



TOOL KIT
for
**WORKFORCE HOUSING
DEVELOPMENT**
in
RURAL AREAS



The Sleeping Bear Gateway Council

The Sleeping Bear Gateway Council, a 501 c3 non-profit, is working to mitigate challenges and capture opportunities facing gateway communities in proximity to the Sleeping Bear Dunes National Lakeshore. Their mission is to facilitate stakeholder collaboration to enhance sustainable gateway communities.

The Seasonal Workforce Housing initiative is supported by the following Council contacts, along with the Council board of directors, seasonal workforce housing committee, and task force volunteers in Benzie and Leelanau Counties. Main contacts for the initiative are provided below.

- Bill Witler, Sleeping Bear Gateways Council President (wrwitler@gmail.com)
- Jim Shook, Seasonal Workforce Housing Committee Chair (jshook@shookrg.com)
- Michael Rivard, Sleeping Bear Gateways Council Immediate Past President (mike@pinehavenadvisors.com)
- Elise Crafts/Statecraft LLC, Seasonal Workforce Housing Project Manager (elise@statecraftmi.com)

Planning Consultant Services by Mansfield Land Use Consultants. A multidisciplinary land planning firm of Planners, Landscape Architects, Civil Engineers and Surveyors founded in 1999 with offices in Traverse City and Charlevoix.

- Doug Mansfield, President (doug@maaeps.com)
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A Sequential Study of the Various Elements
on a Typical 40-acre Section of Land



Words To Develop By...

- Always remember to respect the person(s) who have invested in a rural lifestyle for extremely valid reasons and reasons extremely valuable to them.
- The local government has approved a “Master Plan” and most likely a Zoning Ordinance that does not provide for great intensities and diversity of land use in its rural districts. One can and should fully expect great hesitation from existing government and constituents. Higher densities and intensities very well may require more regulations, more buffering and more overall consideration, such that the character and quality of life the neighbors feel they enjoy will not be infringed upon.
- Every parcel of land, every municipality and even every public road has its own opportunities and restrictions. The suggested uses, elements and their inclusive suggested density is subject change with these issues recognized.
- Any too much of one thing, no matter good or bad, is a bad thing. The good will not stand out and be appreciated, and likewise, the bad will become overbearing.
- When trying to equate how much a parcel of land would provide under more conventional practices for single family development a good rule of thumb is to multiply the overall acreage of the parcel x 0.75 then divide that number by the acreage per lot/unit in the zoning ordinance.

Example $40 \text{ acres} \times 0.75 = 30 / 1 \text{ acre per lot/unit} = 30 \text{ lots/units}$.



Element “A”

Single Family Clustered Development

Goals and Objectives

- Create a sense of place and community.
- Generate responsible home ownership.
- Define a scale of equality.
- Utilize systematic/thoughtful/coordinated provisions for wells/septic systems/stormwater management and utilities.
- Create Common Areas that are important and provide amenities that are shared by all, thus saving individuals from having to own more space, purchase more implements, toys, etc.
- Minimize Frontage expense.
- Employ and enforce Bylaws and Restrictions
- Make it easy, with less upfront cost by minimizing common infrastructure that has huge responsibilities for the end user.
- Offer methods for future expansion such as planned expansions, accessory dwelling units/common storage areas/buildings, etc.

Findings

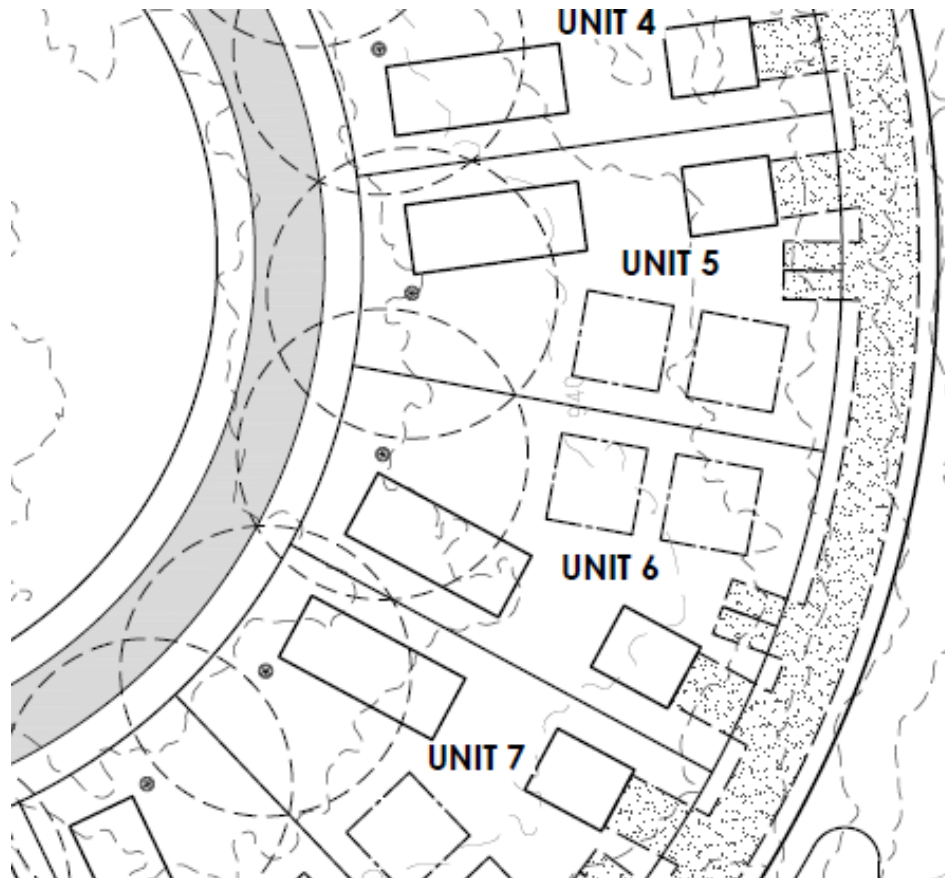
- Probably going to maintain about a 1 acre/1 Single Family Lot/Unit
- In order to provide for the home, an accessory structure with the required water well and isolation distance, and septic field, lots/units therein will most likely 65-120 feet wide, in some locations and 150-165 ft. deep.
- Flipping or mirroring the actual structures against the neighboring property will create a stronger neighborhood pattern and more individual “useable” open space at the same time.
- Access to the rear or the lot/unit, keep delivery off the main service road.
- 15-20 lots/units equates to approximately 45-80 persons.
- 15-20 lots/units equates to approximately 120-200 average vehicle trips per day.
 - Don’t develop units/lots where the common elements are more than 300 ft. way from the furthest home. Otherwise those homes beyond 300 feet will not take “ownership” in those elements and a poor social equation will take place.
- 15-20 lots/units could equate to some 50-60 children or varying age and degrees or development. Create user opportunities in the common areas.



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- Creating the frontage on the inside of a curve creates less length and in such cost of the main service road and conversely more lot width in the rear to place accessory buildings, septic field/reserve field, and outdoor space out of the vehicular realm.
- Placing the main entrance closer to the street creates more prominence, a better sense of place and responsibility to a “community”. The residence is also closer in view for self-policing, less utility service cost, maintenance, etc.
- Limited independent yards/drives and sidewalks may help achieve an efficiency for sharing maintenance cost.
- Basic family amenities should be installed early in development.
- All have lots/units view and access to the common area and should take ownership in the space.
- All can see and monitor the “goings on” in the common area.
- Limited access to the neighborhood will deter unwanted visitors.

