

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

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Present: Ellen Dunham-Jones, Doug Farr, Norman Garrick, Laura Heery, Eliza Harris, Jennifer Hurley, Doug Kelbaugh, Sarah Lewis, John Massengale, Steve Maun, Mathew McElroy, Marcy McInelly, John Norquist, Scott Polikov, Russ Preston, Dan Slone, and Dhiru Thadani

Absent: Scott Bernstein, Jack Davis, and Mike Krusee

Guests: David Grossberg (Schiff & Hardin), Michael Hathorne (CNU21 LHC Chair)

Staff: Abby Bouzan-Kaloustian, Caitlin Ghoshal, Heather Smith, Ben Schulman and Mindy Martinez

Board Chair Report

Ellen welcomed new board members (Eliza Harris, Mathew McElroy and John Massengale) and reviewed the revised meeting agenda. Thursday's focus is fundraising and Friday will include a round robin.

President's Report

CNU is unique because of the services we provide.

Due to the work of CNU and the leadership of Steve Maun and Laura Heery, CNU made progress on the federal financial housing reform – FHA raised the limit on single-family mortgages from 25% to 35% non-residential, details on cnu.org. New mainstreets are not built in the US because risk assessments include anti-crippling regulations noted for years by CNU members and others. Ally, Tom Wright (RPA) organized a second meeting with Carole Galante (HUD), Joe Molinaro (NAR) and FHA. At a meeting in Alabama, John spoke with bankers about Montgomery redevelopment. Bankers need to be our next target. Risk shouldn't be the measure; ideally we remove it, but raising the limit is an important first step.

CNU leads the efforts in changing street dimensions, patterns, so they add value to communities. John Horsley from AASHTO attended the Summit and invited CNU to be more involved.

Several initiatives have potential: Rainwater, Heath, etc. CNU can enhance our relationship with Richard Jackson, by giving him the "what" (the dimensions, scale, metrics and patterns) to supplement his "why". The Smart Growth movement is very important, but it struggles with detail and definition; CNU can play a key role. The VP of building and real estate at Whole Foods (similar to Rich Varda at Target), wants to interact with CNU around health Richard Jackson. The opportunities are there and the Board meeting is important because we want people to help sort through these things and get energized.

Board Minutes Approval

Dan Slone-motioned to approve both the 2012 Winter and Spring meeting minutes.

Russ Preston seconded.

Marcy noted a couple of names were misspelled and she would send corrections to Mindy.

All in favor. None opposed. None abstained.

Better! Cities & Towns

CNU is working with Rob Steuteville to define our ongoing relationship with *Better! Cities & Towns* and welcome Board input. The legal terms of our relationship have been extended through March 31, 2013; we will pay him \$20k over the course of the next 6 months. *Better! Cities & Towns* (formerly New Urban News) relies on CNU for most of its revenue. CNU moved to mostly electronic version for its members last year (the only e-subscribers), except for the City Builders members; and pay for both subscription

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

types. We encouraged Rob to consider electronic subscriptions more and use the CNU agreement as a model to expand readership. Rob believes he can generate the most revenue through print subscriptions, and suggested eliminating electronic copies for CNU. We think that would be bad for him and it would be bad for CNU; our members. Rob is applying for a 501(c)3 and should have that soon.

Board members spoke in favor of *B!CT* and the benefit to CNU if distribution is wide-spread. As “reporters of new Urbanism” Rob and Phil may be against a closely tied relationship to CNU. Ellen tabled the discussion until Friday; no decisions made.

Integrating Fundraising and Initiatives

Typically, CNU’s fundraising efforts are focused on the Congress, this unstable revenue source lead to recent struggle. Potential in Corporate/Group Membership, Initiatives, etc. Initiative fundraising allows CNU to target people in ways we haven’t been and to expand fundraising capacity (Ex: Perkins and Will). The October Board meeting is when the Board reviews and approves initiatives, which are active or emerging; educates the board and sets staff priorities relative to those initiatives. The topics were combined so the board could use the time to brainstorm additional donors, sponsors, etc, and identify which initiatives have fundraising potential. Fundraising is not going to be put on the shoulders of the initiative leaders, but it’s about the Board getting engaged and leveraging initiatives.

