

Introduction to the Cooperative Ecosystem

A Solution for Permanently Affordable Housing
U-hab Co-op Incubator

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uhab

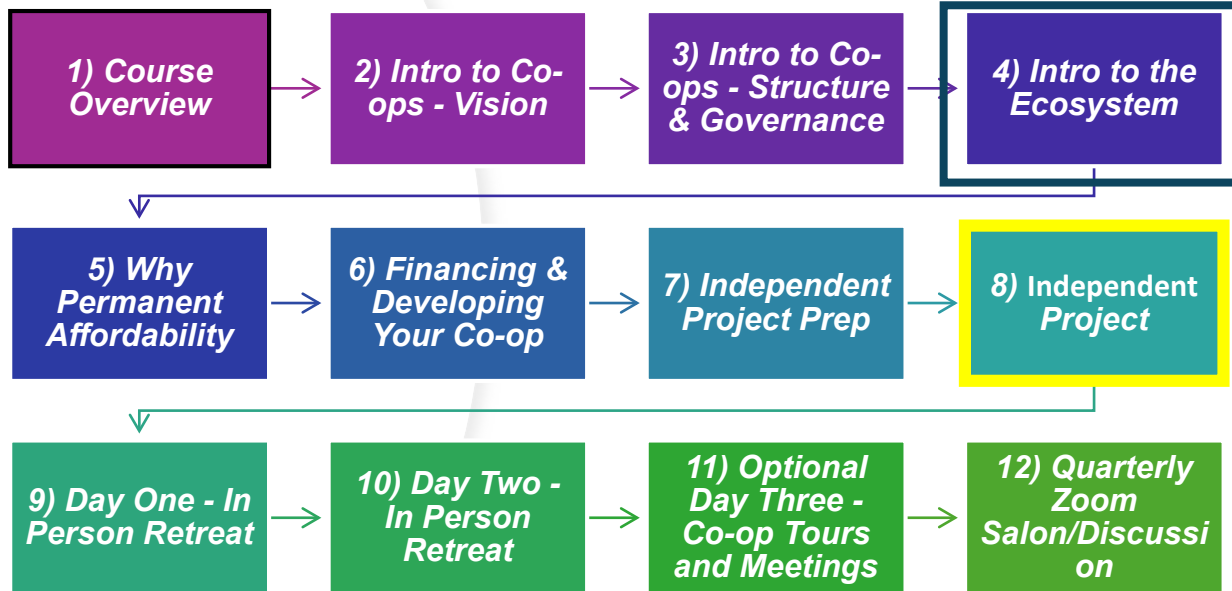
COMMUNITY THROUGH COOPERATION



Agenda

- Introductions (What Co-ops or Co-op Resources are in your area?)
- National Co-op Research
- Ecosystem Brainstorm
- What is Needed to Sustain Cooperatives?
 - U HAB as Ecosystem Case Study
- Challenges
- Q & A
- Homework and Survey

Incubator Sessions:

