

Congress for the New Urbanism  
Winter 2015 Board Meeting Minutes  
March 6-7, 2015  
Detroit, MI

**Attendees:**

**Board:** Scott Bernstein, Bob Chapman, Chris Elisara, Doug Farr – Chairman of the Board, Eliza Harris, Jennifer Hurley – Treasurer, Douglas Kelbaugh, Norman Garrick, Sarah Lewis, Steve Maun, Marcy McInelly – Vice-Chair, Scott Polikov, Russ Preston – Secretary, Lynn Richards –President & CEO, Ken Voigt, and Dan Slone

**Via Videoconference:** Jack Davis, Laura Heery and John Massengale

**Absent:** Erin Christensen

**Staff:** Abby Sheridan, Melinda Martinez, Alex McKeag and Sam Warlick

**Friday, March 6, 2015**

Doug Farr, Chairman of the Board called the meeting to order at 1:15 pm. A quorum was present. Doug asked board members if anyone had a conflict to report with regard to any items on the agenda. No conflicts were reported.

1. Approve the Fall 2014 board meeting minutes – presented by Doug Farr.

***Motion to accept by Bob Chapman. Motion seconded by Dan Slone.***

***No discussion or amendments.***

***VOTE: Jack Davis abstained from voting. Motion was passed.***

2. Approve the Treasurer's Report (Attachment #1) – Jennifer Hurley

***Motion to accept by Dan Slone. Motion seconded by Ken Voigt***

***Vote: Motion was passed unanimously with no abstentions.***

3. Approve Draft Strategic Plan (Attachment #2) – Lynn Richards

***Motion to approve draft strategic plan made by Scott Bernstein. Motion seconded by Dan Slone***

After discussion - ***Scott Bernstein amended his motion and Dan Slone agreed to the amendment:***

***A motion to accept a process to develop a new strategic plan that involves developing a new draft formed by committee and shared with the board with one feedback loop and to develop a tactical work plan along side with a target date for approval at the next board meeting in April.***

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***VOTE: All in favor, no abstentions. Motion was passed.***

4. Initiative Structure – Lynn Richards and Eliza Harris

***A motion for the board to authorize formation of a small committee including Lynn Richards and Eliza Harris and others as needed, to formulate a staff process for leaning up the initiatives process to be inclusive and resource efficient made by Eliza Harris. Jennifer Hurley seconded the motion.***

***VOTE: All in favor, no abstentions. Motion was passed.***

The staff was dismissed and the board went into executive session at 4:50pm. Following the adjournment of the executive session, the chair dismissed the board to reconvene in the morning.

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**Via Videoconference:** Jack Davis, Laura Heery and John Massengale

**Absent:** Erin Christensen

**Staff:** Abby Sheridan, Melinda Martinez, Alex McKeag and Sam Warlick

**Saturday, March 6, 2015**

Doug Farr, Chairman of the Board called the meeting to order at 9:35 am. A quorum was present.

5. Board Committee Structure – Doug Farr

***A motion to accept proposal to simplify committee structure – Column A. standing committees are Executive, Nominations & Governance and Finance. Column B committees are Congress committees and other action item committees was made by Marcy McInelly. Dan Slone seconded the motion.***

***VOTE: All in favor, no abstentions. Motion was passed.***

6. Nominations & Governance – Steve Maun

***A motion for the nominations committee and staff to establish a timeline to inform board members they have a 3-month window to their 2 year cycle term and to submit their letter was made by Russ Preston. Eliza Harris seconded the motion.***

Discussion:

After discussion Doug referred everyone to his letter to the board and asked that members email him indicating which committees they'd like to serve on.

***Russ Preston formally withdrew his motion***

***A motion to form a working group (including Dan Slone and Scott Bernstein) to provide additional information to the nominations committee so they can integrate into their process and engage in active conversation and meeting with people to create a coordinated effort to focus on creating a more diverse membership board made by Marcy McInelly. Chris Elisara seconded the motion.***

**NOTE: THE ABOVE MOTION WAS NEVER CALLED TO VOTE.**

***A motion that at October board meeting CNU have an outside person facilitate the beginning of a transition to becoming a more diverse organization made by Marcy McInnelly. Dan Slone seconded the motion.***

***VOTE: All in favor, no abstentions. Motion was passed.***

7. Slate of Nomination Elections:

The 4 candidates for the 3 elected seats are Eliza Harris, Matt Lewis, Sarah Lewis and John Massengale.

