CoNorth

COOPERATIVE HOUSING SOLUTIONS


Annual **Report**

Transforming lives and communities through cooperative enterprise

2025

A Message
from CoNorth

Noah Hobbs,
CoNorth Board Chair

Turning uncertainty into security

Imagine owning your home but renting the ground beneath it, with no control over how much your rent goes up, whether the utilities you depend on will be maintained, or what becomes of your community. For thousands of Minnesota families, this level of uncertainty is their reality. Turning that uncertainty into security is why I serve CoNorth, and why I believe everyone deserves a home they can feel safe in and proud of.

I learned the value of that security across a career in housing, including nearly a decade at One Roof Community Housing, a community land trust where a nonprofit stewards the land so homes stay affordable from one family to the next. CoNorth pursues the same goal in a different way: residents own the land themselves, together. The methods differ, but the result does not. Both make homeownership permanently affordable and keep it that way.

Manufactured home communities are a major source of naturally occurring affordable homeownership in Minnesota, home to working families, elders, and neighbors of every background. CoNorth helps residents buy and govern these communities as cooperatives, so they can set their own rents, choose their own improvements, and keep their homes affordable over time. In more than 25 years, we have helped residents of 18 communities across Minnesota and Wisconsin form cooperatives and purchase their communities, preserving more than 1,250 homes.

This past year, two more reached that milestone. In December, the 32 households of Lone Oak Estates in Cannon Falls, MN came together to buy their community and invest in its future. In Zumbrota, MN, the 39 households of Raasch Ranch became owners too. Seventy-two families now hold a permanent stake in the place they call home. Their stories fill the pages ahead, and I hope you read every one.

So here is my ask. Every gift, every dollar in our loan fund, and every voice raised for manufactured housing helps more neighbors turn a rented lot into a home of their own. If you believe, as I do, that a safe and dignified home should be within everyone's reach, I hope you will stand with us this year.

In Community,

A Message

from CoNorth

Victoria (Tory) Clark-West

Executive Director

Breaking down barriers and building a better future

Housing security begins with certainty—the certainty that your home is safe, affordable, and built to support your future. Yet for many residents of manufactured home communities across our region, that certainty has become increasingly difficult to find.

Aging housing stock, rising costs, and limited financing options continue to create barriers for families seeking stability and opportunity.

At CoNorth, we believe that cooperative, resident ownership is just the beginning of the journey to ensuring that homeowners in manufactured home communities can go from surviving to thriving.

Over the last year, we continued to expand our work to address the broader, systemic challenges facing our partner co-ops.

Through CoNorth Homes and strategic partnerships with like-minded nonprofit partners, NeighborWorks Home Partners and the Minnesota Homeownership Center, we are building new pathways for residents to access affordable homeownership, improve existing homes, and invest in their futures.

Together, we are creating solutions that not only preserve the affordability of manufactured home communities but strengthen the homes that make up these vibrant, “little towns,” as the folks in our partner co-ops so often refer to their communities.

This work reflects a broader evolution for CoNorth. For many years, our focus has been helping residents secure collective ownership of their communities. That mission remains at the heart of everything we do.

Today, however, we are also scaling our ability to improve housing quality, expand access to financing, and ensure that cooperative homeowners have the resources they need to build lasting security.

The stories in this report demonstrate what becomes possible when residents, partners, and supporters work together toward a shared, holistic vision. They show that with the right tools, investments, and partnerships, uncertainty can be transformed into stability, and stability into opportunity.

On behalf of the CoNorth team and the incredible co-op leaders we work alongside—thank you for your continued support and commitment to a future of shared prosperity through cooperation.

In Solidarity,

CoNorth Programs

CoNorth programs are designed to bring down barriers that have historically prevented low-income and marginalized communities from owning and controlling where they live. The majority of our programs center on a common purpose: creating permanently affordable, resident-owned communities where people have stability, opportunity, and a meaningful voice in shaping their future. Our newest program addition, CoMinnesota, embraces and enlarges this vision by advocating for cooperative economic development across Minnesota. Together, these programs reflect a common belief that when people have access to cooperative solutions—whether through housing, business, or community development—they can build stronger communities and create lasting opportunities for themselves and future generations.

