2024

RURAL HOUSING TOOLKIT

A Guidebook for Small Town Housing

jenifer acosta

REASONS TO BE PROACTIVE ABOUT HOUSING DEVELOPMENT IN A SMALL TOWN

1. Maintain a rural or small town identity
2. Preserve nature and greenspace
3. Create and maintain trail systems for recreation and connectedness
4. Address any need for growth without urbanization
5. Preserve character while accommodating new residents

jenifer acosta

Developer, Consultant, Lead Housing Forward

Jenifer Acosta is a solutions-minded community developer known for redeveloping historic buildings and extensive work driving housing developments. With a heart for building dynamic communities that evoke a strong sense of place.

She believes that the best solutions are created by local people, with local resources, with local pride in mind and invests in projects that hit a triple-bottom line of community connection, environmental impact and fiscal responsibility.

She has a strong passion for helping first-time developers launch their commercial vision and teaches small-scale real estate development to doers, bootstrappers and community advocates internationally.

Jenifer earned a bachelor's degree in sociology from Southern Illinois University and a master's degree in international administration and sustainable development from the University of Miami. She also holds a graduate certificate in real estate development from New York University.

Jenifer's projects have received numerous awards and recognition for historic preservation and economic development.

RURAL HOUSING

TOOLKIT

Our goal is to empower communities to proactively shape their housing landscapes, recognizing that housing is intrinsically tied to economic development and sustainability. It's crucial for communities of all sizes to take initiative, ensuring that diverse housing options are available for all residents, which serves as a stabilizing force within the community. By promoting thoughtful housing choices, we aim to not only enhance economic resilience but also preserve the unique character of rural areas, safeguarding agricultural land, wilderness, and scenic vistas from unchecked development. Key features of this workbook will include a comprehensive SOAR analysis, deep market understanding, clear guidance on compliance and codes, and actionable finance strategies. The intended outcomes are strengthened community ties, increased housing accessibility, enhanced stability, and sustained rural charm, ensuring our communities flourish while retaining their cherished rural identity.

WHY TO USE THIS GUIDEBOOK

INTRODUCTION

The landscape of housing is rapidly evolving, presenting both challenges and opportunities that require a strategic and thoughtful approach. By combining best practices from community building, urban planning, and housing development, this workbook will provide a series of engaging prompts and exercises that inspire collaborative thinking and innovative solutions. Each section is crafted to encourage local engagement and input, ensuring that the voices of residents are at the forefront of the planning process. Through this interactive approach, participants will be equipped to assess their unique challenges and aspirations, ultimately leading to a unified action plan that reflects the community's collective vision. This plan aims not only to streamline investment potential but also to foster a sense of ownership among residents. By aligning housing strategies with economic goals, we can cultivate an environment where sustainable development thrives.

This workbook will prioritize not just the availability of housing options but also ensure that these options respect the community's values and heritage. In the end, we envision a holistic framework that enhances community bonds and facilitates diverse housing solutions, resulting in tangible outcomes such as improved accessibility, heightened economic stability, and the preservation of the rural character that residents cherish. Our commitment is to empower communities to be proactive in their housing initiatives, paving the way for a brighter and more sustainable future.

HOW TO USE THIS GUIDEBOOK

OUR WORKPLAN

Each section provides resources and exercises intended for a series of workshops where small-town stakeholders can collaborate effectively. In a small town, the process of working through each section of the guidebook would involve a structured approach to collaborative workshop sessions. Here's how it could unfold:

01

PREPARATION PHASE

Before the workshops begin, stakeholders, including local leaders, business owners, residents, and community organizations, would gather to review the guidebook. They would identify key sections that are relevant to their town's needs and goals.

02

WORKSHOP SESSIONS

The workshops would be organized into a series of sessions, each dedicated to a specific section of the guidebook. These sessions could be held weekly or bi-weekly, allowing participants to digest and reflect on the material offering interactive Exercises

03

GOAL SETTING AND ACTION PLANNING

At the end of each workshop, stakeholders would work together to set actionable goals based on the section they explored. This could involve developing community projects, identifying resources needed for implementation, or forming subcommittees for further action.

04

DOCUMENTATION AND FOLLOW UP

The outcomes of each session would be documented to track progress. Follow-up meetings could be scheduled to assess the implementation of the strategies discussed, ensuring that the collaborative efforts are sustained over time.

By following this structured, collaborative approach, small-town stakeholders can effectively leverage the resources and exercises in the guidebook to address their unique challenges, enhance community engagement, and foster a spirit of cooperation and innovation.