Discussion format: John N. and Caitlin: discuss “how to make the ask”; Laura: review the initiatives and invite discussion, brainstorming and small group discussion on an initiative. End goal: generate a (out-of-the-box) donor list and a commitment from each Board member to make 1 call on behalf of an initiative.

Making the Ask

John and Cait presented on the topic of “how to make the ask” and asked Board members to consider potential funding targets for initiatives (ex. CH2M Hill and Water Initiatives). Fundraising is based on relationships and Board members are the champions. When engaging a potential donor it’s important to identify what speaks to the individual (membership, sponsorship, initiative involvement, etc) and ask for a specific amount. A new Intro to New Urbanism PowerPoint was introduced and fundraising packets were distributed with material copies available at www.cnu.org/board/fundraising.

Discussion & commentary follows:

- Eliza recommended sharing the information with the LHC and Chapters.
- Laura recommended revising future Congress partnership brochures to include more content engagement information and adding additional pieces of collateral to the Board fundraising packet.
- Steve M spoke in favor of using the Initiatives to Fundraise.
- Sarah is making inroads with AARP. Ellen previously spoke to them about Sprawl Retrofit.
- Laura commented health is key to always reference. Project for transportation reform has several sub-initiatives and sees health expanding in that way to include sprawl retrofit, ageing in place, etc.
- John M: Give people the opportunity to get involved and support things they care about. Don’t just call once and ask for money. They know why you’re calling. Never ask for too little money and don’t be afraid to ask for \$10k and expect \$5k. We’re not that comfortable asking for money and never fill in the silence after asking for money. Wait for them to respond.
- Cait: when first engaging a donor, don’t just ask for money right off the bat. Go for an “advice visit”.
- Don Chen at Ford Foundation wants CNU to connect to some grantees, according to Laura.
- Doug F. questioned the presentation of CNU work – donors want products and outcomes; campaigns are more motivating than initiatives. Should the Health Initiative have a 3-year campaign

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

- Doug K. thought adding initiatives to our fundraising tools is really smart and encouraged Board members to introduce staff to “people we already know and have a cultivated relationship with”. Staff, with the help of Board members, can cultivate a relationship.
- Email communication is effective if the relationship is strong, and can be used as a follow up method
- Dan acknowledged there are multiple paths to fundraising. Dan has a contact at Bank of America who heads up their sustainability; he needs someone from our initiative that can make linkages.

Initiatives Presentation & Discussion

Laura distributed Initiative Summaries and asked for feedback by Monday and introduced the Initiative process and goal (approve initiatives for 2013). Initiatives can start at any time, but are considered annually by the Initiatives Committee and full Board. The Initiatives Committee collected annual reports from Initiative leaders, collecting information such as: how do you fit into the big picture; how is the initiative viewed based on the strategic plan; financing and infrastructure; highest number of volunteers; etc. Reports help structure fundraising and program work. Common feedback included the need for website presence (central hub for information and collaboration); few ask for direct financial support.

Initiative Report Comments:

- Eliza suggested focusing more on prioritization and less on yes/no.
 - Financials and staff support really define prioritization (Jennifer)
- Some initiatives are missing: Light Imprint
 - Retiring Initiative = false advertising if an initiative hasn't reported in multiple years.
- Initiative chairs complete the Initiative reports; CNU staff complete them when a project is funded
- Laura stated that the only proposed initiative retirement was for Visitability/Accessibility
- Marcy sees all transportation-related initiatives falling under the “Project for Transportation Reform” umbrella

Board discussion included the level of control the Board should exert on member-led initiatives, roles and responsibilities of Board liaison (“independent ears”) and Board members (monitor chairs and engage members on initiatives) levels of engagement (initiative team member, initiative advisor, etc). Board asked to review reports to set initiative priorities for 2013, identify fundraising targets and prospects, as well as web-linking and chapter involvement.

Initiative votes were postponed until Friday to give individuals a chance for discussion and thought.

Attendees were broken down into groups to brainstorm fundraising targets for specific initiatives, then asked to report back to the group.

