 28, 2008—Earth Day—the Los Angeles City Council unanimously approved a green building ordinance that promises to cut millions of tons of pollution over the next decade.

“Cities have clearly been in the lead from a policy perspective, but states and the federal governments are catching up,” says Moore. “Ultimately, looking ahead, the drive toward greener, more efficient buildings is just going to accelerate.”



### All natural.

Alternative energy installations utilizing sunshine, wind, heat from the earth, or growing matter and wastes are becoming common sights around the world.

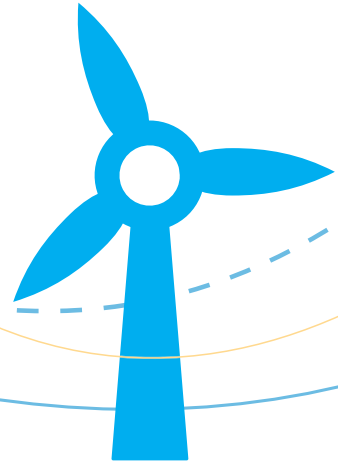
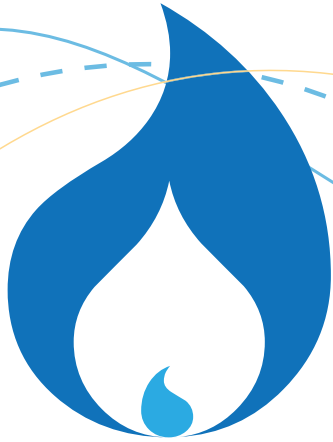


### GREEN LINKS IN THE CHAIN

Increased focus on green building has meant a corresponding growth in green supply-chain strategies. Companies all along the chain—from those commissioning a project to those residing in it—have begun to look more closely at everything from environmentally friendly transport to network design and even furniture that cuts their carbon footprint. “Going green” has moved beyond buzzword status to become a bottom-line issue that can reduce costs and provide a competitive advantage in the marketplace.

Many companies have found that planning for sustainability early in a project is an advantage because it allows for the incorporation of more green options, some of which tend to get squeezed out as plans move forward.

“Getting in early in the planning and design phases is critical in order to incorporate the maximum number of



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green building elements into a project,” says Hill International’s Hixon. “The upside by doing this is the ability to maximize your green footprint. By getting more elements into the building, it enhances the environment for the tenants and maximizes energy benefits to the owner. Everybody wins.”

Greening of the supply chain has become a natural place for companies to exert their power and show their commitment to environmental corporate social responsibility. One of the many drivers is forest certification. For a number of organizations entering the green building movement, be they owners, builders, or occupants, certification gives the added assurance that products come from responsible sources. When it comes to wood products, many buyers—whether institutional,



### Catching some rays.

Integrated solar panels are just one option for residential and commercial green builders.

commercial, or residential—want to know they are sourcing products from well-managed forests. That’s where the Sustainable Forestry Initiative (SFI, Inc.) comes into play.

“As a trend with builders and architects, green building encompasses not only energy efficiency but also includes the materials you use,” says Kathy Abusow, president and CEO of SFI, Inc., a nonprofit organization that oversees an internationally recognized forest-management certification program. “Builders want to know how the wood they’re using was harvested and transported, and if it came from a well-managed forest. Obviously, you can’t give green points for wood being a renewable resource unless the forest is actually renewed. The SFI label is a sign that consumers can look for when they want to buy wood and paper products from well-managed forests, backed by a rigorous, third-party certification audit.”

Wood’s excellent environmental lifecycle attributes and desirable aesthetic and construction characteristics make it one of the most environmentally friendly and popular building materials. “Builders, designers, architects, and companies large and small can use their buying power to improve forest management simply by choosing SFI-labeled products,” says Abusow. “Even if you have no plans to seek a green rating for a project, using SFI-labeled products sends a clear signal to customers that you care about the forests.” Organizations such as SFI, Inc. are becoming a part of an increased environmental commitment in corporate social responsibility, ensuring that the supply chain is in sync with that commitment.

Regulation is another big driver. From issues including waste to the end of a product’s life, companies are beginning to see the writing on the wall: U.S. states and the federal government have begun initiatives with a long reach.

The bottom line may be the strongest driver. It is widely accepted now that those companies making the effort to be green enjoy both higher customer satisfaction, higher revenue per employee, and—of course—greater profits.

That said, companies with a desire to build green or be a part of the green building industry share some common “eco characteristics,” such as a commitment to environmental stewardship, a desire to be an industry leader, and a proven ability to communicate their green vision to customers and suppliers. Such companies tend to be the strongest candidates to engage in greening of the supply chain.

