



Introducing COHOUSING AUSTRALIA

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We believe there is the need and demand for **housing alternatives in Australia**. There is an opportunity to address a range of social, environmental and economic issues through the development of more diversity in the housing sector. We see cohousing as one important housing typology largely missing from the Australian urban experience.

Cohousing Australia promotes collective models of housing, housing diversity, and housing choice. This includes mainstreaming these “alternatives” in the Australian cultural psyche, making them an available option for all, and embedded them in the legal, planning, regulatory and financial systems.

Our Vision: A cohousing community in every suburb.

CoHousing Australia’s purpose is to reposition residents at the centre of housing provision; enabling citizens to collectively create housing which provides a place of safety and security, empowering human beings and communities to be better able to live in harmony with economic, environmental, and social contexts, and enable more resilient and regenerative futures. To this end, CoHousing Australia advocates for and supports the creation and delivery of cohousing in Australian urban areas in a way that recognises the variations in economic, environmental and social ambitions and capacities of groups and the differences in legislative and planning contexts across the nation. Working with communities, government agencies, and industry, CoHousing Australia seeks to create the conditions for citizen-led housing collectives to engage in participatory processes through all phases of housing planning, design, delivery, and operation, contrary to the dominant conception of housing as a speculative commodity.

Our Mission: Create and expand the sector, network and conditions necessary to make cohousing an option for all interested.

The CoHousing Sector: The term CoHousing, in this context, does not specify a particular housing function or typology. Rather, it focuses on enabling resident households to realise their collective living ambitions and needs - which can differ significantly between projects. CoHousing Australia supports a range of urban and suburban collaborative housing typologies from Tiny House Communities to Ecovillages and Intentional Communities. Urban and suburban environments house the majority of the Australian population and it is here that households and groups in search of opportunities to live ‘in community’ close to employment and essential services face the most significant obstacles to realising their cohousing ambitions.

What we do: lobby, educate, research, and live [for] cohousing.

**COHOUSING AUSTRALIA
STRATEGIC PLAN 2019 - 2024**

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Document Record:

Version	Adopted by Board	Summary of Amendments:
V1 2019		

A Brief History of CoHousing Australia:

Cohousing Australia commenced as an organisation in 2006 under the name SLIC - Sustainable Living Intentional Communities. Our founding members included many respected housing and sustainability experts and leaders.

Giselle Wilkinson, founded the Sustainable Living Festival (SLF, 1999-) in the same era, and founded and stewarded the Murundaka Cohousing Community (2011-) from inception to completion, and as resident member continues to contribute to its operational and civic success.

"Co-located and cooperative living, expressed so compellingly through the co-housing model, opens new and creative opportunities in suburban locations for social inclusivity and rapid transformative change – so important at this time of uncertainty and the global warming emergency." Giselle Wilkinson, 2019

Iain Walker, another founding member of Cohousing Australia, was also a founding member of the Common Equity Housing Program and Earth Co-op (1986-) and SLF. Through these roles he worked to gain funding and support from Common Equity Housing to build Murundaka, where he is still an integral member.

"We asked ourselves then, and we are still looking for answers to the big questions. How can we live together on this wondrous planet and do it better? Live with more happiness and not just minimise our eco and life footprint, but be restorative?" Iain Walker, 2019

Phil Bourne, founding member of Commonground Cooperative (intentional community, 1984-) in Seymour, came on board soon after. The name was changed to Cohousing Australia to gain more 'cultural purchase' with cohousing recognised at the cutting edge of intentional community living.

"Many people, ... were looking for answers to current frustrations and angst about our present society. Campaigns to tackle environment challenges are rife and there has been a subsequent upsurge in interest about the totality of the way we live. This coupled with the high cost of housing has prompted a 'next wave' of interest in Intentional community. We are hoping we can foster opportunities and options for creating community." Phil Bourne, 2019

Peter Cock is also instrumental in the intentional community movement in Australia, founding Moora Moora in 1974, and helping to craft the name and direction for Cohousing Australia in the early days. He is still a fixture in the community development conversation and a regular participant and contributor to the Sustainable Living Festival and other public forums.

