

CNU FALL BOARD MEETING 2009

I. Victor convenes meeting (recognizes quorum).

2. Chairman's report

Ray covers topics from his pre-meeting memo, some of which may be handled in board breakouts: •Reviews new fundraising committee chaired by Scott Polikov. •Reviews changes to Congress format. •Emphasizes importance of consistent message that reaches to a broader audience. What's best way to move forward work begun with Robin Rather, expressed NU's value in quality of life and benefits. •Increasing CNU's advocacy role. Working with partners and building alliances.

Ray says there are 3 CNU's: 1) The movement, doing well; 2) The annual event, which is dynamic, subject to change; 3) The central operation, supports these things, central office serves bigger movement now. He emphasizes defining standing committees and setting up initiatives as an effective way to do this.

SEE FULL MEMO FROM RAY GINDROZ FOR GREATER DETAIL.

3. John gives President's Report

John describes CNU weathering the recession, going from typical monthly membership growth of 8% to declines of more than 18% in spring 09. After a bump at Congress time, CNU's membership trends have stabilized. While others had to cancel events, CNU saw Congress attendance dip to 1028. Expenses were extensively trimmed and overall Congress numbers were fairly good. CNU's reserves are currently not normal but are not dangerously low.

Other financial positives: more people than expected registered for CNU certification. Thanks Nora Beck for good work. CNU went to four-day work week and cut back on use of government affairs representative in Washington DC. Scott Polikov, Stephanie Bothwell, John and others are active in Federal outreach, John would like to return to a point where CNU can budget again for targeted professional representation to build on successes like getting CNU networks language added to the climate bill via the Clean TEA amendment. CNU is seeking rigor in Federal policy, just as we supplied rigor to LEED-ND. Even without being a much larger organization, CNU can achieve major policy progress, fundamentally transforming transportation policies, land development and housing patterns, how housing is financed.

John thanks board members for service and financial contributions during the recession. And asks all board members to support the org financially. He recommends coming discussion at meeting led by Scott Polikov that will talk about efforts to target road building industry and other targets some may view as unconventional like auto insurance firms.

John shares news of an emerging partnership with IBM, which has a large smart cities project. After years of research, they are seeing limits in auto-based intelligent systems and are instead looking at human settlement patterns, street grids, transit. Potential sponsor for future events.

John foresees potential breakthrough at International Fire Code hearings in October. Carl Wren, who is big in fire community, will offer a permanent change to international fire code that provides flexibility around the rule requiring 20-feet of clear space in roads.

SEE JOHN'S ATTACHED PRESIDENT'S REPORT FOR A MORE EXTENSIVE DESCRIPTION OF CNU ACTIVITIES AND PROGRESS.

Discussion: Victor says written report reflects work of what looks like a larger organization.

John reviews two most likely grant applications:

- 1) Grand Victoria grant would fund CNU to make Elgin a model city for putting the designs in the CNU context-sensitive thoroughfares manual into practice at the city level. **Russ Preston suggests that chapters could be encouraged to export the Elgin example and seek grants to do the same with cities in their regions.**
- 2) Ford Foundation may fund project to promote replacing Claiborne Expressway with boulevard in New Orleans. Jack Davis mentions growing civic interest in New Orleans in the idea that CNU is coming to town. It's kicked off serious discussions of non-profits and developers.

Oram Foundation wants to give to NU causes & may fund a portion of our central and environmental message work, says John.

Further discussion: In response to Lizz Plater-Zyberk, John shares approaches that are helping to win fire official cooperation on narrower urban streets. In addition to building personal relationships, John cites research: Peter Swift on pedestrian safety, Eric Dumbaugh on clear zone & Norman Garrick's on safety of older connected street networks vs. newer cul de sac sprawl in California cities. Having former fire captain Neil Lipski on CNU's side helps because it's an operations issue, need to show how to make a 3-point turn. Lizz Plater Zyberk says CNU's ER experience should be in planning mags, Governing mag. **ACTION ITEM: SEND CNU REPORT TO KEY REPORTERS, GOVERNING MAG.**

4. Set future meeting date

Action: Board sets Fall 2010 Board meeting as October 1-2 in Madison, WI.

5. Victor introduces Stephanie Bothwell for Treasurer's Report

Victor says staff working with finance committee did a cash-flow projection through end of 2009 and went ahead and did 2010 budget. Finance committee looked deeper and

saw need for revisions, inc. reducing expected sponsorship income from CNU 18. Says it's too early to approve the draft, until all of those changes are made. Proposes leaving it to finance committee, John and staff to continue revising these living documents.

