

**Congress for the New Urbanism
Spring Board Meeting
June 27-28, 2008**

Friday, June 27, 2008

Present: Ray Gindroz (Chair), Mike Krusee, Dan Slone, Steve Maun, Norman Garrick, Zach Borders, Victor Dover (Vice-Chair), Ellen Dunham-Jones, Doug Kelbaugh, Sam Sherman, Doug Farr, Katharine Kelley, Stephanie Bothwell (Treasurer), Dhiru Thadani, Connie Moran, Susan Mudd, John Norquist (President/CEO), Liz Moule (later by phone).

Absent: Hank Dittmar, Jacky Grimshaw, Todd Zimmerman (Secretary).

Staff: Steve Filmanowicz, Heather Smith, Abby Bouzan-Kaloustian, Lee Crandell, Payton Chung, Nora Beck, Sandrine Milanello (by phone).

1. Chair's Report

Initiative Structure: Ray discussed the history of the reform efforts within the CNU. In light of the need to support an expanding number of initiatives and mentoring the next generation, and the generation after that, of New Urbanists, he asked the board to consider the following initiative structure. He noted that it is complicated to implement given that the various initiatives are in different stages of development.

- Discussion on the initiative structure of member leaders, board mentors, and specific staff assignments.
- Discussion on the clustering of initiatives into related groupings.
- Brainstorm individuals that could fit the roles of member leaders, with special attention to recruiting younger new urbanists.

The board raised the following points, focused more on the process rather than the structure.

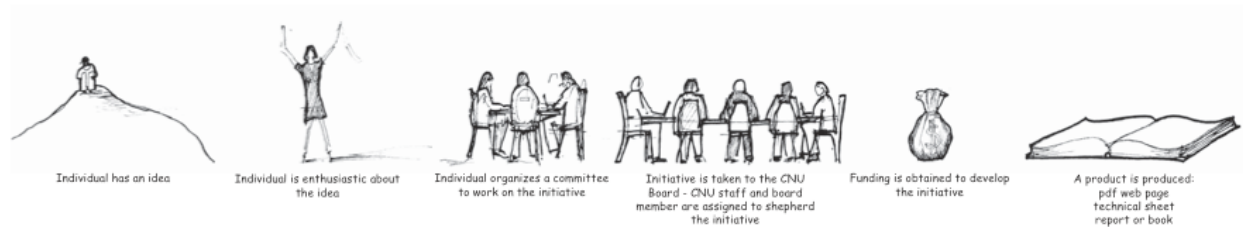
- Importance of the initiative process and the integral component of review and acceptance of proposals by the board on a clear timeline.
- Questions of how the sponsored research projects fit in with the member-led initiatives.
- Importance of setting up a process for a certain amount of predictability, but also don't want to create a procedure that slows things down.
- Not all initiative ideas need to go through the Open Space Technology (OST) sessions at the Congress.
- Suggestions to have the concept run through the process, but specific grant proposals should be handled by staff on their given timelines.
- Overall comment that there are too many initiatives to be manageable; loses coherence for everybody. Discussion about the balance of overburdening organization, but not stifling creativity.
- Suggestion to consolidate and back burner initiatives. Corrections to the initiative list were suggested.
- Discussion about marketing OST sessions and whether members understand their function. Sessions are not for everyone, need to make sure people can get involved in other ways.
- Question if any of the initiatives on the list came from the OST session, none are from this most recent round. Board requested to see the ideas.

- The large number of ideas coming out of OST concerned many board members. Discussion about limiting the number of active initiatives, and what it means to be an active initiative.
- The importance of communicating an initiative structure to general membership and chapter leaders.
- Discussion on dissemination of the initiative work. Recognition that this is where staff assistance is crucial because communication and media support are harder for a collection of volunteers.
- Need for clear communication of the resources available and the various types of initiatives that can exist (from ones where staff finds funding to others where staff simply host information on the website).

Motion on Initiative structure: Farr moved to accept Ray’s proposal of the initiative structure of member leader, board mentor, staff representative. Stephanie seconded. All in favor.

Motion on Initiative Process: Far moved to adopt Ray’s initiative process, see below. Victor seconds. All in favor.

TRANSECT OF CNU INITIATIVES



Discussion on Consolidating the Initiatives into fewer groupings:

- Transportation
- Climate change initiatives
- Affordable housing and social equity
- Education and Licensing
- Regional and urban regeneration
- Financing

Katharine discussed the number of lists, groups and raised concerns about duplication, limited hours.

President’s Report:

John described the updated format to the Strategic Plan, which places more of an emphasis on sustainability issues. Briefed board on conversations with APA about the climate change campaign. Discussion about transportation reauthorization—the 80% of funding that goes for roads is something that New Urbanists need to weigh in on. Warned against a fight between transit and roads. John touched on the ITE and ND work.

Membership, Fundraising and Chapters:

- Membership: Lee Crandell explained that our annual growth rate is 10%. To reach the strategic plan goal of 5,000 members by 2010, we would need to maintain a 19% annual

growth rate. Current number of members: 3281, 64% renewal rate. Typical renewal rates for similar organizations is between 55% and 75%.

- Fundraising: Donations, \$26,000, McLaughlin fund, \$8,800.
- Board contributions: \$14,000 (plus another \$3,000 during the meeting)
- Chapters: New Jersey chapter became official in April, finishing up final paperwork on Central Texas.