"We knew intentional village living worked and offered so many benefits, and we wanted to help reinvigorate the movement. We wanted to mainstream thoughtful intentional community. We know, if you get it right socially, you can address health, affordability, and the environment." Iain Walker, 2019

Cohousing Australia has an important role in bringing the wisdom from overseas models, and integrating it with the local (multi-)cultural and indigenous wisdom to make it locally attuned and responsive to the Australian context. Alternative ownership, stewardship, and governance models, as well as a reimagining of the intergenerational and community lifestyles we lived, until only the recent past, provide an option to the individualistic, competitive, nature of housing and living many are forced to adopt today.

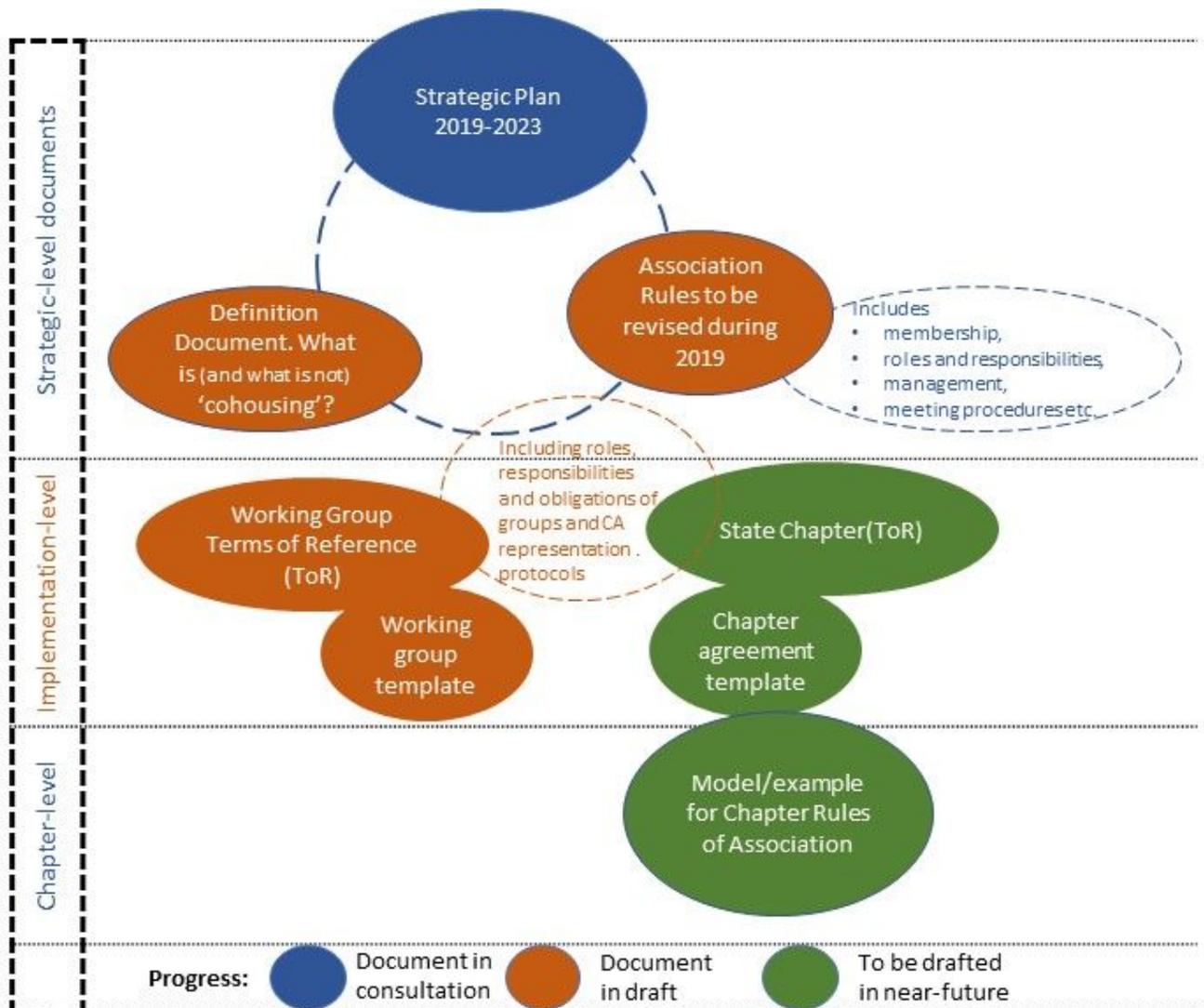
We look forward to the continued evolution of the organisation and community living in this country.

Giselle Wilkinson, Iain Walker, Phil Bourne & Peter Cock.