RURAL HOUSING

TOOLKIT

PART 1

PREPARATION PHASE

Establish a clear plan and objective framework to guide the workshop process effectively.

PART 2

VISION & VALUES

Align all participants on a shared vision and core values that will drive the your housing plan.

PART 3

SOAR ANALYSIS

Identify and leverage strengths, opportunities, aspirations, and results to enhance strategic direction.

PART 4

UNDERSTANDING THE MARKET

Gain insights into market dynamics and trends to inform decision-making and positioning.

PART 5

CAPACITY ASSESSMENT

Map the capacity in infrastructure and civic structure to ensure readiness and capability.

RURAL HOUSING

TOOLKIT

PART 6

HOUSING TYPES

Identify pattern home types that fit rural character.

PART 7

CODES & REQUIREMENTS

Clarify zoning and regulatory requirements to ensure compliance and mitigate risks.

PART 8

FINANCE

Outline financial strategies and considerations to ensure sustainable funding and resource allocation.

PART 9

RESOURCES

Identify local, state, state and federal resources that align with housing solutions.

PART 10

ACTION PLAN

Create an action plan based on workshop goals with clear timelines and responsibilities to guide the execution.

PREPARATION PHASE

PART 1

A diverse array of local stakeholders is essential. By the conclusion of the workshop, your objective is to develop an actionable plan that local governments can implement and collaborate on. It is vital to include broad perspectives and expertise across physical, financial, social, and civic systems to ensure comprehensive insights and effective solutions.

Here are some considerations for who you'll want at the table:

- Local Investors
- Area Employers
- Representative from Planning
- Banker
- Builders or Contractors
- Realtor
- Appraiser
- Elected Official(s), Township and County
- Connectors In Your Community
- Design Professionals (Architects, Engineers, Etc.)
- Chamber of Commerce

Once you have your participants, schedule each session in advance with a recurring frequency that supports your working groups volunteer time.

NOTES:

"Housing needs have been the number-one concern raised by rural communities and residents statewide. The lack of housing supply is a primary barrier to workforce recruitment, and has pushed up the cost of housing overall, making it more difficult for existing residents to afford rentals or transition to homeownership in their community."

Michigan Roadmap to Rural Prosperity

WORKSHOP SERIES

PREPARATION CHECKLIST

Involving the public in planning decisions used to be a rare thing and not considered necessary. Providing a transparent framework for what to expect helps build trust and belonging among residents for more effective results.

TITLE

A catchy and descriptive title for the workshop series.

OBJECTIVE

Building a housing action plan to ensure current and future residents have housing choices that support their needs while preserving community values.

FORMAT & LOCATION

In-person, virtual, or hybrid Consistent location for all in-person sessions.

SCHEDULE

Number of sessions.
Duration of each session.
Dates and times.

CONTENT OUTLINE

Use the workshop session parts 1-10 and determine if any will need multiple sessions.

RESOURCES

Determine any materials, tools, and technology required for each workshop. Include marketing materials like flyers, social media, and email.

EVALUATION PLAN

Methods for assessing the effectiveness of each workshop (feedback forms, surveys, etc.)

POST-WORKSHOP

Plans for post-workshop engagement, follow-up, and resources for participants.

VISION & VALUES

PART 2

In utilizing the framework provided on the following page, you'll have the opportunity to collaboratively establish your community's guiding principles. These principles are value-driven statements that encapsulate the rationale behind your small town's decision to create a housing action plan. Having a comprehensive action plan empowers your community to take a proactive approach toward expanding quality and affordable housing opportunities. Investment tends to flow to environments with minimal risk. Moreover, proactive planning equips communities to anticipate and respond to challenges before they escalate. Issues such as rising housing costs, increased demand for affordable options, and the risk of displacement can be better managed when there's a strategic plan in place. This foresight enables the community to make informed decisions about zoning, infrastructure, and public services that can support a balanced and equitable approach to growth.

If your community aims to foster housing development to better support current residents or accommodate population growth, proactively identifying suitable locations and home types can enhance the area's attractiveness for investment. Your community might prioritize agricultural preservation as a core value. This vision could inspire a preference for the gentle density of a hamlet, which offers new housing options that respect and protect agricultural land, unlike traditional subdivisions that can disrupt it.

NOTES:

Mentimeter

Menti is a great online tool you can use when in person, hybrid, or virtual to create word clouds, polls, and survey stakeholders during workshop sessions and post-workshop.