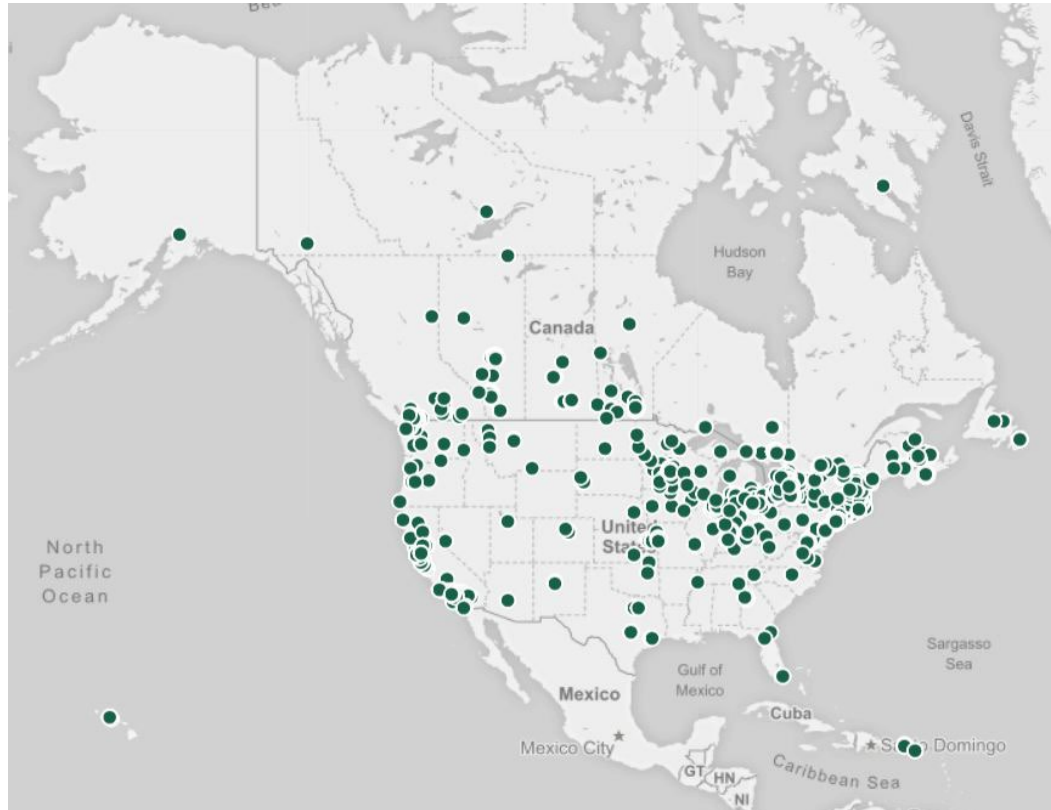


425,000 Limited Equity Cooperatives?

UHAB's Research 2016

Limited Equity Housing Co-op Program	Previous Research	Current Research	Limited Equity Co-op Units Remaining Year 2016
HUD-Insured and assisted	148,000	148,000	35,000 (35,000 additional remain as NOAH*)
Lanham Act	35,000	7,000	7,000
Former public housing	20,000	7,200	1,200
Farmers home	5,000	75	75
Mitchell-Lama (NY)	60,000	41,699*	36,295
State housing finance agencies	45,000	334	334
United Housing Foundation (NY)	40,000	41,118*	30,651
Tenant self-converted/UHAB	50,000	33,000	33,000
CDBG/LIH tax-credit	7,000	40	40
Mutual Housing	15,000	7,000	7,000
ROCUSA	Did not exist	10,000	10,000
TOTAL	425,000	295,182	155,071
		*Co-op city counted for UHF, not Mitchell Lama	*NOAH (Naturally Occurring Affordable Housing)