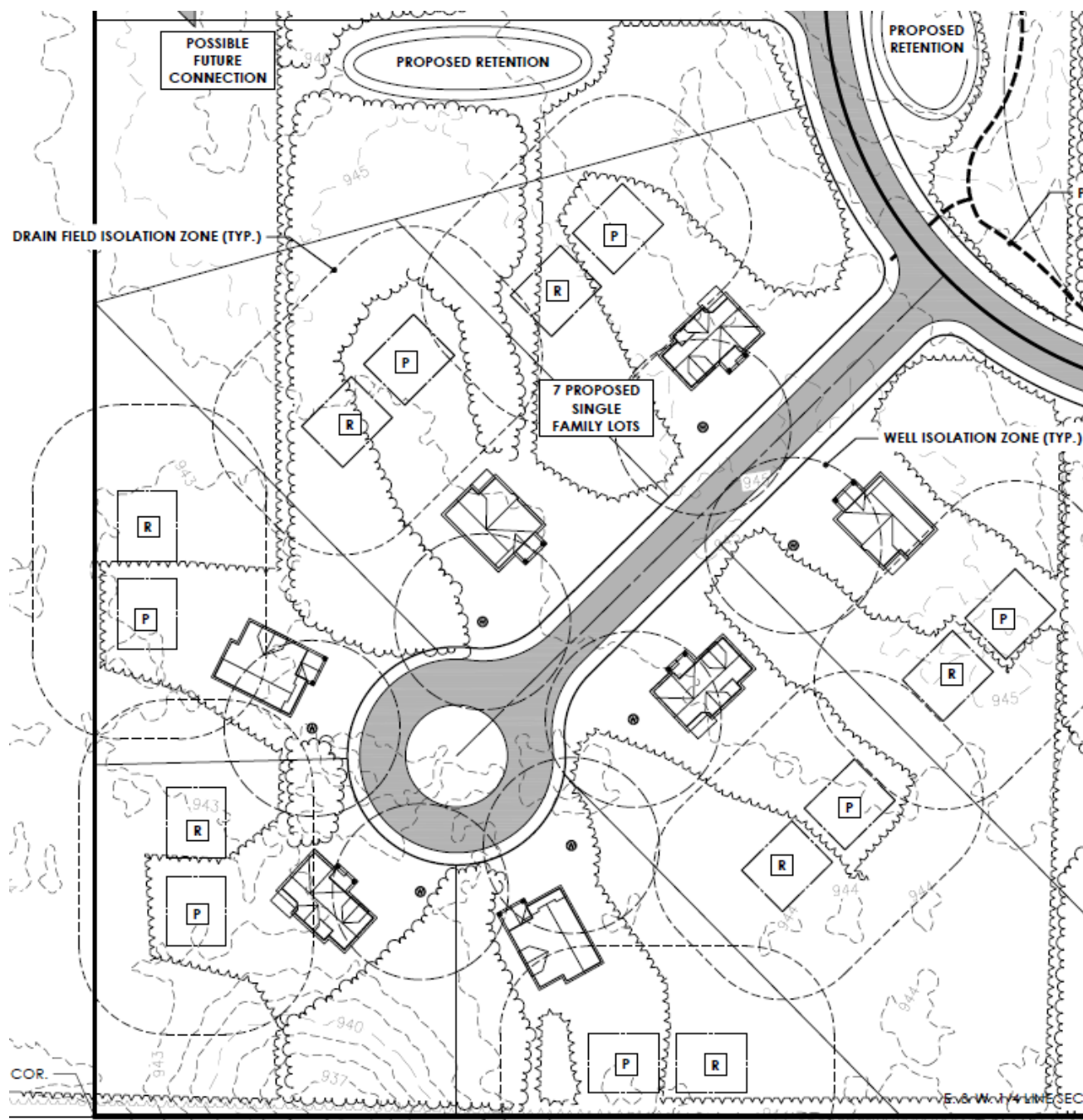
Single Family Homes





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Conventional Rural Development – 1 acre lot/unit





Element “B”

Dormitory as a Seasonal Housing Initiative

Goals and Objectives

- Each year more and more international employees on temporary work allowances are invited to work in the local service industry.
- The response from employers to end customers has been that this population is critical to the service industry.
- Housing these persons has been an issue. Their demands and lifestyle is far different than the normal working family, and frankly there is not a residential facility developed in this area to meet these demands, particularly given the cost of construction and the already limited housing available in even the general real estate market.
- While a dormitory use, as proposed, would bring back memories of college life in multi-floor, large structures, what is being proposed would be more reminiscent of a lodge or summer camp facility. This use, even at a much smaller scale is hard to fit inside most rural zoning districts and language.
- Single level, or approximately 3500 square feet, 12 bedrooms with a potential occupancy of 12-24 persons.
- At this scale a developer/service industry owner would be able to afford to build and utilize or lease out such a facility affordably.
- The goal would be to create language and define the right services, utilities, parking, outdoor space and mass transit opportunities in a rural setting, such that a developer/owner could easily facilitate the development of such a residential use.
- The occupancy is generally not comprised of “family” units but rather a grouping of persons seeking the same goals and better opportunity.
- They are generally a class is subject to the conditions of their visa’s and do not want to find themselves in any trouble and in such they can make great neighbors.

Findings

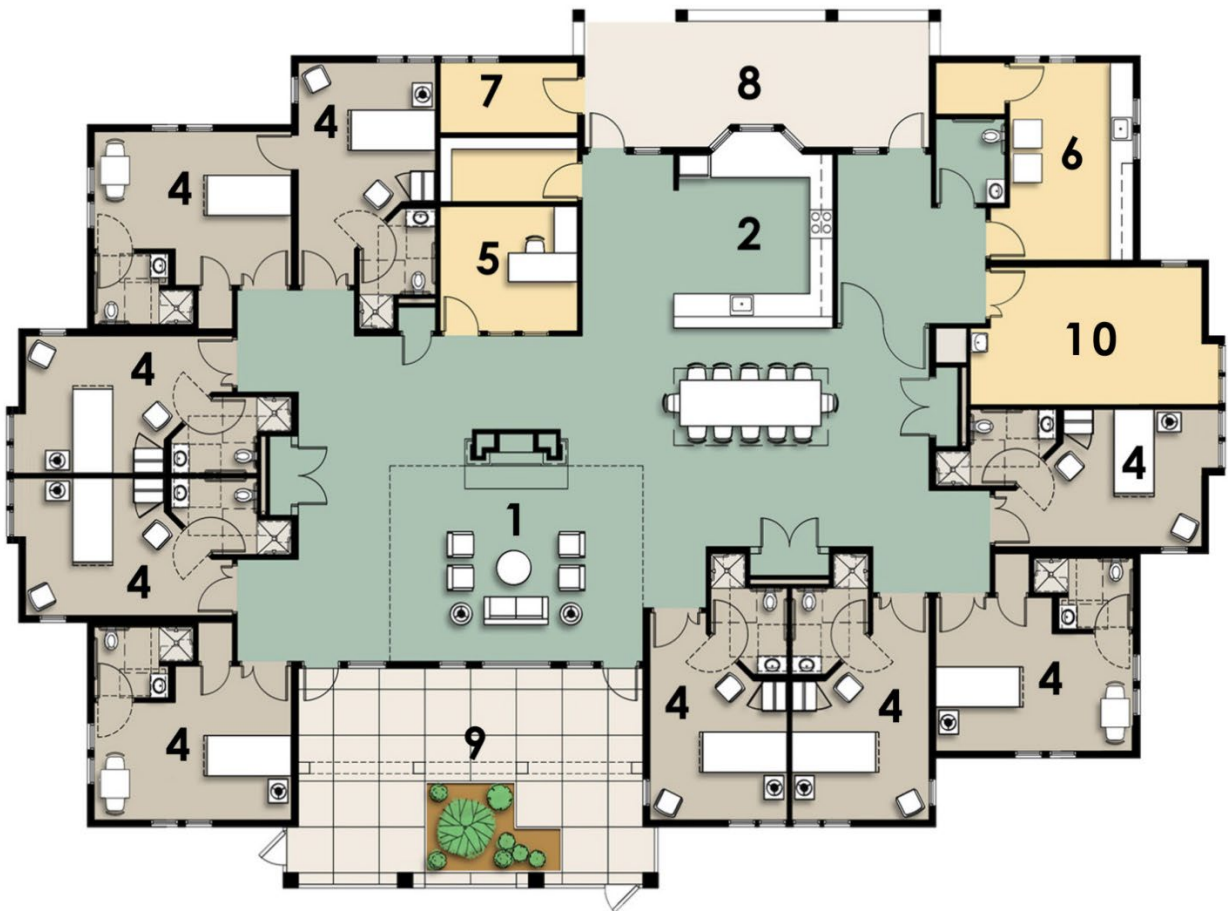
- As this use could be seen as dissimilar from normal rural development it should be carefully placed on any site, including buffering such that the character of the area is retained.
- Each 3,500 square foot, 12-bedroom structure would require approximately 1 acre of land to sustain all the required elements.



