

Strategic Plan 2007 - 2009

*Mobilizing Cohousing's Champions
to Advance the Movement*

Part I

Context and Rationale

INTRODUCTION

Good ideas aren't adopted based on merit alone. If they were, U.S. cities would have lively, Parisian style boulevards rather than impassable car corridors punctuated by strip malls. Suburban residents could walk to neighborhood groceries or bistros and not face a maze of cul-de-sacs and roads to nowhere. Americans would have more friends and watch *Friends* less.

Cohousing offers the environmental solutions, civility and sense of community that our society desperately needs. But for cohousing to thrive as it deserves to requires champions. This plan is offered for all the champions of cohousing who are determined to explore, develop, build and live in civilized communities.

The Cohousing Association of the United States (Coho/US) is committed to educating, organizing and supporting cohousing's champions, so that cohousing it is not merely a household word, but a viable option for many, many people.

This plan offers a map from January 2007 to December 2009, which builds on the course that the Association's Board of Directors set in November 2006. On a practical level, it details specific activities such as the expanded recruitment and use of volunteers, the engagement of local cohousing communities and groups, and plans for continuing to build and leverage the use of electronic media. On a movement level, this plan should mobilize and enable cohousing's champions to work together and to effectively expand their influence.

We believe that there are tremendous opportunities for the Association to promote and advance cohousing, and that it can be accomplished on a realistic budget, through the work of many volunteers and through modest staffing. In order to accomplish this, we're committed to integrating the needs and hopes of all of cohousing's champions. Once aligned and working together, we know that we can make a tremendous difference.

To be successful, cohousing enthusiasts and professionals will need to share ownership of the Association and the cause of furthering cohousing. We invite you to consider this plan, how you could work with the Association and where you can invest your time, talent and treasure to help advance cohousing.

THE CASE FOR COHOUSING

The members of Coho/US are passionate advocates of cohousing. We are the founders of a new movement that speaks to us on many levels.

A significant issue today is the disintegration of community. It can be traced to declining civic involvement, rising consumerism, urban sprawl and our over-reliance on cars. Americans increasingly gorge themselves on material goods while complaining about having fewer friends and less time.

The decline of community in America has been well documented. Harvard professor Robert Putnam has tracked everything from bowling leagues and community organizations to political involvement in recent decades, and identified community disintegration as a common denominator. The deterioration of American neighborhoods is at the center of this crisis. Whereas a generation or two ago, the neighborhood represented a constellation of relationships, today it is more often just a site for individual, inwardly focused homes, or as urbanist Lewis Mumford once described suburbia, “a collective effort to lead private lives.”

Americans go online, to malls and to restaurants searching for products to enrich their lives. Then they go to theme parks to visit nostalgic renderings of traditional communities, but they eventually get back in their cars and return to their isolated dwellings.

Research from Putnam and others demonstrates that the decline of community has had these effects:

- A decline in civility in public life
- An alarming rise in obesity – correlated directly with urban sprawl.
- A decline in emotional health among many adults and children
- Increasing levels of crime in neighborhoods
- Declining democratic participation
- Rapacious consumption of oil and natural resources

Over the past 15 years, forward-thinking planners, architects, advocates and developers have begun exploring ways to restore community through design. The “new urbanist” and neotraditional movements have emphasized the importance of pedestrian friendly streets, mixed-use development and convenient places for neighbors to gather and socialize. Similarly, the communities movement has for several decades been studying and advancing successful models of living together cooperatively. Cohousing is at the leading edge of these efforts to restore community, by integrating smart design with effective community organization.

While much value can be retrieved from the neighborhood practices of generations past, cohousing recognizes that families, households and lifestyles are different from those of years ago. Cohousing recognizes the reality of increased mobility and smaller households, and it proactively develops community, rather than just hoping it will happen.

The level of community and social connectedness in America has ebbed and flowed over time through industrialization, wars and economic crisis. A century ago, for example, robber barons ruled business and government and the average citizen had become disengaged from civic life. In the early 1900s, however, the Progressive movement sprang up with citizen activists effectively pushing for more responsive government, reforms on child labor and work-week hours and the creation of a number of civic organizations. Our lesson is that committed visionaries and champions *can* mobilize to rebuild community.