For the 3 expiring seats Steve Maun and the nominations committee is proposing that only 2 seats be filled instead of 3. This would allow more time to cultivate a person that CNU is looking for. The process this year was more vigorous and issue of diversity is always discussed.

The 2 candidates being put forth for nomination are:

1. John Torti
2. Laurie Volk

Lee Sobel will be Chapter Rep serving on the board.

***Motion to accept slate as presented by nominations committee made by Russ Preston. Dan Slone seconded the motion.***

***VOTE: 3 abstentions (John Massengale, Sarah Lewis and Eliza Harris). All in favor. The motion was passed.***

8. Board Procedures – Dan Slone (Attachment #3)

***A motion to accept Resolutions #1 and #2 made by Ken Voigt. Russ Preston seconded the motion.***

***Ken Voigt amended motion to change wording in Resolution #1 to say “CNU contract.” Russ Preston accepted the amendment to the resolution.***

***Vote: All in favor. No abstentions, none opposed. The motion was passed***

9. Fundraising Discussion – Lynn Richards

***A motion to establish a working group to develop protocol and suggested system to board for fundraising; upon completion of work (by October) the group will disband was made by Russ Preston. Jennifer seconded the motion***

***Vote: All in favor. No abstentions, none opposed. The motion was passed***

10. NACTO Resolution (Attachment #4) – Ken Voigt

***A motion to endorse the NACTO resolution was made by Scott Bernstein. Russ Preston seconded the motion.***

***Vote: All in favor. No abstentions, none opposed. The motion was passed***

***A motion to adjourn was made by Ken Voigt. Scott Bernstein seconded the motion. All in favor.***

***The meeting was adjourned at 1:28 pm.***

## Treasurer's Report

ATTACHMENT #1

Treasurer: Jennifer Hurley  
Staff Support: Abby Sheridan  
February 25, 2015

### General Overview

As of February 25, 2015 the Balance Sheet shows cash on hand of \$283,645.83 and accumulated net assets or equity of \$240,596.50

In the first month of 2015, CNU exceeded income expectations by \$598 and fell below expense expectations by \$26k.

Profit & Loss: January 1 – 31, 2015		Balance Sheet: February 12, 2015	
Income	\$130,400.56	Total Assets	\$402,184.68
Expense	\$67,769.47	Total Liabilities	\$161,588.18
Net Income	\$62,631.09	Total Equity	\$240,596.50