Staff Recommendations:

- Proposal to clarify Chapter guidelines—Lee proposed clarifying the chapter handbook and updating the policies. Asked for board members to volunteer to review the handbook. Zach Borders volunteered.
- Proposal to create a Membership Plan to reach Strategic Plan goal—Lee proposed creating a membership plan in order to hit the 5,000 member goal. Asked for board volunteers to help develop the plan. The plan would help clarify the relationship between members and the organization and review administrative policies. For example, the chapter-national membership relationship.
 - Discussion about the need for an academic rate. Staff clarified that there already is a non-profit rate of \$100 and non-profit is defined broadly to include academics.
 - No volunteers recorded.

Accessibility and Affordability

John described the publication Ed Steinfeld is creating. Ray stated that it is an initiative, “lifetime sustainable neighborhoods” Requested board members to send visuals. Ray described a meeting he had with Emily Talen at the MacArthur foundation earlier that day. It was a disappointing meeting, they were hoping to get funding and researching for a book on HOPE VI. Disenchanted with public housing because they believe that it is only serving a small portion. Lack of interest in and confidence in physical design. View of HOPE VI was from Chicago. Emily and Ray will send the incoming president a proposal.

Journal of Urbanism

Ray stated that they are looking for money for \$8,000 for color photographs. Ellen recommended that instead of print copies, they should use this money to transition out of print and onto the web.

Motion to give \$8,000 for color: Victor motioned to accept Ray’s proposal. Ellen added that they should get online. Stephanie questioned the \$8,000 for color, shouldn’t it be for getting them online? Kelbaugh said the articles lend themselves better to print form. Discussion continued about giving discount / free copies to members. Discussion about prohibitive subscription rates. Discussion tabled until a Journal of Urbanism submits request.

Burnham Centennial, Adele Simmons

Adele Simmons gave a presentation about the Burnham Centennial. Described the multitude of events scheduled in 2009 to commemorate the 1909 Plan of Chicago. Zach Borders proposed CNU Illinois hosting a Regional Meeting in conjunction with the festivities. Could be held around the same time as the March 09 board meeting.

(No motion, but seemed like the board agreed that this was a good idea)

CNU 17 Denver

Heather and Sandrine gave an update on the Congress.

- Switched the format of the congress from Wednesday to Saturday. Official start is on Wednesday. Closing on Saturday.
- Working to green the congress: reducing/offsetting carbon offsets, alternative transportation, reducing paper, recycling. Started a committee- contact Sandrine if you are interested. Individuals can donate to offset carbon emissions and we are looking for a sponsor to do so.
- Program. Heather described the call for ideas, the tracks, and the plenary speakers.
- Experiences, new concept this year; 3-4 hour tours of Belmar, Stapleton, downtown, Village?
- Board requested the results of the Congress survey from Austin.
- Ray would like 1 or 2 points for congressional activity. At the opening, present the various initiatives and how they fit into the program. Have the leaders physically present to give people a face to the name. Carve out an hour in the first or second session. Maybe do a follow up at the end.
- Sponsorship: the local host committee goal is \$250,000. CNU's goal is \$150,000. Asked for support from board for contacts.

Congresses in 2012 and 2013

Sandrine described the interest levels in Orlando, Seattle, Salt Lake City. Staff will have proposals for Seattle and Orlando for the October meeting.

Climate Open Discussion

Victor organized this portion of the agenda as an open discussion, asking Nora and Steve to explain the campaign developed so far.

- Steve described the initial communication pieces that have been developed to support the campaign: webpage, 6-min video on YouTube and high resolution on cnu.org. Staff has questions about the branding of the campaign, the main message driving the campaign.
- Nora described the two documents in the packet that outline the current workplan being developed. The shorter one-pager was used for initial conversations with APA and the excel document attempts to insert a timeline with designated tasks.
- John discussed how the workplan uses VMT reduction as the primary message, which may work as a goal when talking to agency staff. There is less confidence in using VMT as a banner for use with the general public. Need to talk about the broader basket that CNU provides.
- John described our future grant request of the Kresge Foundation to support the campaign with \$1 million each year for three years in partnership with APA. With this funding, we can develop models for communities so that they reach their climate goals. Fit in with other policy initiatives (SGA, etc) support their policies, etc.
- Steve described how tools and research will strengthen our position. Steve never imagined that the main marketing would be VMT, but rather the message of less driving, or some variation, for the general public. John stated that CNU is trying different messages.

Board discussion:

- Title suggestion: Community Climate Change and Carbon Campaign: Sustaining Health, Safety, Happiness. Call to discuss the subject, not name it.