Cooperative Housing Advising

We help ensure housing cooperatives thrive by providing technical assistance, advising, and training to 18 resident-owned cooperative communities in MN and WI. By strengthening the organizational capacity of co-ops and supporting their sustainable growth, we help them remain permanently affordable—creating lasting benefits for generations.

CoNorth Loan Fund (CLF)

CLF is a subsidiary of CoNorth that provides mission-driven loans to resident-owned communities for the purchase or refinance of their manufactured home communities. By offering below-market and flexible financing, CLF helps communities acquire and stabilize their neighborhoods while preserving long-term affordability.

CoNorth Programs (continued)

Advocacy & Outreach

We support public policies that expand access to affordable homeownership through cooperative and shared equity housing models. From financing to zoning to home supply, we advocate for policies that make cooperative ownership a realistic and sustainable pathway for low- and moderate-income households across Minnesota and Wisconsin.

ReNew (Redevelopment & New Construction)

Through our ReNew initiatives, we redevelop aging manufactured home communities and develop new-construction communities in areas where affordable homeownership options are limited.

CoNorth Homes

Launched in 2025, CoNorth Homes is a mission-driven manufactured home development and sales program that offers affordable, durable and energy-efficient manufactured homes in CoNorth-affiliated communities. We bring together partners to help homebuyers access mission-driven home financing options and education to help ensure long-term homeowner success.

CoMinnesota

CoMinnesota, a hub for cooperatives in Minnesota since 2012, became a program of CoNorth in 2025. The goal of the program is to advance the larger cooperative movement by building awareness of the co-op business model, connecting co-ops across sectors, and providing education and information about co-ops.

2025 Highlights

Converted 71 units of manufactured housing to resident ownership.

CoMinnesota hosted the first-ever Minnesota Cooperative Summit, selling out with more than 200 attendees.

CoNorth Loan Fund provided $5.3M in loans to affiliated manufactured home co-ops.

Officially rebranded from Northcountry Cooperative Foundation to CoNorth in July 2025.

Launched the CoNorth Homes program and developed our first home.

Secured $90K for a ReNew project in Renville, MN. Began infrastructure rehab by removing six abandoned homes.

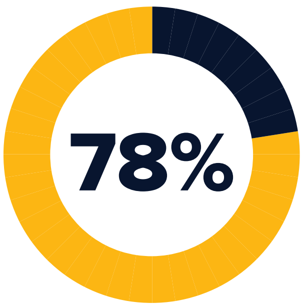
Secured $248K in state funding for cooperative infrastructure and community facilities projects.

Completed nearly $5M in infrastructure projects in CoNorth co-ops.

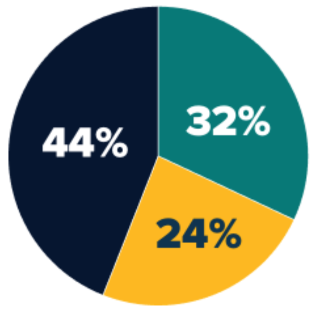
Helped secure $3M in state funding for manufactured home community development.

Expanded housing affordability through partnerships with NeighborWorks Home Partners and MN Homeownership Center.

CoNorth Impact

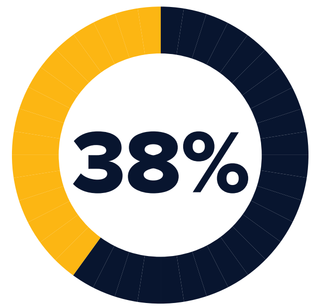


Percentage of households with incomes at or below 60% Area Median Income.



Age demographics in cooperatives:

under 18 | 18 - 55 | 55+



Percentage of households of color in cooperatives.

$41.4M

Financing secured for manufactured home co-op purchases since program began.