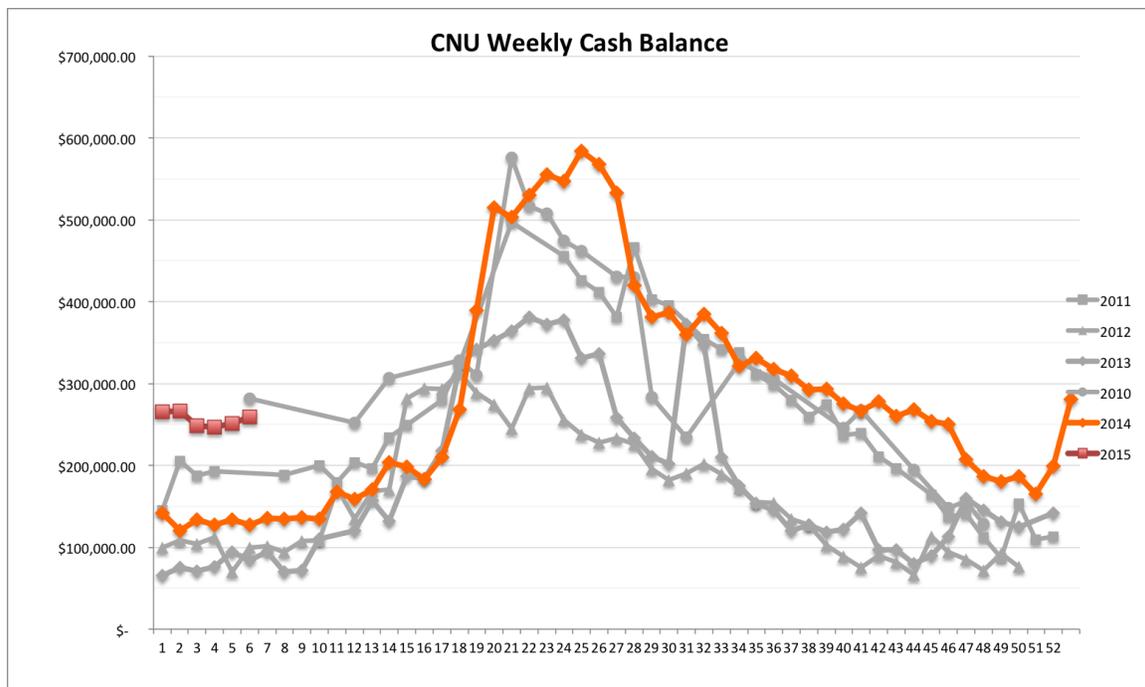
### Documents Included

The following documents help to illustrate our current financial position.

- 2015: Cash Chart
- 2014: (original) Budget to Actual
- 2015: Budget vs. 2014 Actuals

**Action Item:** Approve Treasurer's Report

### Cash Chart: February 11, 2015



### 2014 Budget vs. Actual (approved budget from October 2013)

<b>Income</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference</b>	<b>Notes on Differences &gt;10%</b>
Charter Awards	\$20,000.00	\$27,000.00	\$7,000.00	More submissions
Exhibits	\$15,000.00	\$8,525.00	\$(6,475.00)	local sales fell apart
Sponsorship	\$315,000.00	\$501,775.00	\$186,775.00	Oishei grant
Reg & Event Fees	\$426,730.00	\$376,671.00	\$(50,059.00)	scholarship money in sponsorship
Hotel Commission	\$15,264.00	\$6,233.35	\$(9,030.65)	shared revenue with AHI. sold out
Grants	\$344,000.00	\$133,250.00	\$(210,750.00)	budget included roll-over from '13
Ind. Contributions	\$50,000.00	\$28,271.41	\$(21,728.59)	no organized giving drive in 2014
Interest	\$200.00	\$4.58	\$(195.42)	low balance
Membership Dues	\$350,000.00	\$322,578.62	\$(27,421.38)	
Miscellaneous	\$15,000.00	\$30,835.42	\$15,835.42	new renters added in 2014
Accreditation	\$27,000.00	\$25,561.00	\$(1,439.00)	
Publications	\$2,000.00	\$6,777.82	\$4,777.82	CNU 22 sales
Speaking Fees	\$20,000.00	\$4,568.23	\$(15,431.77)	de-prioritized in Lynn's first year
<b>Total Income</b>	<b>\$1,600,194.00</b>	<b>\$1,472,051.43</b>	<b>\$(128,142.57)</b>	
<b>Expense</b>				
Audio/Visual	\$60,700.00	\$56,436.57	\$(4,263.43)	
Advertising	\$11,500.00	\$2,966.54	\$(8,533.46)	prioritized free advertising
Bank/CC Fees	\$25,000.00	\$23,669.68	\$(1,330.32)	
Books	\$500.00	\$9,338.74	\$8,838.74	CNU 22 and training costs
Catering	\$105,375.00	\$76,754.75	\$(28,620.25)	great deals in Buffalo