KONE is an example of a supplier that is strengthening links in the green supply chain. The KONE EcoDisc hoisting machine and Machine Room-Less elevator have, since their launch in 1996, cumulatively saved the equivalent electricity production of a typical power plant (250 MW), and avoided the consumption of 2 million barrels of oil and the emissions (tons of CO<sub>2</sub>) of 100,000 cars driving the distance of the earth’s circumference (40,074 kilometers). “We plan to continue to strengthen our industry leadership in eco-efficiency,” says Vance Tang, KONE executive vice-president and area director for KONE Americas. “And we’ve set ourselves an ambitious goal to cut energy consumption of our standard products by 50 percent by 2010.”

### ENERGY RENOVATION

As Americans rebuild their homes and offices, they are reassessing not only the amount of energy they use, but the type. If trends continue, a large share of the electricity flowing into our buildings will be coming from



## Two ways to show your commitment to green building.

These days, more people are looking to build in ways that save energy and help protect the environment. This idea gained visibility in 1992, when the EPA-developed ENERGY STAR® program began to identify energy-efficient products. Today, there's another symbol to look for when building green: the symbol of the Sustainable Forestry Initiative®, an independent, third-party forest certification program. SFI®-labeled building materials meet rigorous environmental standards to reforest areas harvested and help protect wildlife, plants, soil, and water quality. These materials are recognized by several green building rating programs around the world. For more about the SFI program, visit [www.sfiprogram.org](http://www.sfiprogram.org).



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renewable resources that are naturally replenished and recurring, whether sunshine, wind, heat from the earth, or growing matter and wastes. For each renewable resource, there are companies working at the utility level to generate vast amounts of power for the grid, and companies working at the “distributed” level, commercializing products that generate power on site, at the location of its use.

For many years, Waste Management has developed beneficial use projects from landfill gas, which is a reliable, renewable energy source that is produced naturally as waste decomposes in landfills. When collected, it can be used for industrial needs or sold to gas-to-energy plants to fuel engine—or turbine—driven generators that produce electricity.

“We’re creating green power from waste, burning off the methane gas, and putting it back into the grid at 112 facilities today,” says Waste Management’s Spencer. “And we recently announced that we will be offering our expertise in this area to private and municipal landfill owners.” By using solid municipal waste to generate power, the company reduces the volume of the waste by 90 percent and saves space in local landfills while providing an economical alternative to the use of fossil and nuclear fuels.



**“Those builders who have been building green are reporting to us a more stable business in these unstable economic times.”**

**Harvey Bernstein, McGraw-Hill Construction**

Energy is the linchpin of the modern society, and a primary theme when it comes to green building. But the story has many chapters, whether relating to increased energy efficiency, sourcing green power or creating on-site energy. In the end, energy is a proxy for cash: Make it, spend as little as possible, and save the rest.

In addition to promoting LEED-certified construction, Gale International is employing energy-efficient technologies at its Songdo project in Korea. Green roofs will be planted on many buildings, and others will have reflective white or stainless-steel roofs, which reduce “heat islands.” Energy conservation measures include the use of natural lighting in buildings; high-performance glazing and shading of buildings to reduce heat loss during the winter and solar heat gain in the summer; energy-efficient HVAC systems; energy-efficient lighting; intelligent building systems to keep buildings operating at the highest efficiency; and refrigerants with low ozone depletion and greenhouse gas emissions.

The green building boom is underway. Improved technologies, rising energy prices, security concerns, and increasingly progressive public policies are combining to create a virtual cycle of consumer pull, commercial demand, and technological advance.

### IF YOU BUILD IT...

At the residential level, McGraw-Hill Construction estimates that in 2007, 40 percent of all renovation in the U.S. included some sort of “green” feature, such as windows or heating and cooling systems. Additionally, McGraw-Hill Construction’s research finds that homes with green attributes comprise approximately 10 percent of the residential construction market and are projected to make up between 12 percent and 20 percent of the market by 2013. In terms of today’s market value, this is approximately \$40 billion to \$70 billion.

“Our findings on the market growth of green are particularly powerful,” says Harvey Bernstein, vice president of industry analytics, alliances and strategic initiatives for McGraw-Hill Construction (one of The McGraw-Hill Companies, parent company of BusinessWeek). “With today’s housing situation being so negative, the fact that green is still growing creates a bright spot for the market. It shows us what the consumer is thinking as well as how home building is transforming. Those builders who have been building green are reporting to us a more stable business in these unstable economic times.”

There is solid interest today on the part of building owners, facilities managers, architects, engineers, and others in the construction industry to design and construct commercial structures to get the most out of the least. “Green design and construction of commercial and institutional projects, like schools, are also expanding,” explains Bernstein. “It’s ultimately about performance, comfort, and just plain good design. And the myth that building green costs more is starting to fade as the industry focuses more on the tremendous opportunity and savings it creates. Our research confirms this, with less of the construction industry considering first costs a challenge compared to the industry three years ago.”

With the U.S. in a housing and real estate netherworld over the past 18 months, green building offers the country an opportunity to create a vast new industry around products and processes that reduce impact while increasing value. The market is huge.