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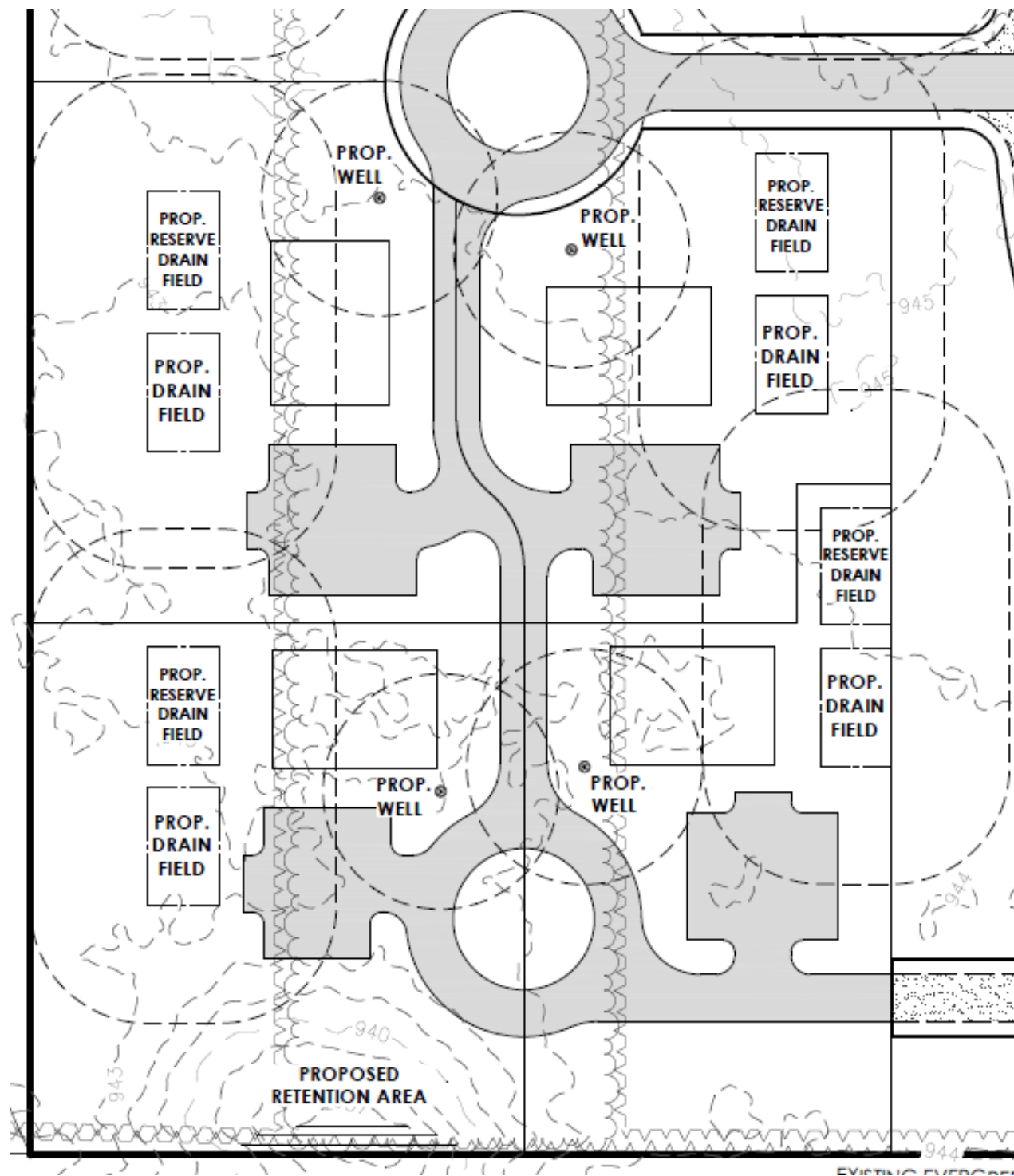
- The buildings would most likely be utilized in full during the prime winter months, concepts could be developed to utilize them for hospitality stays in the off- season months and help to sustain the cost.
- The population envisioned does not generally have or have access to individual automobiles. They car-pool or rely on mass transit. In such, while the occupancy of the use by be higher than that realized in any ordinance, the “intensity” of use can actually be less, particularly in terms of vehicular traffic.
- The exhibit shows that systematic/thoughtful design could provide that 4 such individual facilities could be developed upon approximately 4 acres of land. A 5-acre site would really provide any buffering required to allow this use to exist in a rural environment. A five-acre development would create housing for between 48-84 persons.

Dormitory Style Housing





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Element “C”

Townhome Rental Units

Goals and Objectives

- The local non-profit housing agency has virtually perfected a plan based upon grouping of Townhomes that has fit the niche in terms of obtaining public housing financing in a small rural developments and serving the needs of its users.
- These 4-8 unit multi-family buildings, utilizing vertical townhome codes and regulations, which do not require fire suppression.
- The units identified would be two stories in height and are generally in scale with standard residential homes in the rural areas.
- These units could be for rent or sold as the developer wishes, subject to the financing established.
- The small buildings are easier to promote in rural environments,
- The small buildings are easier to finance and construct.
- Each building is served by individual well and septic systems
- Each unit has 1 ½ to 2 parking spaces provided.
- These are generally designed around a small family unit.
- Occupancy would suggest a population of 10-20 persons per building.
- Health Department would require no more than 25 persons served by one Type 3 residential well.
- The building would have at least one accessible unit.

