

# WARREN COUNTY HOUSING IMPLEMENTATION STRATEGY

## PROJECT BACKGROUND

In 2023, Warren County released the County Housing Needs Study and Market Demand Analysis (“Warren County Housing Study”), which quantified the housing need and suggested demand for virtually all housing types. Alongside the County’s Comprehensive Plan (Warren County 2040), Warren County is creating a path forward to provide solutions to the housing crisis. This report uses the issues and recommendations identified in the Housing Needs Study and other regional and local housing studies to develop an implementation strategy, identifying the specific roles that can be taken by the County, identifying a funding mechanism, and developing three key recommendations for the County to advance in 2025.

## PROCESS



## HOUSING ACTION MATRIX

The Warren County Housing Study identified a variety of strategies that can be pursued to address affordability issues, including increasing supply, and managing demand. The County and municipalities have varying degrees of control over these different levers, as well as limited capacity and financial resources. The housing matrix was developed to organize recommendations into a clear housing strategy. The matrix is organized in two parts, first by County-level and second, municipal-level actions. The matrix also evaluates each action on a resource scale from requiring minimal new resources (\$); needing some new investments, staff time, or resources (\$\$); or requiring significant new investments, staff, or resources (\$\$\$). Finally, each strategy was evaluated on a scale of priority that ranged from immediate, to high and medium. “Immediate” priority actions are considered both a high-level priority and a short-term need, while “High” priority actions are a high level of priority but may require a longer timeline. The full Action Matrix is included below.

The matrix provides a suite of policy and programming options for the County to use to improve housing access and affordability.

# DRAFT HOUSING ACTION MATRIX

## COUNTY LEVEL

Strategy	Actions	Potential Partners/Resources	Current Status	Resources Required	Priority
<p>The primary action that would be advanced</p> <p><small>*Indicates recommendation from Warren County Housing Study</small></p>	<p>Intended actions/next steps to advance the strategy</p> <p><small>*Indicates recommendation from Warren County Housing Study</small></p>	<p>Entities that will lead or partner to advance the strategy.</p>	<p>Identifies whether any entities have initiated actions for this strategy.</p>	<p><b>Resource Scale:</b></p> <p>\$ Minimal New Resources                      \$\$ Some new investments, staff time, or resources needed                      \$\$\$ Significant new investments, staff, or additional resources needed</p>	<p><b>Priority Scale:</b></p> <p>Immediate                      High                      Medium</p>
<p>Establish Warren County Housing Alliance</p>	<p><b>Establish a Warren County Housing Task Force tasked with:</b></p> <ul style="list-style-type: none"> <li>• Goal setting and establishing metrics for success</li> <li>• Leading or guiding county-based initiatives</li> <li>• Education and Advocacy for housing need</li> <li>• Continued monitoring of housing needs</li> <li>• Setting priorities</li> <li>• Developing education materials</li> <li>• Developing a toolkit</li> <li>• Assisting in site selection</li> <li>• Selecting task force members that are representative of the community</li> </ul> <p>Working with developers, non-profits, and foundations familiar with the market to develop additional affordable housing opportunities, both rental and homeownership</p>	<ul style="list-style-type: none"> <li>• County (Potential lead role)</li> <li>• Warren County EDC (Potential lead role)</li> <li>• Municipalities (Participant role)</li> <li>• Non-Profit Partners (Participant role)</li> <li>• Private stakeholders (Participant role)</li> <li>• Adirondack Park Agency (Participant role)</li> <li>• Educational Institutions (Participant role)</li> <li>• Warren/Washington IDA (Participant role)</li> </ul>	<p style="text-align: center;">Not Initiated</p>	<p style="text-align: center;">\$</p>	<p style="text-align: center;">Immediate</p>
<p>Increase County Staff Resources Towards Housing</p>	<p><b>Consider increasing County staff resources to work on housing policies/initiatives including:</b></p> <ul style="list-style-type: none"> <li>• Exploring the capacity and interest in reinstituting County led/administered housing program(s) including programs focused on home repair, housing rehabilitation, first time home buyers*,</li> <li>• Being proactive to understand, educate, advocate and respond to housing issues and how these issue impact other fields such as economic development, fiscal policy, and infrastructure *</li> <li>• Learning about best practices from neighboring communities and apply those to practices for Warren County*</li> </ul>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipal Staff (Support role)</li> <li>• LCLGRP (Resource role)</li> <li>• Neighboring Counties (Resource role)</li> <li>• Chamber of Commerce/Business Association/EDC (Partner role for encouraging major employers to use Self Sufficiency Earnings Estimator Tool)</li> </ul>	<p style="text-align: center;"><b>Initiated</b></p> <p style="text-align: center;">In progress through expansion of County planning staff/department</p>	<p style="text-align: center;">\$\$</p>	<p style="text-align: center;">Immediate</p>
<p>Develop and Maintain a Housing Data and Planning and Zoning Best Practices Website</p>	<ul style="list-style-type: none"> <li>• Maintain key housing metric data for Warren County consistent with Warren County Housing Study</li> </ul>	<ul style="list-style-type: none"> <li>• County (Potential lead role)</li> <li>• LCLGRP (Potential lead role)</li> <li>• Municipalities (Support role)</li> <li>• Local Planners (Implementation role)</li> </ul>	<p style="text-align: center;"><b>Initiated</b></p> <p style="text-align: center;">As part of LCLGRP                      “Building Balanced</p>	<p style="text-align: center;">\$</p>	<p style="text-align: center;">High</p>