According to the U.S. Environmental Protection Agency, there are more than 200,000 businesses in the building



# KONE: Our History and Vision on Sustainable Building

BY THE END OF THIS YEAR, half the world's population will be living in towns and cities. In fact, there are already more than 20 megacities with a population of more than 10 million inhabitants. As the population in cities increases, various crowding and environmental challenges will follow. For many years, KONE has been developing innovative solutions to increase the People Flow™ of a building while decreasing its impact on the environment.

## Meeting the Challenge

We at KONE are meeting the challenge not just by developing innovations for managing the flow of people within buildings. We are also improving the environmental efficiency of our solutions through incorporating energy-saving technologies that keep the total cost of ownership low while reducing a building's ecological footprint. KONE equipment is built to last for a lifecycle extending to 2050 and beyond with the support of our maintenance and modernization services, which help you keep your equipment operating efficiently and looking good for its entire lifetime.

## KONE is a Pioneer

Energy and space efficiency were drivers for the permanent magnet motor, KONE's innovative technology launched in 1996. The KONE EcoDisc® hoisting machine, which is the power behind our Eco-efficient™ Machine Room-Less elevators (MonoSpace® and EcoSpace™), has cumulatively saved the equivalent electricity

production of a typical power plant (250 MW), avoiding the consumption of 2 million barrels of oil, and the emissions (tons of CO<sub>2</sub>) of 100,000 cars driving the distance of the earth's circumference (40,074 km). Eco-efficiency is an integral part of our R&D: it is a learning process, and we are expanding our frontiers every day.

In 2008, our focus is on standby energy savings and regenerative systems, as well as energy-saving solutions like LED lights in elevator cars, Destination Control Systems for efficient elevator travel planning, and the KONE EcoMod state-of-the-art modernization solution for escalators.

We continue to be pioneers — for example, by developing solar-powered elevators that will run partly or entirely free of any power source other than the sun.

## Intent to Lead the Industry

We plan to continue to strengthen our leadership in eco-efficiency by continuing to supply eco-efficient products and services and minimizing the carbon footprint of our own operations. As buildings consume 40 percent of the earth's energy, and elevators, in turn, consume some 2 percent to 10 percent of the total energy in a building, we have set an ambitious goal to cut energy consumption of our standard elevator products by 50 percent by 2010. As urban areas grow and the cost of energy keeps rising, the challenge is to design buildings that are environmentally efficient and ensure smooth people flow.

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industry, representing more than \$531 billion in annual revenues, \$62 billion in annual payroll, and more than 1.7 million employees. Almost 116 million residential buildings existed in 2000, and more than 1.8 million residential buildings are built annually. Nearly 4.7 million office buildings existed in 1999, and every year, approximately 170,000 commercial buildings are constructed, with almost 44,000 commercial buildings demolished.

The spectrum of people whose livelihoods could benefit from a green building boom is vast, from architects, engineers, contractors, construction firms, and their workers to product manufacturers, facilities managers, and even interior designers.

"The cost savings associated with green, energy-efficient buildings are even more important in today's environment," says USGBC's Moore. "And we expect that the focus on green building, particularly in the area of existing buildings, will continue to grow."

### GREEN GLITTER

At the USGBC's New York gala at the American Museum of Natural History, celebrities presented awards to New York City Mayor Michael Bloomberg, NBC Universal President and CEO Jeff Zucker, and Jeff Blau, president of Related Companies. Attendees praised the advantages of green building and also spoke to the increase in support from organizations across the economy.

"We've had tremendous support from the developers who focus on going green, tenants like NBC Universal who are pushing the green agenda, Hearst, ConEdison, and many, many others," says USGBC's Adkins. "You can feel the momentum."

All this is happening in a business space that didn't really exist just 15 years ago, and that many said would never develop because the costs were too high. As the benefits of building green become more apparent, and more urgent, thought leaders and lay people alike have come to the realization that a clean environment, healthier occupants, energy independence, and a greener economy are paramount for our society and our planet. That, at least, gives us all something to build on.

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[www.greenSource.construction.com](http://www.greenSource.construction.com)

**Sustainable Forestry Initiative (SFI, Inc.)**  
[www.sfiprogram.org](http://www.sfiprogram.org)

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# The Essentials Of Designing Green

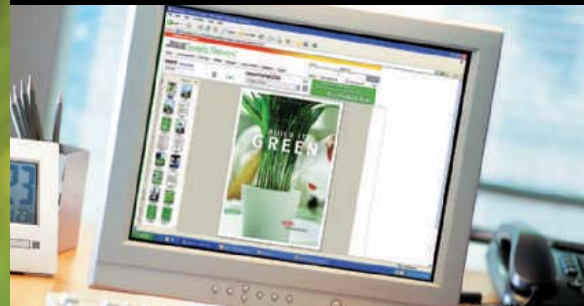
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