Findings

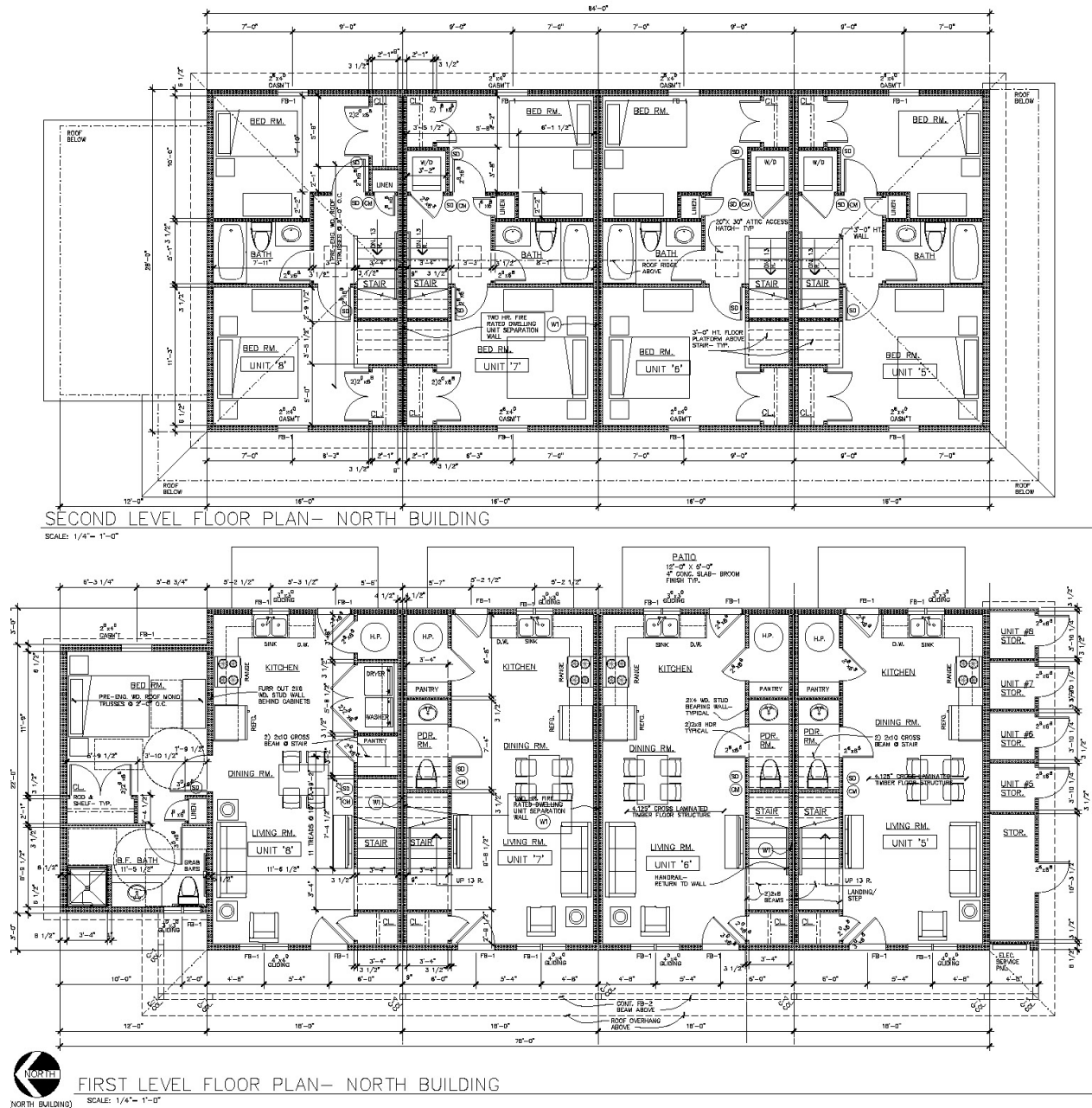
- Each 4-8 unit building would require approximately 1 acre of land.
- The exhibit shown in our master plan shows 6 -4 unit buildings with the required access, parking and utility systems and appropriate buffers on approximately 5 acres, equating to a 4-5 unit/acre density.
- Total estimated population would be 45-75 persons.
- Estimated vehicular trip generation would be around 6-8 trips/day/unit or 150-200 trips per day. Efficient and available mass transit could reduce this number significantly.
- Attention to a master plan of coordinated site design is required to maintain isolation distances from wells to septic to storm water areas.
- If not placed as an element in a larger master or community, outdoor space equating approximately 300 s.f. person should be planned for with appropriate play structures, etc.

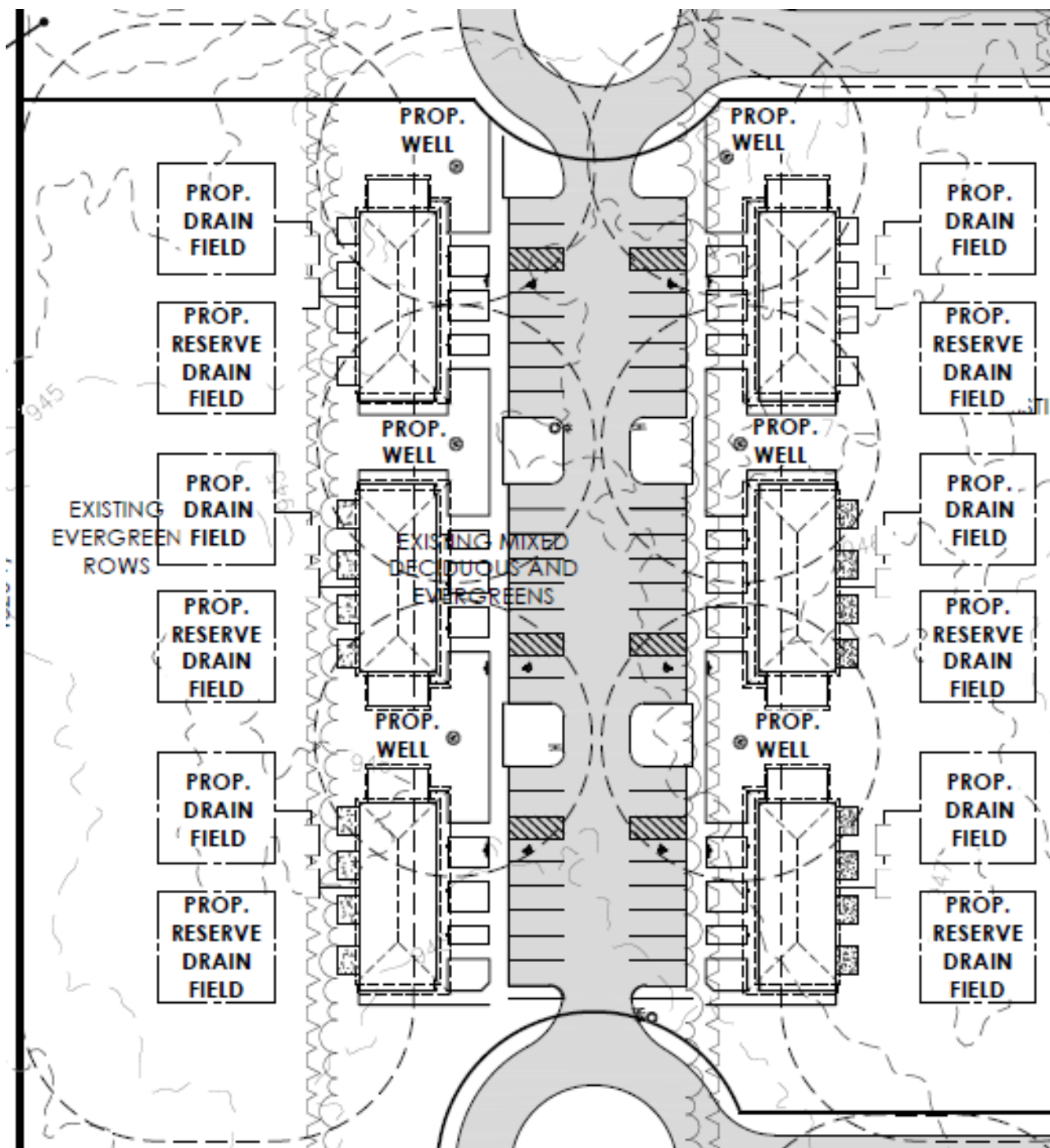


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- Common maintenance cost need to be realized and a strong management team is critical.