Stephanie reports staff and finance committee are working on a 2010 budget that reflects a still-changing cash-flow picture for 2009. She shares concern that CNU could still experience a cash flow crunch in early 2010. Current budget projects more income than usual during Jan-Feb-March, based on assumption of front-loaded Congress fundraising. Situation requires monitoring. Question is: if fundraising doesn't materialize early, what are steps John would suggest to address cash-flow and budget needs?

Ellen reports sponsorship brochure provides incentives for paying by December, but Todd agrees on prudence of scaling back our fundraising projection, as long as it doesn't send signal to Atlanta fundraisers that it's OK to reduce its target amount. Katharine confirms the fundraising goal is as aggressive as ever. Goal is \$250,000 for CNU and \$50,000 is what it takes to get there.

Stephanie is concerned we be as prudent in planning to spend carefully, while recognizing both opportunities to impact policy and the concern that Congress will come to smaller city of Madison where attendance may be lower.

Victor outlines three items raised by Stephanie:

- 1) On income side, how do we feel about cash flow, sponsorships and timing of income.
- 2) On expense side, is it OK to have an increase in revenues and expenses and be only a few hundred dollars ahead or should try to build a cushion?
- 3) The third is Madison, what if it's a smaller Congress with less income?

Discussion of point 1: John says we should reduce original host committee sponsorship project by \$75,000. Katharine agrees that reducing the projection is a good idea.

Discussion of point 2: Katharine notes proposed 2010 budget is \$300,000 higher than (reduced) 2009 budget. She recommends an approach that John agrees with: We need to hold the line in conservative approach to our expense, since that's what we can control. Victor notes restoring the 5-day work week is a relatively small part of the increase in expenses for 2010, a \$48,000 increase.

John explains expense increase in budget:

- 1) Return to 5-day work week. If we remain at 4-day work week, he believes he'll lose one or two valuable employees.
- 2) Rent will be higher, since CNU got first 6 months rent free in new space in '09.
- 3) Some activities are funded with program revenue; meaning, for example, if we cut back our EPA emergency responders, we cut what we can get reimbursed (income).

John proposes revising budget, taking it to executive committee for review and tentative approval, before the budget comes before the full board at the next meeting.

ACTION: Jennifer Hurley asks for a conference call for board members at a set time when the revised budget comes out and is ready for exec committee review. All agree.

Victor summarizes next steps (action items) Finance committee, John and Abby resolve unresolved items and will bring budget to exec committee. Before we act on it, we'll make sure it's available to all board members and we'll have call to answer any questions. Then exec committee will vote and board will review at next board meeting.

Discussion of point 3: The Madison question. John says expenses will be low -- We're going to get that conv. center for \$2500. Mayor is personally mobilizing business community. Victor restates Stephanie's issue. We'll have two smaller Congresses in 2011 and 2012 (Madison and floating Florida Congress). Is there something we can do in 2010 to prepare for that possibility? Stephanie notes CNU had \$400,000 cushion in late 2008 and proposes goal of rebuilding it.

John agrees on need for prudence in spending and cites need to take Scott Polikov's upcoming discussion on fundraising to heart. We need to increase the money coming into CNU.

Doug Farr likes the 2010 cash flow projection and asks to institutionalize it for Madison in 2011. Need multiple years to see when cash peaks and slumps occur each year. Katharine sets **aspiration that by fall 2010, we have budget ready for approval at that meeting.** Victor thanks all involved, especially Abby for tremendous support, generating many reports, numbers.

**MOTION: Sam moves to accept treasurer's report.
Jennifer seconds. Board passes treasurer's report.**

6. NEXT ITEM: Nominations & Governance

Zach Borders dials and announces the three board members currently identified for the 5-person committee. Zach has agreed to be chair, Lizz Plater-Zyberk is emeritus member, Russ Preston agrees to serve to have chapters represented on committee. Zach shares and reviews list so all board members now know their terms. Zach discusses group's goal of creating a more formal process for board member selection. See handout, page 2.

Jennifer seeks more open process (for membership) at discussion phase (solicitation of candidates). Board will still make the ultimate decision. **Suggestion: at Congress, as you thank outgoing board members, make pitch to members to forward names to chair of nominations committee. Jack Davis suggests conveying qualities board is seeking in a**

nominee -- ie. talents, development skills, marketing skills. Todd mentions importance of balance of talents. Ellen says the nom committee identifies needs and frames them for board. Victor says committee does its work so we have slates vetted and ready to act on.

Action: When completed, Victor asks for Zach's report to be kept on file alongside the one Jennifer Hurley is working on for the initiatives, Scott Polikov's on fundraising, and one finance committee should create — all to serve as resources for incoming members of those committees in the future.