Context

The purpose of this document is to communicate our strategic plan and enable engagement with people, partners and policy makers around Australia. Our intention will be to share our mission and objectives with the wider community of interest to better understand our potential and to better execute our deliverables.

The 2019-2024 Strategic Plan is one document within a nested set which collectively provides the basis for the organization's operation. These documents are in various stages of development (at April 2019) and the connections between these indicated in the below diagram.



Strategic Plan 2019-2024:

Development of the plan:

The CoHousing Australia board formed in October 2017 for the 2017-18 term included members from four states, representing an expansion from the previously Victorian focused membership. With this national outlook, the board members commenced the development of the strategic plan in early 2018. Online surveys and video discussions were conducted over the course of the year, culminating in a two-day strategic planning workshop held in September 2018. The workshop outcomes informed a draft strategic plan circulated among the 2018-19 Board members in January 2019. Members of the national board, active working groups, forming state chapters, and other active interested parties were invited to provide feedback between February and May 2019. A final document is to be tabled to the National Committee for adoption in June 2019.

Life and growth of the plan:

The strategic plan is to be a live document. At the commencement of each term of the national board it will be a priority for members to review and update the strategic plan as required. A feedback loops approach will be deployed to evaluate processes and results. Primarily, this will focus on identification of new strategies and tactical actions to achieve the aspirations of the organisation in the term of the board and should respond to the skill sets available to the board at that time.

While it is optimal to maintain a consistent strategy for an extended duration to achieve long-term outcomes, the annual review may also involve the revision of vision, purpose, and mission if deemed necessary in light of changes in contemporary housing challenges or to embrace previously unidentified opportunities. Any member may propose changes for consideration at the annual AGM which will be considered by the board in due course, and members should have the opportunity to respond to any changes proposed by the board prior to formal adoption.

Review of the plan:

A full review of the plan is to be conducted by the CoHousing Australia Board formed at the 2023 AGM for implementation from 2025.

Aspirations

We believe there is the need and demand for housing alternatives in Australia. There is an opportunity to address a range of social, environmental and economic issues through the development of more diversity in the housing sector. We see cohousing as one important housing typology largely missing from the Australian urban experience.

Cohousing Australia promotes collective models of housing, housing diversity, and housing choice. This includes mainstreaming these “alternatives” in the Australian cultural psyche, making them an available option for all, and embedded them in the legal, planning, regulatory and financial systems.

Our Vision:

A cohousing community in every suburb.

Our Purpose:

... is to reposition residents at the centre of housing provision; enabling citizens to collectively create housing which provides a place of safety and security, empowering human beings and communities to be better able to live in harmony with economic, environmental, and social contexts and enable more resilient and regenerative futures.

To this end, CoHousing Australia advocates for and supports the creation and delivery of cohousing in Australian urban areas in a way that recognises the variations in economic, environmental and social ambitions and capacities of groups and the differences in legislative and planning contexts across the nation.

Working with communities, government agencies, and industry, CoHousing Australia seeks to create the conditions for citizen-led housing collectives to engage in participatory processes through all phases of housing planning, design, delivery and operation, contrary to the dominant conception of housing as a speculative commodity.

Our Mission:

To create and expand the sector, network and conditions necessary to make cohousing an option for all interested.

Side text : Unpacking the mission in 2019.

'The sector' - professional services can deliver it and people want to live in it, but the structures do not exist to connect the two sides and support the journey. 'An option' - to be an option for any household, access is needed to: finance, planning systems, more diverse 'ownership' options, other people seeking collective approaches, YIMBY neighbours, re-conceptualisations of risk and value, a cultural policy shift, professionals and support structures.

Our Values:

- Cooperation
- Stewardship
- Sustainability
- Inclusivity
- Connectivity
- Participation

Strategic Objectives:

- To make co-housing a recognised, viable and attractive option in Australia.
- To Accelerate the uptake of sustainable living practices through supporting the development of new cohousing communities and the healthy functioning of existing communities.
- To be a leading voice in the housing sector.