Townhome Rental Units







Element “D”

Campground Sites for Rent

Goals and Objectives

- The intent of this element is to provide for an alternative to the “built” environment and take advantage of the mobility of today’s seasonal employee.
- The sites would have “full” sewer and water connections.
- Depending upon the number and market demand, a bath house, with or without laundry could be established.
- The actual “camper/trailer” could be provided by the worker, the camper developer or the business owner where the employees are working.
- This may reduce cost to the employer.

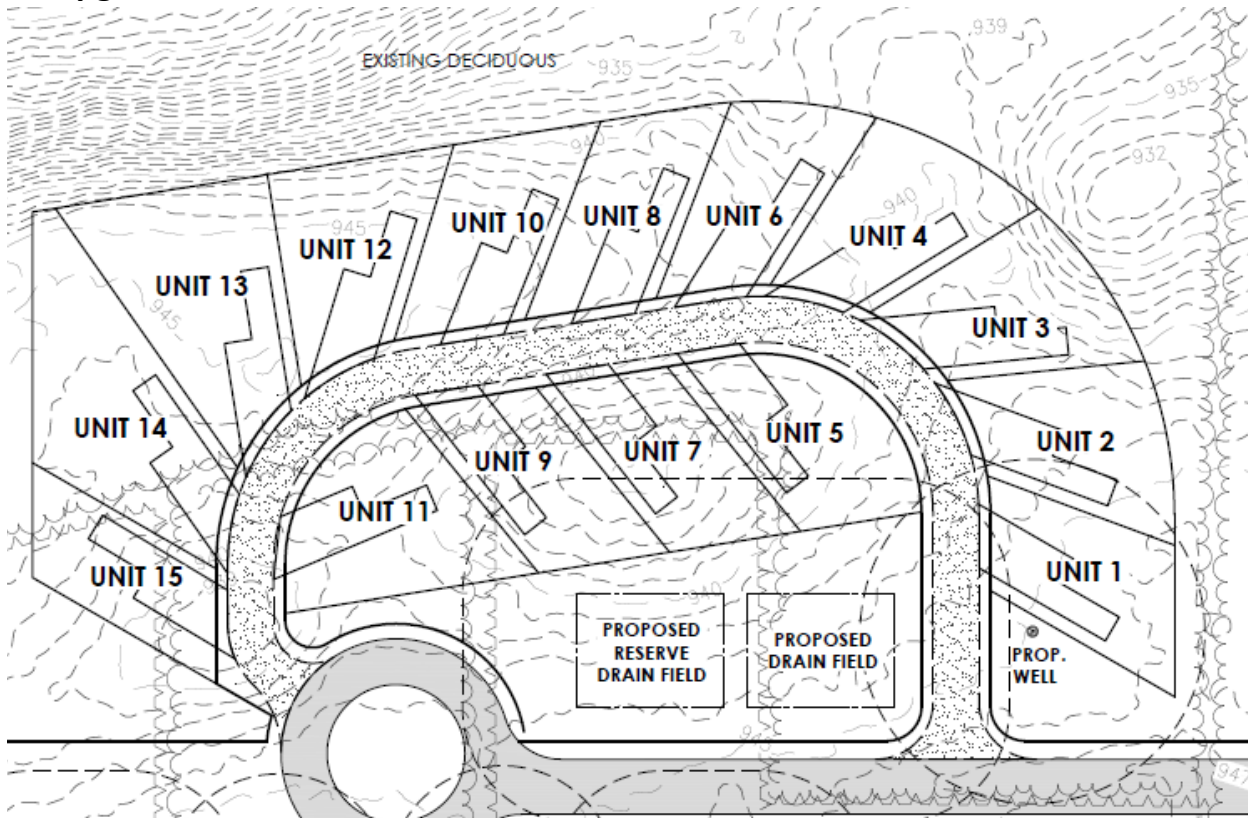
Findings

- Campgrounds of over 5 sites will need to be permitted by the State. This can take up to a year.
- Campgrounds are generally accepted in rural areas.
- There are campers/trailers specifically designed for this use.
- A “camper/trailer” of the type or quality required for seasonal living of several employees is not inexpensive.
- Unless the campground is of a significant quantity of site, around 60, it may be hard to find a developer and doubtful if the return on investment is proven.
- Staying under 5 units may be an answer but utilities would still have to be made available per local codes.
- The master plan shows 15 sites on a difficult area of this particular site. The required development envelope would be approximately 5 acres for the 15 sites.
- The sites are exhibited at 40 ft. wide x 90 ft. deep.
- To make this a good lifestyle several amenities may need to be added, i.e. pavilion, bathhouse, firewood access.
- The camper/trailer could be a depreciable asset.
- Campground sites are not maintenance free.
- Onsite management may be a cost issue.
- Not real sure if the market is there and the cost/value would be significant.

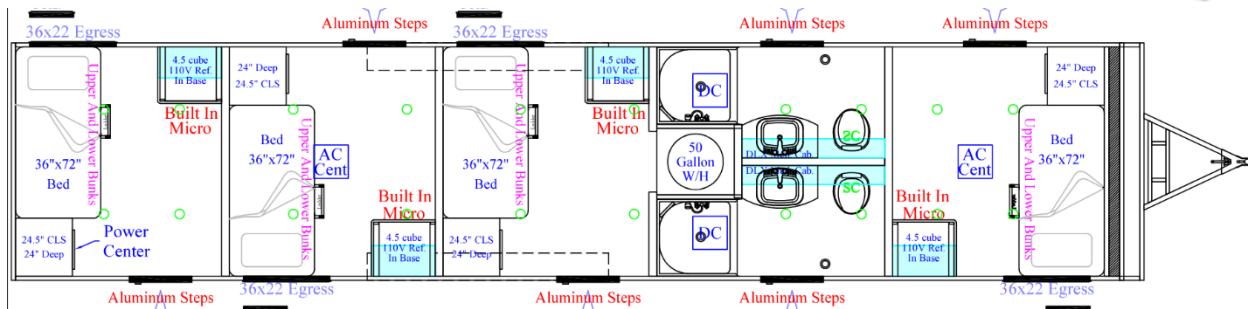


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Campground Element



Employee Housing RV





Element “E”

Institutional or Public Use

Goals and Objectives

- Rentals, apartments, affordable/workforce housing, campgrounds, etc. make people, especially those in a rural area, extremely nervous and in such so goes the permitting agencies. In such it is the belief that if these elements can be inclusive of, adjacent to or near an institutional/public/government use that the element(s) will be better managed, policed.
- In this instance there is a potential huge public partner in the Township Fire Department Township Offices/Hall.
- These buildings should be the front/face of the development.
- This element really only functions if the facilities are occupied at least during the work day.
- This element should include all the same levels or higher than expected of the other elements. Meaning site appurtenances, landscaping, architectural details, etc.
- This element should be a part/member of any other managing committee, board, neighborhood association and share in common fees/benefits as a partner.