Cooperatives

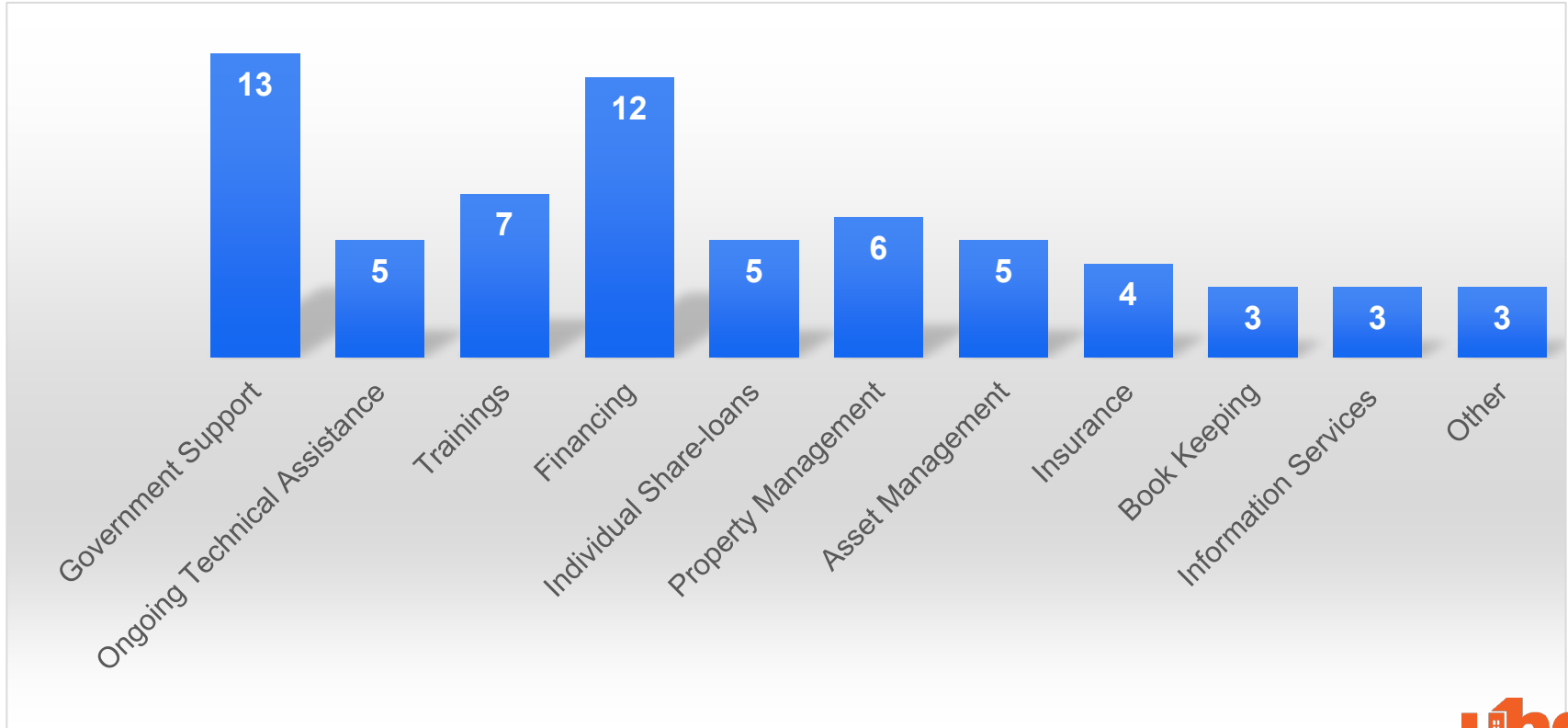


Shared-equity housing in USA and Canada

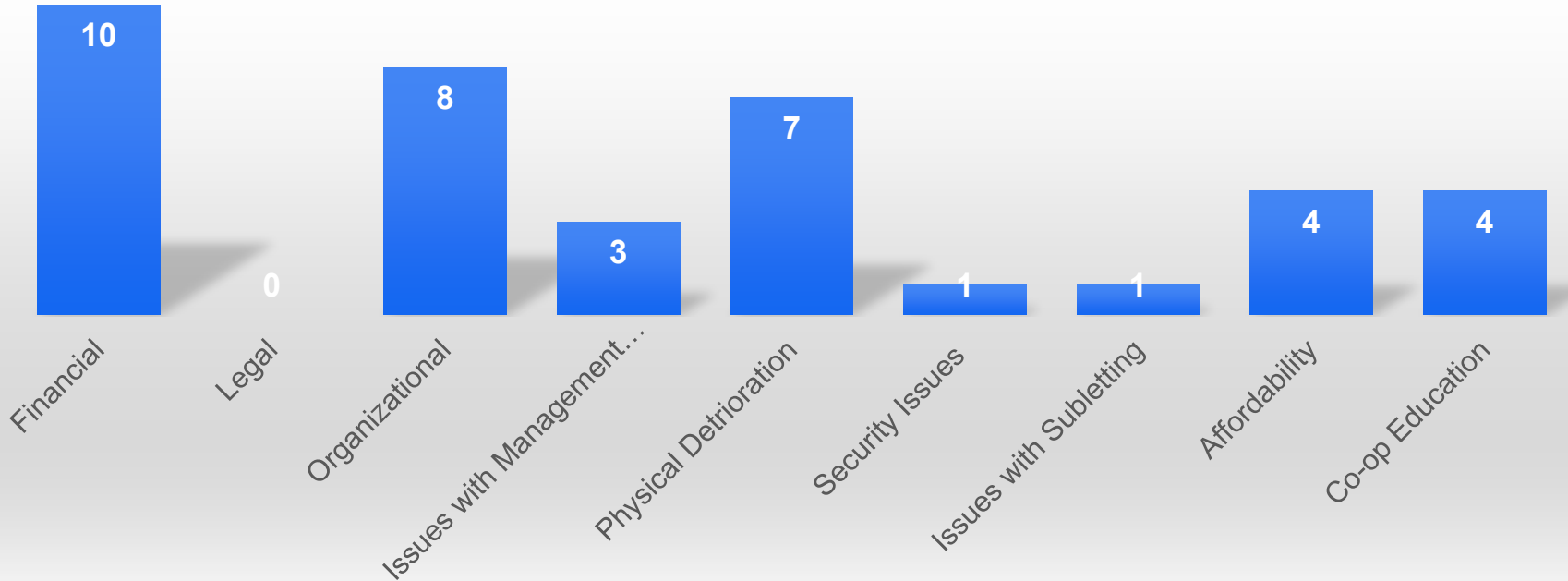
- 167,000 limited-equity units across USA
- 91,552 zero-equity units in Canada
- 26,000+ units of CLT housing