Strategic Actions:

- Challenge the prevailing concept of housing as primarily a speculative investment asset.
- Address the ecological, social and economic shortcomings of contemporary residential and neighbourhood design.
- Challenge and advocate to change the current town planning requirements to better provide for the changing lifestyles and technology.
- Encourage and support understanding and integration of associated concepts such as ecological footprint, collaborative governance, alternative ownership models and sharing the economy.
- Facilitate and support networking and productive partnerships.
- To be an effective advocate for the rapid uptake of cohousing.
- To develop, collect and make available strategic, educative materials and services.
- To undertake and locate relevant academically robust research that supports sectoral knowledge.
- Become the authoritative voice / expert in the field.
- To offer connection to resources necessary for cohousing delivery.
- To promote the stories of people living it.
- To foster and champion our Chapters and Working groups.

What is [and what is not] cohousing?

Repositioning residents at the centre of housing provision and enabling citizens to collectively create housing arguable negates the notion of defining what cohousing is and is not as this is for the residents to define for themselves.

CoHousing Australia supports a range of urban and suburban collaborative housing typologies from Tiny House Communities to Ecovillages and Intentional Communities. Urban and suburban environments house the majority of the Australian population and it is here that households and groups in search of opportunities to live 'in community' close to employment and essential services face the most significant obstacles to realising their cohousing ambitions.

The mission to make cohousing an option for all interested asserts the need for a variety of funding and tenure regimes as well as housing typologies, which inevitably vary over time and with institutional context(s). CoHousing Australia does not advocate for a singular model, but rather advocates for models which can deliver some or all of the following outcomes:

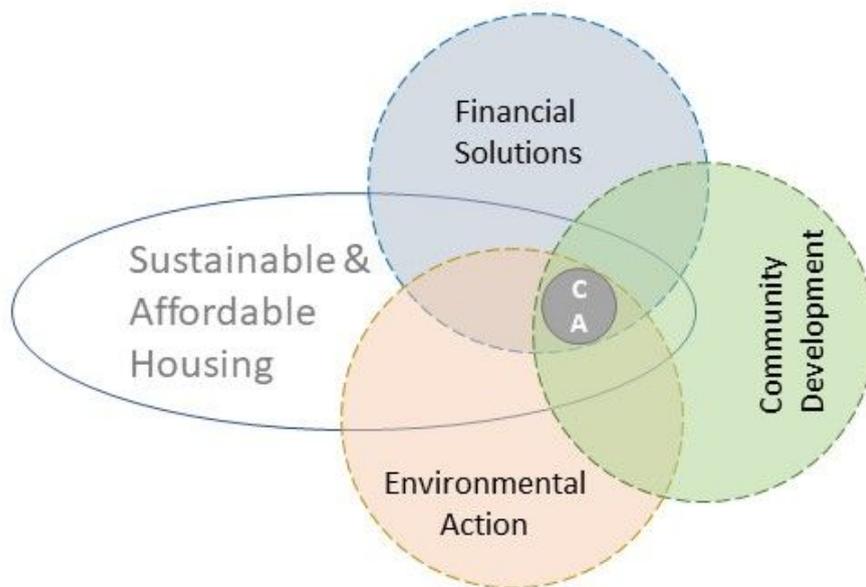
- Are founded around a vision created by a resident group, which may include social, environmental, economic, and cultural objectives
- Involve active participation of future residents in the design of spaces, as opposed to being a speculative venture by third parties
- Where the day to day management of the community will be run by residents once established, through a collective governance mechanism
- Involves organised collective and shared activities on a regular and continuing basis

While embracing an inclusive approach, CoHousing Australia recognises that it is a volunteer organisation which must allocate its limited resources effectively and that not all forms of 'cohousing' which emerge in the future will necessarily exist within 'The Big Picture' established here and hence may fall outside of the organisations advocacy umbrella.

The discussion of *What is [and what is not] cohousing* is expanded in an accompanying document which is to be a live and evolving document to be read in conjunction with this plan (in draft as of April 2019).

Our Eco-system

Cohousing Australia exists within the complex arena of affordable and sustainable housing in Australia, which is influenced by frequently shifting policies and priorities with occasionally restrictive and often contradictory rhetoric. Within the affordable and sustainable housing space, CA focuses on the development of democratic, community focused housing which meets the needs of residents. Ideally, CA seeks to act within the social and affordable housing space at the intersection of financial, environmental and social sustainability. It recognises sustainable and affordable cohousing requires financial innovation, community development, and environmental action. CA acknowledges that in pursuit of cohousing, groups have access to diverse and limited resources which influences capacity, and that the experiences of groups which lie outside of the ideal intersection described above are important to assist progress in the sector.