Cohousing is effective in part because its residents love living there. Living in cohousing, for example, makes it easy to:

- Get to know one's neighbors
- Walk to see friends instead of driving
- Let one's children run free and schedule fewer play dates for them
- Avoid fast foods while also spending less time in the kitchen
- Overcome the challenge of "plugging in" to a new city or town
- Cope with spiraling land and housing prices
- Shrink the size of one's footprint on the planet
- Watch less television and have a life

Many of us moved into cohousing because the idea called to us in powerful ways that could not be easily described. After 18 years of practice, the evidence for our calling is mounting:

- Documented reduction of car use, increase of bicycling, recycling, and other environmentally sustainable practices
- Demonstrated success of principles of higher density, clustered housing
- Opportunities to steward the land around us
- Pioneers in green building, and practices of "smart growth"
- Documented higher than average levels of civic engagement
- Documented effects of community engagement on the quality of life, and health of the elderly.

- Cohousing as a practical complement to the ecovillage and intentional communities movement.
- As an inspiration for new model of growing old in community

In addition to enriching the lives of individuals and families, cohousing offers promise for the larger society. Every new cohousing community offers another quasi-civic gathering place – for everyone from the Girls Scouts and musicians to book clubs and community activists. Cohousing opens up new civic spaces in an increasingly privatized society, points the way toward richer and more civilized lives and offers a model for sustainable living.

CASE FOR Coho/US

Since it was introduced in 1988, the cohousing movement has grown to over 90 completed communities in the US. Over 5,000 people now live in cohousing in 21 states. Another 30 groups own sites or are in stages of construction. At any given time, dozens of groups in earlier stages of formation use the cohousing US directory to recruit members. While this is respectable for such a new social model, we believe that the cohousing movement has greater potential here. In Denmark, cohousing makes up about 1% of the housing market. Here in the US this would be the equivalent of 280,000 people, or 47,000 communities. Coho US can bring the movement into its full potential through several critical strategic goals:

- Increased Awareness
- Growing Perception of Housing Options
- Best Practices to a Shorter Learning Curve –
- Identification and Expansion of the Market of Potential Cohousers

The success of cohousing as with any social movement, depends on the active involvement of many people. It will languish if cohousers forget about the larger movement once they move into a completed community.

Cohousing is a nontraditional market and cannot rely on mainstream advertising, yard signs and salespeople to sell homes. Cohousing requires future residents to be involved early. Potential customers need to be educated far more than the average homebuyer, preferably by the time a group acquires a building site. Cohousing professionals identify the need for a “cultivated market,” including the pre-identification of people in the region who are interested in cohousing.

Cohousing's success requires overcoming traditional land planning biases, development practices that exclude residents from neighborhood design and uncritical acceptance of existing housing options. If cohousers expect big traditional developers and the free market to take on the cause, they will be waiting a long time.

The Association accepts these challenges. It aims to facilitate the acceptance and development of new cohousing. As the knowledge base grows among experienced professionals and built communities, however, the Association can assist in facilitating its dissemination. To use the language from Malcolm Gladwell's *The Tipping Point*, the Association is positioned to mobilize the mavens (experts) and connectors necessary to spark social change.

STAKEHOLDERS

The Association has three existing stakeholder groups. The needs and interests of the first two groups are closely interrelated, while the needs of the third group are fairly separate:

- **Newcomers** – potential cohousers and members of developing groups
- **Cohousing Professionals** – developers, architects, organizational development professionals and others specializing in cohousing, as well as professionals working part-time on cohousing, including builders, contractors, bankers, green material suppliers, attorneys, bankers and investors.
- **Cohousers** – People living in completed communities

In addition we see new opportunities for supporting our work through alignment with like-minded organizations, and advocates of public policies and social movements for which cohousing is a highly attractive model.

Newcomers

Newcomers to cohousing are hungry for information. They devour the Association's electronic resources and any in-person workshops, tours or events. They typically haven't contributed much to the Association financially, however, and often don't avail themselves of resources when there is a significant cost. Rather than losing these individuals by charging them the actual cost of serving them, the Association has subsidized their services through sponsorship by the cohousing professionals, who appreciate that success in cultivating cohousers on the front end will pay dividends later on.