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	<p><b>Develop guidebook for best practices in zoning. This could include guidance on:</b></p> <ul style="list-style-type: none"> <li>• Accessory dwelling units</li> <li>• Sr Housing</li> <li>• Workforce Housing</li> <li>• Inclusionary zoning</li> <li>• Deed restriction program</li> <li>• Alternate housing forms</li> <li>• Short term rentals municipalities to promote affordable housing</li> <li>• Encourage local inclusionary policies for workforce housing.</li> <li>• An incentive system to encourage municipalities to adopt model zoning ordinances</li> </ul> <p><b>Provide a library of housing development plans that would align with local land use regulations and community preferences:</b></p> <ul style="list-style-type: none"> <li>• Incorporate pattern books into zoning code to allow specific patterns for development in specific areas of the community.</li> <li>• Create a specific branded pre-approval program for workforce housing development projects</li> <li>• Assist communities with visual preference surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Code Enforcement (Implementation role)</li> <li>• Non-Profit Partners (Support role)</li> <li>• Adirondack Park Agency (Support role)</li> </ul>	Communities for the North Country”: Establishing a model housing zoning guide with best practices for municipalities.		
Provide Technical Assistance *	<ul style="list-style-type: none"> <li>• Lead or coordinate access to state/federal aid for housing programs.</li> <li>• Assist in administering grant programs in partnership with local municipalities that increase housing availability/supply</li> <li>• Continue regular communication between departments throughout the County to ensure citizens with housing needs are directed to the appropriate resources</li> </ul>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipalities (Support role)</li> <li>• Warren Count EDC (Support role)</li> <li>• Warren/Washington IDA (Support role)</li> <li>• Glens Falls IDA (Support role)</li> <li>• State and Federal Agencies (Grant and Technical Assistance Resource Role)</li> <li>• Non-Profit Partners (Resource Role)</li> </ul>	Initiated	\$	Immediate
Seek Opportunities for Grant and Technical Assistance Funding that Supports Housing *	<ul style="list-style-type: none"> <li>• Leverage local, regional, statewide and federal Technical Assistance and Grants</li> <li>• Access grants for predevelopment costs*</li> </ul>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipalities (Support role)</li> <li>• Warren Count EDC (Support role)</li> <li>• Warren/Washington IDA (Support role)</li> <li>• Glens Falls IDA (Support role)</li> </ul>	Initiated	\$	Immediate