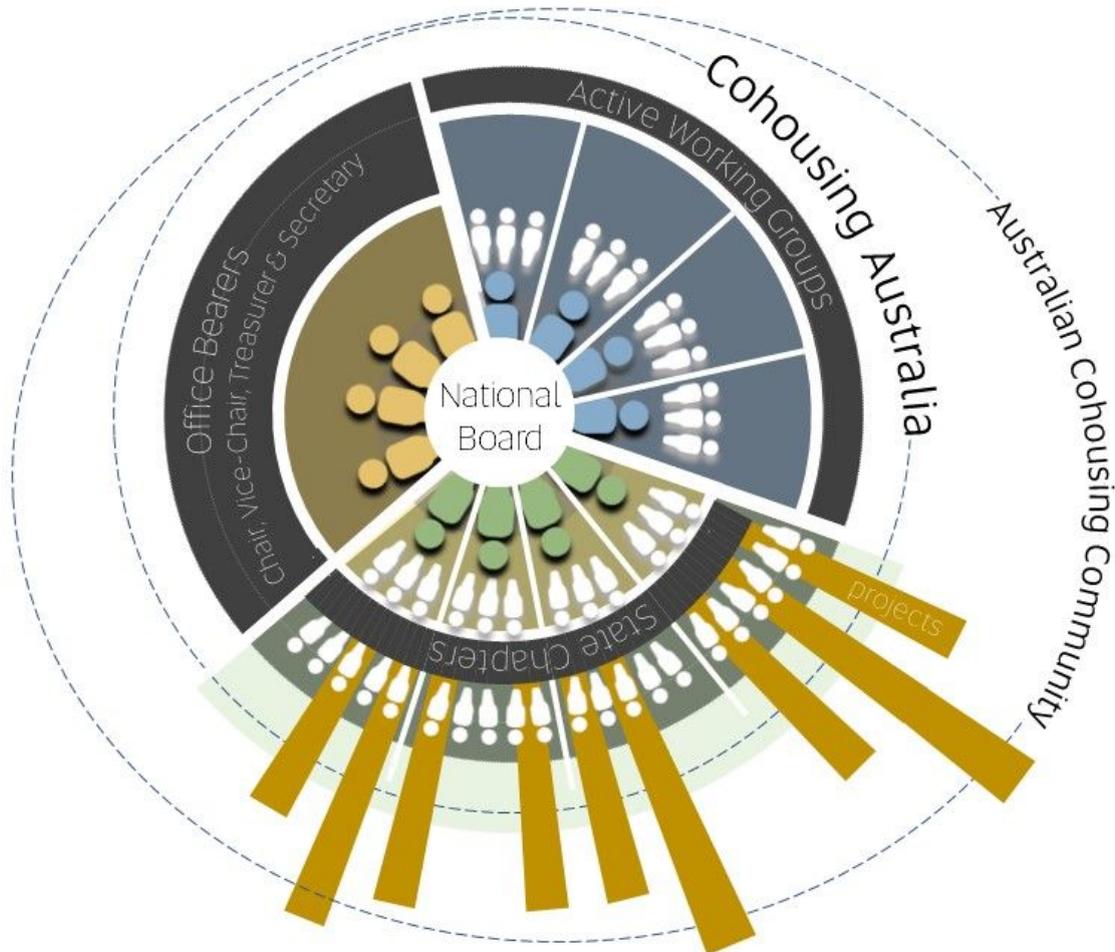
Eco-system Mapping

The activities of Cohousing Australia intersect with other organisations and entities which CA can learn from, collaborate with, and/or influence. Over the life of the strategic plan, CA's relationship to such organisations and entities will be mapped annually to inform strategies and tactics, and ensure ongoing currency. See Appendix A.

What we do: lobby, educate, research, and live [for] cohousing.

Our Intra-system

To implement the organisations aspirations, an internal system of Working Groups and State Chapters is to be developed and implemented over the life of the strategic plan.



National Board / Stewardship Group:

As an Incorporated Association under the Victorian Associations Incorporation Reform Act 2012, the National Board (committee) must, as a minimum, consist of

- (a) a President; and
- (b) a Vice-President; and
- (c) a Secretary; and
- (d) a Treasurer

For the life of the strategic plan, the CoHousing Australia National Board is intended to comprise the four required officer bearers, the convenor of each working group, and the state chapter conveners. Individuals frequently hold multiple positions and ideally the board should not exceed 9 individuals in total. This structure is based on a Sociocracy / Dynamic Governance model and will integrate practices from these models across all groups and committees within the organisation. Members are appointed at the annual AGM and is to consciously include representatives from around the country with a diversity of skills and experience.