- Name and measure are two different things. Student's analysis was good but conclusion is off. Thinks VMT does make sense as a measure. This was seconded, and the need to be more targeted with the messaging.
- Discussion about the metric: VMT / something. Miles per person, miles per household, perhaps time wasted in cars versus vacation days. Dollars per mile.
- Enduring lesson of the student session today—board are all designers, but want to wordsmith. Students were a dry run. We need to seek outside help in branding, marketing, etc. Try not to get attached to an idea and not let others in. It's a bit of everything and the audience is shifting constantly. Once we have done this exercise, need to ask what CNU is capable of doing. Prospect of getting grant funds (scary?). Keeps raising the issue of where the staffing would be most appropriate (DC, bay area?). Be conscious of how we deliver.
- Operations aspects are important for the board to address. We too often get into debating the content. Board has a fiscal and legal responsibility. The layout of the workplan, with a beginning of a step-by-step procedure, something we need to discuss further- the how. Who are the staff? What type of staff do we need? Where should they be located? What type of people do we need- technical, marketing, research/testing? People, personalities, type, etc. Flush out the issue so the core group can figure out the how.
- Question of the intent of the board, what is the goal. Are we looking to use the terms of VMT in the academic area? Are we looking to reach a wider population? Not sure if VMT will mean anything to regular people. Does understand and believes many of CNU's concepts have caused a paradigm shift for people.
- The idea is to talk about VMT as an objective, but not as the name or the way we communicate the objective- splitting it up is helpful. This is what was bogging us down before. Some were concerned about using VMT in the past. The coupling of the name and the way we measure the objective is key.
 - VMT is the best matrix to establish how we reduce carbon. Thinking about measuring vehicular trips only by individuals, but we need to open the subject up to a broader understanding of the number of miles on the road for the delivery of goods. Look at ALL of the trips, not just those generated by residents in a community. VMT is a great matrix, need to get trucks off the road, not just single occupancy vehicles.
 - Are we stuck in an older idea of urbanism? Encouraging people to broaden the scope. Who we are trying to address- general public, people that might start a community farm because they realize they can't sustain the trucking of goods, etc.
 - Need a multi-pronged communication strategy. Hone specific nomenclature and words to address specific groups of people (home owner, city council rep, etc). Need professional help to craft these messages. We are not all going to be able to collaborate and get these messages.
 - Board's role should be to fundraise and submit proposals to obtain marketing/pr individuals. Feedback from students represents one group. Most of the time you get feedback from multiple groups on messaging. Don't spend board's valuable time on messaging; this is work that should be done by a professional. Board needs to identify targets and pass along this info to the professionals.
- Need to identify primary and secondary audiences.

- Come up with a new transportation index that includes the transportation of goods. Should also consider air travel.
- Decoupling of messages and measure- this is strategic, not tactical, this is a visionary campaign that needs to capture the attention of the public.
- Decoupling vehicle use from economic prosperity. We all tie more driving to prosperity. Need to emphasize that less vehicle use is prosperous.
 - True for cars, not so much for trucks. What is our mission as new urbanists. Reducing cross-country truck traffic doesn't have anything to do with developing communities.
 - Yes, it does, the regional vision of the Charter would reduce truck driving.
- Discussion about the length of the campaign, and the need to have multiple strategies over the next 22 years. Research is important too, but separate. Should we be seeking other partners to get this work done? Lots of interesting research topics—need more targeted research done, prioritized. Is that what CNU wants to make this initiative about in addition to marketing/public relations?
- Confirmed the interest in research in Austin. Also talked about developing models to respond to these goals, techniques and tools, opportunities for set up and testing of these techniques and tools. We are an advocacy group that tries to influence policy. Education is also very important- most immediate impact. Developing curricula is a fundamental goal of this initiative.
- Discussion about how old the organization will be at 2030 and comparison with SIAM.

Victor closed the open discussion asking the board to review the draft work plan and lined up the goals for Saturday: set priorities, consider what we're good at, who we need to connect with. Perhaps setting a 5-year goal.

Saturday, June 28, 2008

Present: Ray Gindroz (Chair), Mike Krusee, Dan Slone, Steve Maun, Norman Garrick, Zach Borders, Victor Dover (Vice-Chair), Ellen Dunham-Jones, Doug Kelbaugh, Sam Sherman, Doug Farr, Katharine Kelley, Stephanie Bothwell (Treasurer), Dhiru Thadani, Connie Moran, Susan Mudd, John Norquist (President/CEO), Liz Moule (later by phone).

Absent: Hank Dittmar, Jacky Grimshaw, Todd Zimmerman (Secretary).

Staff: Steve Filmanowicz, Heather Smith, Abby Bouzan-Kaloustian, Nora Beck.

Ray discussed the death of Paul Crawford and ideas to commemorate his work at the Congress. Lucy Rowland is working on putting together a scholarship.

Treasurer's Report, Stephanie Bothwell

Stephanie stated that CNU is in a good cash position, with \$670,000 in the bank including \$50k in CD. Going to have a conversation about how much of that we should put in reserve.

Stephanie introduced Abby Bouzan-Kaloustian, CNU's new Admin and Finance Director. Looking into the changes the CNU may need to take to compile with changes in the IRS 990. Stephanie has asked Abby to compile all financial information relating to the congress going

back to CNU 10. Board would like to see cost per person (numbers presented included fundraising income). Discussion of the Congress report, see handout. Abby announced that CNU has been doing staff timesheets, for the first time. We will now have a much better sense of the costs going into the Congress.

Discussion about accounting practices: Steve Maun asked if the accountant was actively engaged in doing the cost coding. John stated that he has been thinking of hiring a higher level accounting service—someone who could make suggestions and set up our systems in the right way. Maun noted that the two years could be difficult financially and that it is a time to be cautious.