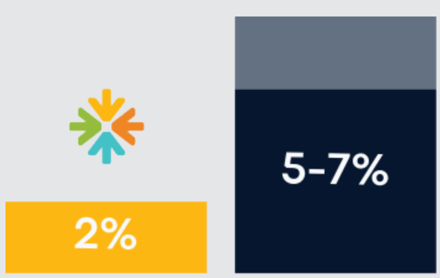
$25.8M

Amount invested in property improvements by CoNorth partner co-ops in the last five years.

$6.7M

Loans deployed from CoNorth's subsidiary loan fund since the fund launched in 2023.

The average annual carrying cost ("rent") increase in manufactured home co-ops is 2%, compared to the average increase in investor-owned communities of 5-7%.



1,222

Number of manufactured home units preserved through cooperative ownership since program began in 2004.

Ownership in Action: two communities, one vision

In 2025, homeowners in two Minnesota manufactured home communities—Raasch Ranch Cooperative in Zumbrota and Lone Oak Estates Cooperative in Cannon Falls—took ownership of the places they call home. While every community is unique, they share a common desire to have a voice and a vote in their futures.

Their journeys demonstrate what becomes possible when residents have access to the tools, support, and opportunity to shape their own future through cooperative ownership.

Residents of Raasch Ranch Cooperative, including board member Susie McMurray, center, celebrate the conversion of their community to resident ownership in 2025.

Building stability through ownership

In April, residents of Raasch Ranch Mobile Home Park became owners of their 39-home community, transforming the privately owned park into a resident-owned cooperative. The concept of resident-ownership was wasn't even considered a possibility before CoNorth staff contacted the community.

"The process was scary at times," Raasch Ranch board member Susie McMurray said, "But it was worth it. Now we know where the money goes."

She looks forward to being able to complete property improvements now that the Co-op runs the community.

"If you own it, you will make sure it gets done. We are all accountable to each other for what happens," she said.

Investing in home

In December, residents of Oak Lane Mobile Home Park near Cannon Falls celebrated a milestone of their own when they formed Lone Oak Estates Cooperative purchased their 32-home community.

Continued on page 9

> *"If you own it, you will make sure it gets done. We are all accountable to each other for what happens."*
>
> ***—Susie McMurray***
> ***Board Member, Raasch Ranch Co-op***

Residents of Lone Oak Estates celebrate the purchase of their community with members of the First Alliance Credit Union banking team. First Alliance is the first-position lender in the transaction that made resident ownership possible.

Ownership in Action continued from page 8

Even before becoming owners, neighbors banded together and invested their time, energy, and resources into improving the community they deeply cared about. They even salvaged construction materials to patch potholes in their crumbling road.

They're happy to have the power to make more substantial improvements and are working with CoNorth to seek funding for sewer and water repairs.

"This is a huge step for us," board president Jamie Menard said. "There are a lot of improvements we want to make and we're excited to get to work. Now, we control our finances and our future."

Lone Oak Estates is just a few miles away from Sunrise Villa, the very first community converted to resident-ownership by CoNorth (known then as Northcountry Cooperative Foundation).

"Sunrise Villa is still thriving over 20 years later," CoNorth Executive Director Tory Clark-West said. "Sunrise is a great example of the staying power of co-ops and their generational impact."

The land rent at Sunrise Villa has gone up an average of $3 per year since they purchased in 2004, making it the most affordable community in the area.

Growing together

Together, Raasch Ranch and Lone Oak Estates added 71 homes to the growing network of resident-owned communities supported by CoNorth. Each community is different but residents share a common goal: having a voice and a vote in the future of their communities and a willingness to do the work necessary to make that future a reality.

> *"Now, we control our finances and our future."*
>
> ***—Jamie Menard***
> ***Board President, Lone Oak Estates***

Building strong communities from the ground up

Safe roads, reliable utilities, and well-maintained infrastructure are essential to preserving affordable housing. Helping resident-owned communities plan and complete major infrastructure improvements is a growing part of CoNorth's work.