VISION

DESCRIBE WHAT YOU WANT TO ACHIEVE

VALUES

STATE WHY IT'S IMPORTANT

LIST IMPORTANT FEATURES

LIST INTENDED OUTCOMES

SOAR ANALYSIS

PART 3

Unlike SWOT Analysis, which focuses on identifying strengths, weaknesses, opportunities, and threats, SOAR emphasizes strengths, opportunities, aspirations, and results, encouraging communities to envision potential scenarios and leverage their unique assets for sustainable growth. For small towns, the strengths identified in a SOAR Analysis should include what they can build upon and leverage. This means recognizing the community's unique characteristics—such as tight-knit relationships, local traditions, or cultural heritage—that differentiate them. These strengths can foster a sense of belonging and identity that small towns can capitalize on to attract new residents and businesses. Opportunities in small towns should be derived from understanding the desires and needs of residents. For instance, do residents want the option to downsize into smaller homes or potentially upscale into larger ones? Identifying underutilized properties can also reveal opportunities for development; vacant buildings might be repurposed into housing or community spaces that serve current demands. When contemplating aspirations, communities should envision what their ideal future looks like—if they could wave a magic wand, what changes would they wish to see? This could include making the town more vibrant and livable. Finally, results should be measured using tangible metrics that reflect progress. This could include increasing the number of building permits issued each year, which indicates a healthy development climate, alongside a reduction in the need for zoning variances, showing that the community's planning processes are effective and aligned with residents' needs. By engaging in thoughtful planning through a SOAR Analysis, your community can effectively balance growth and preservation, ensuring that valuable land and resources are protected for future generations while fostering a sense of security among residents in their homes and community.

SMALL TOWN HOUSING PLAN

SOAR ANALYSIS

Strengths

What makes us unique?
What can we build on?

Opportunities

What are residents asking for?
What properties are available?

Aspirations

What do we care deeply about?
Who should we become?

Results

How do we know we are succeeding?

UNDERSTANDING THE MARKET

PART 4

A comprehensive understanding of the housing market is vital in developing an effective housing action plan. Market insights drive informed decisions, help identify unmet needs, and promote sustainable solutions to housing challenges. By hosting a workshop focused on the realities of the local housing market, stakeholders can gather valuable information about current conditions, trends, and community needs. Workshop Objectives:

1. **Assessing Housing Stock:** The workshop will provide a clear picture of the existing housing inventory, showing what home sizes, types, and conditions are currently available. This assessment helps identify gaps in the market and informs potential development or renovation opportunities.

2. **Identifying Demand:** Understanding who is experiencing affordability challenges is crucial. By analyzing demographic data and housing preferences, we can determine the types of housing required to meet the needs of diverse community members. Insights about what home sizes are in demand can direct future housing initiatives.

NOTES:

Use the State of Michigan Housing Data Portal if you lack a local housing needs assessment. Through the portal, users are able to view demographics, housing supply, housing equity, homeownership, rental affordability, health & housing, as well as job data. A small town can view their data only, or the township and county. Each factor can be viewed in comparison to other communities or through these levels of organization.

UNDERSTANDING THE MARKET

PART 4 CONTINUED

3. Gathering Expert Insights: Inviting a local realtor to present their data and insights is a best practice that brings a professional perspective to the table. Their expertise will illuminate market trends, pricing, and buyer behavior, providing stakeholders with a nuanced understanding of the dynamics at play.

4. Exploring the Rental Market: It's also vital to address rental housing, which often plays a significant role in the overall housing landscape. Engaging landlords or property managers in the discussion can yield insights into rental challenges, vacancy rates, pricing, and tenant needs. This collaborative dialogue can help illustrate the full spectrum of housing options available in the community.

5. Mapping Supply and Demand: By synthesizing the gathered data on both ownership and rental markets, participants can develop a robust picture of supply and demand across different housing types and price points. This information is invaluable for identifying areas where housing supply may fall short of demand, guiding future policy and investment decisions.

An in-depth exploration of the local housing market through workshops not only builds awareness but also fosters collaboration among community members, industry professionals, and decision-makers. By prioritizing this understanding, stakeholders can develop targeted strategies that enhance housing availability, affordability, and diversity, ensuring a more equitable and thriving community for all.

NOTES:

Local Housing Solutions Created in partnership with PolicyMap, the Housing Needs Assessment tool provides detailed reports for every city, county, and metropolitan statistical area in the country.