Victor: Goal 3 of the report is facilitating selection of exec committee, proposing slate of chair, vice-chair, treasurer and secretary. **Victor suggests that is done in collaboration with sitting chair.** In response to Todd's concern about process, Victor clarifies that it falls to the nom committee to propose a slate to the board for election of chair, vice chair, secretary and treasurer that forms exec committee, as called for in bylaws call.

Victor suggests doing a miniature version of what we proposed in seeking board member nominations from membership. For exec committee, tell board, here's date, when nom committee will be conferring with president and sitting chair to propose slate of officers for upcoming election, here's date by which you can give input.

Discussion of identifying needs or nominees for current vacancy: Victor says with Susan departing, we'll become less balanced without female candidate. Local government perspective would supplement Connie Moran. Todd notes need for someone with financial resources. Norman calls for federal or state level representation (in addition to Krusee). Ellen mentions Next Gen rep but for shorter than 8 years. LPZ cites example of ICA where Arthur Ross & Chris Brown acted as angels, filled in financial gaps of active organization. Doug Far says Susan's departure leaves no visible environmentalist, a great advantage on LEED-ND, facing down NRDC as a peer. Scott recommends Kaid Benfield. From finance, there are bankers from sustainability divisions of banks, or person who did Cost of Sprawl for Bank of America. At senior VP level or higher. Todd suggested Mary Campbell, banker of St. Louis, and lost track of whether that was ever explored or not. Mike: geographic diversity, we don't have anybody west of Chicago, Austin, Dallas.

Regarding two vacancies on nominating committee: Steve Maun recommends Jack Davis. Victor leaves it to committee to tap board members for two remaining positions.

Todd motions to begin executive session of board and invites guest Daniel Slone to join. Seconded by Jacky Grimshaw. Motion passes. Staff leaves.

SATURDAY MORNING
7. CNU 18 REPORT

Ellen reviews Congress prep and format changes. She wants board's blessing on a few specific things: Sponsorship strategy, Urban Labs (fee structure & volunteer effort for labs), board champions for each initiative represented in Congress working sessions and "Congress" sessions.

Format Review: CNU 18 officially runs Wednesday night through Saturday night.

Tuesday will be urban labs, charrettes and critiques. Next Gen has organized 24-hour charrette in Montgomery, Alabama, w/ bus transport to and from Atlanta.

For Atlanta charrettes and labs, there is three tiered system: For \$10,000 sponsorship, local munies would get expert critical evaluation of existing designed project. If they're actually asking for design, not just critique, that starts at \$20,000. There could be something larger and more extensive multi-day and could occur more in advance of Congress.

Experts such as Andres Duany, Victor Dover, Doug Farr have expressed degrees of willingness to volunteer time. In negotiation are Montgomery, suburban retrofit in Cumberland. General focus is on critiques of public infrastructure investments.

Wednesday is Training Day. During day is NU 101 and partner events, FBCI, perhaps USGBC, National Charrettes Inst. NU 101 is hoped to have high attendance because Georgia Muni League has given it 6 learning credits for continuing ed required of Georgia local officials. Guided tours are also on Wednesday.

At Wednesday night opening plenary, Dr. Howie Frumkin will be main speaker. Ellen proposes Dick Jackson receive Athena Medal that night – he was Howie's predecessor and first physician to recognize impact of built environment. Trailer of PBS special with Jackson on health impact of built environment.

Thursday is to bring "Congress" back to CNU. Important pieces are two policy Congresses: Morning Plenary Congress on HUD, DOT, EPA partnership. Update for members, status, progress, goals, prospects. Discussion and critique would follow, though not at plenary level, simultaneous with 202s, Next Gen, tours, exhibits, and a few breakout sessions. Afternoon Plenary Congress covering health and the built environment, perhaps with a special focus on health and water, designing communities to better protect water resources. Health and schools is another potential focus.

Salons on Thursday evening, w/ pin-ups from urban labs. No other competing events. Maybe online poll to determine some Salons content from rejected sessions.

Friday is the more conventional Congress with some plenary and a lot of 1.25 hour breakout sessions, maximum 6 simultaneous breakouts. Fright night is chapter meet-ups.

Saturday is the different kind of program. Instead of typical breakouts, we have 3-hour

session in a.m. and 3-hour session in afternoon that are initiative workshops (6 simultaneous workshops each). It's up to initiative leader to determine best use of 3-hours to engage members – talking head presentations, discussions, creating work plan.

Jennifer's suggestion is splitting up initiatives over two days, starting Friday afternoon and continuing Saturday a.m., allowing initiative teams to keep working Friday evening and then some time for displaying initiative results on Saturday afternoon.