Sprawl Retrofit & Street Vitality - Marcy, Ellen, John M & Mathew

Transportation, health and affordable housing - new variety of potential donors. Broad list.

National Assn. of Realtors- partner/funder
ICSC- partner
NACTO- partner
Jonathan Rose
Pew Charitable Trust
Robert Wood Johnson Foundation- physical activity funding

Ford Motor Co
Toyota- meeting of the minds
Target- corridor
Home Depot Foundation
Whole foods
WallMart
CVS, Minute Clinics, etc- engagement

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

Knight Foundation

Publix

*mostly about sprawl retrofit, not street vitality

Resilient Communities - Doug F., Doug K., Dan, & Eliza

Categories: insurers, green ecos, energy service companies, builders/developers. May have better success at the local/neighborhood level.

Website presence and message is crucial

Project for Transportation Reform - Cait & Dhuru

Ford Motor Co

Parking spot start ups and car share orgs

BMW

Better world club (alt to AAA)

Mini

High speed rail America- watch and get involved

Honda

AAA (Ellen has a connection; trying to become

Toyota

multi-modal and reach younger gen)

(integrated transportation networks- rely on)

Health Districts - Sarah & John

Health should be the bigger umbrella. Districts, life-long communities, green schools should fall under.

Partner with USGBC- bigger health push

AARP

Safe Routes to Schools

Robert Wood Johnson Foundation

CVS, Walgreens, etc

Common Health Action (DC- Sarah has connections)

Health Insurance Cos – Aetna, BCBS, etc

L/W/W - Russ, Jennifer, & Ben

Rockefeller Family Fund and Rockefeller Foundation- Russ has connections.

Deals with bankers and developers

Approach bankers through actuaries- Moodies, etc.

Who benefits from removing these finance obstacles- immediate people are small players with small pockets? Who has big pockets?

Jennifer will talk to a Delaware developer about his work. May or may not be fruitful.

Matter of framing and how we approach this argument- remove this obstacle to building sustainable communities

Risk Management Assoc- The/Professional Risk Management Association

Mathew- El Paso is a military community. Hunt Corp does major military housing. Hunt based in El Paso.

Need to know more about their requirements.

Target all privatizing groups. Huge companies.

Health Initiative Lunches- Laura/Heather

Accommodating interest groups. Integration of initiatives in the congress.

Laura- sorting business cards; transportation, finance, health, energy/water/air. Cisco- pres of globalization & ex vice pres- met in study group of Chinese development.

CNU 21

Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012

Mike Hathorne, LHC Chair, spoke to the Board about lack of understanding of the value of new urbanism in the local development community. The CNU 21 Theme “Living Community” is a passion of the local host committee and they are in agreement with the board about the meaning: relationships between people, place and nature; stewardship and responsibility. From a program, tour, etc standpoint, we have those aspects addressed. Regional context and community outreach are important. Local goals include (1) strengthen connection between host city/region and the Congress; (2) offer opportunities to learn and do; (3) find synergistic relationships in congress programming; (4) influence long term regional/western urbanization; (5) embrace relationships between nature and city.

CNU staff gave brief updates on the program, fundraising, volunteers, events and areas of opportunity.

Program:

- Richard Louve and Sarah Suzenka confirmed plenary speakers.
- Working on a “western cities panel” with Scott P; representatives from the SLC region (TBD), Phoenix (Shannon Sitari), Denver (maybe Pete Park), and LA (Michael Antonovich, LA Planning Director). Facilitated discussion – regional movement from suburban model to an urban model.
- Working with Peter Calthorpe to showcase Envision Utah. Confirmed Robert Lane and Robert Brow.
- Confirmed reprise of open source and open innovations.
- Thursday morning plenary will be lecture (Andres Duany) + open source.
- Ten 202 courses.
- Tours include self-guided; just for fun, magical mystery and food crawl; tactical urbanism includes a food truck plaza; and the transportation center includes bicycle share and long-term rental.

Partnership:

- \$70k pledged; \$0k collected.
- LHC focused on their employers.
- Partner letter from Mayor went out to 300+ organizations. Follow up program happening now.
- Looking at partnership value adds to branch partnership opportunities, such as the Urban Task Force, Living Community Award, and private meetings with Sarah Suzenka
- UTA ask: 4-day pass for 1300 participants, equates to \$18k.
- Municipalities can’t give to NPOs without involving the city council; working to bridge hurdle.