What did Co-op Practitioners need to develop new co-ops?



What did Co-ops consider to be their number one challenge?



Ecosystem Brainstorm: Fill out the parts of the Ecosystem that you can do or your organization wants to do. After that, what else is necessary for co-ops to grow and thrive?

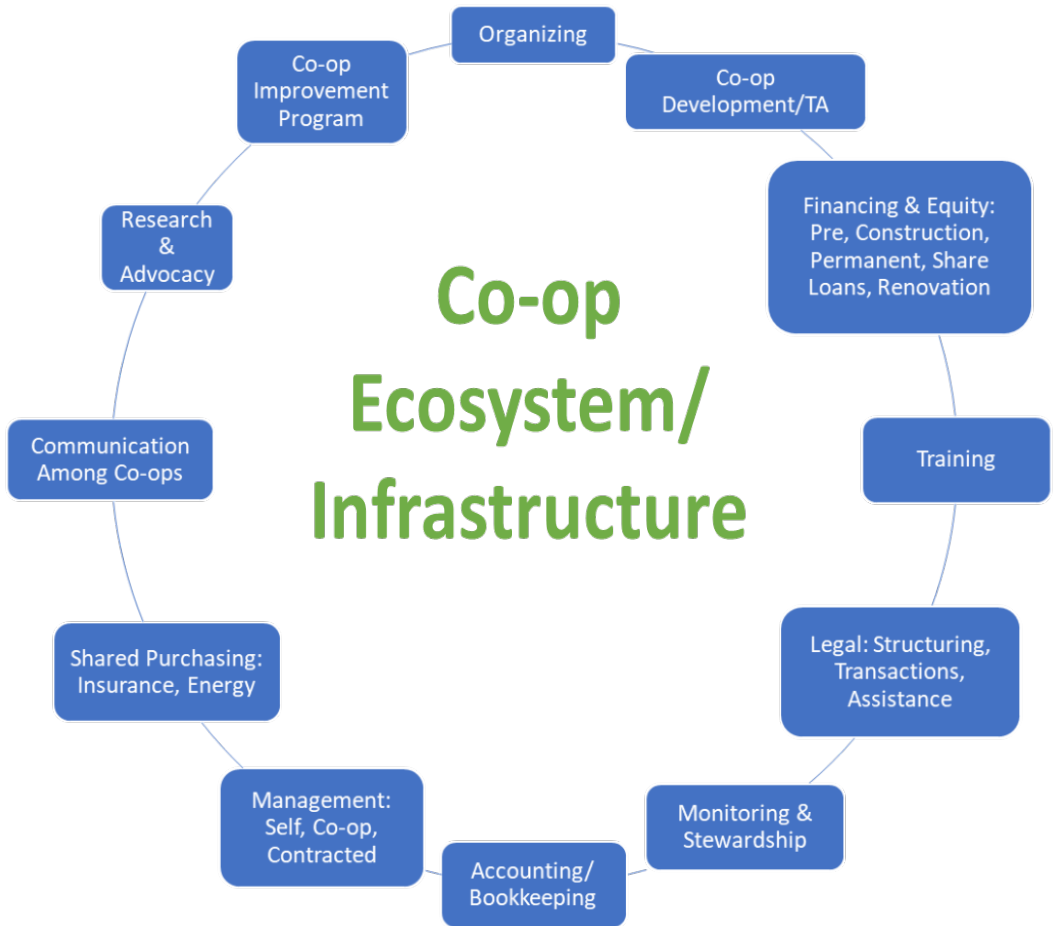
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Ecosystem Brainstorm

White board

https://docs.google.com/presentation/d/1koAexJb3gnt9_tfZoD6q90Q9JgVFRqQTlStelfy91U/edit#slide=id.p