Professionals

Cohousing professionals look to the Association to help build their market. This includes building public awareness of cohousing, providing ongoing information about cohousing to potential cohousers and connecting potential customers with the appropriate professionals.

Cohousing professionals typically come to their work with a vision of making a difference. They recognize that cohousing development poses more challenges than traditional development and they usually recognize the need to educate and develop the group of future residents.

To date, a small group of professionals has been the most significant source of support to the Association, both financially and through in-kind assistance. Over the next years we need to solicit broader support among the professionals, and reciprocally, to encourage their input in the leadership and direction of the Association. Professionals include a range of disciplines that are employed part-time or full-time in work related to cohousing.

We also seek to offer the Association as a resource to assist in knowledge development and dissemination among professionals, whether through informal calls and convenings, or through more structured means. We look to the professionals to direct us on how to support them most effectively.

Professional cohousing developers are key cohousing stakeholders. At the 2007 conference, a small group of professionals urged Coho/US in both workshops at the face-to-face Board Meeting after the conference to

- Build the market for cohousing development
- Foster new kinds of professionals, “coaches” who can help groups in the forming stages get to the point where they can work effectively with the development professionals once they have a viable group ready to buy land and build
- Build a stronger identity, the cohousing “brand”
- Train or sponsor workshops to introduce new building professionals to cohousing

Cohousers in Completed Communities

The third group of stakeholders, residents of built communities, are primarily interested in making their community life a success. Their needs are different from those of developing groups and they are oriented more to the maintenance and management of their cohousing community.

Cohousers in built communities are relatively unaware of the work of the Association and are typically disconnected from the larger cohousing movement. Despite their earlier intentions, most did not become contributors to the Association once their community was

completed. For its part, the Association has not been effective in recent years in reaching out to members of built communities.

We believe that this group shares our vision regarding the impact that cohousing could have on our society, and that cohousers would welcome the opportunity to further cohousing in their local region and nationally. By working through their communities and through the e-zine and website, they can much more effectively engage and support the broader movement. Furthermore, we believe that every built community has at least one or two “burning souls” who can help us to make this connection.

We are planning over the next three years to expand electronic resources for built communities, as well as to begin to convene and engage communities on a regional basis. We believe that our proposed system of regional convening will help local cohousing communities to bond with one another and with the Association, and will help us to tap into the treasure of talent that exists in built communities.

Beginning in 2007, we plan to encourage every completed community to contribute regularly to the Association and to proactively encourage contributions from individuals as well. We also plan to recruit individuals from communities as volunteers, recognizing the experience and wisdom they offer for forming groups and to other built communities. Over time and with greater engagement, we believe that individual cohousers and built communities also will become greater financial supporters of the Association’s work.

Other Stakeholders – Advocates of Aligned Movements

People who see the value of cohousing as a more environmentally sustainable form of new housing development, people who value the civic engagement that cohousing teaches are also potential stakeholders in Coho/US and the movement. Individuals who do not yet choose to live in cohousing but are supportive of its aims are valuable allies, as are public regulatory agencies, housing finance institutions both public and private, affordable housing developers and other housing and “smart growth” advocates, as well as health care officials and senior services advocates.

Measuring Value

In November 2003, the board of directors decided to transform the Association from a traditional, fee-based member organization to a donor-supported organization. Rather than focusing narrowly on individual member benefits, the Association chose to promote and advance cohousing more broadly.

The Association today defines its value by:

- its success in raising the awareness of cohousing
- the amount of information supplied to potential cohousers

- the expansion of the network of mutual support it can foster among existing communities and professionals who develop, design and build new cohousing

The key to the success of the effort to advance cohousing is in the active involvement of our stakeholders, and collaboration around our shared mission.

- Success will be measured by the number of subscribers to the magazine and visitors to the website, as well as the leads generated for cohousing communities.