Each resident-owned community is governed by a volunteer board of resident leaders. Working alongside these boards, CoNorth's Special Projects Team, including our team of Cooperative Housing Advisors, help identify priorities, secure funding, coordinate with engineers and contractors, and manage projects from planning through completion. This support empowers co-op leaders to focus on work that reflects their community's vision and goals.

In 2025, this partnership resulted in two major infrastructure investments: Zumbro Ridge Estates in Rochester, MN completed $2.33 million in road and drainage improvements, while El Nuevo Amanecer (The New Dawn) in Gaylord, MN completed $1 million in upgrades to their water and sewer systems and repaved roads.

At Zumbro Ridge Estates, engineering assessments identified erosion risks that could threaten roads and property over time. The community proactively improved drainage and rebuilt roads to protect its infrastructure and avoid more costly repairs in the future.

Zumbro Ridge installed several catch basins to redirect stormwater from their roads, one of several infrastructure improvement projects completed in recent years. Before the catch basins, the Co-op routinely spent thousands of dollars fixing road failure and erosion caused by stormwater.

At El Nuevo Amanecer, aging utility systems were causing ongoing problems. Improperly-sized water lines resulted in poor water quality and low pressure, while clay tile sewer lines were riddled with tree root intrusion and frequent blockages.

In the 18 months before construction began, contractors were hired five times to clear clogged sewer lines. Replacing these systems improved reliability and service for residents.

The upgrades also support future growth. With nearly half of the Co-op's licensed lots vacant in 2025, El Nuevo Amanecer wanted to expand home occupancy, but existing utilities could not reliably support additional homes. Following the improvements, the cooperative plans to place at least four new homes in 2026.

These projects do more than improve infrastructure—with CoNorth's help, they protect affordability, strengthen communities, expand housing opportunities, and help ensure residents have safe, stable places to call home for years to come.

First-ever Co-op Summit brings cooperators together across sectors

In July 2025, CoMinnesota hosted the first-ever Minnesota Cooperative Summit in Morris, MN, bringing together cooperators from across the state. The event sold out with more than 200 attendees, generating strong momentum for an even larger summit in 2026 at the College of St. Scholastica in Duluth.

Attendees at the first-ever Minnesota Cooperative Summit also celebrated the International Year of Cooperatives in 2025.

Leaders find ‘Common Ground’ at 2025 gathering

Common Ground is an annual event that gathers members of CoNorth-supported co-ops and CoNorth staff for a two-day learning and networking. The 2025 conference was held in Bloomington, MN so attendees could enjoy time with their families near the Mall of America.

Multi-organization collaboration creates new homeownership opportunities

To help make new manufactured homes more affordable, CoNorth partnered with NeighborWorks Home Partners (NWHP) to help develop the Prime Path Manufactured Home Loan program—a mission-driven home loan product with below-market interest rates and longer terms—up to 30 years depending on the applicant.

A traditional manufactured home loan typically offers 10-15 year terms and interest rates more akin to auto loans, which drives up monthly payments out of reach for many homebuyers.

NWHP launched Prime Path in May 2025. The loan can be paired with up to $20,000 in downpayment assistance to qualified applicants.

CoNorth also partnered with Minnesota Home Ownership Center to create a new manufactured homebuyer education program to help buyers make informed decisions about purchasing and maintaining a manufactured home.

The program launched in November 2025 and is available for free in English and Spanish.

This multi-agency collaboration brings affordable homeownership within reach for families making as low as 50% of the Area Median Income (AMI).

New homeowner Eric Foss (pictured left, center) poses for a photo after closing on his Prime Path loan. Elizabeth Cervantes (pictured right) signs closing paperwork on her new home. Both homeowners purchased homes in CoNorth-affiliated cooperatives.