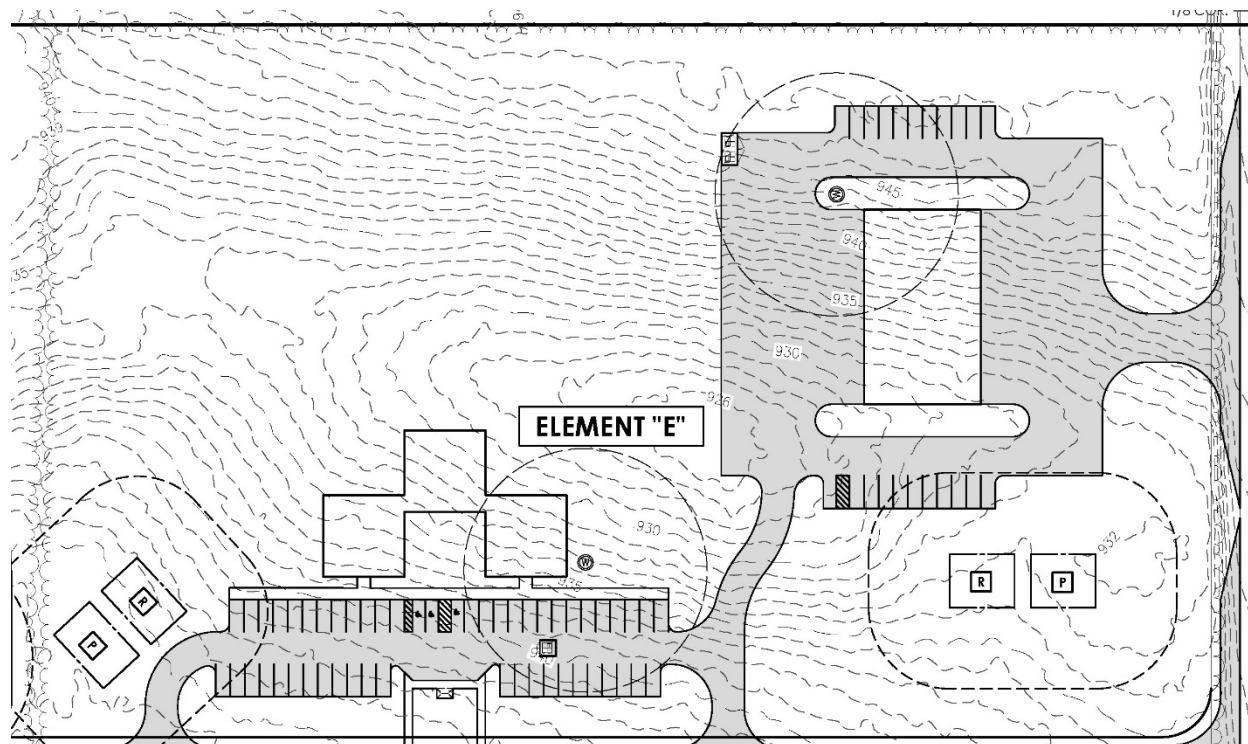
Findings

- In this particular parcel for development, the parcel geometry, terrain, access and other dynamics provide adequate space for the future development of both a township hall/offices and a separate but adjacent, fire department facility.
- The parcel contains approximately 8 acres or about 20% of the site.
- The route of the traffic will pass in public eye of the proposed public element. Guest and even those uninvited visitors will again pass in front of public offices providing great self-policing.
- Public offices and facilities are not out of place in the rural townships.
- The Township Hall site would be great place for other elements that are not just complimentary to this parcel but many others such as a Mass Transit Bus Station and a recycling/refuse transfer station.
- Nothing bad can come out of this partnership.



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Fire Department, Township Hall and Public Transit Element