Saturday ends with Charter Awards and Saturday night party.
Still tours on Sunday.

Part of what we're incorporating into plenaries and various sessions is **Pecha Kucha**. Great format, key is that slides are on automatic timer, 20 slides at 20 seconds each, just over 6 minutes. They cannot extend and go on, amazing efficiency and discipline.

Todd has volunteered to lead moderator training – conference call or webinar.
Todd votes for Jennifer amendment, splitting working sessions over two days, and endorses this as strong step towards returning this to a "Congress." Longer breakouts, 1.5 hours? Ellen says another identified need is ½ hour breaks for networking, exhibits.

Ellen avoids perception of exclusive club, but says it's impossible to please everyone. Tables around exhibit area for interaction, informal handling of topics. But there's still content, structure. Half of Congress attendees are newcomers and they're not as ready for interaction.

Lizz notes in-depth pre-Congress sessions act as draws. Suggests Center for Neighborhood Technology would be great to offer in-depth look at what they do so we can understand it as a resource. Ellen says partner events are still there, **but the suggestion is we got out and recruit, people like CNT for partner sessions for richer content. Perhaps admission could be packaged as incentive.** Sandrine says partner pays \$2000 for half-day, \$3500 for full-day and it's up to them if they want to pay.

Scott says we need younger fresh talent speaking or we'll lose next gen folks. **Ellen wants top young talent, give us name of top 5 good speakers.**

Action item: Victor says critics (listservs, Next Gen) asked about process, how it works, why it closes early. We took their comments seriously, made changes. Now we now need to get back to those people. Jack Davis concurs. Victor summarizes message to the activist critics: They said: What about late-breaking stuff? Heather reminded we always reserve a portion of Congress and we're going to have Congress and plenary designed to incorporate more of that. **But have we told them that? We want it to be more interactive, more Congress-like and less ossified.** So now we're taking a whole day to create 12 completely interactive session. **Have we told them that?** They said sessions are too short. We now have 6 speakers: now the interactive sessions are 3

hours each, that's much better. **We have to tell them we've done that.** He relates story of Next Gen member who said they'd relayed these concerns but believed they'd only receive lip service. **We have to agree with path Ellen just charted and then we need to communicate it — this week, not in January.**

Discussion of initiatives, which will provide content for interactive part of program. Ellen says call for sessions made it clear there are topics that emerging initiative areas but each — existing and new — needs a board champion and initiative leader (probably not a board member). Victor underscores Ellen's challenge to get a board member identified with each initiative that will get a session — or we don't leave the room.

Ellen circulates paper. Ellen has more than 12 openings for possible initiatives.

EXISTING INITIATIVES

Retrofitting Suburbs: Ellen Dunham-Jones (board) and Galina Tahchieva (member).

Visitability/Accessibility: Shannon Chance (member) but may not have champion or formal initiative status.

Project for Transportation Reform — Norman Garrick & Jack Grimshaw (overall board champions), Marcy McInelly (leader)

Emergency Responders/Street Design/Injury Prevention: ??

Highways to Boulevards-Jack Davis (board), John Norquist (initiative leader)

Transportation Networks-Norman Garrick (board), initiative leader?

ITE Manual: Scott Polikov (champion), Rick Hall (leader?)

Low-Carbon Urbanism (More): Victor Dover (board), Dan Parolek and Joe DiStefano (leaders)

LEED-ND — obviously an initiative, does it need a Saturday session?

Comp Plans

Emerging Initiatives:

Urban Agriculture: Generated huge number of submissions, Phyllis Bleiweis (assigned leader for 2 of 12 spots)

Development: Is it an initiative, is it day-long (2 spots?)

Affordable Housing/Re-inventing Hope VI/Choice Neighborhoods: seems like a topic we want but only if a board member is identified.

Small Towns/Rural Areas Workshop: HUD would like advice from CNU, so we may need an initiative to work on those guidelines.

Designing for Water: If we cover on Congress for health, may not need initiative.

Healthy Communities Initiative: Ellen hopes that this year and hopefully in future, it'd be A 3-hour workshop on intro to doing health impact assessments.

Denver-Oslo Initiative: Victor says board is expecting report from Chuck Bohl and will wait to receive that report before acting, probably at next meeting.

Additional strategic opportunities for workshops/charrette opportunities, will probably move to Tuesday but have been considered for 3-hour session: Urban Lab for Downtown Atlanta, Urban Lab for re-instituting Atlanta's passenger rail system,

Beltline/Marta workshop, Research on NU and public health.
Stephanie notes that HUD-DOT initiative is focused also on regional planning so that's potential area.