While the Association will rely on free media more than ever, that does not mean that these resources cost nothing to produce. Even with the generous mobilization of volunteers that we are planning, we need to secure funding for basic operations. Just as public radio must make its case to its listeners and supporters, we will need to secure funding regularly from those individuals, communities and businesses that appreciate the Association's value.

In conclusion, we believe that while each of these groups has distinct needs, their roles within the Association are complementary to one another. Each group brings a unique set of skills and resources that can enrich the others, creating a synergy to advance cohousing in partnership with others working on progressive community development. We need everyone's help and contributions, no matter where they are located, to make cohousing a vital, available and visible part of life in American society.

Part II

The Plan

MISSION STATEMENT

The Association's mission is to promote the awareness and development of cohousing and to provide sustenance to existing cohousing communities in the United States.

STRATEGIC GOALS & OBJECTIVES

The Association Board has identified five strategic goals for 2007-2009:

1. Build educational offerings
2. Build the cohousing market
3. Incubate professionals to support forming groups
4. Engage and support existing communities
5. Cultivate alliances with aligned organizations

The following section details how ongoing program of services and operational objectives will meet the above strategic goals.

1. Build educational offerings

Currently Coho/US publishes an electronic magazine and maintains a website with many educational and informational resources. Coho/US has sponsored workshops as well as publicized workshops of other professionals.

Interest in the conference is growing by sponsors and attendees; strategically an annual conference will build a consistent visibility of the movement.

Objectives include:

- Shift to an annual conference
- Support professionals and qualified volunteers by organizing new workshops and regional training events; by providing licensed curricula
- Incorporate or provide links to research and presentations of high quality and accuracy into the website

2. Build the cohousing market - Expand and improve how we communicate to various stakeholder groups and the general public.

Having built a strong electronic infrastructure in the last two years, Coho/US can now refine its communications and outreach materials to delineate the market for new cohousing communities. We remain committed to reaching as broad an audience as possible. We plan to build on that and to capture an increasing number of visitors in our database through e-zine subscriptions. Additionally, we plan to expand the use of self-supporting events such as regional tours and workshops, to reach specific geographical markets.

Coho/US can be the public face of cohousing in the US, fairly representing and inspiring support for the movement by its offerings.

There is a natural fit between cohousing and several demographics: the significant cultural population called LOHAS (“Lifestyles of Health and Sustainability”); Cultural Creatives, estimated to be 50 million or more Americans; and the baby boomer sector, which is roughly 70 million. By associating cohousing with these sectors, we reach subsets that will be most interested in cohousing, and respond most readily to our message. For example, the evidence of environmental practices of cohousing, and the effects of community living on health and well-being are now well-documented and can be promoted heavily in our literature.

To reach newcomers and professionals, the cohousing identity is best built nationally through mass media; however, regional media plays a significant role since stories about particular people and communities are attractive to journalists and readers, and “normalizes” cohousing to nearby policy-makers, financiers, neighbors, and planners, all of whom can help expedite the physical development of new communities.

Our audience also includes media, people unfamiliar with cohousing, potential investors, general public, and financial decision-makers. This includes multiple broad audiences who can become advocates and stakeholders over time and repeated exposure to the concept through national and regional media and personal experience.

Objectives:

- Create downloadable communications materials for the website
- Capture information about who goes on tours, what folks inquire online
- Document research and trends in the movements in terms that relate to market research or public policy goals, for use by audiences other than current or prospective cohousing residents

3. Incubate professionals to support forming groups

- Support existing professionals
- Expand the number of competent cohousing professionals in order to expand the number of cohousing communities.
- Webinars and conference calls – communications plan to flesh out
- Simple informal educational offerings
- Networking
- Developer tracks at conference
- Potential marketing assistance at conferences
- List of developers/resources on website
- Facilitators and architects, all regular sponsors.
- Ask professionals if they're willing to update the developer list
- Play a convening role

4. Engage and support existing communities

The Association needs to connect with the leaders in these communities and engage them in the broader cohousing movement. Over the next three years we plan to continue connecting these groups regionally and nationally to promote greater knowledge, support, volunteering and fund development.