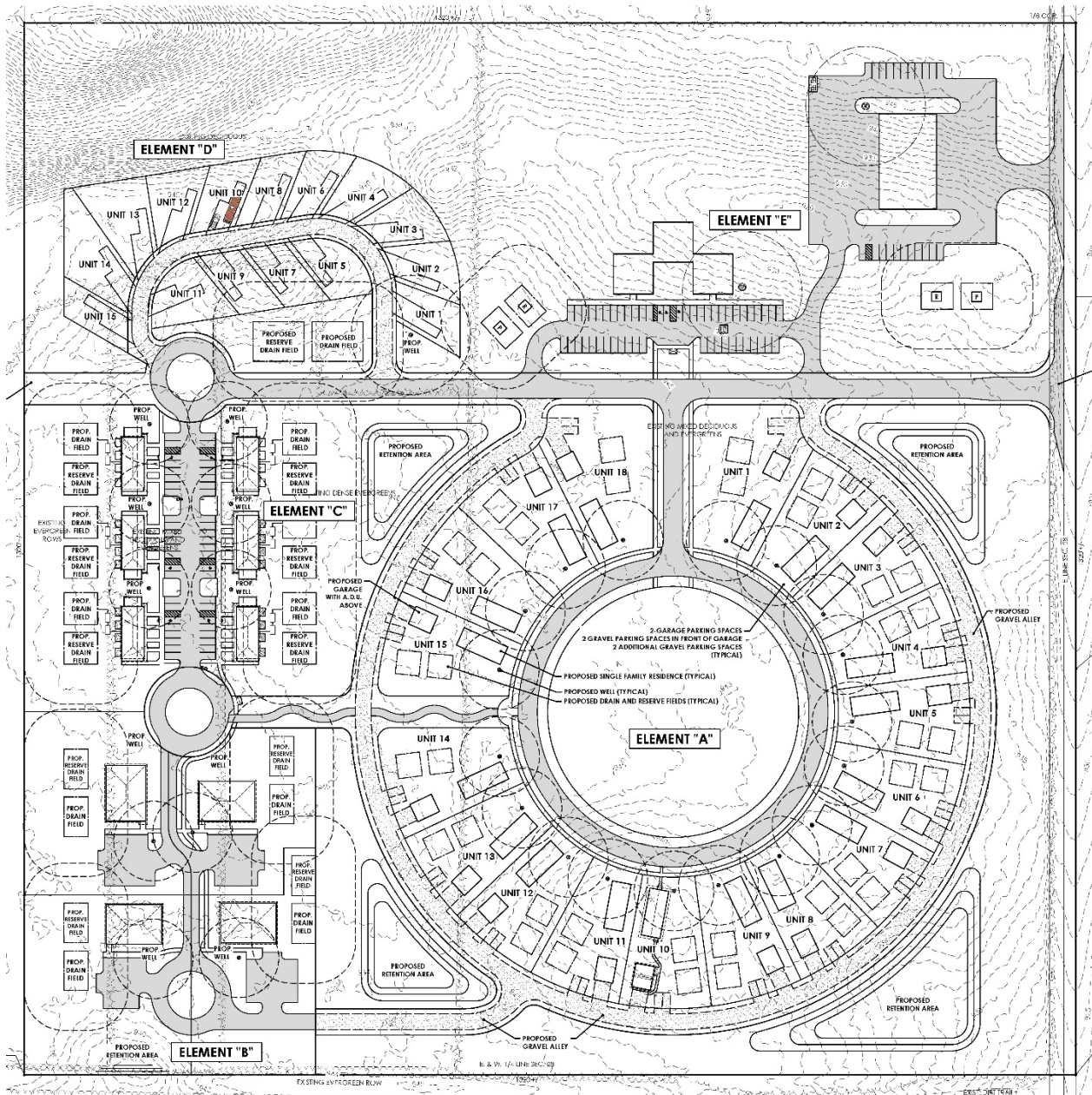




Sample Multi-Use Site Plan Layouts

A Sequential Study of the Various Elements
on a Typical 40-acre Section of Land

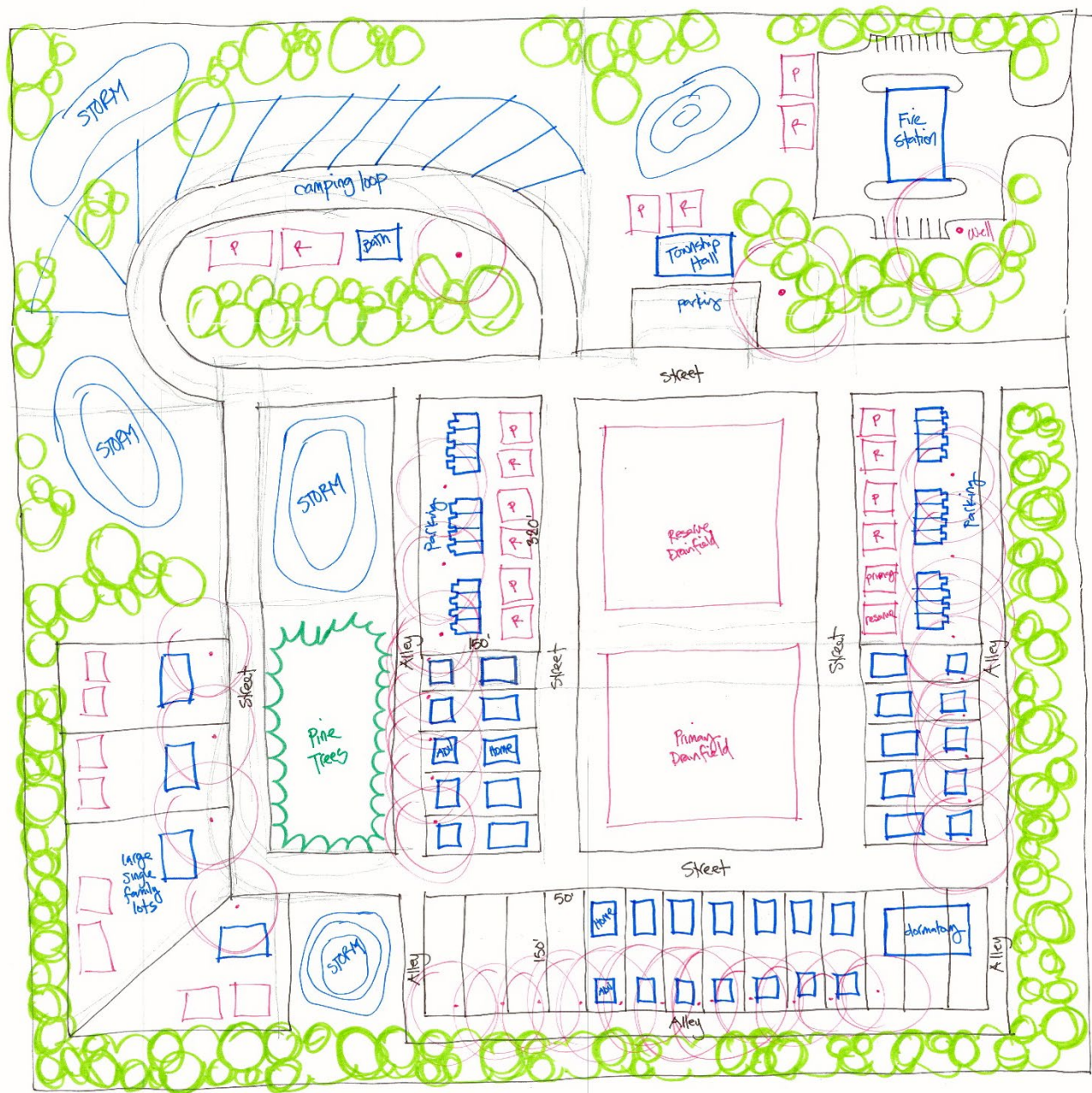
Example 23-10-06 MLUC



Sample Multi-Use Site Plan Layouts

A Sequential Study of the Various Elements
on a Typical 40-acre Section of Land

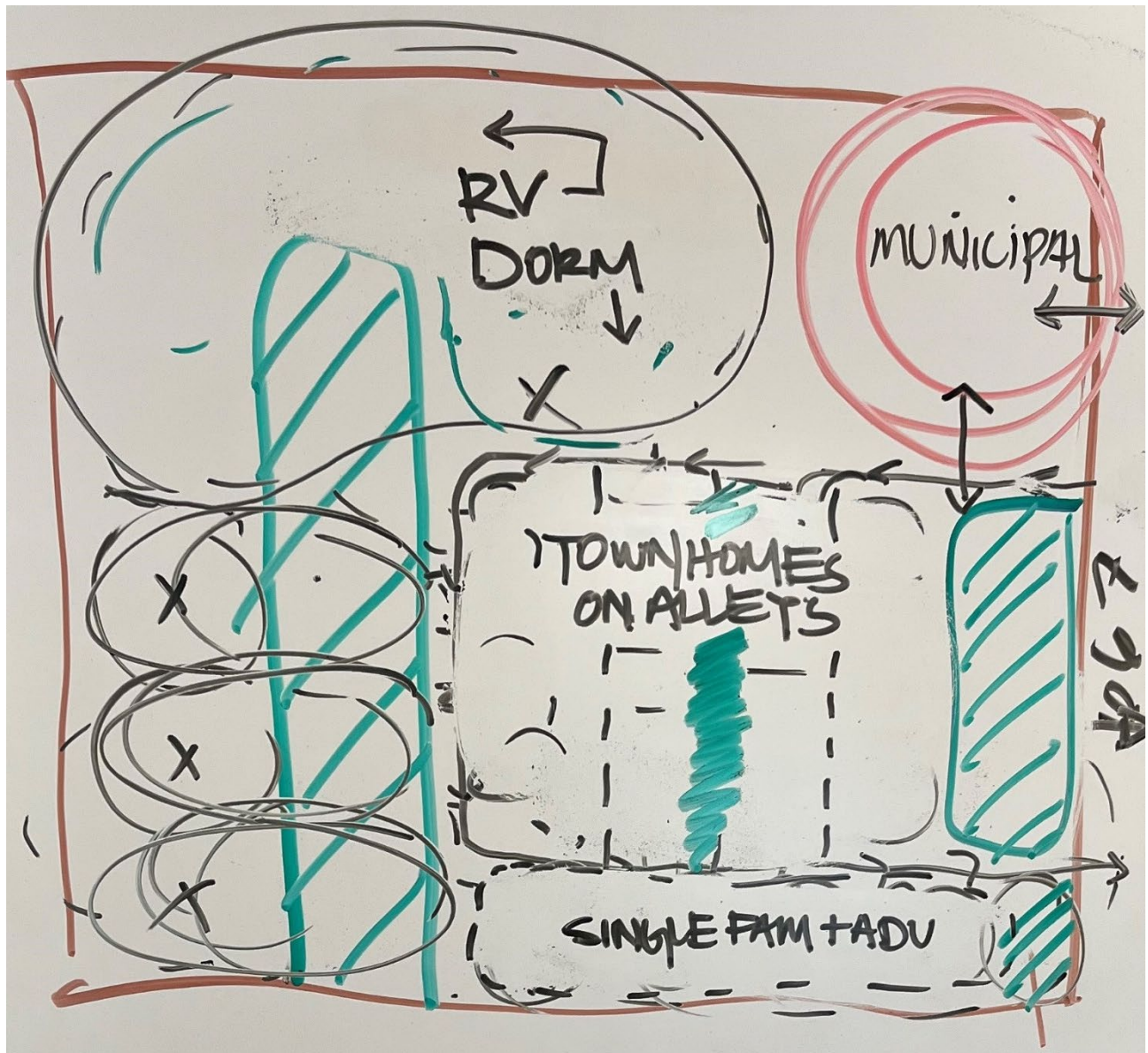
Example 23-09-19 CNU MLUC



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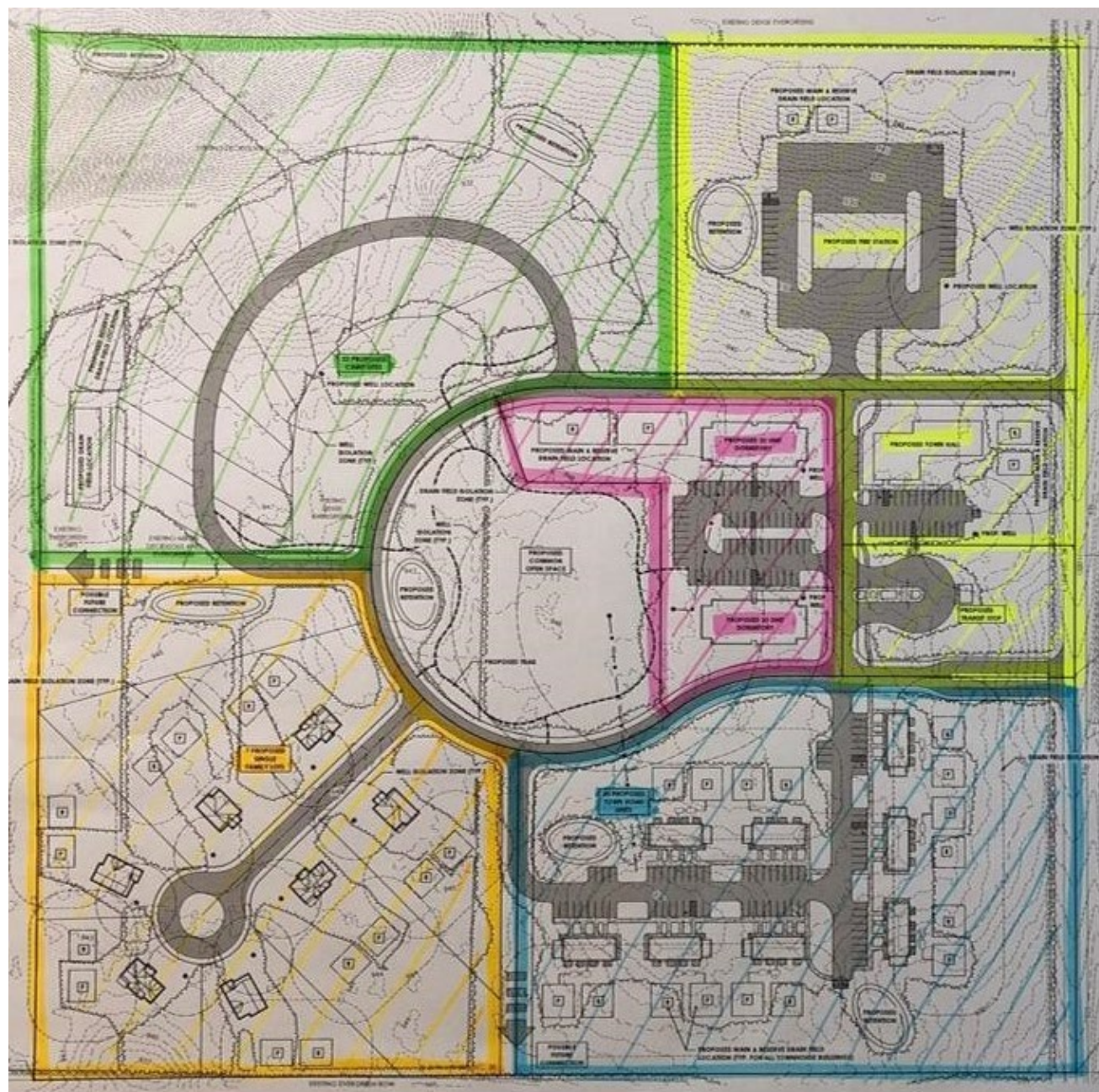
Example 23-08-15 SBGC White Board