Preserving Affordable Housing

Creating & Preserving Affordable Co-ops





Tenant Organizing



Co-op Development



Training

UHAB's Role in the Ecosystem



Share Loan Lending

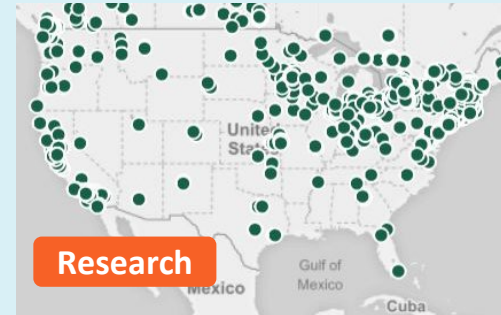


Legal



Co-op Preservation & Support

Role in the Ecosystem continued



Sustaining Cooperatives




Member Services provides tools and support to **co-ops** to keep them safe, healthy, and affordable.

What is needed to sustain co-ops?


- Member services
- Co-op preservation - Monitoring / stewardship
- Homeownership Training – ongoing seminars and education- UHAB U.
- Share loan Lending – HOL
- Pitfalls, Challenges, learning from mistakes

UHAB Member Services

- Bulk Purchasing Programs for HDFCs
 - Fire and Liability Insurance Plan (FLIP)
 - UHAB Fuel
- Special Seminars
- Member News
- Advocacy
- Climate and Resiliency
 - Solar
 - Clean Heat
 - Decarbonization



HDFC MEMBER NEWS
2020 | #72 | THE SUSTAINABILITY ISSUE
Para Español, vea la página 4



OUR COMMUNITY IS STRONG AND RESILIENT

UHAB staff are working remotely, but we're still working for you. As a precaution against the spread of COVID-19, UHAB implemented a policy last month of having staff work remotely and moving in-person meetings to phone or online conference. Throughout in our discussion the health of the UHAB Staff, the health of the building residents, colleagues and those we do business with and our responsibility to the public health of the City. We will monitor the ever changing situation and keep you informed of changes.



UHAB staff are available through our individual emails and phone numbers. Please do not hesitate to reach out to us. We will continue to serve the community and provide virtual trainings and assistance for HDFC co-ops as long as circumstances permit. We are transitioning from in-person to online classes. Check [staffavailability](#) for upcoming dates.

UHAB staff are working hard to support HDFCs and residents by keeping boards connected and informed during the pandemic. We are regularly updating our resource guide at [ghub.com/connections](#). While many energy programs are on hold due to the NYS on PAUSE Order, we are redirecting our efforts to contact HDFCs and connect you with resources such as mutual aid information, food deliveries, and financial assistance. In the face of COVID-19, we repeatedly see evidence of how our community is resilient and strong.

The [community members](#) have organized a mutual aid network to support those in need. [Mutual Aid Network](#)

cononavirus-related deaths for these communities is tragic and sobering. [Coronavirus is killing Black and Latinx New Yorkers at twice the rate of white New Yorkers.](#) AMEN's coronavirus map overlays coronavirus cases with the percentage of people of color, service workers, and overcrowded households across the City. Environmental racism and air pollution has caused underlying health conditions like asthma for many New Yorkers. While New Yorkers shelter at home, essential workers risk their lives to keep things running. Coronavirus reminds us that crises deepen existing inequalities, and disproportionately harm those on the front lines.

Even before many mutual aid networks popped up throughout the city to meet the needs of New Yorkers, we know that your co-ops were already practicing mutual aid. Many HDFC shareholders have led us stories of resilience and mutual aid, as neighbors look out for the elders in their community and arrange to get groceries, prescriptions and supplies for others; all shareholders leave each other care packages. [Continued on page 2](#)



- Co-op Accounting
- Bookkeeping
- Connected Books
- Market & Match
 - Listing vacancies and finding prospective shareholders

Bulk Purchasing Programs

Fire and Liability Insurance Plan (FLIP)