- Make the website an ongoing resource for operation and facilitation of a strong

community life

- Focus on the audience of people already living in cohousing
- Be a catalyst for regional networking
- Fully utilize the e-zine and website for resale classifieds
- Expand/cultivate professionals list (group facilitators)
- Capture best practices and make available on the website
- Utilize a variety of tools: conferences; e-zine; website; regional networking events

5. Cultivate alliances with aligned organizations

- FIC; communities movement
- Green building
- Environmental sustainability
- New urbanism
- Progressive retirement development movement
- Community peacemaking/nonviolent movement
- Nonprofit housing/social housing movement
- Public planning

PROGRAM

Over the next three years, Coho/US will focus its services in the following project and program areas where we believe there is the greatest potential for impact:

1. Website

www.cohousing.org is now the focus of the communications and publishing efforts of Coho/US and its staff. The website is the essential clearinghouse and “front office” for the Association and the movement. The site serves all three primary stakeholder groups.

Our strategic effort in 2007-2009 is to expand the offerings to all three groups and the general public and to encourage users to utilize the site in a greater variety of ways.

The Publisher and Communications Team on staff will take leadership on this goal, and will continue to develop the website in the following areas:

Ongoing features:

- Manage database of people interested in cohousing
- Promote and register people for cohousing events
- Strengthen advertising revenue by marketing to a greater range of vendors and professionals
- Continue to expand listings for classified ads, particularly cohousing units for sale or rent
- Provide pages for regional groups of cohousing communities
- Create a home for local cohousing community websites, especially for forming groups

Opportunities for expansion:

- Connect people with forming and built communities, including connecting people at the pre-formation stage
- Create a limited access section of the website, for sponsors/paid subscribers: to include sample documents such as policy statements for developing and built communities., CC&R's, project budgets, etc.
- Publish a series of "best practices" from existing cohousing communities; this section could eventually move to the portion of the website restricted to partners
- Explore feasibility of charging for enhancements to the communities directory including photos, archives, and additional data and services

2. Publish the E-Zine

The goals for the E-zine are:

- To address the information needs of the public, forming communities, built communities and professionals. It will be distributed for free, as widely as possible.
- To build a database for future events, for use by cohousing professionals, and for Association fundraising.

- To generate revenue through advertising.

After refining the format and frequency of publication, the Association is committed to promoting the publication to further expand its circulation. We plan to actively solicit links on other websites and publications.

3. Convene Regional Councils

To create an effective movement for change, we need to foster a viable network of relationships. The first step in engaging cohousers is to identify contact people in each community and have them start talking to one another and to us.

Cohousing in the US is clustered geographically. Support from existing communities nearby is extremely helpful to emerging groups, and the presence of multiple communities under development allows more opportunities for expanding the experience of local professionals to support new communities in turn.

We have several initial regions for these Councils, in areas where there is a critical mass of built communities:

- Bay Area, California
- Sonoma to Sacramento, California
- Denver – Boulder Area
- Massachusetts region
- Seattle
- D.C. Area (Mid-Atlantic Chapter)

Between 2004 and 2006, several Coho/US Board members initiated informal gatherings among residents of cohousing communities in their home regions in San Francisco Bay Area, Boulder, and Seattle. The gatherings provide social and informational networking. People learn what other communities are up to, share “best practices,” and keep in touch with the Association. They would be especially valuable in coaching forming and developing communities to accelerate the learning for new groups.

With the exception of our Mid-Atlantic Chapter, cohousing communities do not often socialize together. However, a series of group facilitation trainings in the Bay Area is bringing together members of existing and emerging communities in a very fruitful way. . The Association will continue to encourage regional networks as a way of recruiting volunteers, soliciting support and potentially staging additional events. The value is reciprocal, as local communities benefit from the information, knowledge and connection to the broader network.

4. Tours of Communities

Cohousing tours are in high demand and effectively convey cohousing to newcomers. If a picture is worth a thousand words, a cohousing tour is worth a dozen slide shows and potlucks. The tours first offered in Northern California and in the Washington, D.C., area were well received and successful in introducing cohousing to newcomers and marketing new cohousing communities. Additionally, they helped to educate forming communities around design issues and to serve to strengthen the resale market in existing communities.