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### COUNTY LEVEL

Strategy	Actions	Potential Partners/Resources	Current Status	Resources Required	Priority
		<ul style="list-style-type: none"> <li>• State and Federal Agencies (Grant and Technical Assistance Resource Role)</li> <li>• Non-Profit Partners (Resource Role)</li> </ul>			
Support Pro-Housing Communities	<ul style="list-style-type: none"> <li>• Provide municipal support and technical assistance to obtain and maintain Pro-Housing designation</li> <li>• Educate municipalities on benefits of obtaining and maintaining Pro-Housing designation</li> </ul>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipalities (Support Role)</li> <li>• LCLGRP (Partner Role)</li> <li>• State agencies (Resource role)</li> </ul>	Initiated	\$	Immediate
Develop a Vacant/Underutilized Property Program	<ul style="list-style-type: none"> <li>• Establish and maintain current inventory on vacant and underutilized properties throughout Warren County</li> <li>• Serve as a resource to educate public and municipalities on funding opportunities for vacant and underutilized properties</li> <li>• Assist local municipalities administering grant funds for improvements on vacant and underutilized properties</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Municipalities</li> <li>• State and Federal Agencies</li> </ul>	Not Initiated	\$	High
Support New Housing Construction on Public Land*	<p><b>Evaluate the Use of publicly owned property for affordable housing projects. Also identified in the Comprehensive plan as a priority* Local municipalities could also implement this strategy.</b></p> <ul style="list-style-type: none"> <li>• Consider transfer of land to County, Land Bank, or Community Land Trust for public construction</li> <li>• Consider sale of properties to private developers interested in residential development</li> <li>• Promote NY Real Property Law Section 420-a and support property tax exemptions for property owned by qualifying non-profit organizations.*</li> <li>• Support local income housing tax credit applications.</li> </ul>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipalities (Partner role)</li> <li>• Private developers (Support role)</li> <li>• Habitat for Humanity (Support role)</li> </ul>	Not initiated	\$\$\$	High
Preserve Existing Housing Stock*	<p><b>Leverage and expand existing first time homebuyer assistance programs*</b></p> <p><b>Rehabilitate/critical repairs/weatherize existing units:</b></p>	<ul style="list-style-type: none"> <li>• County (Lead role)</li> <li>• Municipalities (Support role)</li> <li>• Non-Profit Partners (Partner role)</li> <li>• HUD (CDBG/HOME Program) (Resource role)</li> <li>• Glens Falls Housing Authority (Partner role)</li> </ul>	Initiated	\$\$	High

## DRAFT HOUSING ACTION MATRIX

### COUNTY LEVEL

Strategy	Actions	Potential Partners/Resources	Current Status	Resources Required	Priority
	<ul style="list-style-type: none"> <li>Pursue funding through the NYS Homes and Community Renewal (NYS HCR)/Housing Trust Fund Corporation (HTFC) annual programming*</li> <li>Expand critical repairs services to Warren County residents by working with RPCs in Warren County*</li> <li>Work on weatherization program for existing structures*                             <ul style="list-style-type: none"> <li>CPC memorandum of understanding - Work with Rural Preservation Corp (RPC)s to develop an MOU to manage and operate housing repairs and rehabilitation programs in Warren County*</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>NYS Affordable Housing Corporations (AHC) Affordable Home Ownership Development Program (AHOD Program) (<b>Resource role</b>)</li> <li>NYS Homes and Community Renewal /Housing Trust Fund Corporation (HTFC) Programming and Grant Opportunities (<b>Resource role</b>)</li> <li>RPCs (<b>Partner role</b>)</li> </ul>			
<b>Establish a Mechanism to Obtain, Hold/Improve, and Transfer Property to Increase Housing Potential</b>	<b>Establish or Partner with existing land bank to provide donated/discounted land*</b> <ul style="list-style-type: none"> <li>Formalize partnerships between neighboring county land banks and the Adirondack Community Housing Trust</li> <li>Use deed restrictions to acquire sites and improve with affordable housing in perpetuity*</li> </ul>	<ul style="list-style-type: none"> <li>County (<b>Lead role</b>)</li> <li>Franklin/Essex Land Banks (<b>Resources</b>)</li> <li>ESD (<b>Approval of Land Bank</b>)</li> <li>Non-Profit Partners (<b>Support role</b>)</li> <li>LCLGRP (Support role)</li> </ul>	<b>Not initiated</b>	<b>\$\$\$</b>	<b>Medium</b>
<b>Develop a Working Relationship with Existing Community Land Trust</b>	<b>Explore development of working relationship with existing community land trust as a means to developing affordable housing using a shared equity model:</b> <ul style="list-style-type: none"> <li>Formalize partnerships between neighboring county land banks and the Adirondack Community Housing Trust</li> <li>Utilize Housing trust to provide gap/below market financing for fully affordable/workforce housing projects*</li> </ul>	<ul style="list-style-type: none"> <li>Warren County LDC (<b>Lead role</b>)</li> <li>County (<b>Shared Lead role</b>)</li> <li>EDC (<b>Support role</b>)</li> <li>LCLGRP (Support role)</li> </ul>	<b>Not initiated</b>	<b>\$\$\$</b>	<b>Medium</b>
<b>Utilize Scattered Site Re-Development</b>	<b>Establish a portfolio of small housing sites that are not necessarily contiguous but are grouped as a single development in order to be eligible for tax credits for lending purposes for benefits from economy of scale and for management simplicity.</b> <ul style="list-style-type: none"> <li>Initiate conversation with non-profit and for-profit housing developers about scattered site development</li> </ul>	<ul style="list-style-type: none"> <li>County (<b>Lead role</b>)</li> <li>Private Partners (<b>Support/Funding role</b>)</li> <li>Municipalities (<b>Support role</b>)</li> <li>HCR (<b>Resource/Funding role</b>)</li> </ul>	<b>Not Initiated</b>	<b>\$\$</b>	<b>Medium</b>