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The National Board /Stewardship Group is charged with:

- implementation of the Strategic Plan to achieve identified objectives
- creating a clear direction to build organisational alignment, and to focus on sustainable achievable strategies and objectives.
- Evolving our practice to continue to meet our vision for a better world.

The priorities of the National Board /Stewardship Group include to:

- Develop a strategic pathway informed by a broad stakeholder group
- Develop Organisational Structure & Process Management
- Define decision making processes
- Define and develop membership processes
- Enable our stakeholders to build a strategic network

Working Groups:

Working Groups are focused on particular challenges / opportunities to explore solutions, collaboration, partnerships.

The roles of working groups in general are to:

- work to identify the issues, information and support needed to build cohousing communities.
- work together to identify strategies for progressing the change needed.
- provide advice, resources and updated information to interested and relevant stakeholders.
- identify and contribute strategic actions into the Cohousing Australia Strategic Plan, and other strategic documents and processes.
- develop revenue streams for the organisation.
- build a 'community of practice' where people who want to support Cohousing can find each other, learn from one another, share information and participate in the different kinds of movement building.
- facilitate collaboration, education and peer-to-peer relationships that strengthen the Working Groups and Cohousing Australia.
- facilitate, host and co-host events that strengthen relationships between members and work to achieve the objectives of the Cohousing Australia.
- create processes to enable Members of the Working Group to promote their work, and connect with others.

Working groups can be formed and disbanded to address shifting needs over time. Current working groups include:

- Planning Policy Working Group (Established 2018)
- Legal and Finance (Establishing 2019)
- Community Development (Equity and Inclusion) (Establishing 2019)
- Education and Training (Pending)
- Governance (Pending)
- Communications and Media (Pending)

State Chapters:

To be established in all states and territories where active members reside or active projects are being pursued.

- work to achieve the goals of Cohousing Australia by organising meetings, events and networking opportunities (in person and via the internet) about Cohousing, in their local region, town or community.
- work together to progress the goals of Cohousing Australia in other ways determined by the members as suitable for their local region, town or community.
- work together to identify specific issues that need reform in their local region, town or community, which can be included in Cohousing Australia's Strategic Plan and other strategies.

Chapters operate under a formal agreement with the national body of Co-Housing Australia, that formalizes expectations, rights, privileges and relationship with the national body. Prior to setting up a formal Chapter, local forming communities can operate in a temporary capacity, within the purview of Co-Housing Australia, until they have reached a threshold member number.

2019-2023 Actions and Tactics

Develop a strategic pathway informed by a broad stakeholder group		
2019	<ul style="list-style-type: none"> • Finalise development of the 2019-2023 strategic plan in consultation with external and internal stakeholders • Revisit asset mapping and board nomination process prior to 2019 AGM 	
2020		
2021		
2022		
2023		

Develop Organisational Structure & Process Management		
2019	<ul style="list-style-type: none"> → Work with conveners of working groups and state chapters to realise the internal structure envisaged by this plan → Establish framework for teamwork and collaboration, including establishing communication procedures with working groups → Clearly define roles → Address questions of conflicts of interest. → Revisit the existing rules of the incorporated association regarding meeting procedures. Revise the rules of incorporation or introduce additional policies as necessary to reflect the Sociocracy / Dynamic Governance organisational model. → Create a pathway for financial viability of the organisation moving forward (eg grants, membership, products, etc) 	
2020		
2021		
2022		
2023		

Define Decision Making processes		
2019	<ul style="list-style-type: none"> → Revisit the existing rules of the incorporated association regarding decision making processes and financial management. Revise the rules of incorporation or introduce additional policies as necessary to reflect the intention to employ the GOAT model. 	
2020		
2021		
2022		
2023		

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Define and develop membership processes		
	2019	<ul style="list-style-type: none"> → Revisit the existing rules of the incorporated association regarding membership. Revise the rules of incorporation or introduce additional policies as necessary. → To be developed in consultation with the potential membership base, which is recognised to include <ul style="list-style-type: none"> ◆ People looking for housing ◆ People living in communities ◆ Aligned Organisations → Work toward establishing membership mechanisms
	2020	→ Ensure membership mechanisms in place no later than January 2020
	2021	
	2022	
	2023	

