

## **FWCM Master Sustainability Plan Resource Committee Charter**

FWCM's Shareholders and Board want to adopt a multi-year master plan for the further equitable development, maintenance and modernization of this affordable housing cooperative for active seniors. This Charter authorizes a group of Shareholders to gather data and conduct analyses in order to inform the FWCM's deliberations in creating a long-term Master Sustainability Plan for FWCM's housing and infrastructure.

**Background:** Although FWCM has funded a program of maintenance and repair over the last 50 years, it has not implemented any investment plan to modernize its housing structures, institute earthquake resilience, update water, power, and transportation infrastructure, or prepare to accommodate technological changes in transportation and power generation.

At its inception FWCM was designed and implemented to be a high density, affordable, 1970s, senior housing development that was carefully designed to take advantage of the natural beauty of the Tice Creek valley. Its 1,810 wood balloon-frame, one-to-three story dwellings were intended to accommodate one or two seniors who could negotiate stairs and hills either on foot or by car and golf cart. Given 1970s energy economics it made sense to make all the dwellings dual fueled: gas for heating and cooking; and electricity for lighting, air conditioning and entertainment. To maximize living space and minimize living costs, each group/entry of homes was equipped with a laundry building that could also serve as a mini-community center. Probably the most futuristic feature of the development was the addition of cable television.

Although individual shareholders have been updating the interiors of dwellings over the last 50 years, the cooperative ownership of the FWCM means that individuals have been unable and unwilling to modernize the exteriors or the infrastructure.

At this time, the ability of the FWCM housing development to sustain "affordable housing for active seniors" is being undermined by several factors of which the following are some of the most discussed:

- Age and condition of dwellings and supporting infrastructure, (particularly water and sewage facilities, streets and sidewalks);
- The changed lifestyle of 21<sup>st</sup> century active seniors compared to 1970s active seniors;
- Evolving aesthetic tastes as regards architectural facades;
- Changing climatic environment (particularly air conditioning needs and wildfire smoke)
- Recent mandated rental requirements;
- Trends in transportation technology (particularly, phasing in of hybrid and all-electric vehicles);
- Trends in electricity and water costs; and
- The increasing life-span and occupancy of Shareholders (particularly the increase in previously active seniors)

In recognition of this background the FWCM Board is focused on developing a long-term Master Plan that will guide it and succeeding Boards in redeveloping the community in an efficient, prompt and consistent manner.

**Committee Objectives:** The Master Sustainability Plan Resource Committee will promptly assemble and organize data in four areas: (1) FWCM Shareholder current and future needs (apart from maintenance); (2) Estimate the urgency for meeting each redevelopment and sustainability need; (3) Identify potential options/projects for meeting each area of need; and (4) Suggest a plan for ongoing selection and prompt implementation of redevelopment and sustainability projects. The Committee is not authorized to create a Master Sustainability Plan; its role is to provide the resources and analysis that will permit the prompt development of a Master Sustainability Plan by FWCM's Board and Shareholders supported by professional planning and other experts.

**Committee Products:** The Committee will provide the FWCM Board and Shareholders a written and/or electronic record of its data and analysis along with recommendations for methods and sources available to the FWCM Board to extend, update and complete the analytical support for adopting and implementing a Master Sustainability Plan.