Congress logistics: Stephanie proposed a board committee to review the logistics of the Congress, in a similar set to the board advisors for the program. Doug Farr discussed webinars—especially in a climate of high travel costs and global warming.

Accounting background on board: Steve Maun stated that he was proposing something more fundamental—attracting someone from the professional accounting community to be on the board. Someone who is interested in urbanism and has experience with an organization of this size. Helpful to have a more rigorous and standardized system. Katharine liked that proposal and there seemed to be agreement that this is something for the nomination committee to consider.

Congress Logistics committee: Stephanie and Doug Farr volunteered. Victor is interested in developing the business model, but could be called on from a smaller group. John discussed the appropriate role for the board—if there are new ideas, like webinars, then we should do them. Sandrine is doing well with the Congresses. Discussion about improving food issues, increasing the exhibit hall and going after sponsor more effectively.

Endowment Committee: Stephanie and Sam Sherman are on this committee, as well as Stefanos and Peter Calthorpe. Stephanie recommended starting with \$25,000 for an endowment—but policy and procedures are needed. Stephanie asked for endorsement for setting up the policy.

Motion for establishing endowment. Stephanie made the motion to begin with \$25,000 with policy written for the next board meeting. Will also come to the October board meeting with a purpose for the endowment. Board approved motion.

Changes to 990: Stephanie discussed the progress made last board meeting with a conflict of interest policy, but stated that the committee hasn't be activated to work on the other components dealing with grant oversight and contracts. Abby stated that in regards to the 990, CNU is in some compliance, but not with everything. Discussion about the mechanisms for enforcing the conflict of interest policy. Stephanie will bring this back at the next board meeting.

Motion to accept Treasurer's Report by Victor, seconded by Ellen. Board approved.

Initiatives, Ray Gindroz

Ray proposed the creation of an initiative committee from the board in order to give more clear direction to the staff on the whole initiative picture. Ray would like Doug Kelbaugh, Ellen Dunham Jones and Sam Sherman to join him on this committee and come up with a draft by the October board meeting. The committee will refine the initiatives process.

Ray then described the initiative matrix and the actual initiatives—see memo for types of initiatives based on resources and then the types of initiatives based on content. Nora interjects to say that the umbrella initiatives that Ray is describing have been identified by board through the strategic plan process and are now called out as “priority issues.” Katharine suggested circling back and adjusting the strategic plan list based on this discussion.

Discussion about Regional efforts—what does this entail and who will lead the effort. Zach Borders will take the lead with the Regional meeting in March. Norman suggested Detroit.

Discussion about the critical issues the initiatives must address:

- Climate/Carbon/Community
- Transportation
- Lifetime sustainable neighborhoods
- Regional & Urban Regeneration
- Education & Credentialling
- Implementation

No motion, but Board approved Zach to move ahead with the Regional Meeting.

LEED for Neighborhood Development, Susan Mudd

Susan provided an update on LEED-ND in light of a recent pilot retreat with the core committee earlier that month. She noted that there was a large pool of applicants for the pilot, but very few have submitted their documents. Susan the core committee discussed the following credits, see her report in board packet for more details.

1. New Towns (SLLp1, path 5)
2. Infill definition (used in SLLp1, path 1 and elsewhere)
3. Waterbodies (SLLp4)
4. Affordable Housing:
5. Transect:
6. Neighborhood Pattern and Design section:
7. Green Construction & Technology section:
8. Maximum and Minimum size(s) of projects which could qualify:
9. Water Infrastructure Prereq (SLL2):
10. Density:

Susan stated that there is a strong feeling among environmentalists that we need more pre-requisites. There was always a debate about whether LEED-certified buildings would have to be incorporated. There was a concern about making a developer go through two ratings procedures at the same time. There's pent up demand for having more pre-requisites, interest in having an

energy assessment of the whole neighborhood, or water assessment, move to ratchet up something. Susan asked what CNU members would think.

Discussion continued on various points:

- Concerns about gaming the system, seeing single buildings submit and receive certification despite not achieving at level of LEED for construction. They were choosing the easier to satisfy LEED-ND instead of going through green building ratings.
- Reaction against LEED-ND among homebuilders. Financial decisions not to participate.
- LEED is intended for the top 20%, It's supposed to be leadership, not changing the whole market right away. But if it's too exclusive, it's not leadership it's boutique.
- New Towns and whether more research is needed. VMT concerns. Zero impact new towns?
- Infill v. Adjacent—Victor described the issue with a diagram.
- Space Syntax.
- Leverage discussion.

Susan stated that CNU needs to make a decision on who is ultimately going to decide whether CNU is part of the rating system.

Discussion over a member e-ballot.

- Doug Farr strongly endorses an e-ballot with a board recommendation to live with the results of a membership ballot.
- Suggestion to include a real debate at the Congress. Then E-ballots later.
- Suggestion to hold Chapter debates as well.

Proposed process:

1. Chapter debates
2. Congress debates
3. Board review
4. E-ballot (binding)
5. Board final certification.

Someone called a motion. Board approved this process.

Details need to be determined, like requiring a quorum, fractional voting with firms? Discussion about how to energize the membership. Discussion about the precedent, membership might expect similar process or other things. ITE manual?

Nomination and Governance, Katharine Kelley

Katharine described her work with Dan Slone on reviewing the bylaws. Does our practice match our governing laws? We are a little behind in our documentation.

