

CONGRESS  
FOR THE  
NEW  
URBANISM

# STRATEGIC PLAN

2007 - 2012

## VISION

The Congress for the New Urbanism seeks to reestablish the relationship between the art of building and the making of community, through citizen-based participatory planning and design in order to reclaim our homes, blocks, streets, parks, neighborhoods, districts, towns, cities, regions, and environment.

## MISSION

We stand for the restoration of existing urban centers and towns within coherent metropolitan regions, the reconfiguration of sprawling suburbs into communities of real neighborhoods and diverse districts, the conservation of natural environments, and the preservation of our built legacy.

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# OBJECTIVES

## **Goal 1: Establish New Urbanism at the regional scale**

Devote more attention to the regional scale of the Charter in order to tackle large-scale issues of quality of life, justice, health, transportation, education, planning, and sustainability.

**Develop regional narrative, tools, measurements, and diagrams.**

- Hold internal debates on policy to develop a position statement by 2008.
  - Host a regional summit at the 2008 Austin Congress to explore and develop a regional narrative.
  - Request papers, document regional plans from across the country.
  - Develop a set of diagrams, measurements, and tools to provide a framework for regional development. These diagrams should demonstrate that public transport networks and walkable neighborhoods can together provide the framework for more sustainable metropolitan regions.
  - Catalogue the best practices for reconfiguring sprawl and organizing regions around public transit.
- Board leaders: Jim Murley, Jacky, Grimshaw, Peter Calthorpe, Judy Corbett, Doug Kelbaugh

## **Goal 2: Reform standards, regulations, and professional practices that obstruct urbanism.**

**Reform national policies and standards in transportation planning and design to focus transportation investments on adding economic and community value instead of vehicular movement.**

- Incorporate New Urbanism comments in the completion of the Context Sensitive Solutions for Urban Thoroughfares manual by the end of 2007.
- Develop a CNU companion document to the ITE manual to clarify thoroughfare design practices that meet new urbanist standards by 2009.
- Begin the development of a second design manual for small streets and the network, starting with the 2008 Transportation Summit.
- Develop relationship with Federal Highway Administration by 2008, so its contributions to future manuals are compatible with neighborhood form and function.
- Build and expand on the Highways-to-Boulevards Initiative over the next two years, using local examples to influence national legislation.
- Generate a comprehensive transit policy which creates design standards that relate transit to development patterns and context and which establishes strategies for funding and execution.

Board leaders: Jacky Grimshaw, Norman Garrick, Mike Krusee

**Develop new urbanist models of comprehensive plans and work towards widespread implementation.**

- Publish a manual on new urbanist comprehensive plans by the end of 2009.
- Out of that process, develop model ordinance to change state-enabling legislation and begin dissemination through the chapters by 2010.
- Create a training module for planning commissioners across the country by 2011.

Board leaders: Doug Farr, Andres Duany, Stefanos Polyzoides, Jim Murley, Victor Dover

**Advance and disseminate strategies for dealing with financing and entitlement processes that pose hurdles to urbanism.**

- Complete a survey of developers and builders to identify and prioritize impediments.
- Develop a research agenda in conjunction with universities to perform a short-term analysis on the performance of properties using different strategies to overcome barriers.
- Publish and disseminate results of this analysis, showcasing best practices.
- Begin a long-term analysis by developing a database of developments that meet specific criteria to monitor performance over time.

Board leaders: Todd Zimmerman, Katharine Kelley, Steve Maun

**Reform fire code and emergency response standards to allow for urbanism while not compromising safety.**

- Develop model legislation by 2008.
- Circulate among state legislators and partners via the chapters and the Congress.

Board leaders: Andres Duany, Dan Slone

**Re-enforce and invigorate the perceived and actual link between urbanism and sustainability.**

- Change the dialogue to highlight urbanism's ability to deliver reduced per capita consumption of energy and other natural resources and production of greenhouse gases.
- Increase expertise within new urbanist and other communities on sustainable design features through a compilation of techniques and best practices.
- Complete the LEED for Neighborhood Development rating system with US Green Building Council and Natural Resources Defense Council by the end of 2008.
- Support the American Institute of Architect's 2030 Architecture Challenge on carbon-neutral buildings as guidance for members.
- Develop a 2030 Community Challenge to help set local, state and national agendas for the integration of land use and transportation.