Volunteers:

- University offering students 1 credit hour for volunteering with CNU 21.
- Website is up and there are 8 applicants so far.
- Looking for an onsite coordinator position.

Events:

- Mormon Tabernacle Choir concert for CNU-only (possible behind the scenes tour)
- The closing party will be in the Granary district: Granary row (opening In May 2013) building programming around this area; transit accessible (1 block- SLC).

Areas of Opportunity:

- Health Districts and The CDC (Intermountain Health Care facility)
- Life-long communities and street design
- Authenticity
- LEED ND and Health connection

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

CNU 22 & 23

Sandrine reported that CNU 22 would get the Buffalo convention center at no charge and the Hyatt Regency group rate of \$159/night. Bill Tyne and George Grasser are working hard. A temporary website is pending. CNU 23 will be either in Dallas or Fort Worth, or both, TBD.

Scott P commented on the challenges (politics) of holding CNU 23 in just one location and suggested holding the Congress Wednesday – Friday in Dallas at the Fairmount Hotel, and moving to Fort Worth for Saturday (day and evening). The LHC is trying to get a transportation commitment from rail. Emerging local themes include: Texas-sized Suburban Retrofit; Creating Connecting Centers; Energy Impact on City Formation; How do you take the paradox of what's successful and urbanizing.

Discussion Items:

- Should CNU 22 and/or 23 be more initiative-focused?
- Buffalo and Dallas/Fort Worth have very different needs, but could be looked at as a pair.
- Buffalo theme? "Lake Belt". The LHC doesn't want to focus on "decline".
- Buffalo should include a big international component.
- Mr. Bass funds Projects for Public Spaces – what is the right ask to approach him with? Plenary speaker, personal involvement...
- Dallas/Fort Worth significant partnership opportunities –focus on infill and urban development.

Nominations and Governance

Steve M walked the Board through a series of proposals, outlined on Page 124 of the Board packet.

Item 1. - Doug Farr, Co Chair board term is expiring in 2013. There is a technical issue to address. The Bylaws have a Resolution to bring on 7 at large board members elected by members. The Committee wants Doug to finish his term. Bring 3 in 2013, and 1 additional in 2014 (4). Keep Doug on for 1 extra year. There is an amendment to section 21, article 2 of the bylaws; the language is in the board packet.

Steve Maun requests a motion.

Ellen Dunham-Jones moved to approve the changes to article 2, section 21. Russ Preston seconded the motion. All approved, none opposed. None abstained.

Doug Farr's board term extended by 1 year and 3 slots identified for election in 2013.

Item 2. No one applied for Chapter Rep for 2013. Current bylaws limit the time Sarah Lewis can serve on the board. The Committee has proposed to amend section 20, article 2 of the bylaws; the language is in the board packet.(Sarah asked to leave the room)

Show of hands in favor of Sarah continues to serve on the board as Chapter Rep. - 2/3s yes.

Steve Maun requests a motion.

Ellen Dunham-Jones motion to resolve. Dan Slone seconded the motion.

All in favor. None opposed. Sarah's term extended until 2014.

Board nominations- because of the general elections, we have very few vacancies to add anyone from outside this process. There is one Board seat available, and the Nominations Committee proposed Bob Chapman to fill such vacancy. Resume included in the packet. Bob is a longtime CNU supporter and advocate. Driven by Lizz Plater-Zyber, the Committee aimed to get a fundraising-minded individual on

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

board. Bob is interested in taking on the fundraising in a leadership role, and is proposing the development of an endowment for CNU. I'm pleased by his enthusiasm, but there's still work to do.

The Committee nominates Bob Chapman for the CNU Board and opens the floor for discussion.

Dan Slone moved to approve Bob as Board Member. Ellen Dunham-Jones seconded the motion.

Ellen, Dan, Steve and Russ all spoke as to why they endorsed Bob Chapman's nomination to the board.

Steve requested a vote.

All approved. None opposed.