Sample Multi-Use Site Plan Layouts

A Sequential Study of the Various Elements
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Example 23-09-19 MLUC



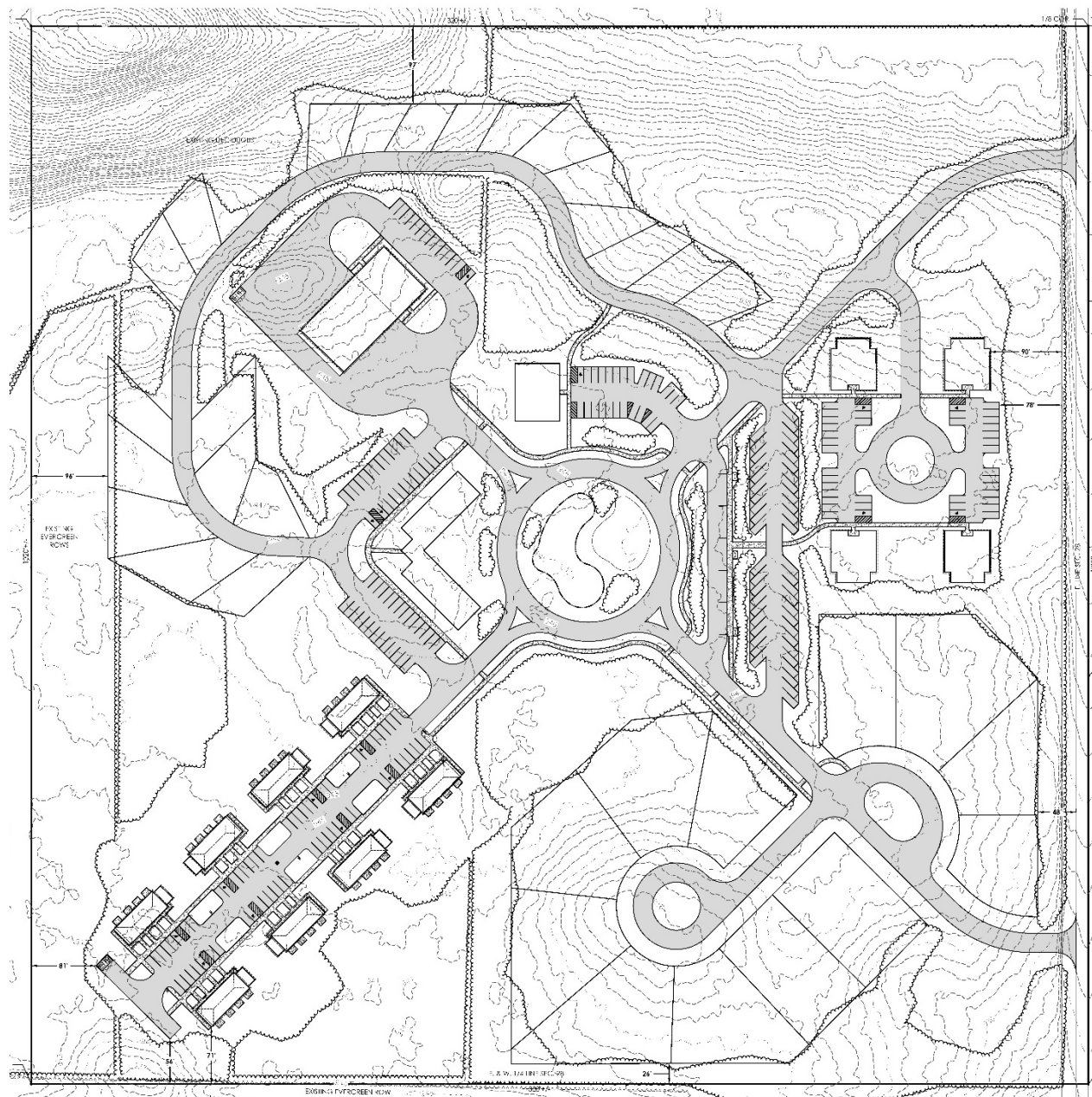


A Sequential Study of the Various Elements on a Typical 40-acre Section of Land

Sample Multi-Use Site Plan Layouts

A Sequential Study of the Various Elements
on a Typical 40-acre Section of Land

Example 23-05-23 A MLUC





A Sequential Study of the Various Elements on a Typical 40-acre Section of Land

Example 23-05-23 C MLUC