Tours are a key component of the Coho/US marketing and outreach to newcomers and professionals. Therefore, Coho/US offers small stipends to tour leaders, although tour coordination remains a volunteer effort.

Association volunteers, including current and former Board members, lead tours in Northern California, in the D.C. area through Mid-Atlantic Cohousing, and most recently in Massachusetts and the Seattle Area through Northwest Intentional Communities Association.

The number of communities seems to grow fastest in the regions where cohousing already exists. We expect to see more geographically targeted tours as interest grows among both the public and among local volunteers. Coho/US supports expansion of regional schedule of tours.

5. Annual National Cohousing Conference by 2008

The 2006 Conference was a great success in reaching all stakeholders by several measures: attendance, variety of presenters, participation by professionals and newcomers, and revenue generation. Based on that experience, the board has decided to begin holding the national conference annually, beginning in 2008. Coho/US will contract with a professional event manager to support this expanded schedule.

6. Workshops and Seminars

In 2005, the Association offered a workshop on marketing for cohousing, and in early 2006, a fall workshop on project management. These events served professionals and leaders of developing cohousing groups.

Because of limited staff and resources, the Association relies on affiliated professionals to staff workshops or seminars. The Association offers its database, e-zine and website to assist in the promotion of event registration and payment collection.

In August 2007, Coho/US will promote and co-sponsor a workshop by the Shambala Institute Colorado, on the subject of spirituality and cohousing.

7. Convening of Professionals

The Association will play a convening role for professionals, through its regional networks and professional affiliates.

Networking – Most of the networking among cohousing professionals currently happens informally. As the number of professionals in the field grows, however, the Association will have opportunities to play a convening role for individuals who might not otherwise have the opportunity to associate with one another.

Advisory – Professionals offer an important source of knowledge for the Association, and so some sort of advisory relationship is critical.

The Association is committed to involving professionals both on the board and through informal communication.

8. Guidance for Academic Research

The board has established a new, volunteer position for Director of Research. This person will facilitate and coordinate a research agenda for cohousing nationally. The Research Director will:

- Field inquiries from individuals seeking to conduct research, and communicate the priorities that Coho/US feels are most valuable
- Endorse particular research projects, making it easier for researchers to gain access to cohousing groups
- Maintain a list of priorities for research
- Bring together elements of a comprehensive bibliography of research to date

STAFFING & VOLUNTEERS

We have decentralized staff providing a basic structure, but as with many non-profits, much of the work of the organization is done through volunteers. Our plan over the next three years is not merely to support the planned services, but to significantly expand the capacity of the Association – board members, volunteers, community liaisons, etc.

1. Staffing

Coho/US does not have a central office. Its part-time staff and administrative are located around the country, using the internet for central archive and communications. Each of these positions is approximately 10 hours per month.

Coho/US currently has 5 staff part-time positions:

- Publisher
- Editor
- Database manager
- Advertising manager
- Bookkeeper

Additionally, we are in the process of hiring a professional conference organizer as we move to an annual schedule of national conferences beginning in 2008.

2. Volunteers

The Association relies on volunteers for a number of tasks that contribute to the advancement of cohousing. Board members recruit and orient other volunteers, who are then supervised by the appropriate staff member or by the chair of the appropriate board team. Standing volunteer positions include:

- Tour leaders/coordinators
- Writers and editors for e-zine and website
- Research Director
- Conference planning
- Fundraising
- Finance
- Regional network conveners

Goals:

- Continue to develop job descriptions and formal recruiting materials for these positions.
- Create a position for a paid Annual Conference Organizer to manage conference

volunteers.

FINANCES

Revenue

The above plan is premised on securing adequate financial support from a variety of sources.

The board believes that the Association should be donor-driven, that donors should be our partners in advancing the cause of cohousing. Therefore, the Association produces and distributes resources for free that hold considerable value, such as the e-zine and the website. We believe that if we are generous in distributing these resources, those who are committed to cohousing will support us. Additionally, the Association is also creating a restricted portion of the website for its professional and community partners, for access to special resource documents.