Computer Equip.	\$5,000.00	\$7,789.01	\$2,789.01	staff turnover & aging equipment
Conferences	\$8,350.00	\$4,494.92	\$(3,855.08)	great deals in Buffalo
Tours	\$13,000.00	\$27,277.17	\$14,277.17	Priced to cover expenses + 20%
Speaker Expenses	\$1,000.00	\$5,402.50	\$4,402.50	plenary speaker travel
Contract Services	\$296,377.50	\$208,689.08	\$(87,688.42)	See note below
Commissions s	\$2,850.00	\$4,065.00	\$1,215.00	delayed 2013 payment
Interns	\$14,000.00	\$9,260.50	\$(4,739.50)	prioritized school credit interns
Copy Machine	\$6,480.00	\$8,244.76	\$1,764.76	more internal printing
Equipment Rental	\$1,800.00	\$548.85	\$(1,251.15)	cut water cooler contract
Facilities	\$6,500.00	\$500.00	\$(6,000.00)	Buffalo deals and donated space
Fees	\$1,000.00	\$256.43	\$(743.57)	better management of bills
Freight & Shipping	\$7,205.00	\$3,197.83	\$(4,007.17)	streamlined CNU 22 shipping
Insurance	\$5,000.00	\$5,879.59	\$879.59	audit refund came in 2015
Legal & Accounting	\$10,040.00	\$12,507.05	\$2,467.05	audit price & copyright renewal
Meals/Hotels/Other	\$34,875.00	\$34,363.09	\$(511.91)	
Other Expense	\$43,750.00	\$3,500.00	\$(40,250.00)	CNU 22 contingency not needed
Payroll & Benefits	\$591,007.48	\$539,891.38	\$(51,116.10)	
Payroll Processing	\$1,800.00	\$2,354.07	\$554.07	staff turnover and price increase
Postage	\$11,710.00	\$3,362.95	\$(8,347.05)	Focus: electronic communications
Printing	\$54,050.00	\$19,787.63	\$(34,262.37)	Focus: electronic communications
Premiums	\$40,000.00	\$39,996.00	\$(4.00)	
Rent	\$109,800.00	\$103,828.68	\$(5,971.32)	
Supplies	\$19,460.00	\$13,226.82	\$(6,233.18)	streamlined office needs
Phone/Web Service	\$14,215.00	\$14,855.08	\$640.08	
Travel	\$36,600.00	\$37,250.83	\$650.83	
<b>Total Expense</b>	<b>\$1,538,944.98</b>	<b>\$1,279,695.50</b>	<b>\$(259,249.48)</b>	
<b>Net Income</b>	<b>\$61,249.02</b>	<b>\$192,355.93</b>		