- 425 buildings
- Over \$2 Billion in value insured

UHAB Fuel Brokering

- Fuel Oil
- Natural Gas
- Electric

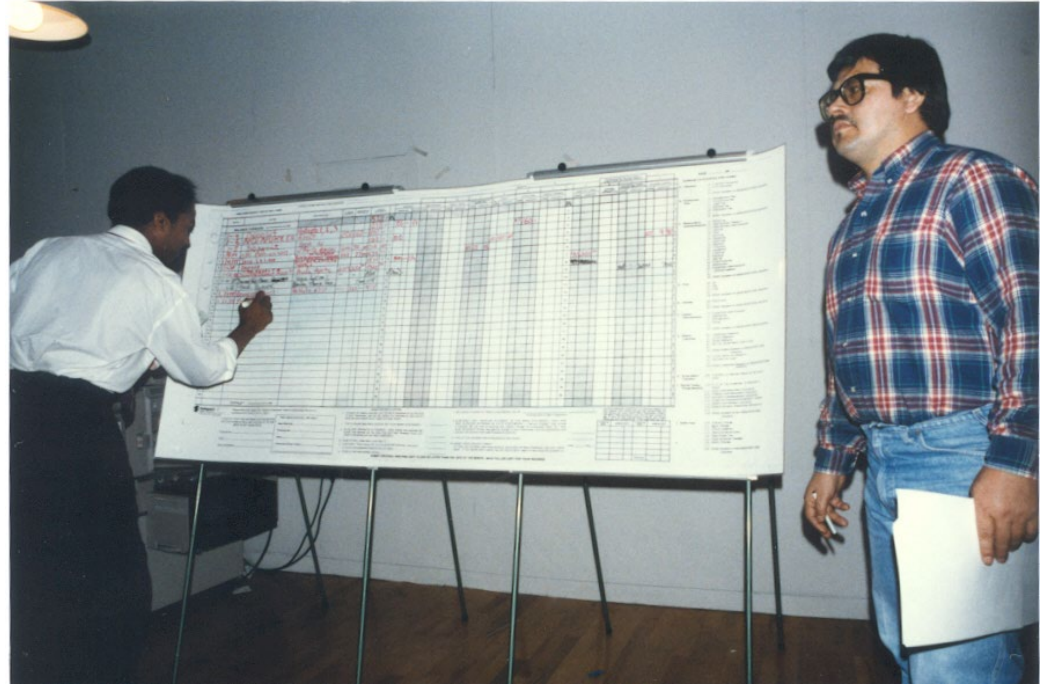
Co-op Accounting

Bookkeeping

- Staff data entry

Connected Books

- Online Simple Bookkeeping System



Advocacy

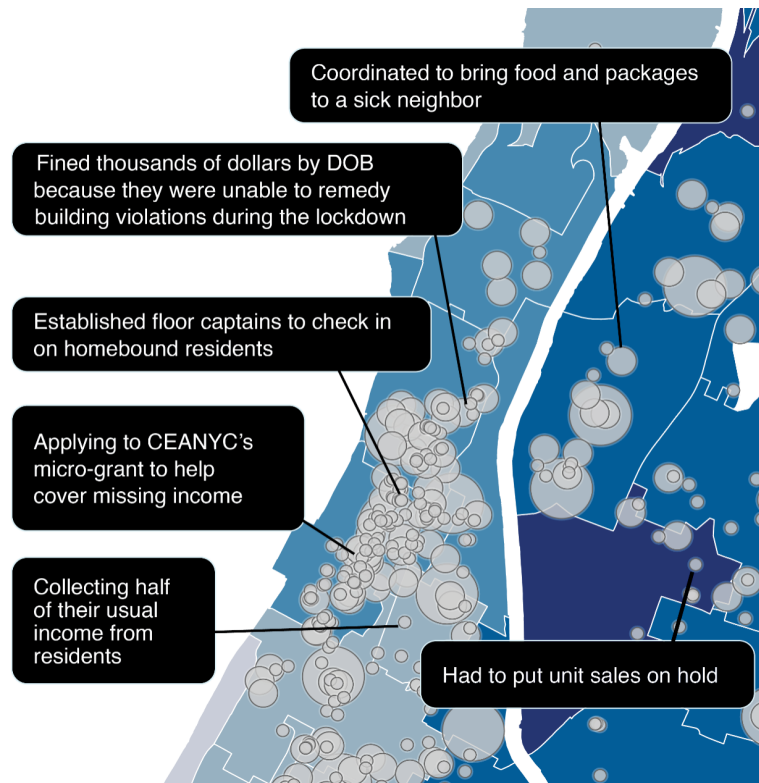
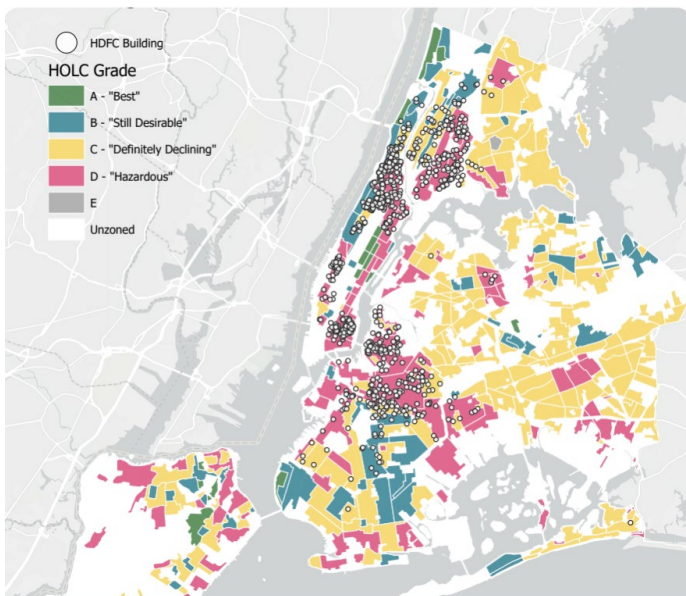
Through **organizing, policy, and research**, UHAB works to protect tenants' rights and to **fight displacement** of long-term residents