A new copy of the by laws was distributed to the board. Dan Slone described the changes:

- Cleaned up old information (3 year, term limites, etc.) and caught up with previously

- Conformed bylaws to FL law b/c of incorporation location (can't do things by a meeting where people can't hear each other; can do a non-voice communication as long as everyone later signs a written agreement).
- Added secretary (Todd) and CEO to Exec Committee with a quorum of 3.
- Change in officers- officers of board do not equal officers of the corporation. 2 levels -- board and corporate. Sect 2, pg 7- practice has never been that the pres presides over board meetings, took out of job description. Sect 2, pg 3- made secretary an automatic appointed position.

Motion to accept the changes to the bylaws. Made by Katharine.

Discussion about number of board members. Katharine amended the motion to include a further change to the number of board members--minimum of 11 and max of 21 members. Seconded by Doug, John didn't vote. Board approved.

Advisory committee. Katharine proposed the creation of mechanism to continue to honor prior board members for their service, harness their wisdom and resources, and institutionalize their experience and give them a formal way to be recognized. Advisory board mechanism is intended to be low maintenance= resource group. Recognized on web or letterhead, continue communication, call on individually. Would receive copies of board minutes. Would not attend or vote at board meetings. Would serve for 2 year periods, which could continuously renew, board could vote to remove if needed. Recommending the Emeritus members remain as they are, so there would be three groups: Board, Emeritus, Advisory.

- Discussion on the number of people on the advisory committee.
- Social event at Congress to connect advisory board with present board. (In addition to the VIP party).

Katharine suggested that the nominating committee could put a proposal together for the next meeting for the board to review.

Motion to endorse concept with details to be worked out and proposed in October by Ray, Victor seconded. Board approved.

Board Vacancies: Katharine stated that there are currently 19 members on board. She proposed the following schedule:

1. Reconvene committee and ask if everyone wants to still be involved.
2. Return in fall with proposal to fill two spaces by spring 2009 for board review.
3. Propose two to start in fall 2009.

Katharine has a healthy list, but if anyone has hot new recommendations, please pass along.

Climate Change Campaign Workplan, Victor Dover

Victor summarized the discussion from Friday. There seemed to be consensus that we'll need outside professional help to plan the details of the Campaign, so our job today is *not* to resolve the little details. Instead, our job is to state clearly what CNU wants to accomplish, setting the broad outlines, so John has what he needs to recruit that expert help, and so smaller groups / staff / consultants can advance the work over the summer.

Victor organized the discussion around the following four questions in order to give staff broader direction on how to execute the work. He stated that the board must get through the first three before going to a consultant, because they will require this minimum level of information.

1. [Who are our] **Target Audiences**. Which groups are we trying to reach? Primary versus secondary audiences?
2. [What are] **CNU's / NU's Distinctive Tools & Information**. What do we have that those audiences need? Why us?
3. [What do we seek] **To Accomplish**. What is the super-short description of what will be changed by our Campaign? Confirm, in light of 1 & 2.
4. [What is the Board's input on the] **Timeline / Work Program / Organizational Needs**. What do you think of the first few tasks written up? What does staff need to carry out their part?

1. Target audiences. The board listed a number of different audiences, leading someone to notice that the list includes "everyone!" The list was winnowed down / grouped into the following.

Decision Makers
Technicians & Specialists
Implementers
General Public/Media

Discussion continued on the following points:

- Geographically, the audience is located in North America
- Need to connect with those individuals already working on climate change so that they understand the benefits of urbanism.
- Need to have a presence at the annual meeting of mayors
- The importance of tailoring the message to the specific audience group—some groups should be pitched the highly technical information. Consumers should be targeted with pocketbook impacts. Money is the universal message that impacts all of the identified target audiences. Sub-groups within the "General Public" category will be affected disproportionately.
- Suggestion to focus on one group instead of all four.
- Suggestion to focus on Decision makers and the public.
- Call to consider where NU has targeted in the past, what has been successful, and groups we have not yet reached but need to.
- Question if this is mostly a media / public relations campaign and the need to include our own organizations into this campaign, don't want to leave the members behind.
- Importance of getting the message out as well as the implementation process.
- Add builders and developers to the target audience. Add the banks.

- Observation that it is easy to lapse into a campaign for urbanism, but is this campaign supposed to be more focused?
- Urbanism is what the climate people need to put near the top of their list. Urbanism needs to be what we start working on right away.
- New Urbanism is not enough. New Urbanism is not sustainability. This was the motivation behind writing the Canons. If we just imagine this is a campaign that puts forward past NU projects, it's not enough! There's another layer that has been added on, this is why training is needed. A lot of greenfield, new urbanism is not sustainable.
- Building environment consumes _ of energy, this is bigger than urbanism and new urbanism. This is a golden opportunity to move NU up, but it doesn't deserve to be at the top.

2. **What tools do we offer?** Tools we presently have and tools we need to develop.

Tools we have:

Design provides the third way, connects.

Skills, principles, techniques, models

Inspiring visuals

Neighborhood

Design makes these places desirable for people who otherwise react against compact sustainable living.

Tools we need:

Research on carbon and economic data that supports our assumptions and assertions.

White paper case studies that are distributed to targeted groups that focus our message.