## 2014 Budget Notes

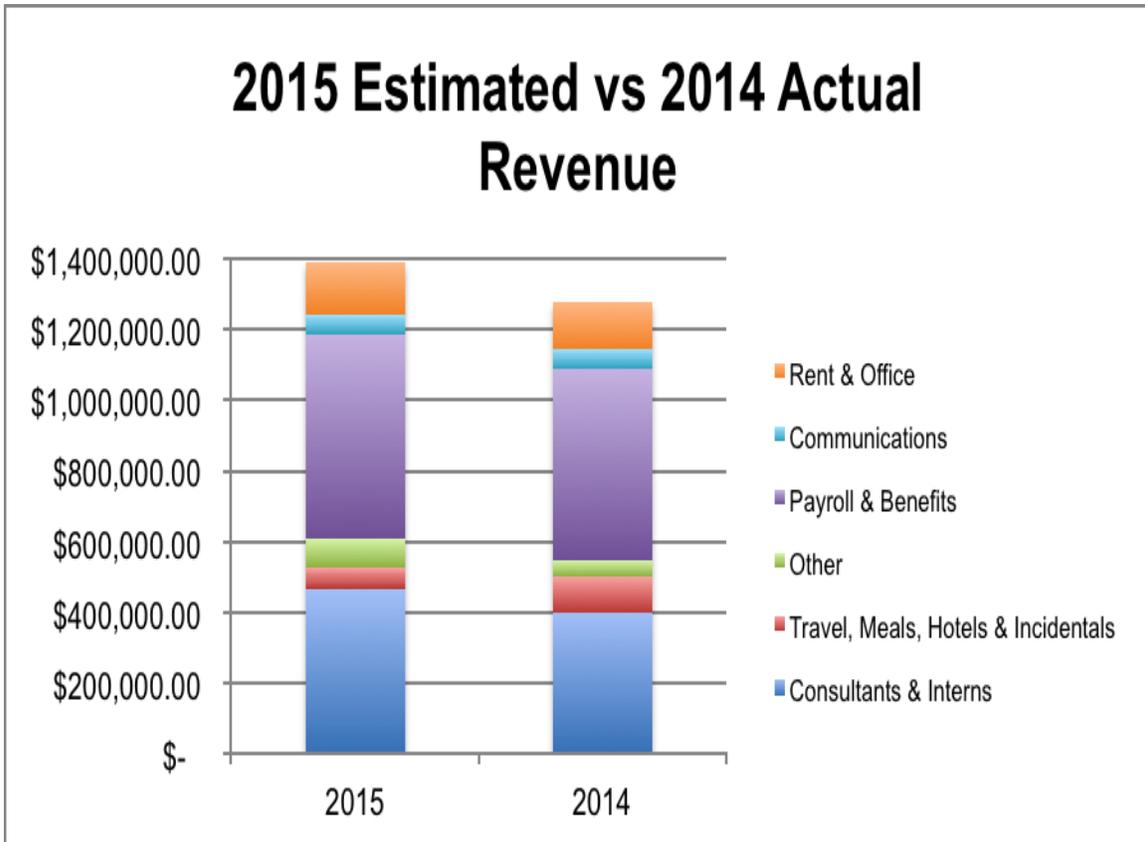
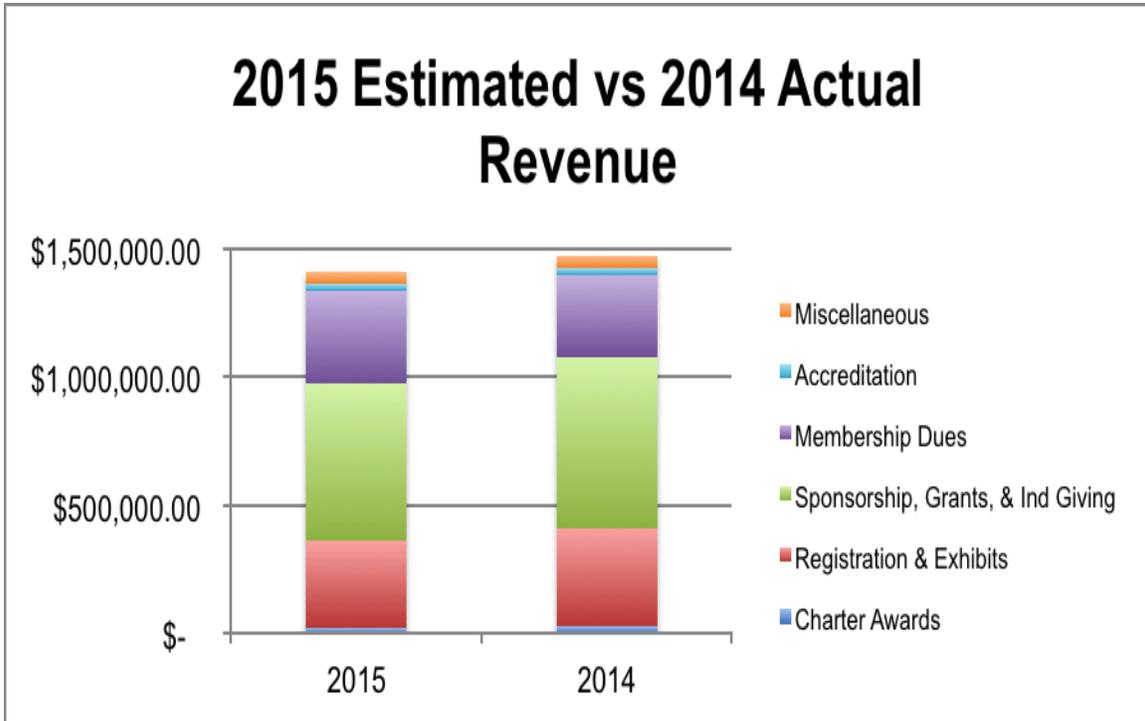
“Contract Services” is comprised of the following:

Consultant	Service	Budget	Actual
a5	Design firm	\$34,337.50	\$15,842.35
Administrative Retirement Services	401k management	\$5,000.00	\$3,507.00
AGH Strategies	Membership database revamp	\$5,000.00	\$2,112.00
Alta Bicycle Share, Inc	Member benefit	\$1,000.00	\$315.00
Antebellum Hospitality Inc.	Congress registration, exhibits & logistics	\$100,000.00	\$98,501.78
CNU-A Consultants	Curriculum development	\$5,000.00	\$3,500.00
Civic Actions, Inc.	Website maintenance and support	\$15,000.00	\$2,018.75
CrossRealms, Inc	Technical support	\$3,000.00	\$2,500.00
Congress Consultant	Coordination and education	\$3,000.00	1,665.00
Lynn Richards	April – June consultation	\$15,000.00	\$9,000.00
Moule & Polyzoides	Oishei grant support	\$25,000.00	\$25,000.00
Nicole Gotthelf	Fundraising consultant	\$10,000.00	\$10,000.00
Placemakers	Communications consultant	\$15,000.00	\$7,581.70
Taoti Creative	Website development	\$60,000.00	\$16,645.50
Transportation Consultants	Transportation grant support	\$15,000.00	\$10,500.00
<b>Total 2014 Consultant Services</b>		<b>\$296,337.50</b>	<b>\$208,689.08</b>

## 2015 Budget vs. 2014 Actual: Table form

	2015	2014
<b>INCOME</b>		
Charter Awards	\$20,000.00	\$27,000.00
Registration & Exhibits	\$343,000.00	\$385,196.00
Sponsorship, Grants, & Ind Giving	\$612,000.00	\$663,296.41
Membership Dues	\$362,000.00	\$322,578.62
Accreditation	\$27,000.00	\$25,561.00
Miscellaneous	\$49,620.00	\$48,419.40
<b>INCOME TOTAL</b>	<b>\$1,413,620.00</b>	<b>\$1,472,051.43</b>
<b>EXPENSE</b>		
Consultants & Interns	\$463,945.50	\$400,604.40
Travel, Meals, Hotels & Incidentals	\$61,866.00	\$98,891.09
Other	\$82,681.00	\$49,010.58
Payroll & Benefits	\$575,626.18	\$542,245.45
Communications	\$56,570.00	\$54,805.86
Rent & Office	\$149,196.00	\$134,138.12
<b>EXPENSE TOTAL</b>	<b>\$1,389,884.68</b>	<b>\$1,279,695.50</b>
NET	<b>\$23,735.32</b>	<b>\$192,355.93</b>

**015 Budget vs. 2014 Actual: Graphical Form**



## **CNU's Strategic Plan: 2015 -2017**

The purpose of the Strategic Plan is to provide direction and resource allocations guidance to CNU for the next three years (2015 to 2017).

### **I. Mission**

The Congress for the New Urbanism's mission is **to help get more great places built**, as defined by the Charter for the New Urbanism.

CNU was founded to offer alternatives to the sprawling, single-use, low-density patterns typical of post-WWII development, which has been shown to inflict negative economic, health, and environmental impacts on communities. CNU's purpose is to offer alternative forms of development at the regional, neighborhood, and street scales. We have found that walkable, mixed use, diverse places enable people and businesses to thrive and prosper as they achieve positive economic, public health, environmental, and quality of life outcomes.

### **II. Guiding Principles & Organizational Attributes**

- a. We are all united by the Charter for the New Urbanism. The Charter grants us the unity of vision that allows 3000+ CNU members to work in diverse ways at different scales toward the common goal of building great places—from small towns to urban neighborhoods, from block to region.
- b. CNU is powered by the engagement and work of our members. Their constant search for better practices and their on-the-ground experiences make up a constant stream of new ideas, proven strategies, and success stories, keeping us at the forefront of innovation.
- c. Our approach to supporting better places is comprehensive. Our membership base is multi-disciplinary, allowing us to address the full range of planning, design, development, political, and technical issues associated with building great places. The Charter unifies members' diverse perspectives.

### **III. Value proposition**

(How do CNU members and partners benefit from the work of CNU?) To be developed

### **IV. Assets (as articulated during Board interviews in September, 2014)**

- Engaged and hard working membership
- We are at the forefront of innovation—ideas just pour out of CNU.
- Incredible loyalty to NU brand development
- We work in real estate—development
- We are the one multi-disciplinary organization that strives to address the

range of planning, design, development, and technical issues associated with building great places.

- CNU “special sauce” is our members who constantly seek new approaches.
- Never satisfied with the status quo, we seek to explore and implement new innovations. What may appear as “critique,” is really our desire to determine a better way of doing something.
- Design matters: we care about the beauty of places.
- We’ve evolved beyond design, but design is our core principle. We have an answer here—we know how to set the house on the street, design a road/pathway. Its not about the type of architecture, its about placemaking. Great design.