Board Committees

Ellen revised and updated committee membership and drafted descriptions and charges for each. Some Board members are more active on initiatives, so they appear less on these committees. This list excludes the Congress committees and Initiative committees.

Comments/Additions:

- Nominations & Governance Committee: Explore advisory board & format
- Chapter Committee: tie chapter activities to national strategic plan and/thru initiatives
- Accreditation Committee:
 - Expand continuing education program (certify speakers, programs, develop relationships)
 - AIA/AICP certification of UM & El Paso courses to expand program
 - Expand course and exam subject matter to include all initiatives
 - *USGBC didn't go through ANSI
- Initiatives Committee should meet quarterly; know what initiatives want/need from staff.
- Development Committee
 - Consider renaming
 - Help set fundraising targets (endowment goal should be \$20k if you assume 4% return)

Meeting adjourned to Friday.

**Congress for the New Urbanism – Fall Board Meeting
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Absent: Jack Davis, Mike Krusee and Steve Maun

Guest: David Grossberg (Schiff & Hardin), Antonio Riley (HUD)

Staff: Abby Bouzan-Kaloustian, Caitlin Ghoshal, Heather Smith, Ben Schulman and Mindy Martinez

Ellen noted to-do items:

1. Board Members commit to sponsorship gets
2. *Better! Cities & Towns* brainstorming
3. Initiative Priorities

Better! Cities & Towns

Considerations, discussion items for talk with Rob:

- Is sponsorship a possibility for B!C&T, through CNU or the new 501c3 obtained by NUN?
- Could B!C&T sell subscriptions to libraries (architecture and planning)?
- Rob needs help identifying and approaching funders.
- Marketing Issue - there's a perception that you can get everything for free online.
- CNU members are the only online subscribers – possible area of opportunity.

Ellen, Dhiru, Scott B and Eliza offered to assist CNU staff with future discussions with Rob.

Initiatives Vote

Hand out distributed listing the current and proposed Initiatives. Vote to promote those with asterisks to "Initiative" status and keep those without. New Urbanism in China is proposed as "contingent on funding", and we're voting on the retirement of Accessibility/Visitability, contingent upon a conversation with the Initiative leader.

Discussion commenced - Street Vitality Index removed from list and placed under Project for Transformation Reform as a tool.

Ellen proposed that the board approve Agrarian Urbanism, Health Districts, and Resilient Communities as new initiatives. Second?

Doug K asked if all agreed that these Initiatives would help CNU fundraise and meet our strategic goals? "Sustainability", "energy", etc. is missing from this list and Doug suggested considering alternate titles, in light of fundraising. The name discussion was tabled, and a vote was proposed under the headings of 3 umbrella categories: Project for Transportation Reform, Project for Healthy Communities and Project for Clean Air/Water/Energy.

Several questions raised about initiative names, the structure and definition, and the level of support.

Dan Slone - issue of naming, and unresolved issue of stacking. Could we add to the motion: in conjunction with committee chairs, that a nomenclature for the stacking be considered, and proposed at the March meeting? (Don't get stuck on the names.)

**Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012**

Scott B seconded Dan's comments and offered his assistance.

Dhiru suggested the formation of an initiative around the definition of terms; a process that has been going on for a long time with words such as "public", "civic", "urban", and "cities". Dan encouraged Dhiru to formalize this proposal.

Russ Preston noted Health districts is already on the website and moved that the board approve it. It has legs. Agrarian Urbanism & Resilient Communities have taken the steps we've asked and will continue whether we approve them or not. **I propose that they continue to work with staff to firm up language and re-propose for March. I would include NU in China too.**

Dan S- I'd like to vote on all if we can't approve all.

All in favor. None opposed. None abstained.

**Mathew McElroy asked for a new motion to add Accreditation as an initiative.
Jennifer Hurley seconded the motion.**

Dan asked protocol to be followed: Accreditation should draft a report to be considered as an Initiative.