We have a broad amount of information and it has not been dismantled, written and disseminated to specific groups.

Discussion:

- Within the T4 debate, we have the tools to build better roads. Design provides the third way.
- Design Connects
- Gas tax versus VMT tax. No visionary policy for the nation's transportation. Transfer of wealth from city to suburbs. Need to make the connection between funding and financing and transportation infrastructure. Comment that there is a bigger transfer of wealth happening between the US and other countries. People don't realize they've funded their own poverty.
- Importance of keeping our message positive.
- New Urbanism alone won't do it--all those movements are part of this and we need to identify and recognize partners.
- Question why neighborhood is listed as a tool and not a product.
- Formation of the Developer Coalition led by Leinberger, should CNU be more involved with their work on the T4 campaign.
- Two options: Chris is a new urbanist and is acting on behalf of CNU or expand CNU staff to be able to man all these meetings. Do we stay an organization where volunteers do the work or do we expand so staff can do the work. Assessment that the task is too large to rely on volunteer time.
- Discussion about member-led initiative process that was approved on Friday. Immediate need—identifying specific people with assignments who are willing to be accountable for their piece. Then it can come back to the board as proposals and the board can vet. We are a

volunteer organization. People need to own certain parts of this and staff need specific assignments.

- Suggestion to look into Active Living campaign. Having evidence base to get regulatory reforms.

T4 Discussion

Stephanie Bothwell summarized the current activity within the T4America coalition and raised questions of communication between CNU and the coalition, staff capacity to work with the coalition and relying on volunteer time. The coalition is organizing four meetings across the country to get comments on their draft legislation. CNU is participating in the meetings in DC and Chicago. Not a lot of time to organize the new urbanist response—need clarity of who, what, how etc.

Ray stated that we have talked about hiring staff/consultant, but we need some general direction before we leave not just T4. John explained that we have the resources to hire someone else (T4, Climate, etc). He has a much better idea after this meeting than the board huddle in Austin. Need to be thoughtful. If people have ideas/suggestions, please share. We need to have a staff that's useful.

John summarized his understanding of T4. The most success was with ISTEA, the first federal highway program to include transit. T2, T3, now at T4. Degenerated into transit vs. roads. John described his recent attendance at an infrastructure meeting in DC—everyone was really careful—not challenging the road lobby. People are preparing to fight next year re: split between transit and roads. Road builders are scared. They are open to sharing money if new money is found—this is not happening. Debate is very constrained. Where does CNU fit in? Is T4 the solution? Yes, it's a part, we should aggressively support. Lots of talk about money but not actually that much. STPP use to do this. We should support this and attend meetings. There's no one on the environmental side talking about changing road building- just a fight (behind the scenes). Congress made of 2 houses—senate has a rural tilt. Congress is use to dealing with this type of process. What changes the game? What is CNU's role? DESIGN. Meet with road builders and say—we are for roads, but roads with good design. What do you do about revenues? Since we're not depended upon it, maybe we are the ones that talk about it.

Ellen stated sidewalks are where the money is, not roads. Could this scale up?

Mike stated that for the last 25 years, NU have been fighting with one arm behind our back because of subsidies. You couldn't build the sprawl we have without the subsidies. Fight between transit and roads will be anticlimactic. Too hard to undo, can't go back. You can't get two-thirds of congress to go against transit. No money for anything. The questions is how do you collect the funds? This will determine land use and who has the rights. Change to a funding mechanism other than the gas tax that evens the playing field for development. Trying to figure out how else to bring money in. Under what parameters do you disperse this money?

Doug Farr stated that CNU needs to allocate money for a DC consultant/lobbyist to work on some bills (T4, climate, etc). We need a professional, competent representative. CNU needs to

position our self as the best option—high return on money. A dollar spent on planning earns what? A dollar spent on hardware earns what?

Stephanie explained the process of the T4America meetings, the NYC and San Francisco meetings currently lack CNU attendance. Would like at least one CNU member to go to all four meetings. Stephanie explained that the notes from these meetings will go back to the sub-committee writing the draft. CNU has not been invited to the table. They will collect internal comments and have a draft ready by late August to take to 5 members on the hill for a test. Fall-series of meetings around the country to bring partners/future partners to campaign around this and get grassroots support. Jan/Feb- approach congress. Stephanie wants CNU to partner on all 4 cities and participate in the fall.

Steve Maun stated he was confused and looking for direction. Is this something we should be participating in? John's expressing some skepticism.

John stated that this is one group that's proposing to influence this bill. We should be involved but not subordinate ourselves and not do anything else. We can have an impact and not be limited. Have a friendly, open, energetic interaction with this group but not stress ourselves out about it. John talked about the National Builders Conference--meeting to determine how agencies could connect and advance something. Steve's lobbyist's (Douglas Ritterer) message is that if there are developers at the table, they have an important voice. Someone stated that Reconnecting America is listening to Ritterer.

Stephanie stated that Leinberger's Developer Coalition has contacted both Steve and Sam to get involved. John stated that Leinberger is very involved and doesn't need to ask his permission to be in a group. Shelley doesn't have to ask CNU's permission to talk to membership.