Board leaders: Susan Mudd, Doug Farr, Doug Kelbaugh

**Expand new urbanists' role in the creation and preservation of affordable housing.**

- Create a working group composed of experts in affordable housing advocacy, finance, development, etc., to assemble best practices.
- Increase expertise in the design of affordable housing and neighborhoods through the compilation of an Affordability Toolkit.
- Gather information and/or case studies of financing, development, and ownership structures that enable and/or preserve affordable housing.
- Gather information and/or case studies of innovations in urban building types, production techniques, and unit design.
- Document the successes of HOPE VI through the publication of a major book that consolidates and augments previous studies on the program.

Board leaders: Ray Gindroz, Todd Zimmerman

**Goal 3: Communicate New Urbanism's accomplishments and benefits directly, through the media and through professional channels.**

**Implement a coordinated media strategy that advances a comprehensive and consistent message about New Urbanism and its benefits.**

- Emphasize the full range of New Urbanism and ongoing research and practice: across the transect; at all scales from region to building and block; affordable to market-rate; rich mix of uses and building type.
- Implement sustained campaigns in news-making areas, including Katrina rebuilding, and build new campaigns around issues such as New Urbanism's emerging role in addressing climate change and its market potential.
  - » Use new CNU.org and other online resources to share the campaign message directly with practitioners, opinion makers, and the public.
  - » Explore consumer or market research launched via press conference to raise profile of campaign and reinforce the impact and potential of New Urbanism.
  - » Depending on campaign, target range of journalists on beats that reflect the interdisciplinary nature of New Urbanism -- design, planning, business, transportation, environment.
  - » Connect New Urbanism with broadcast productions including green TV networks and home-lifestyle programs.

- » Other steps include outreach to editorial boards, op-ed generation, and strategic alliances.
  - Promote the results of CNU initiatives, such as LEED-ND, Project for Transportation Reform, and the Affordability Initiative, converting them into sustained campaigns as possible.
  - Continue building media value of Congress through advance story generation as well as through more thorough web coverage including more audio and video from Congress.
- Board leaders: Hank Dittmar, John Norquist.

**Promote research and produce educational publications about New Urbanism.**

- Produce and disseminate educational guides on New Urbanism to public sector professionals.
  - Coordinate creation and dissemination of curriculum modules to be integrated into relevant undergraduate and graduate coursework.
  - Promote research on New Urbanism and more two-way learning between researchers and new urbanists, including support of the developing journal, *The Urbanist*.
  - Explore republishing the Council Reports in book form.
- Board leaders: Ellen Dunham-Jones, Roxanne Qualls, Norman Garrick.

**Goal 4: Build greater capacity to develop tools and spread new urbanist principles.**

**Foster member-led initiatives as the main response to tackling new and existing challenges to urbanism.**

- Communicate and implement a process for starting, participating, and reporting on initiatives in order to utilize the skills of the membership effectively.
- Use the New Initiatives Forum at the congresses to call for ideas and generate work plans that will be ratified by the board.
- Ensure a mix of experienced practitioner and next generation leaders on the initiatives.
- Report on initiative outcomes to encourage accountability.

Board leaders: Ray Gindroz, Andres Duany.

**Develop chapters to enhance members' capacity to advance regional implementation of New Urbanism.**

- Build chapters by identifying local leaders and volunteers.
- Identify and implement mechanisms for dissemination and information gathering between chapters and the general membership.
- Review and improve current chapter formation guidelines and structure by 2008.
- Fully establish five chapters by 2008.

Board leaders: Jim Murley, Stephanie Bothwell, Zach Borders

**Build the movement by building membership.**

- Promote the value of participating as a CNU member and being part of the greater New Urbanism movement.
- Utilize the results of the membership survey to improve member relationship.
- Build CNU membership through chapters and initiatives to reach a target of 5,000 members by 2010.
- Encourage use of the website as central tool for communication amongst the members and the organization.
- Pursue alumni recovery and member retention programs.

Board leaders: Steve Maun, Hank Dittmar, John Norquist

Contact staff to get involved with Initiatives - Heather Smith at [hsmith@cnu.org](mailto:hsmith@cnu.org).

Communications - Stephen Filmanowicz at [sfilmanowicz@cnu.org](mailto:sfilmanowicz@cnu.org)

Membership and Chapters - Lee Crandell at [lcrandell@cnu.org](mailto:lcrandell@cnu.org)