Discussion of program:

Steve Maun: suggests folding another issue into development session, such as rebuilding regional passenger rail to cover all stages of development. Russ concurs.
Lizz Plater Zyberk: Call critical review a peer review, so a written deliverable is not expected. Be wary of \$100,000 because it will involve deliverable, compete w/members.
Victor says you alleviate fear of competitive threat by describing the opportunity to volunteer as marketing opportunity for professional volunteers. If it works, we do it in Madison.

Ellen says we welcome suggestions for that household name who can draw people, Sanjay Gupta (David Byrne comes up later).

Ellen says she's comfortable without a motion supporting urban labs, but with tacit board acknowledgment of these plans.

Ellen discusses getting support from CNU Central. Ways to avoid stalling. Committee on Congresses should discuss clarification of roles of national and LHC. Ellen discusses strategies to acknowledge importance of Laura Heery's role across many aspects of the Congress and incorporate her input while acknowledging need John identifies to keep projects moving. Sandrine says hard to ossify the operations system of LHC and CNU because each year the commitment, investment, capacity of LHC varies.

Katharine suggests structure needs to happen at national level so we have central place where operations plan does reside. For instance, we need way to translate fundraising success this year to next year.

Ellen says the debrief needs to happen. Things like when to apply for NEA grants

ACTION ITEM: Victor says we need to have conference call with Ellen, Jane, Marcella from Miami to discuss what needs to happen far in advance. Can we make that happen in next seven days?

8. HUD-DOT-EPA Partnership

Stephanie starts on HUD-DOT-EPA. CNU has loosely formed working committee that includes Stephanie, Scott Polikov, Lizz Plater-Zyberk, John Norquist, Kevin Klinkenberg.

Stephanie notes need for better coordination between CNU HQ and her and members of group so that as members of the group determine needs of the federal partners, then our communications emphasize those messages. After discussion, John realizes that he

inadvertently attached an EPA letter in a message to Shelley Poticha at HUD and apologizes for the mistake. During the meeting, he sends a new message to Shelley with the right attachment. John acknowledges benefits of coordination but says he needs flexibility to seize on opportunities as he finds them.

Stephanie previews meetings with DOT on October 16th and at HUD on October 26th. Scott mentions that in addition to CNU's to Shelley, he has ties to Ron Sims, Jim Lopez at HUD.

Victor says we should sort out chain of command. Stephanie asks for CNU to use its DC members and board members effectively so we don't miss opportunities. She makes proposal to recognize the committee and recognize that budget needs to reflect its need for support, staff time, travel time for John or staff.

Victor summarizes motion: As the group does the budget draft revision as we directed yesterday, it should include Fed outreach as a priority, means looking into restoring funding for staff support, travel.

Jacky Grimshaw acclaims motion. Todd Zimmerman seconds. Motion passes unanimously.

The second part of proposal was to recognize committee, which is not a motion but something to clarify in the notes.

Core Fed Outreach committee members

Stephanie Bothwell

John Norquist

Lizz Plater-Zyberk

Scott Polikov

Larger work group

Ray Gindroz

Mike Krusee

Kevin Klinkenberg

Jacky Grimshaw

Ellen Dunham-Jones

LPZ concludes by saying this is a big moment for our organization and its constituents. This opportunity parallels but exceeds the opportunity we had with Hope VI and the change as it occurs isn't predictable as Fed officials start in disarray, then figure out what needs to be done and a group is mobilized. They step outside of their normal lives and bureaucracy gets something done. We need to gear up but we won't know exactly how change will happen.

Victor agrees but said the small group will be more effective in brainstorming than the

whole board.

9. ITE Project Update

Heather reports manual is about to be published as official Recommended Practice of ITE. Final draft was approved by vote of 7-0. The recommended practice will be out and done by late December or early January.

She encourages local chapters to take it on and use it. To jump start that, we're applying for grant from Grand Victoria to implement CSS manual in Elgin. Mayor is fan. They have older fabric and newer sprawling areas, so good test case.

Jacky reports that the most objectionable element — Chapter 11 — is gone. It would have included "context-sensitive highways" that aren't compatible with NU. Design speed also got modified, though it's not perfect, reports Norman.

Scott reports he and John served on committee that included 3-time editor of AASHTO green book. After a year's worth of work, FHWA approved the revised project development process manual for Texas. It now names ITE and CNU and cites the context-sensitive manual as guidance for the CSS process in Texas. So the manual is "formally adopted in Texas," says Scott. Texas is a bellwether. We need to say, if Texas has done it, so can Missouri. At initiative day at Congress, Scott will lead exploration of how to train and take it to other states.