Steve Maun asked if there is anything he can do to advance this mission? There's a lot he can do, but is it worth it? John recommended raising money for CNU

Ray asked that the discussion get back to Victor's exercise. What tools do we need? Get back to the shift of wealth that Mike brought up. There are these meetings, we need to be represented, what tools do we need to bring along? What materials do we have in our back pocket?

Ray posed a series of questions:

- How does transit get funded?
- How does design help put transit in the context of funding itself?
- LEED-ND similar to government's position on transit—market demand dictates funding allocation.
- How can we provide a set of tools that at least gets this issue on the table?

Ray stated that through design and concept, there's a need to link fund transit with tools that can inform design. With HOPE VI, the way in which design informed government policy- a bit of the reverse of current situation.

- What do we do? What do we need to provide? What do we need to have in our tool chest? Start with T4 situation- answer these questions.
- Suggestion to consider immediately putting in place an initiative with 3 points.

Mike explained that he has been nominated to national blue ribbon meeting, which gathers on a timely basis. Consensus emerging among divergent groups to move from Gas Tax to a VMT system. Policy makers don't have a good understanding of what it would do. Katharine asked who is articulating the method of using a VMT system? Michael Repolgle of the environmental defense fund.

Ellen asked what are the implications of transit within the VMT system? Other revenues for transit? Mike described transforming transit as a utility for your region, market rate to capitalize.

John responded to Ray's request for three things that CNU can / should bring to the T4 meetings.

1. Road design—good roads not just finding. Will be very much like the ND fight. Working with ITE maybe?

Doug Farr described John's statement to Paul Farmer that this is planning's moment. Doug believes that planning is the best value in town. With carbon, relevance to address carbon on the transportation side and compact development. Politically, can happen everywhere. Transit will only happen in 22 states.

Ray stated that planning was important part of Hope VI. Fundamental requirement in the development. Had to leverage the other development. In the transit work and in the funding work. Development capacity and quality. As a way of funding it over the long term.

Doug Farr stated that value is created in the adjacent development. And the planning controls are where the value is created. Norman agreed that planning is an important tool. We are missing. Planning is about the form, not about function. Working on function is one of the places that we need to expand our understanding.

Liz, specifically responding to Ray, stated she was talking about initiatives with criteria. Where is the money? federal state or local. Taking the canons, which are very broad, largest number of criteria on the table for planning. Write very specific criteria for the work to be created, roads, planning. These are the tools that we would need to produce. Instead of meetings and nebulous talk. We need specific criteria that are required to be carried out if groups are to receive funding. Going into a meeting on TOD, is not just the agenda but it is the RFPS and the Appropriation bill. Liz volunteered to write the criteria.

Liz pointed the need to prioritize our time. If you could effectuate change in transit, you could make the biggest reduction in carbon. One of the things that is missing. We don't know how to prioritize our efforts to have the quickest results.

Ellen agreed with Liz on the specifics. Tool for T4 is the LCI Livable Centers Initiative. Using transportation funding for planning. Any municipality can apply; the mission is to retrofit single use. Groups compete for planning, compete for implementation. Received 72 plans. Effective on changing the mindset. Leveraging transportation funding for planning. It's been in operation for 8 years. Good data. If it is not in the T4 discussion.

Stephanie asked if a group could be pulled together to collect the best examples. Ray stated this could be a prototype, get it ready in time for the first meeting. Discussion of what the meetings are for. Victor stated that the package would be useful at the meeting, but in the event that the meeting is not useful, we would have it developed for other things.

Doug Farr proposed a motion

1. CNU direct the exec committee to figure out how to engage a professional presence at the meeting. Engage lobbyist.
2. With the Kresge opportunity, which is by no means certain, figure out what a million dollars would look like. Make a plan to show what we can do with the \$1 million.
3. Stephanie added, support for the meetings.

Liz asked who does what and why? There are kinds of things that are best done with volunteers, studies, RFP, permanent staff, Frankly different time tables and costs. On the surface, work done by volunteers will take longer. Items that need to be performed faster need to be done by staff. A lot of things can be done by our membership but they may not have the expertise.

As we move forward with some kind of workplan it needs to be more sophisticated on how we are going to spend this money and why and how it will be populated and staffed.

Liz believes we are at a different point; we are not entirely a volunteer organization. That's why we brought on John in the first place. Need to look at the next growth of the organization.

Doug agreed with Liz and amended his motion.

1. Develop detailed workplan with timeline, costs, and responsibilities. Use this for funding pitches with Kresge Foundation and others.
2. CNU direct the exec committee to figure out how to engage a professional presence at the meeting. Engage lobbyist.
3. Stephanie added, support for the meetings.

John explained that Maun volunteered his lobbyist. Bill Broydrick. Executive committee could act quickly on that point. With Kresge, we will move with dispatch. Nora has worked on something for APA to sign onto. Two fronts. A lot of other work to do. There are a lot of things that professional staff could help with. We have reserves. If we do, we need to upgrade the fundraising so we don't go back into deficit. This has been a useful meeting.

Victor warned against hiring lobbyist without a plan.

Liz described three different components of work that needs to be assigned:

- Research
- Tools
- Fundraising

John stated that CNU will persistently be at the table in these upcoming meetings—but being at the coalition tables are not the only ones that are important. We need to develop new “tables,” developers, ITE. Don't need to rely on somebody else's table.