Enable our stakeholders to build a strategic network		
	2019	<ul style="list-style-type: none"> → Develop a circle (or circles) of people dedicated to liaising with strategic partners (eg GEN and community housing providers) to foster and protect the working relationship to create conditions conducive to mutual benefit and collaboration. → develop a website that communicates our vision and mission and purpose. → Develop web platform for networking and exchange → Support the development of the state chapters and assist chapters in sharing resources to enable local networking → Establish processes for documentation of actions for effective networking and advocacy
	2020	
	2021	
	2022	
	2023	

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Translating strategy to tactics:

What the strategic objective to realise the vision (achieve success and sustainability)?	What strategies do we have to achieve each of the strategic objectives?	What (tactical) actions are required to implement the strategies?
Challenge the prevailing concept of housing as primarily a speculative investment asset.	<ul style="list-style-type: none"> ● Partners with land trusts, co-ops ● Cap resale values. ● Suggestion: define the value of 'community housing' in broader terms -- eg, social capital, wellbeing, sustainability etc 	<ul style="list-style-type: none"> ● Leadership from Legal and Finance Group ● Research cohousing & develop a knowledge base ● Network facilitation & support (incl professional development), ● Have legal instruments to support these approaches. ● Capture the value of co-housing/ other communities and their social impact
Address the ecological, social and economic shortcomings of contemporary residential and neighbourhood design.	<ul style="list-style-type: none"> ● Educating prospective resident / communities in practical ways for improving sustainable living ● Advocate to Local Councils, research and grant-giving bodies and other (possible) actors in cohousing. 	<ul style="list-style-type: none"> ● Leadership from Community Development (Equity and Inclusion) Group ● Develop training material ● Community education ● Diverse ownership models ● Stimulate resource sharing and partnership-building ● Facilitate the sharing of learning amongst members through a regular (annual, biennial?) Communities of Practice meeting.
Challenge and advocate to change the current town planning requirements to better provide for the changing lifestyles and technology.	<ul style="list-style-type: none"> ● Advocate to Local Councils, Federal and state gov ● To identify opportunities to influence planning change to support cohousing. ● To engage with related policy processes and political advocacy. ● ● 	<ul style="list-style-type: none"> ● Leadership from Planning Policy Group ● Advocacy to policy makers to provide supportive planning tools and incentives, and to reduce barriers ● Planning accepts / NIMBY's become YIMBY ● Policy – cultural shift / risk v value – risk appetite from short to long-term risks ● Submit to relevant processes and documents/policies/plans. ● Bring experiences together in case study format.
Encourage and support understanding and integration of associated concepts such as ecological footprint, collaborative governance, alternative ownership models and sharing the economy.	<ul style="list-style-type: none"> ● Promote, define and communicate social, ecological & economic benefits of cohousing 	<ul style="list-style-type: none"> ● Leadership from Education and Training Group ● Leadership from Communications and Media Group ● Provide robust research to support communication. ● Develop a communications plan to focus efforts and support key messaging and advocacy. ● Promote case studies and current best practice.
Facilitate and support networking and productive partnerships		<ul style="list-style-type: none"> ● Provide leadership from Stewardship Group ● Bring policy makers, researchers and practitioners together.