## DRAFT HOUSING ACTION MATRIX

### COUNTY LEVEL

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	<ul style="list-style-type: none"> <li>• Identify areas with a high number of vacancies as potential target zones for scattered site redevelopment</li> <li>• Issue a Request for Qualifications (RFQ) to identify a development partner for the redevelopment of a scattered site project</li> <li>• Work with the developer to access state and federal funds for housing rehabilitation such as the Main Street program, CDBG and HOME funds</li> <li>• Offer continued support and technical assistance throughout planning process</li> <li>• Support and provide incentives for tax relief and infrastructure improvements</li> <li>• Offer matching funds from the County housing funds</li> </ul>				

## DRAFT HOUSING ACTION MATRIX MUNICIPAL LEVEL

Strategy	Actions	Potential Partners/Resources	Resources Required	Priority
The primary action that would be advanced	Intended actions/next steps to advance the strategy	Entities that will lead or partner to advance the strategy.	<b>Resource Scale:</b> \$ Minimal New Resources \$\$ Some new investments, staff time, or resources needed. \$\$\$ Significant new investments, staff, or additional resources needed	<b>Priority Scale:</b> Immediate High Medium
Regulate/Manage the impacts of STRs*	<b>Regulate Short Term Rentals by*:</b> <ul style="list-style-type: none"> <li>• Developing monitoring system to enforce STR rules and regulations</li> <li>• Capping STRs at a predetermined share of housing stock</li> <li>• Increasing licensing fee and use proceeds for housing and transportation program/services for year-round residents</li> <li>• Reinvesting proceeds from occupancy taxes collected from STRS into other programs</li> <li>• Partner with ADK Action as they pilot an incentive program for STR conversion to long-term housing unit or seasonal temporary workforce housing unit</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities (<b>Lead role</b>)</li> <li>• County (<b>Partner/Guidance role</b>)</li> <li>• Non-Profit Partners (<b>Support role</b>)</li> </ul>	\$	High
Support Affordable Housing Options*	<b>Attract landlords to section 8 housing choice voucher program:</b> <ul style="list-style-type: none"> <li>• Develop incentive program (damage deposits, hold fees, one-time grants, low interest repair loans)*</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities (<b>Lead role</b>)</li> <li>• HUD (<b>Resource role</b>)</li> <li>• Glens Falls Housing Authority (<b>Support/Partner role</b>)</li> </ul>	\$\$	Medium
Revise Zoning Codes*	<b>Promote the development of new housing units by revising zoning codes to:</b> <ul style="list-style-type: none"> <li>• Permit ADUs when used for year-round occupancy or when home is owner-occupied*.</li> <li>• Permit missing middle housing such as duplexes, townhomes, and cottage courts in single-family districts*. "Gentle Density"</li> <li>• Permit modular home construction/permanent tiny house village*</li> </ul>	<ul style="list-style-type: none"> <li>• Municipalities (<b>Lead role</b>)</li> <li>• County (<b>Guidance role</b>)</li> </ul>	\$\$	Immediate