We have identified the following revenue sources, in descending order, as essential to the Association over the next two years:

Professional Partners

The board has set two levels of contributions from professionals:

- The “Business Partner” level is \$500 per year, and is envisioned for business and individuals that derive a limited portion of their income from cohousing (e.g. architects, bankers, builders, etc.).
- The “Leadership Circle” level is for professionals who derive their primary income from cohousing, and this level is \$5,000 per year.

Community Partners and Other Contributors

We plan to begin immediately communicating our case as to why cohousers and others should contribute financially. Beginning September 2007, we will approach every built community and ask them to join us as partners, by adding a contribution to the Association into their HOA budget for 2008. The minimum contribution level for an individual or community partner is \$250, with communities having more than 20 households encouraged to contribute at a rate of \$12 per household.

Combined with our regional convening efforts, this outreach will be an opportunity to connect with cohousers locally. We will use the magazine, website and other Association materials to encourage donations as a primary way that the Association is funded. The Development Team will oversee these efforts and initiate conversations with individuals capable of larger donations as well.

Advertising

While the magazine and website have generated revenue for years, we believe that the new e-zine format and greatly expanded circulation offer an opportunity for significantly increased advertising. We seek to solidify the current base of cohousing professional advertisers and to reach out to socially and environmentally responsible businesses.

In addition to display ads, classified advertising of homes also offers significantly more potential. The e-zine and website enable cohousers to avoid having to pay significant fees to real estate agents or for other expensive promotion. The new magazine frequency of monthly offers greater value to home sellers than the old bimonthly publication format.

Events

Cohousing site tours, workshops and other events also offer modest revenue.

Grants

While they have not been a significant source of funding for the Association in the past, foundations, donor-advised funds, corporate giving, and government grants are all possibilities for revenue. They are unlikely to support the general operation costs of an association such as Coho/US, but there may be specific projects that would interest particular funders.

BOARD

Board and Team Development

The board aims to recruit several new members in 2007, as well as members for our volunteer board teams.

The board currently has three active Teams: Finance, Communications (in transition), and the Executive Team. Board Meetings are monthly via conference calls, with twice a year face-to-face Gatherings. Team Meetings are ad hoc as needed. Communications Team is now being changed to reflect increased staff responsibilities. Several new teams are in formation: Regional Networking, Fundraising, and Conference Planning.

Other Board functions are ad hoc, including strategic planning, nominations, development and events.

Board Members

The board members of the Cohousing Association of the US bring a diverse set of skills and a strong commitment to advancing the cause of cohousing. Current board members include:

Carol Braford – Board Treasurer. Co-developer of Culver Way Cohousing in St. Louis, Mo., a community that will house 45 families in three turn-of-the-last-century commercial buildings. She is a CPA and served on the Finance Team for six months before coming on to the board. Carol has served on the board for several years and is a former Board President.

Barbara Lynch – Board President. Founder/resident of Pleasant Hill Cohousing in CA. Coordinates Board development efforts. Career in computers, retired community college computer science instructor.

Rick Mockler – Member of Board Executive Team. Immediate past Board President. Resident of Muir Commons cohousing in Davis, Calif., for the past ten years. Serves as Vice President of CoHousing Partners, a cohousing development firm.

Craig Ragland. – Chairs the Board's Team for Regional Convening. Founder/resident of Songaia, Bothell WA. Joined Coho US Board in 2006. Active in Northwest Intentional Communities Association; regional tour leader.

Dave Wann – Member of the Board Executive Team. Founding member/resident of Harmony Village, in Golden, CO. He is a writer and filmmaker, including *Recreating Community*, an anthology about cohousing.

Addendum I: Cohousing Association Three-Year Timeline

| Qtr | 2007 | 2008 | 2009 |
|-----------------|--|------|------|
| 1 st | Advertise for 2008 Conf. Coord Hire 2008 Conf. Coord. Schedule next F2F Regional Council Team Meets | | |
| 2 nd | Create 2008 Conf. Planning Team Advertise for 2009 Conf. Coord. | | |
| 3 rd | Decide 2009 Conf. location Hire 2009 Conf. Coord. F2F in Colorado | | |
| 4 th | Create 2009 Conf. Planning Team F2F in Boston Elect new officers | | |