**V. Weaknesses (Organization/Movement):** to be developed

**VI. Areas of Focus/Strategies:**

1. **Strengthen the value of CNU’s brand**—Reestablish CNU as a national leader and source of expertise/innovation in the movement. Make the value of CNU so important that: (1) we’re always given a seat at the table, (2) we are the first call for reporters, editors, activists, professionals, leaders, and citizens working on better places, and (3) people want to join and be a part of what we’re doing.

- TACTICS
  - XYZ (to be filled in by CEO)
- Performance metric(s)
  - XYZ (to be filled in by CEO)

2. **Connect and accelerate member-led efforts** that seek to help get more great places built. Empower the members to do more.

Our members are the heart of CNU. We are the innovative thought leaders. We are the folks who are planning, designing, and building the places people love. CNU members are dedicated and working hard to implement all aspects of the Charter. CNU National has a responsibility to connect and accelerate member led efforts that are moving the conversation forward and addressing barriers. And to provide virtual and physical spaces for those efforts that are still in the dialogue phase.

- a. TACTICS (to be filled in by CEO)
  - XYZ
- b. Performance metric(s) (to be filled in by CEO)
  - XYZ

3. **Engage nationally** on a select number of domestic policy issues to dramatically accelerate the “getting more great places built” at the state and local level.

CNU is a national organization and can use that position to proactively identify a number of policy issues and emerging trends in areas that will dramatically accelerate the building of great places at the state and local level. These areas will be identified through a multi-pronged approach including:

- Being responsive to time-sensitive policy opportunities. A successful changing policy requires an opportunity and ripeness to the issue.
  - Responding to barriers bubbling up from members, e.g., financing, DOT standards. CNU members are on the ground, working to create great places. What barriers are they discovering and can CNU work to change those policies/standards/requirements?
  - Leveraging national emerging trends in which CNU can capitalize to help dramatically accelerate the building of great places.
  - Working with partners (see below) to identify opportunities and coalitions.
- a. TACTICS (to be filled in by CEO)
    - ABC
    - ABC
  - b. Performance metric(s) (to be filled in by CEO)
    - XYZ
4. **Create strategic partnerships** to leverage focused relationships with national partners such as foundations, ULI, AARP, NRDC, CDC, and Smart Growth America to bring a critical mass of funding and political clout to advance common goals.

CNU has a big agenda. We want to help build more great places and to win the war on sprawl. We can’t do that alone. We need to leverage the efforts of a range of organizations (obvious and not so obvious) so CNU can expand the scope of its efforts and its sphere of influence to achieve its goals more efficiently. Additionally, we may be able to influence the work of these organizations to help scale our efforts. As innovative thought leaders, we identify and pilot new ways of designing and building great communities and then work with ULI, APA, and others to take to scale.

- a. TACTICS (to be filled in by CEO)
  - XYZ

- b. Performance metrics (to be filled in by CEO)
    - XYZ
5. **Expand CNU's offerings to municipalities and elected officials** to increase political leadership: (1) to expand and change the conversation on where and how communities grow, and (2) help remove barriers to better development.

Throughout the US, we know what the technical solutions are to most of the issues facing cities, towns, and regions. One of the primary barriers to building great places, to implementing the core elements of the Charter are the decision-making officials within local government. However, CNU has a number of tools to elevate and expand the conversation within local government structures.

- a. TACTICS (to be filled in by CEO)
  - i. XYZ
- b. Performance metrics (to be filled in by CEO)
  - i. XYZ

### **Policy on CNU Contracting With Board Members**

There is no law that forbids a 501(c)(3) from awarding contracts to board members (there are stricter rules for other types of charitable entities). There are, however, rules governing such awards: (i) the board member involved is treated as having a conflict of interest in decisions regarding such awards, (ii) there can be no excess payment to board member, and (iii) documentation must be generated and retained regarding the determination of the appropriate payment amount.