**Ellen Dunham-Jones requested a motion to grant contingent approval of New Urbanism in China.
Doug Kelbaugh – So moved.
Jennifer Hurley – Seconded the motion.**

**Laura Heerey proposed retiring the Visibility/Accessibility Initiative upon conversation with the leader.
Doug Kelbaugh – So moved
Jennifer Hurley – Seconded the motion. All in favor.**

Fundraising Calls

Board Members asked to identify who they could make fundraising calls to in the coming months:

Doug K –Jonathan Rose and some Athena Awards winners

Scott P. – Balfour Beatty – construction rail. 1st street cars

Jennifer – Delaware developer re: LWW

Scott B – Funders Network – Liveable Communities

Dhiru- Automated parking folks

Eliza – Transportation cold calls. Better World Club. AAA

Ellen – International parking folks

Russ – Regional banks re: LWW. Rockefeller relationships

Norman – Siemens

Mathew – Developers, military doc, military housing and Hunt

Laura – Balfour Beatty, Acquired Heery firm. Business cards

Want to present rounding out of air/water/energy, financial and health

Ray Dalio, Phil Kendal – have spot on website that they can share their thoughts and research

Sarah – Jim McDowell, VP of Mini Cooper USA. AARP- PTR

Dan S - Ford Motor Co. Energy Service Cos. and Escos. Focus on green initiatives; eco districts, etc.

Congress for the New Urbanism – Fall Board Meeting
Thursday, October 11, 2012 and Friday, October 12, 2012

John M- Peter Flacher, Empire Futures – fundraising strategy for NY state
Marcy- National Assn. of Realtors, Joe Molinaro, Kimley Horn and AECOM (Ian Lockwood)
John - CH2M Hill for water project
Dan - Siemens, etc are participating in resilient cities discussion
Ellen- AAA (sprawl retrofit), smart car (small contact), AARP
Doug F- Michael Tilchin, CDM (water), AECOMM (military), Ed Miller at Joyce Foundation and Walker Parking (concrete parking)
Eliza- Google (small), tech session at next congress

Board members in conversation with current CNU funders should notify Cait. CNU had great success with Ford, they may support Live/Work/Walk. CNU needs help connecting to the Funders Network.

Charter Awards

Doug F and Ben S presented work completed for the 2013 Awards including geo-coding of past winners; identification of 8 of 9 jurors; creation of stand-alone Charter Awards website and digital submission process; expansion of media partnerships (Planetizen, Streetsblog, etc); development of relationship with Target as award funders; expansion of book dissemination to mayors, planning departments, university libraries, etc; and possible decoupling of the Charter Awards and Congress. After the 2013 Awards year, Doug will stay on for an additional year to assist with program expansion and fundraising.

Next Gen

Russ P and Scott P gave a brief update on some Next Gen Activity including the following stats: the Tactile Urbanism Guide has had 65k downloads; Island Press agreed to publish the book with Mike L; Tactile Urbanism is Planetizen's top-planning trend in 2011-2012; Chuck Marohn of Strong Towns self published a book and has 10k visitors/month to his website, a 3-fold increase, and 167k YouTube views.

Scott P and Russ visited with Richard Driehaus to discuss business models (typical vs. new urbanist), design policy, as it relates to life style, and the question of why we don't build like we did in the past. There is a paradigm shift happening (34 Signals, Apple, etc); how are they conducting business? Driehaus was asked to be a program advisor to "The Next American Urbanism: Places for People to Thrive", hoping Oram and Ford would follow. Driehaus may participate, but at a smaller scale.

Ellen asked Russ and Scott to connect with the Live/Work/Walk Initiative to identify overlap.

Board discussion: *How can CNU and Next Gen best work together; most mutually beneficial relationship?*

- Ellen: broaden and update stereotypical image of new urbanism.
- Russ: moving the Charter forward is the #1 goal of Next Gen
- Eliza/Doug K: Mike L is strategic in his identification as "New Urbanist" – how do we change perception
- Dhiru/Norman: encouraged more sessions on Tactical Urbanism at the Congress
- Russ/Dan S: CNU can help Next Gen by providing wisdom and guidance to avoid pitfalls

Marcy cautioned the group to be more historically aware – what caused this shift, who has been displaced, the criminal activity of our government. Let's not be naïve; our government sanctioned homesteading, etc. Be careful about how we talk about these times.

The meeting was adjourned.