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Objectives	Strategies	Actions
To be an effective advocate for the rapid uptake of cohousing.	<ul style="list-style-type: none"> ● Awareness raising ● Articulating the value proposition of cohousing to decision makers <ul style="list-style-type: none"> ○ Populace <ul style="list-style-type: none"> ■ Future residents, neighbours, ○ Lobbying <ul style="list-style-type: none"> ■ Local / State / federal – changing policy ■ Minister for cohousing – champions ■ National housing strategy ○ Sector partners <ul style="list-style-type: none"> ■ Developers, Consultants ■ Housing Providers 	<ul style="list-style-type: none"> ● Provide national peak body secretarial services for housing practitioners (members); collaboration network (see eco-system framework) ● Definition and threshold of “cohousing”
To develop, collect and make available strategic, educative materials and services.	<ul style="list-style-type: none"> ● Source relevant materials ● Make content available on website and in person ● Facilitate dialogue ● Look at communication strategies best suited <ul style="list-style-type: none"> ○ Podcasts, youtube etc ○ Phone calls, face to face ○ Movie nights ○ Pub nights ○ Office ○ Website ● Partner with other like minded organisations <ul style="list-style-type: none"> ○ Neighbourhood houses, transition towns Australia ● Look at local, state and national approaches 	<ul style="list-style-type: none"> ● Website to inform ‘why’ & ‘how to’ get into cohousing ● Establish & grow a cohousing practitioner network
To undertake and locate relevant academically robust research that supports sectoral knowledge.	<ul style="list-style-type: none"> ● Identify areas of required research ● Conferences / summits / forums ● Locate relevant research ● Consolidate research into resources for <ul style="list-style-type: none"> ○ Education ○ Lobbying / advocacy 	<ul style="list-style-type: none"> ● Researchers to build knowledge base ●
Become the authoritative voice / expert in the field.	<ul style="list-style-type: none"> ● Be proactive about putting our voice out there <ul style="list-style-type: none"> ○ Website ○ Media ○ Radio ● Become a peak body / backbone organization ● Get advice ● Get our old documents ● Look at NFP status ● Create strategic partnerships ● Agreed set of principles / definitions for clarity ● Follow up on activity around the country 	<ul style="list-style-type: none"> ●

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<p>To offer connection to resources necessary for cohousing delivery.</p>	<ul style="list-style-type: none"> ● Links to consultative services ● Platform co-op ● Network for interested cohousers ● Develop a set of qualitative criteria for housing – principles ● Partnerships with <ul style="list-style-type: none"> ○ Land, finance ○ Legal models 	<ul style="list-style-type: none"> ● Maintain directory of cohousing project and communities, ● Establish pilot projects to learn how to build communities, and document processes to continuously improve
<p>To promote the stories of people living it.</p>	<ul style="list-style-type: none"> ● Connect with existing communities ● Understand a value proposition for them ● Interview and capture stories ● Podcasts, videos, art, social media, Instagram – humans of cohousing ● CEHL 	<ul style="list-style-type: none"> ● Need for Website
<p>To foster and champion our Chapters and Working groups</p>	<ul style="list-style-type: none"> ● State chapters ● Representative on the board ● Agreement with the national Vision, Mission and Aims. ● State chapters – with local activity to develop their own vision, mission, and aims. ● Local initiatives supported by State branches and National committee 	<ul style="list-style-type: none"> ● Development models ● Finance exists ● Diverse ownership models ● Planning accepts / YIMBY ● Policy – cultural shift / risk v value – risk appetite

Strategic Plan Contributors

2017-2018 BOARD

EXECUTIVE

Chair | Elena Pereyra | VIC

- Architect, Regenerative Development Practitioner

Secretary | Jasmine Palmer | SA

- Sustainable Design Consultant, Architecture Academic, Housing Researcher

Treasurer | Lisa Moore | VIC

- Cohousing lived experience expert, educator and trainer

MEMBERS

Meriam Salama | WA

- Architect, Coliving specialist - The Henry Project

Matthew Daly | NSW

- Academic; cohousing and sustainable living researcher
- University Research Group Coordinator

Peter Grininger | VIC

- Engineer and Regenerative Design Practitioner, Educator,
- Global Ecovillage Network liaison and Education Coordinator

Eugenie Stockman | WA

- Cooperative housing professional - Green Fabric

Elle Vallance | SA (October 2017 to March 2018)

- Cohousing professional - Founder Verge CoHousing and CoHousing Adelaide

2018-2019 BOARD

EXECUTIVE

Chair | Elena Pereyra | VIC

Secretary | Jasmine Palmer | SA

Treasurer | Lisa Moore | VIC (to April 2019)

Treasurer | Tim Riley | VIC (from April 2019)

- Property Collectives development manager, intentional community advisor.

MEMBERS

Meriam Salama | WA

Matthew Daly | NSW

Peter Grininger | VIC

Teresa Dominik | VIC

- Strategic Urban Planner, local government experience sustainable built form and land use planning
- Planning Policy Work Group Coordinator

Riad Yasmine | VIC

- Property Lawyer
- Co-coordinator Legal and Finance Group

Karen Deegan | NSW

- Architect, Founder Urban Coup and NewCoh
- Co-coordinator Legal and Finance Group

Cirila (Lilac) Limpangog | VIC

- Community Development Practitioner and Equity Researcher
- Community Development and Inclusion Coordinator

Appendix A:

Eco-system Mapping 2019