SMALL TOWN HOUSING PLAN

MARKET FACTORS

CURRENT POPULATION ______________________

PROJECTED POPULATION IN 5 YEARS ______________________

CURRENT HOUSING STOCK ______________________

SINGLE-FAMILY HOMES ______________________

EXISTING HOME SALES ______________________

PENDING HOME SALES ______________________

DAYS ON MARKET ______________________

MEDIAN HOME PRICES ______________________

MEDIAN MORTGAGE PAYMENT ______________________

MULTIFAMILY UNITS ______________________

MARKET RENTAL PRICES ______________________

BUYER'S MARKET
MORE SUPPLY
LESS DEMAND
BUYERS HAVE THE LEVERAGE

SELLER'S MARKET
LESS SUPPLY
MORE DEMAND
SELLERS HAVE THE LEVERAGE

RESOURCES

MARKET ANALYSIS

U.S. CENSUS BUREAU

For data on new residential construction, construction price indexes, annual characteristics of new housing and surveys of market absorption.

LINK

NATIONAL ASSOCIATION OF HOMEBUILDERS

For annual, quarterly, and monthly data on new and existing home sales.

LINK

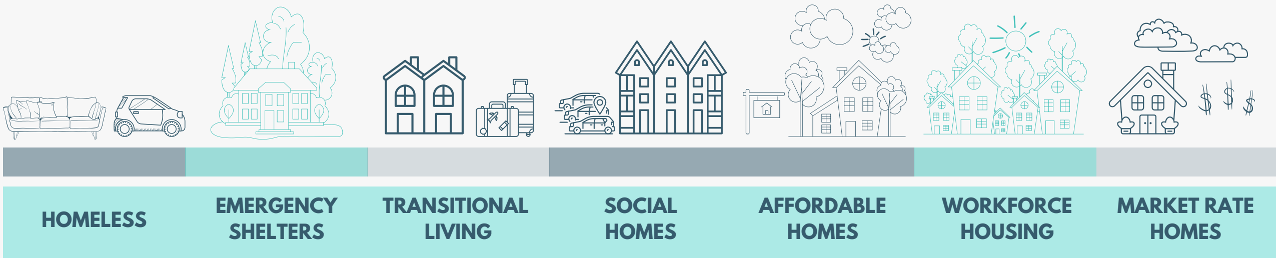
NATIONAL ASSOCIATION OF REALTORS

Housing statistics and real estate market trends that include existing and pending home sales, housing affordability index, county median home prices. For small markets and counties, contact a local Realtor (c) association

LINK

MARKET ANALYSIS

WHAT IS THE LOCAL SUPPLY AND LOCAL DEMAND



CAN RESIDENTS FIND A HOUSING OPTION THAT MEETS THEIR NEEDS AT ALL AGES AND STAGES OF LIFE?

Factors to consider: age of homes, size, maintenance needs, quality, price points, accessibility, own/rent.

HAVE

NEED

SMALL TOWN HOUSING PLAN

STRUCTURAL ASSESSMENT

PART 5

Creating a strategic housing action plan for a small town necessitates a focused exploration of key infrastructure factors as well as civic structures.

Rural communities face unique challenges, including limited populations and infrastructure costs. Infrastructure such as water and wastewater systems, roads, sidewalks, and internet services are important for improving communities. To be effective, these resources need to be easy to access, adaptable, and support community well-being and strength. Having good technology is especially important for attracting remote workers to rural areas. The COVID-19 pandemic highlighted how essential internet access is for people working from home, doing schoolwork, getting healthcare, and staying in touch with others.

Civic structures encompass the self-identity of a community and the ways in which local government can assist using municipal resources. In smaller communities, informal networks of citizens can provide support to government entities that depend on part-time elected officials. In highly rural areas, citizen involvement can serve as a substitute for the capacity of the public sector.

NOTES:

Consider creating a **Development Manual** that offers each application or form that would be needed. The manual can include health department forms for septic systems, well permits, and be a one stop shop for someone looking to invest in your community. It should also offer a schedule of fees.

INFRASTRUCTURE

ASSESSMENT

		ADEQUATE	NEEDS IMPROVEMENT
1	Resilient water infrastructure		
2	Resilient wastewater infrastructure		
3	Effective road systems and lighting		
4	Sidewalks, walking trails, and/or outdoor structures - places to connect or gather		
5	Signage and directional markets		
6	Access to broadband		
7	Adequate parking near businesses and activity		
8	Historic and cultural markers or districts		

CIVIC

ASSESSMENT

		ADEQUATE	NEEDS IMPROVEMENT
1	Civic groups that promote improvements to public spaces		
2	A plan or process to incentivize redevelopment		
3	Gathering places, including online meetings, of civic organizations where residents and visitors can go for resources		
4	Marketing capacity that shares information on housing and development		
5	Shared identify as a community with a commitment to common purposes and causes		
6	Grassroots participation in social causes		
7	Design and aesthetics embedded in town planning		
8	Local places that encourage mixing among the community (i.e. cafes, clubs, churches, gyms)		

SMALL TOWN HOUSING PLAN

HOUSING TYPES

PART 6

Assessing the housing types you currently have, as well as those you need or want, is crucial. Understanding the diverse housing options available—and recognizing the unique preferences of various community members—helps ensure the plan is inclusive, responsive, and sustainable.