## DRAFT HOUSING ACTION MATRIX

### MUNICIPAL LEVEL

Strategy	Actions	Potential Partners/Resources	Resources Required	Priority
<b>Streamline Development Process*</b>	<ul style="list-style-type: none"> <li>Provide density bonuses or fast track zoning changes for fully affordable and or workforce housing projects*s</li> <li>Utilize pre-approved designs and guidelines for affordable or workforce housing</li> <li>Provide consistent, predictable, and transparent application process for development review.</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities (<b>Lead role</b>)</li> <li>County (<b>Support/Guidance role</b>)</li> <li>City of Glens Falls IDA &amp; Warren-Washington IDA (<b>Partner/Support role</b>)</li> <li>LCLGRP ( <b>Support/Guidance role</b>)</li> </ul>	\$	<b>Immediate</b>
<b>Extend Infrastructure*</b>	<b>Extend infrastructure to and/or complete predevelopment site work for potential development sites.*</b>	<ul style="list-style-type: none"> <li>Municipal DPWs (<b>Lead role</b>)</li> <li>County DPW (<b>Partner and to lead for infrastructure under County jurisdiction</b>)</li> </ul>	\$\$\$	<b>High</b>
<b>Rehabilitate Existing Vacant Structures*</b>	<b>Rehabilitate existing large vacant structures into housing units using a variety of funding sources including*:</b> <ul style="list-style-type: none"> <li>Downtown revitalization funds</li> <li>Historic tax credits</li> <li>Low-income housing tax credits</li> <li>CDBG/HOME/HTF funds</li> <li>Recreation Economy for Rural Communities Planning Assistance Program</li> <li>Promote to Opportunity Zone investors/funds</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities (<b>Lead role</b>)</li> <li>Warren Hamilton Action Committee for Economic Opportunity (<b>Resource/Partner role</b>)</li> <li>HUD (<b>Resource role</b>)</li> <li>Glens Falls Housing Authority (<b>Partner role</b>)</li> <li>City of Glens Falls IDA &amp; Warren-Washington IDA (<b>Partner/Resource role</b>)</li> <li>LCLGRP ( <b>Partner/Resource role</b>)</li> </ul>	\$\$	<b>High</b>
<b>Implement Adaptive Reuse of Existing Structures*</b>	<ul style="list-style-type: none"> <li>Consider commercial/office conversion to residential/mixed-use development*.</li> <li>Explore options for purchase of camping cottage or other currently seasonal use structures in tourism areas for conversion into year-round workforce housing*.</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities (<b>Lead role</b>)</li> <li>County (<b>Support role</b>)</li> <li>Warren/Washington Co. IDA (<b>Partner/Resource role</b>)</li> <li>Warren Co EDC (<b>Partner/Resource role</b>)</li> <li>City of Glens Falls LDC/IDA (<b>Partner/Resource role</b>)</li> <li>Glens Falls Housing Authority (<b>Partner/Resource role</b>)</li> <li>Local employers (<b>Support role</b>)</li> </ul>	\$\$	<b>High</b>
<b>Incentivize Development of New Workforce Housing*</b>	<b>Incentivize the development of workforce units via:</b> <ul style="list-style-type: none"> <li>Tax incentives*</li> <li>Supporting Low Income Housing Tax Credit (LIHTC) Applications*</li> <li>PILOTS*</li> <li>Shared/grant predevelopment costs*.</li> <li>Develop sites secured by the newly created land bank in exchange for adding affordable units to otherwise market rate projects.*</li> <li>LCLGRP Workforce Housing Revolving Loan Fund to renovate long-term rental stock for the region's year-round workforce (\$500,000)</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities (<b>Lead role</b>)</li> <li>County (<b>Support/Resource role</b>)</li> <li>Developers (<b>Support/Partner role</b>)</li> <li>LCLGRP ( <b>Support/Partner role</b>)</li> <li>Warren-Washington IDA &amp; Warren Co EDC (<b>Support/Partner Role</b>)</li> <li>Non-Profit Partners (<b>Support/Partner Role</b>)</li> </ul>	\$\$	<b>High</b>

## STAKEHOLDERS/POTENTIAL PARTNERS

Warren County government is but one entity in a network of local governments, not-for-profits, authorities, and state and regional agencies that are involved in addressing housing issues. As the severity of the housing situation has increased, this network of organizations has responded by updating programming, hiring new staff, seeking funding, and launching new initiatives. This section was developed to understand which organizations are operating in our region, what tools they have, and what new programs they are developing. Coordinating with these organizations to understand emerging opportunities and partnerships will be necessary and require sustained effort and attention.