Advocacy for Co-ops

HDFCs and COVID-19

Read the reports at
www.uhab.org



Organizing Co-ops: Affordable Housing Is For All



Climate and Resiliency Programs



UHAB's Climate and Resiliency team connects co-op residents with resources so they can lead the way to a carbon free future.

We increase access to energy efficiency measures to fight climate change and keep housing safe, healthy and affordable.



A Resilient Co-op is a Stable Co-op

Financial Stress

- 2008 Recession
- COVID-19



Physical Stress

- Hurricane Sandy
- More Extreme Heat
- Pollution

- Excessive Vacancy
- Long term vacancy
- Low maintenance collection

Co-ops need to take action now to become more resilient.

- Inefficient heating system
- Leaky roof
- Old lighting fixtures

Energy upgrades help lower building operating costs



Reducing operating costs allows building to refocus revenue to building upgrades

Increasing the standard of living for all residents

- Better indoor air quality
- Lower utility bills
- Stability

Why Talk About Energy Efficiency?



Improving the energy efficiency of the building reduces the **costs and consumption** associated with operating your building systems.

- Reducing costs eases the energy burden on families, which promotes financial health.
- Reducing energy use decreases your buildings greenhouse gas (GHG) emissions
- Efficient and renewable solutions improves air quality in your neighborhood.

Questions?



Co-op Preservation

- **Budget preparation & analysis**
- **Election monitoring**
- **Annual monitoring report**
- **Capital improvement & debt consolidation loans**
- **Ongoing Technical Assistance**



Ongoing Seminars and Training



UHAB University Graduation Day | Photo (c) UHAB

Operation & Maintenance Training

Operation & Maintenance Training Program offers free classes for **Co-op** shareholders on building systems and how to run those systems more efficiently.





- Share loans are small individual mortgages for people buying shares in **co-ops** (There's also the much bigger Blanket Mortgage on the whole **co-op**)
- Banks not familiar with regulations surrounding limited-equity **co-ops** and often reluctant to lend to incoming shareholders
- We know from experience as well as from our national survey that there is an unmet demand for these loans
- In 2013 UHAB started its Homeownership Lending program
- Must be licensed to make Consumer Loans – Like a Credit Union

Challenges and Learning from Mistakes

- The **creation** of a housing co-op is just **the beginning!** Co-ops are a process!
- The **people development** is just as important as the real estate development!
- Having **residents involved** as their own developer is the best way to **build a strong group** of shareholders.
- **Simultaneous role** of developer and co-op organizer is a **conflict**.
- Creating a co-op that is **truly independent yet accountable** to the values of shared-equity is a **challenge**. Co-ops need the freedom to **learn from their mistakes!**

Questions?



Incubator Sessions:



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www.uhab.coop