Many families today are opting for multigenerational living arrangements. By evaluating options such as backyard cottages, whether attached or detached from single-family homes, planners can provide flexible housing solutions that accommodate various family dynamics. This not only fosters tighter family bonds but also allows for shared resources and responsibilities.

Housing types like duplexes and townhomes often go unrecognized, despite their potential to be ideal starter homes for young professionals and older adults. These options can offer affordable entry points into homeownership while promoting community through closer living arrangements.

With an aging population, there is an increasing demand for accessible homes designed for all stages of life. Homes featuring zero-entry designs, wide doorways, and first-floor primary living spaces are essential for residents who wish to age in place safely and comfortably. By recognizing this need, communities can ensure that their housing plans accommodate everyone, enhancing quality of life for all.

NOTES:

STEP Cards are a great tool for public engagement. They demonstrate the wide variety of options in gentle density that can help rural communities meet their residents needs without sacrificing charm.

SMALL TOWN HOUSING PLAN

HOUSING TYPES

Conduct a survey workshop with attendees using tools like STEP Cards and various home types to gather insights on what your community currently has, what they desire, and what their essential needs are. This interactive approach fosters open dialogue.

GUEST HOUSE

SKINNY HOUSE

CARRIAGE HOUSE

COTTAGE (NARROW)

ATTACHED GUEST SUITE

COTTAGE (WIDE)

SMALL TOWN HOUSING PLAN

HOUSING TYPES

SEMI-DETACHED
(TWO FAMILY HOME)

STACKED
DUPLEX

ROWHOMES

FRONT-BACK
DUPLEX

TOWNHOUSES

APARTMENT
HOUSE

SMALL
APARTMENT
BUILDING

WALK UP
APARTMENT
BUILDING

SMALL TOWN HOUSING PLAN

HOUSING TYPES

WALK UP COURTYARD

TRIPLEX

TRIPLEX

DUPLEX COURT

DOUBLE DUPLEX

DOUBLE DUPLEX

COTTAGE SQUARE

COTTAGE COURT

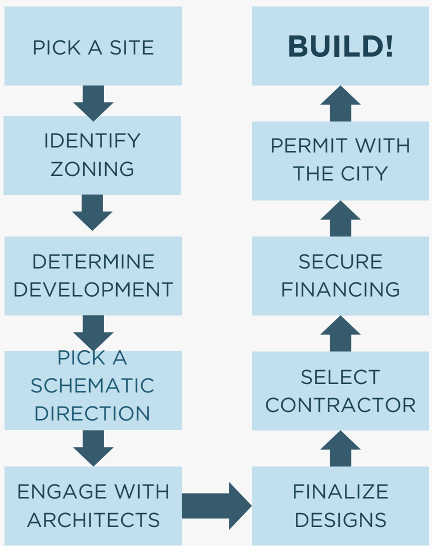
SMALL TOWN HOUSING PLAN

CODES & REQUIREMENTS

PART 7

In this next stage of the workshop series, you're going to identify ways in which the housing types your community desires are reflected in your zoning code. You'll want to look at setbacks, maximum lot coverage limitations and the details that could cause barriers to creating desired housing. Do not spend time worrying about how to solve for the issues that are identified at this time. Simply note them and keep moving along.

PLANNING FLOW CHART



The goal is to create a streamlined process where any resident who is unfamiliar with development could easily navigate the approval process and successfully build a home in your community. Offering a one-stop-shop webpage on your community's site that has all of the applications for renovations and new construction approvals, visual guides of what can be built in various zoning designations, and offering pre-approved building plans are all best practices to work toward no matter the size of your community.

NOTES:

South Bend, Indiana offers Pre-Approved Building Plan Sets at no cost to support neighborhood infill and economic opportunities for locals. The architectural plans come with contingent building and site development approval. With significant time and cost savings, South Bend additionally streamlines the process with all applications, processes, and inspections linked on one webpage.

SMALL TOWN HOUSING

ZONING REFORM TOOLKIT

The Michigan Association of Planning (MAP) published the Zoning Reform Toolkit with 15 Tools to Expand Housing Choice + Supply. Using this toolkit as a guide, the below outline serves as a companion framework for your workshop discussion around code improvements.