MINNESOTA HOMEOWNERSHIP CENTER

NeighborWorks HOME PARTNERS

> *"I wanted to buy my own home, but people had told me because of my income, I would not be able to. When I heard about this program, it worked."*
>
> ***—Elizabeth Cervantes***
> ***Woodlawn Terrace Co-op***

CoNorth Financials

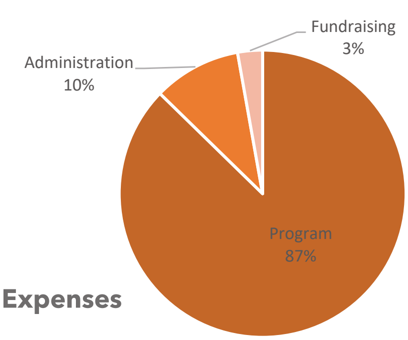
CoNorth is committed to strong financial health and fiscal responsibility. Our auditors have expressed an unqualified opinion on our year end 2025 consolidated financial statements. Those financial statements include associated notes that further explain the information presented below. The full report is available on our website at conorth.coop/annual-reports-financials.

CoNorth Consolidated Statement of Financial Position
As of December 31, 2025

Assets	
Cash & Cash Equivalents	$7,385,031
Accounts Receivable	$412,728
Prepaid Expenses	$13,667
Loans Receivable, net of reserve	$6,327,950
Property & Equipment	$706,946
Right of Use Asset	$336,826
Total Assets	**$15,183,148**
Liabilities and Net Assets	
Liabilities	
Accounts Payable	$210,503
Accrued Liabilities	$121,519
Lease Liability	$337,811
Loans/PRI Grants Payable	$4,500,000
Grant Advance	$666,351
Borrower Escrow/Reserves	$441,728
Total Liabilities	**$6,277,912**
Net Assets	
Without Restrictions, Undesignated	$430,134
Without Restrictions, Board Desig Oper Reserve	$600,000
Without Restrictions, Working Capital	$200,000
With Donor Restrictions	$7,675,102
Total Net Assets	**$8,905,236**
Total Liabilities & Net Assets	**$15,183,148**

CoNorth Consolidated Statement of Activity
For the Year Ended December 31, 2025

Revenue	
Support: Contributions & Grants	$1,653,500
Program Service Fees: Co-op Support Srvs	$564,193
Lending Income	$127,479
Interest/Investment Income	$273,290
Other Misc. Income	$27,569
Total Revenue	**$2,646,031**
Expense	
Program	$2,189,185
Administration	$248,185
Fundraising	$70,410
Total Expense	**$2,507,780**
Net Operating Surplus	**$138,251**



2025 Expenses

CoNorth Loan Fund

A breakthrough year, financing the dream of cooperative ownership

In 2025, CoNorth Loan Fund (CLF) provided $5.29 million in financing to preserve four resident-owned communities representing 242 home sites across Minnesota.

The Fund's establishment in 2023 and first loan originations in 2024 laid the groundwork for a transformational year in 2025. In 2025, CLF expanded its reach, increased impact, and strengthened its role as an emerging Community Development Financial Institution (CDFI) dedicated to preserving affordable manufactured housing across Minnesota and Wisconsin.

Partnership is key

Jump-started by a $10 million appropriation from the Minnesota Legislature in 2023, CLF has demonstrated how strategic public investment can preserve affordability while attracting new private-sector partners.

By offering below-market and flexible financing, including low- and zero-interest loans, the Fund helps resident-owned communities acquire and stabilize their neighborhoods while creating equity and reducing long-term housing costs for homeowners.

The results are tangible. In one resident-owned community in Zumbrota, monthly lot rents increased by approximately $75 to support resident ownership; under traditional financing, those increases would have exceeded $200 per month.

That $125 per month difference is critical—over 90% of residents in CoNorth-affiliated communities make 80% of the Area Median Income (AMI).

As demand for preservation financing continues to grow, CLF is strengthening its underwriting, servicing, and operational capacity to serve more communities in the years ahead.

CoNorth Loan Fund's approach has attracted community banks and credit unions into transactions they historically would not have financed.

These partnerships expand the pool of capital available for manufactured housing preservation and build a local financing ecosystem—both components which are critical to enabling cooperative, resident ownership at-scale.

CLF Board

The CoNorth Loan Fund is governed by a separate Board of Governors, which provides specific oversight, transparency, and risk management for our growing fund.