There are several policy reasons to avoid contracts with board members. One is the possibility that if board members are allowed to compete for contracts they may put undue pressure on the President to choose them over non-board members. As the board employs the President, such pressure might even be unintended but just arise from the employment dynamics. Another reason is that if the contract is awarded to the board member without any bid, members who might have been willing to provide the same service at the same or better price may feel that the board is operating on an insider basis to the detriment of dues paying members. Finally, when contracts are awarded to board members, it may be difficult for the staff to manage the contract and any failure to perform by the board member (again because of the board member's role in employing the President).

Still, it is often the case that the "best in class" in some area of services is a board member and organizations desire to harness that expertise on their behalf. This leads many to utilize a board member's services. Because board member services are often volunteered, most presidents of organizations have to learn to navigate the waters of supervising board member performance, whether the board member is paid or not.

I recommend that you adopt two separate policies:

#### **Resolution #1.**

Any contract to be awarded to a board member of the CNU shall first be approved by the Executive Committee of the CNU board. In any consideration of such contract, the board member proposed for contract shall declare a conflict as part of the meeting record and shall abstain from any vote on the contract. At the request of any other board member involved in the consideration of the contract, the proposed contractee shall leave the meeting until completion of the determination regarding the contract. Prior to the Executive Committee's vote on any such contract, the staff shall submit documentation to the Executive Committee showing the steps taken to assure that the compensation to the contractee is an arm's length market value. Such documentation shall be in writing and retained by CNU in accordance with the CNU Document Retention Policy.

#### **Resolution #2.**

The CNU's goal in awarding contracts shall be to obtain the best quality services at the appropriate price, making wise use of the resources entrusted to it in a transparent fashion. In awarding contracts the staff shall first decide whether a non-member, third party is most appropriate to provide the service or goods and, if so, contract accordingly. If the service or goods are such that members of the CNU would be best qualified to provide the service or goods

in addition to or in lieu of third parties and the contract is \$5,000 or more, then the staff shall provide an opportunity for the members to make proposals to provide such goods or services. If because of qualifications or price discount or other appropriate factors, staff determines that the most appropriate contractee is a then current member of the board, then the staff shall submit the proposed contract together with the basis for their recommendation and support for the determination that the compensation is appropriate to the Executive Committee for approval. These procedures shall not apply for the engagement of normal office services and vending nor the on-going engagement of professional services such as auditing or accounting.

NACTO Urban Street Design Guide Endorsement  
March 7, 2015

Whereas the Congress for the New Urbanism (CNU) as the leading national organization promoting walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions has for over twenty years followed its Charter Principles to promote New Urbanism that:

- Creates streets arranged in compact, walkable blocks
- Provides a range of housing choices to serve people of diverse ages and income levels
- Provide schools, stores and other nearby destinations reachable by walking, bicycling or transit service
- Creates a human-scaled public realm where appropriately designed building define and enliven streets and other public spaces

Whereas the CNU as part of its efforts to advance the above Principles has established a 'Project for Transportation Reform' with an objective of revitalizing our communities' streets that support multimodal street designs that place the pedestrian back into the public realm, encourages greater safety and public health, and advocates for the fundamentals of street networks that enrich our sense of place.

Whereas the CNU has developed transportation design and operation documents on the topics of designing walkable urban thoroughfares, changing highways to boulevards, creating sustainable street networks and the CNU Report on Emergency Response relationships to Street Design.

Whereas, the CNU has partnered with other agencies and organization on many of its past initiatives such as the US Department of Housing and Urban Development, the US Environmental Protection Agency, the Federal Highway Administration, and the Institute of Transportation Engineers.

Whereas, as a CNU technical review of the National Association of City Transportation Officials (NACTO) recently published "Urban Street Design Guide" has found it to be consistent with the intent of the CNU Charter and its ability to serve as a supporting document to the CNU/ITE CSS Design of for Urban Walkable Thoroughfares.

Be it Therefore Resolved that the Congress for the New Urbanism (CNU) hereby endorses the NACTO Urban Street Design Guide for use by its members, public agencies, community planners and transportation engineers as a resource for street design and placemaking.

Adopted on the March 7, 2015 by the Board of Directors of the Congress for the New Urbanism.

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Doug Farr, Chairman  
CNU Board of Directors

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Lynn Richards, President & CEO  
CNU