Victor has watched development of LEED-ND course, says it's a great resource for spreading training to chapters but amazed at time it took to create. To what extent a model for CNU?

Norman prefers creating list of experts (inc. authors, Rick Hall etc.) who can be called on to educate. Several agree on value of "speaker's bureau" model but Heather also wants to plug into AASHTO and other existing agencies that do training and development. Heather reminds ITE.org/CSS has 10 fact sheets about the document, 150 powerpoint slides for use by speakers bureau or curriculum. FHWA is doing CSS dialogue project that may offer, report Scott and Norman.

Victor asks whether we should budget for roll-out, marketing. John reports that ITE has FHWA grant to handle that function, but our best role may be going to bigger foundation to do meetings in each of four regions. LPZ recommends website splash, member announcement. Heather plans to be on chapter chairs calls. Norman suggests joint CNU-ITE event like one organized by CNU-NE.

ACTION ITEM: Victor asks for low-budget video PSA that can go viral, something more fast-breaking than E-Update, more like Dwell-Reurbia, something that members will

share with their friends. Scott offers to work with staff, create listing online of states that -- what states have adopted, what communities are using it, parallel efforts like Pennsylvania approach.

10. LEED-ND Update

John reports that the launch and press event have been put off for operational reasons.

Russ- Questions on LEED-ND.. what should we be doing to prepare for next version?

Dan - Regionalization -- USGBC has distributed notion of how regional adjustments made. That's one place where

The 2011 version is what they used to call it, but there's industry pressure not to absorb a big new version every few years.

The new model is continuous change. Credits and prereqs can get

Watch NPR process (contracts) on front-end, there are some stealth prereqs in minimum project requirements.

Ellen brings up -- issues about how retrofits are
Smart sites issue disqualifies a project like Mashpee.

Doug -- invite people who are on our TAG to have a caucus at next issue. It's a communications issue, communicate to membership that they're working on the next version.

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11. CNU 20 Report

Marcella reports that CNU Florida has agreed to hire full-time staff person devoted to CNU 20.

Their research shows. Their own chartered boat is preference, more expensive but control schedule. Could do Miami-Cuba itinerary.

Second option is to make this part of a scheduled cruise. We then wouldn't control schedule or itinerary -- would still hit Miami and Key West.

We know this is something we'll be able to do.

Lizz PZ was expecting a proposal from one of the companies to which she's been speaking. They're putting together sales pitch.

Laws are such that you have to make a foreign port of call. We're being forced to go to Cuba. If that's not legal, we'd go to Bahamas.

Ship is a big logistics issue. Tours before and after would be part of this.

Scott proposed doing formal educational application for Cuban trip.

John says, let's look into it when Florida folks are settled on the idea.

Victor asks for FAQ from Marcella covering issues such as role of limitations local and

other govt officials have

Sandrine asks about 1-day registration. Marcella says we can have on-shore events, 1-day, half-day in Miami on either front end or back end.

MOTION Victor asks if there is a motion that board remains in favor of pursuing the plan for a floating Congress. So moved by Todd Zimmerman. Mike Krusee -- Second Board passes by acclimation.

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12. Transportation Summit Update

Heather Smith reviews promotion, program, including statement of network principles, sponsorships.

Stephanie notifies board of intention to come out of summit with \$15,000 profit, attendance of 125 and donations of \$40,000. Last year CNU emerged with a few hundred dollar profit.

Heather reports on Indianapolis' interest in hosting next summit, tie in with APA. Norm Marshall and Lucy Gibson are interested in sponsoring in Burlington.

EDJ -- Portland should be a huge draw, so one hopes it could make money. Indy will not be a great draw. NOTE: Indy has since been eliminated from contention, in favor of Detroit.

13.CNU Fundraising Discussion Led by Scott Polikov

He summarizes memo (p.20-22 of board packet), says CNU needs "institutionalization of momentum," creating partnerships. John sees common ground w/roadbuilders: new urbanists are only enviro friendly group that sees value of roads. Scott says only way people are going to write checks, esp. in tight economy, is through reciprocal partnerships.

Says primary obligation of a board member is ensuring, in whatever way he or she can, that financial sustainability of organization. Board members should agree w/that or not be on board. Memo said each board member was responsible for a minimum of \$5000 – raise it or write check. If a board member can't seriously commit to that, then you're just not thinking about who you're in contact with throughout the year. We are very networked.

Says John Langmore, who has agreed to serve on fundraising committee and lead targeting of road builders and design-build firms. He and John Norquist can step in to

make a presentation. Board member role may be more about introductions than cold calls.