Sarah Berke, Chair
Metropolitan Council

Joel Hanson
Associated Builders & Contractors

Noah Hobbs
Lake Superior Zoo

Mar Valdecantos
Rice County Neighbors United

Ryan Zerwer
Forward Community Investments

CoNorth Loan Fund Financials

CoNorth Loan Fund (CLF) is a wholly-owned subsidiary of CoNorth. Our auditors have expressed an unqualified opinion on our year end 2025 financial statements. The full report is available on our website at conorth.coop/annual-reports-financials.

CoNorth Loan Fund Statement of Financial Position
As of December 31, 2025

Assets	
Cash & Cash Equivalents	$5,957,604
Grants Receivable	$150,000
Co-Op Loans Receivable, net of reserve	$6,327,950
Total Assets	**$12,435,554**
Liabilities and Net Assets	
Liabilities	
Accounts Payable & Accrued Liabilities	$243,801
Loans/PRI/Grant Advances Payable	$4,666,351
Borrower Escrow/Reserves	$441,728
Total Liabilities	**$5,351,880**
Net Assets	
Without Donor Restrictions	$253,936
With Donor Restrictions	$6,829,738
Total Net Assets	**$7,083,674**
Total Liabilities & Net Assets	**$12,435,554**

CoNorth Loan Fund Statement of Activity
For the Year Ended December 31, 2025

Revenue	
Support: Contributions & Grants	$376,079
Lending Income	$127,479
Interest/Investment Income	$216,187
Total Revenue	**$719,745**
Expense	
Program	$651,979
Administration	$30,942
Fundraising	$12,873
Total Expense	**$695,794**
Net Operating Surplus	**$23,951**

448

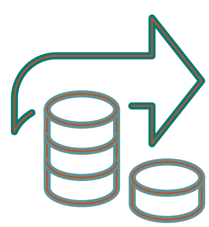
Total home sites preserved with support from CLF.

$6.661M

Loan Portfolio as of December 31, 2025.

$2.09M

Total dollars leveraged from local banks & credit unions.



$6.685M

Total amount of loans deployed as of December 31st, 2025.

$5.285M

Total amount of loans deployed in 2025 alone.

CoNorth Board & Staff

Board

Peter Hendee Brown
Humphrey School of Public Affairs

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Lake Superior Zoo

Bobbie Grubb, Vice Chair
Festival Foods

Brian Dahlk, Treasurer
Wegner CPAs

Trisha Presley, Secretary
Alliance Bank

Joel Haskard
University of MN Regional Sustainable Development Partnerships and Extension

Juan Luis Rivera-Reyes
Alliance for Metropolitan Stability

Mar Valdecantos
Rice County Neighbors United

Casey Ware
NeighborWorks Home Partners

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Emily Stewart
Associate Director

Claudia Appel
Cooperative Housing Advisor

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Sam Estes
Affordable Housing Program Manager

Anthony Fernandez
Real Estate Specialist

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Director of Finance & Administration

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Capital Improvement Project Manager

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Crystal Neff
Office Coordinator

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Policy & Cooperative Development Officer

Kathleen Richert
Cooperative Housing Advisor

Amelia Swisher
Director of Communications & Advancement

Ellery Wealot
Cooperative Housing Advisor

Cheers to 25 Years!

Transforming lives and communities through cooperative enterprise is our mission and 2025 was certainly a transformative year for us. In addition to all the activities listed in this annual report, we rebranded from Northcountry Cooperative Foundation to CoNorth, launched a new website, and moved into a new office location at 2300 Myrtle Ave. in St. Paul.

In July, we took a moment to celebrate our past and look toward the future at our combination 25th Anniversary / Brand Launch party with longtime partners and supporters.

The work of CoNorth is done through deep partnership—with co-op leaders, staff and board members, allied organizations and institutions, funders, policymakers, and the wider community who believes, like we do, that the future is cooperative. We look forward to all we can achieve together in the next 25 years.

Thank you for your support!