1 ZONING DISTRICTS

- [ ] Collapse Zone Districts
- [ ] Rezone for Mixed-Use / Multifamily in Commercial Districts
- [ ] Expand Allowable Uses
- [ ] Performance Standards for Uses

2 FORM & CONTEXT

- [ ] Reduce Minimum Lot Width and Area
- [ ] Reduce or Eliminate Minimum Dwelling Unit Sizes
- [ ] Reduce or Eliminate Minimum Parking Requirements
- [ ] Missing Middle Housing (Including Accessory Dwelling Units, ADUs)

SMALL TOWN HOUSING

ZONING REFORM TOOLKIT

The Michigan Association of Planning (MAP) published the Zoning Reform Toolkit with 15 Tools to Expand Housing Choice + Supply. Using this toolkit as a guide, the below outline serves as a companion framework for your workshop discussion around code improvements.

2 FORM & CONTEXT (CONTINUED)

- [ ] Density/Height Bonuses

3 PROCESSES

- [ ] Eliminate or Reduce Elected Body Approval
- [ ] Expand Administrative Review
- [ ] Pre-Approved Plans
- [ ] More Flexible Approach to Nonconformities
- [ ] Police Power Ordinances for Nuisance

SMALL TOWN HOUSING PLAN

FINANCE

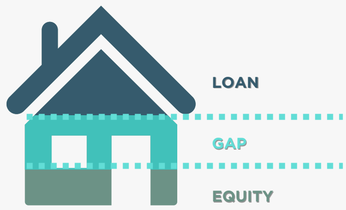
PART 8

The market analysis earlier performed will indicate what sale and rental prices are possible in your community. Often rural communities have not experienced 'new' housing product and may have an older housing stock which is naturally more affordable. It may be important to compare your market to a nearby market for any new housing prices to know what lenders will be willing to underwrite loans for.

Rural communities generally appeal to our bread and butter essential workers. Building homes for the workforce almost always creates a gap in the construction cost and the price that's affordable to the end buyer or renter. The gap is the difference between the appraised value and the cost to construct.

The math behind a housing development is generally simple and can be analyzed using a calculator, pencil and paper. With the market data you've gathered and an estimated construction cost, you can see how feasible these new housing types are in your community.

GAP FINANCING



Remember that money flows to the least amount of risk. Our goal is to offer developers, investors, and entrepreneurs a pathway to get a return on investment by building the housing you've identified as a want and need.

NOTES:

Housing Forward offers a Free Online Resource Lab with presentations on how to create a pro forma read one. A free digital download of a pro forma allows you to learn firsthand by practicing. While this can be intimidating to learn or look at, once you begin to practice it quickly comes together and you're able to see how various scenarios in your community have larger or smaller financial gaps and what may be feasible first and foremost in order to build stronger market dynamics.

FINANCE

BUILDINGS FOR RENT

Rent Collection
-Operating Expenses
-Debt payments
Annual Cash flow

BUILDINGS FOR SALE

Sale Proceeds
-Commissions, Etc.
-Debt Payments
Pre-Tax Cash flow

Whether the housing being developed is for sale to be owner-occupied or to become rental units impacts the financial structure. Financing housing for-sale is more straightforward from a return on investment perspective. Construction financing is used to develop housing. It gets paid down when sales are closed. Pre-tax cash flow or proceeds are what's left after all costs have been paid.

The "Financing Gap"

The difference between projected costs (uses) and the debt and equity (sources) it can, and should, reasonably attract

Total Project Costs
-Bank Loan
-Equity
= Financing Gap

FINANCING GAPS KILL "GOOD" PROJECTS

Gaps in projects finance is the biggest impediment to success for many important projects.

- City staff, non-profit developers, and emerging BIPOC and women developers need to understand how to quantify gaps and how to fill them.
- City leaders must set policies that identify needed 'good' development (e.g., attainable home ownership, rental housing, etc.) and prioritize using scarce gap financing resources for these priorities.

NOTES:

MEDC PRO FORMA 101

A How-to Guide for MEDC's Pro Forma Excel Document

SMALL TOWN HOUSING PLAN

FINANCE

For Sale Pro-Forma

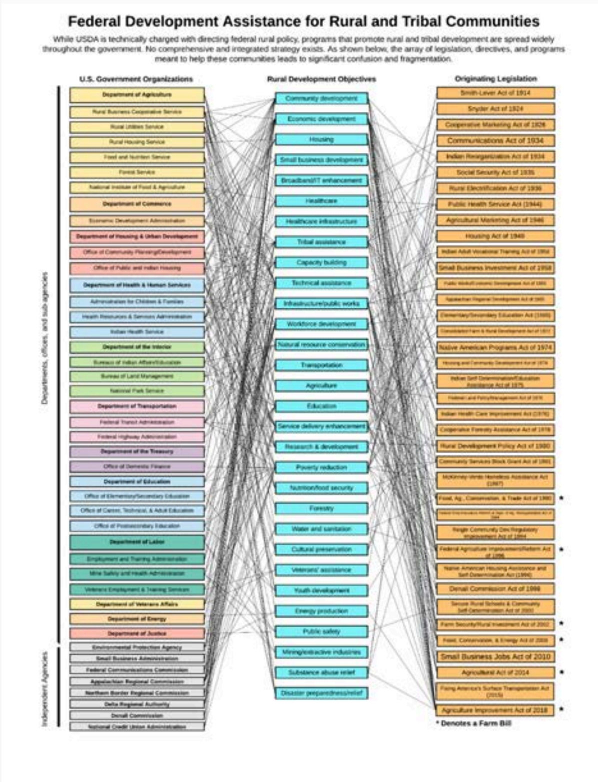
1	**Gross Potential Value**								
2	Unit type	sf / unit	SALES value / sf	no. of units		subtotal sf	subtotal VALUE / UNIT		total sales value
3						0			
4						0			
5						0			
13	Land sale								
14	total # of units								
15	total square foot home sale								
16	gross potential income								$
17									
18	**Project Costs**								
19	property purchase								$
20	closing costs (incl. realtor fee)								$
21	attorney expenses								$
22	survey + geotech								$
23	entitlement cost to rezone / lot split								$
24	civil engineering fees								$
25	property basis								$
26									
27	direct construction cost		$	per sf					
28	indirect construction cost		$	per sf					
29									
30	total project costs								
31	equity				%		% of total costs		
32	debt								
33									
34									
35	**Construction Debt Service**								
36	loan term			months					
37	12 month interest only rate			%					
38	loan amount								
39	monthly interest payment								
40									
41	interest only debt service								
42	construction equity								
43	total project equity required								
45									
46	**Project Performance**								
47	total project cost								
48	gross profit								$
49	net income								
	profit margin								

SMALL TOWN HOUSING PLAN

RESOURCES

PART 9

The web of resources that exists is vast and complex for any community, but especially for rural communities as you can see from this 2019 Brookings Analysis. It's very common to go down rabbit holes in funding allocations only to find that the resource does not work due to a policy component or a program focus. Do not be discouraged! Through this housing plan you're crafting, you've identified the housing your community wants and needs which will save you from looking at many resource pools that are out of alignment with your goals.



Our goal is to make your community aligned to resources. In addition to the zoning and procedural review you've performed, updating your Master Plan to include the goals, vision, values, and new practices for housing is important. Grant programs and project incentives have to demonstrate that their project fits the goals, vision, and master plan for a community. Adopting these policies and priorities help to create more opportunities for both for-profit and non-profit housing development.

NOTES:

CEDAM
COMMUNITY ECONOMIC DEVELOPMENT ASSOCIATION OF MICHIGAN

The Community Economic Development Association of Michigan (CEDAM) offers a Rural Partners of Michigan Membership

PROJECT RESOURCES

To close a 'gap' on a project, local government incentive offerings are to abate or rebate (finance) a portion of the new property taxes generated. This allows a project to take on more debt or attract more equity.

BROWNFIELD
TAX INCREMENT
FINANCING
(TIF)

OBSOLETE PROPERTY
REHABILITATION ACT
(OPRA)

SINGLE FAMILY HOME
REPAIR LOANS &
GRANTS
USDA

MI NEIGHBORHOOD
(MSHDA)

BLIGHT ELIMINATION
FUNDING - LAND
BANKS
MEDC CRP PROGRAM

HOUSING TAX
INCREMENT
FINANCING
(TIF)

PAYMENT IN LIEU OF
TAXES
(PILT)

NEIGHBORHOOD
ENTERPRIZE ZONE
ACT
(NEZ)

SINGLE FAMILY HOME
REPAIR PROGRAM

LOW INCOME
HOUSING TAX CREDITS

MULTIFAMILY RENTAL
ASSISTANCE - USDA

COMMUNITY RESOURCES

There are a variety of supports for communities who are making these improvements