Several key sectors of economy have a close fit with CNU's Convenient Remedy:

- 1) **Road building industry** – Langmore is helping develop policy covering what we can offer specific segment of road building industry, identifying who we engage, process we get lead donors.
- 2) **Finance and banking** — Sam Sherman has joined committee to head up this industry focus. We've heard great ideas including fed reserve, bank of America. Scott likes idea of recruiting high-level banker for the board.

Scott says those two are clear and other ideas should be brainstormed: USGBC and LEED branding model, insurance industry, health. Says Marcella Cambor, Ellen Dunham Jones, Doug Farr are strategic partners without being on committee.

Asks for other sectors that board members can activate connections? Underwriting industry, as an example. They need new way to go back to work, assess risk. If we help them avoid being part of next crash and return to profitability over time, we become obvious partner to support. Cites LEED model wherein partners want to be attached to positively branded program.

Committee: Scott Polikov, Stephanie Bothwell, Sam Sherman, John Langmore, Liza Mueller. Russ is invited. Need recognized for West Coast rep. Jacky mentions Jeanie Driscoll, former CNU treasurer, banker. Scott asks for her phone number so he can call her. Scott praises Connie Moran's idea to target product mfrs in lighting and other products in blt environment – our own sector. LPZ-permeable pavers. Steve Maun says they're targeted as Congress exhibitors, e.g. Anderson Windows. Scott says committee meetings will be regular and short and suggests Connie and Steve join with focus on NU product suppliers.

EDJ says beyond project-related grants, foundations may provide support. Coca-Cola is interested in Atlanta and it would likely be through its foundation. In response to Katharine Kelley's concern that CNU may miss an oppt to convert a Congress event funder such as Coca-Cola into an ongoing org. sponsor, **Scott calls for scheduling a follow-up call with staff to identify policies and structure so asks can be classified, ie. sustaining general focus for org., special focus for X.**

Sam says they could really use a marketing piece, you can send by e-mail, as simple as a tri-fold that they can send or leave behind. We need to brand our fundraising. Steve Filmanowicz says this a form of this is a logical deliverable of the Robin Rather work but it is focused on branding New Urbanism (the ideas & solutions) as a source of benefits for key audiences. That's a bit different from explaining what CNU does as an organization with the money it raises.

Sam would like to see an annual sponsorship, with package of benefits. He sees no recognition of sponsors. They should have link. Their should be cross-promotional opts. Steve Fillmanowicz says CNU is concentrating in Congress marketing on giving top sponsors logo placement and visibility in Congress marketing and is beginning to translate that approach to the entire organization in discussions w/IBM, Oram. Scott says this is another topic of staff call — creating packages w/defined sponsor benefits. Also handling issue of advance payments & advance recognition by sponsors of future Congresses. John agrees down payments are valuable.

Lizz has specific suggestions: Create categories of who has supported Congress to date, ie. industry, a product. Another category is why do they support -- is it general advertising, having name attached, product display at conference, foundations that support operating funds (not many), philanthropists. That's analysis of what exists and what you want to go after. Another thing to do is a giving pyramid, you establish goal of what you want to raise, put a few big donors at the top, with membership as bottom rank.

How much can happen in house? John says CNU hasn't had development person, will need funds to hire one. A fundraising intern helped. LPZ says foundation may fund work to institutionalize fundraising.

Dan Slone likes unexpected road alliance, found sand & gravel folks not only interested in new roads but new rail. A theme like connection to health attracts different funders, i.e. local hospitals. In addition to selling logo space, always have a big opportunity out there, like the Greenbuild 360 that Carrier Corp paid \$1 million. It only has Carrier's name on it.

Jacky-Ray Anderson is targeted, interior sustainability.

Doug Farr approach SmartCar (on EDJ's list too), half the parking requirement. Position CNU as "solutions machine," I want to review LEED-ND criteria for entire sectors – just as there are LEED compatible tiles, there may be LEED-ND compatible road products, sidewalks. **Scott asks Doug to schedule a call to brainstorm these opportunities.**

Ellen Dunham Jones – Georgia Concrete Products guy is convincing his assn. about growth potential in sidewalks. Outside the box: car companies, power companies, Target has smart growth group.

EDJ —thinking outside the box, sees oppt. to connect w/firms looking to evolve from unsustainable models: car companies evolving, BP, power Companies, desperate for greenwashing but also understanding solutions, Target has a smart growth group. Connie mentions Blossom energy company that's converting police fleet in her town to propane.