Maun stated that he wanted to hear where John thought we had traction. Much better to work on one achievable goal than 6 that are not doable. Maun heard traction APA and ITE—lobbyist is for the APA, who has money. They can actually pay. If that's where there is synergy, they can put in \$9 and we put in \$1. We leverage the relationship. Where do we have the advantage-- doesn't want to waste time.

Victor pointed out that most of this discussion has been about T4, but there's climate legislation out there as well. We need to be at the table for those two. SGA is not the only group.

Victor led the discussion back to the original four questions, and asked the board to take a second and write one sentence that fills in question 3, "We seek to..."

Here are the board responses:

- Farr: We seek to plan for a new and sustainable American dream.
- Stephanie: have people understand that where they live will help the environment, health and pocket book.
- Dhiru: ensure large percentage has access to transit
- Mike: We seek to rationally link transportation funding to land use planning
- John: Campaign to improve the American Dream and reduce carbon usage. Campaign to change the development pattern to increase energy efficiency and reduce carbon emissions, while increasing wealth and well-being. Campaign to implement the convenient remedy of urban design solutions to the challenge of climate change and energy constraints.
- Ray: We seek to provide a seductive visions of a lovable, congenial, beautiful, carbon-free way of living to become the new American dream.
- Norman: We seek to assert that low carbon places are better places
- Dan: We seek to help America define and implement it's new Dream of a life of energy independence, time for family and community, beautiful neighborhoods, etc.
- Maun liked Mike's.
- Victor: We seek to reinsert design as tool number one for saving the planet.
- Ellen: We seek to reversing sprawl to plan for a new sustainable American Dream.
- Kelbaugh: We seek to plan, design, and build, livable and resilient communities that reduce resource consumption and greenhouse gas production through compact development that results in fewer and shorter vehicular trips and through compact, energy-efficient buildings that utilize more renewable energy sources. In short, to do more with less, while shaping a new American Dream.
- Susan: We seek to influence public officials on the local, state, and federal levels to adopt policies and local ordinances that encourage carbon-reduction and green building techniques.
- Liz: We seek to build enduring and beautiful neighborhoods, cities and regions in order to reduce or slow carbon change.

Someone seconded Doug's motion. Ray called the vote, all in favor.

Liz requested clarification on Doug's motion, and it did include a directive that we construct a work plan and staffing plan that works on the broader initiatives, money it will take and resources needed and a fundraising plan.

Congressman Barney Frank

Ray welcomed the Congressman. Sam Sherman stated that the time is right to encourage a mortgage product that incentives urbanism. Discussion with the Congressman continued on the following points:

- Frank agreed that there are ways to include a transit and urban focus. He sees the biggest obstacle in the “Don’t build it near me attitude.”
- Discussion about a potential foreclosure property purchase bill. Would be great to convert to affordable housing, but need to think of the high transportation costs since most of the foreclosures are in the exurbs.
- Frank requested that we let him know who is working on HOPE VI—his staff will be working with them.
- Discussion about crossing local jurisdiction lines.
- John summarized that Frank is asking us to more visibly and verbally oppose sprawl. Frank stated that he meant showing up at committee meetings, get people on your board and members showing up.
- Discussion about dead malls and the need to redevelop them. Frank questioned who was stopping them from doing this? The streets are the obstacles.
- Frank agreed that we need to change the standards for highway building. Asked if CNU has talked to Congress, to the appropriate committees now.
- Would be possible to tie location efficiencies into Fannie & Freddie.
- Federal government can incentivise, but the location choices are made locally. Discussion about Scoop Jackson’s national land use planning act. Frank identified that the biggest obstacle to that is the imposition on cities. No way to get congress to impose anything on the states. Hard to think we could get enough money to make a difference. Need to do more than help them do the planning.
- Frank asked how much money would it take for the fed gov to get a non-planning state to get them to do planning? Enough to have an impact on their actions? Amount of money that would overtake the political obstacles (not to just do the planning itself).
- Doug Kelbaugh asked if Frank would support the creation of a National Academy of Environmental Design, similar to the National Academy of Science. Will take a congressional enactment. Frank declined, stating he has other priorities.
- Discussion about how New Urbanism has the killer application—designing great towns that people want to live in, but we need to do a much larger percentage. Frank asked what the public policy obstacles were?
 - Housing finance, need to make it less expensive to redevelop on infill sites in town—difficult to finance in town underwriting and risk criteria by banks. Frank noted this is not a government rule, but government would have to resolve.
 - Transportation, need to spend more on transit, less on highways.
 - Infrastructure costs
- Frank concluded, you need money. You can design a house but you cannot afford to build it.
- Federal storm water requirements need to be more flexible for urban areas.
- Property insurance for mixed-use development.

- Ray stated that CNU members are committed to a process of engaging communities. Frank responded that we need to show up in the trenches when the voting takes place and lobby for it. People need to speak up—People and politicians don't change their mind because of charrettes.
- Frank recommended working on Fannie and Freddie legislation in September, contact Gail Laster (head of housing) and talk to John Alba.

The board thanked Congressman Frank for meeting with them.

Doug Kelbaugh suggested that CNU should get in touch with New Mobility, a movement that is trying to connect up different modes of transportation.

Motion to adjourn the meeting made by Ray, seconded by Norman. All in favor.