HOUSING READINESS GRANT PROGRAM

HOMETOWN GRANT PROGRAM

RURAL PLACEMAKING TOOLKIT

MATCH ON MAIN

LOCAL HOUSING SOLUTIONS

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

RURAL READINESS GRANT PROGRAM

RURAL COMMUNITY DEVELOPMENT INITIATIVE GRANTS

MI FUNDING HUB

EMPLOYER ASSISTED HOUSING GUIDE

COMMUNITY LAND TRUSTS

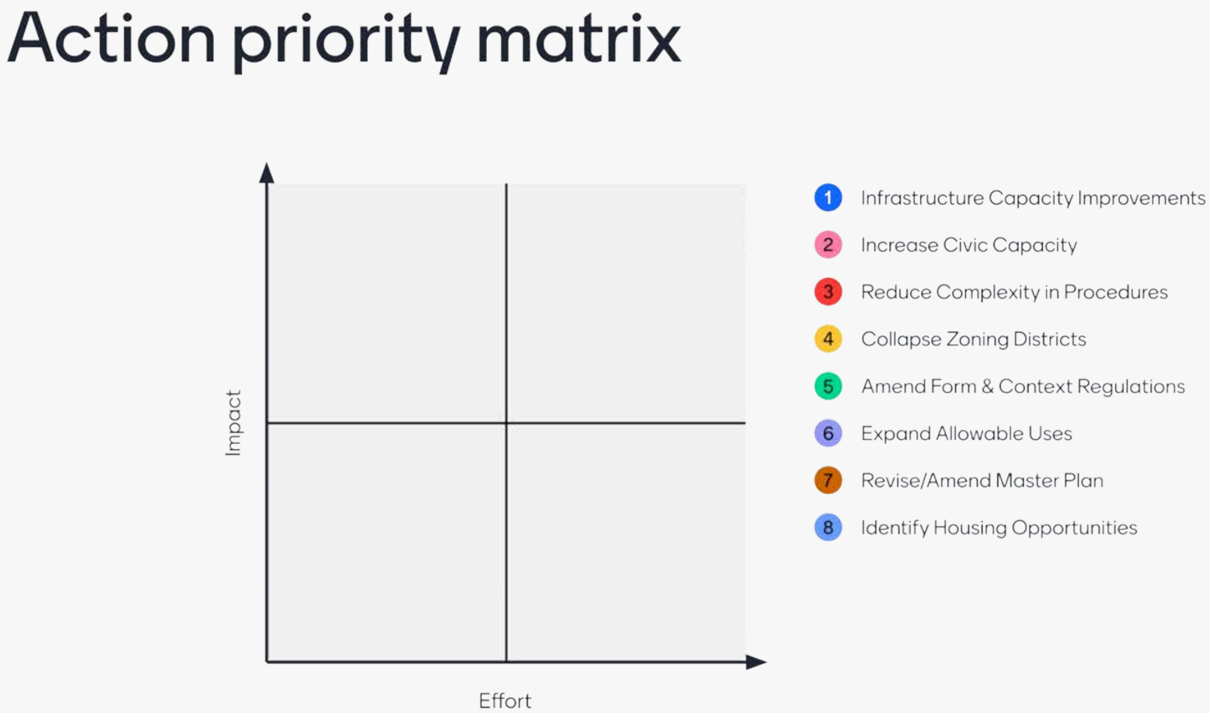
REDEVELOPMENT READY COMMUNITIES (MEDC)

ACTION PLAN

PART 10

A housing action plan should help your community identify the strategic framework to expand housing opportunities. As you've completed each workshop, you've highlighted your strengths and growth areas, unified around a shared vision of the future, and built a list of actionable steps to reform codes. You'll now formulate that clear path to housing and future growth.

The link below offers a free Mentimeter template to use in creating your action plan. You may want to duplicate it for your community action plan workshop so you can see where your focus group ranks the action items specific to zoning, regulations, infrastructure projects, civic capacity building and procedural updates. Having the deeper level of detail will demonstrate which smaller task items to focus on first and foremost.



NOTES:

Mentimeter

[Action Priority Matrix Template]

SMALL TOWN HOUSING

ACTION PLAN

The incremental approach is to take action on the top 5 items you can create a measurable impact within 6 months.

1 PRIORITY ACTIONS TO TAKE WITHIN THE NEXT SIX MONTHS

- [ ] Action Item 1
- [ ] Action Item 2
- [ ] Action item 3
- [ ] Action Item 4
- [ ] Action Item 5

2 TIMELINE

- [ ] Action 1 Start Date____________ Completion Date:___________
- [ ] Action 2 Start Date____________ Completion Date:___________
- [ ] Action 3 Start Date____________ Completion Date:___________
- [ ] Action 4 Start Date____________ Completion Date:___________
- [ ] Action 5 Start Date____________ Completion Date:___________

My grandparents, avid conservationists, taught me a love of nature. For that I am an urbanist who believes we can live in our small towns and hamlets as a way to preserve our environment.

jenifer acosta