Scott agrees about this "big ask" for a Wal-Mart, Target type. On question of taking

money from controversial org., John says it shouldn't go to advance board vote. Norman Garrick says it's important how it'd be presented to members who could be offended. Lizz Plater Zyberk agrees it matters how we present this interaction. We can present that we are educating some part of that organization that needs educating. Bringing change to those orgs.

Action item: Victor notes that there are responsibilities of the committee and of each board member and says that as committee holds regular standing meetings, asks notice the entire board so that they can access meetings as needed.

Action item: Scott will set up a meeting with John and staff to get their input on models, packages for defining asks, structuring packaged benefits, lines of responsibility.

SATURDAY AFTERNOON

14 . Board committees and assignments:

Victor summarizes Ray's desire to engage full board actively in board committees, not just committees in name, with ill-defined assignments. From this day forward, these are clearly defined. Board members will know if they're on a committee or not, will know membership of other committees, deadlines, and have ability to serve as an access point for membership & staff.

They agree to fold membership into future of the organization committee, but in later discussion, many concur with Lizz Plater-Zyberk that the future of org. committee is more of a watchdog committee. **Group decides membership belongs with chapter.** Victor cites observation of Steve Filmanowicz that chapters are emerging as prime source of membership growth.

Jack mentions communications and message and whether Ray intended for that to be a committee. John mentions that it'd be a good idea for Steve and Jack Davis to connect a couple times per month,

Jennifer talks about moving the initiative process forward. Mentions Retrofitting Suburbia. If board is comfortable with approach outlined in packet, then her committee will reach out to initiative leaders.

MOTION: Jacky moved to accept the new initiatives process as described by Jennifer Ellen DJ seconded. Board passed motion.

After circulating a sign-up sheet at this meeting, Ellen says she now has enough initiative champions identified to create the work sessions at the Congress.

Board Committees

List projected by Victor and revised at meeting (and afterward, in a few cases) to be attached.

15. Board breakout work groups

At this point, as suggested by Ray, the board breaks up into three work groups:

HUD/DOT/EPA/MPO reform: led by Scott Polikov and Stephanie Bothwell

Future of Congresses: led by Todd Zimmerman

Future of CNU Operations: led by Katharine

At 2:45, group reconvenes for a recap. Russ helps take notes and projects them. Those notes follow, supplemented with some additional detail.

They have 6 principles, some pilot programs already. Those principles need metrics. We'll introduce people that put together public-private ventures
The interesting thing that come out of conversation, we've conceptually understood, there are two levels we're effective at

Legislative reform, MPO reform, funding stream

DOT/HUD/EPA/MPO

- Meetings with each federal agency partner will introduce CNU as a group with experience crossing the lines.
- We seek to understand what each is doing and how we can help them reach their goals.
- They have 6 principles and we can help supply needed metrics to support those principles.
- They have pilot projects such as TIGER grants (DOT) and Choice Neighborhoods (HUD),
- After DC meeting, re-tool package and meeting agenda for next round of meetings.
- At next board meeting, discuss 1hr. on this effort.
- Essential to keep the effort going before the window closes. (+/- 12-14 months)

Action Items:

- 1.) Legislative reform - We need to learn about (to engage in the future)
- 2.) Detail the principles — Leave package of codes, ITE, HOPE VI, Charter books, LEED-ND

3.) Offer board feedback on MPO paper. After Trans. Summit have position paper finalized. Executive Committee to approve final position after the Summit.

FUTURE OF ANNUAL CONGRESS

- Setup systems to improve local host process.
- Objectives of Congress: revenue, education, relationship building, encourage innovation, create tools, awards & celebrate
- Congress should be elegant - What is essential? What do we not need to do?

Action Items:

- 1.) Develop list of objectives
- 2.) Develop list of mechanisms to fulfill objectives - plenary, open source, pecha-kucha, etc.

FUTURE OF THE OPERATION

- Streamline relationship between Board and Staff.
- Institutionalize knowledge at local level with central.
- Chapters and national fundraising database that is linked.
- Simple deliverable for fundraising - general & industry specific.
- Central set of talking points .
- Expand sponsorship packages of benefits.
- Include CNU in your will.
- Clarify roles as Board Member and volunteer - need to discuss how to operate depending on the hat that a Board Member is wearing.
- Enable hiring of staff development person - target foundations to support hiring.
- Create standing conference call for Finance committee and a standard set of numbers to create each month - standard reporting measure.
- Setup system to understand profitability of events
- Acknowledge that not every conversation needs to be setup by staff.
- Work occurs at committee level and report back at full board meeting.
- Annual report that outlines goals and where we are at to help communicate with the membership.

Action Items:

- 1.) Send memo to Board.

Meeting concludes.