Organization Type	Organization Name	Potential Partnership	Info About Organization	Current Work in Warren County
<b>Federal Government Partners</b>	HUD	Technical Assistance/Grants	U.S. Department of Housing and Urban Development	<ul style="list-style-type: none"> <li>Glens Falls receives funds directly from HUD through the CDBG Entitlement Program through 2025 typically \$460,00 to \$500,000</li> </ul>
	USDA	Technical Assistance/Grants	U.S. Department of Agriculture	
	USEPA	Technical Assistance/Grants	U.S. Environmental Protection Agency	
<b>NYS Government Partners</b>	HCR	Technical Assistance/Grant Programs	NYS Homes and Community Renewal	
	HTFC	NYS HOME Program RESTORE CDBG	NYS Housing Trust Fund Corporation – HOME program allocates federal HOME Investment Partnership Program funds to expand affordable housing in NYS. Organizations eligible for funds include local governments, not-for-profit corporations, public housing authorities, for-profit or non-profit developers, or Community Housing Development Organizations (CHDO).	<ul style="list-style-type: none"> <li>City of Glens Falls/Warren County operates the ADK Gateway Homeownership Program, a first-time homebuyer program for qualified applicants in Glens Falls or Warren County funded through a NYS HOME Project Grant</li> <li>Warren County has an active RESTORE grant</li> </ul>
	ESD	Support for Landbank Development	Empire State Development	
<b>Non-Profit Partners</b>	Adirondack Roots	Stakeholders, program support, best practices input.	Non-profit that helps people find safe, secure housing, and stay in homes they already love.	
	ADK Action	Affordable housing / environmental considerations.	Address unmet needs, promote vibrant communities, and preserve the natural beauty of the Adirondacks for all.	<ul style="list-style-type: none"> <li>Land Bank Incubator – developed interest in Adirondack Land Bank back in 2022</li> <li>Long Term Rental Catalyst incubator project</li> </ul>
	ANCA Cooperative Development	Support for workforce/affordable housing initiatives.	Nonprofit corporation using innovative strategies for food systems, clean energy, small businesses, and equity and inclusion.	
	Adirondack Common Ground Alliance	General non-profit support	Non-profit focused on addressing issues like environmental protection, economic development, and community vitality.	
	Center for Community Progress	Technical Assistance/Grants	Leading non-profit organization dedicated to helping state and local governments turn vacant properties into vibrant places.	

## STAKEHOLDERS/POTENTIAL PARTNERS

Organization Type	Organization Name	Potential Partnership	Info About Organization	Current Work in Warren County
	The Adirondack Foundation	Technical Assistance/Grants	Community foundation working to enhance the lives of people in the Adirondacks through philanthropy.	<ul style="list-style-type: none"> <li>• \$1 million in funds is available at the discretion of the foundation</li> <li>• Grants are available for housing related tools like discussions around creation of Land Banks and predevelopment costs</li> <li>• Two percent of assets are to be invested in place-based projects local to the Adirondack community going forward.</li> </ul>
	Rural Housing Coalition	Technical Assistance/Grants	Network of rural housing professionals working to design, develop, finance, build and manage affordable housing to meet the needs of rural new Yorkers members share their knowledge and expertise to attain this goal.	
	The Community Loan Fund	Technical Assistance/Grants	Non-profit community development financial institution serving the Capital Region of New York State. Mission is to promote sustainable community development efforts for economically underserved people and communities. Loans are available to nonprofit organizations to purchase or renovate real property for nonprofit office and program space, purchase or renovate real property for affordable housing, supportive or special needs housing, improve the energy efficiency of buildings, and more.	<ul style="list-style-type: none"> <li>• The CDFI has provided financing to Rebuilding Saratoga</li> </ul>
	Habitat for Humanity of Northern Saratoga, Warren, and Washington Counties	General non-profit support.	Habitat for Humanity is a nonprofit organization that helps people in the community build or improve a place.	<ul style="list-style-type: none"> <li>• Habitat homes are located throughout the county but are generally concentrated primarily in Glens Falls and Queensbury, to date 31 houses have been built in the County.</li> <li>• First multifamily project is underway in Glens Falls – 10-unit permanent supportive housing rehabilitation project in collaboration with WAIT House, a local homelessness and supportive housing provider.</li> <li>• Owns land in Queensbury and is planning a multifamily condominium projected on that site.</li> </ul>
	WAIT House/Adirondack Vets House, Open Door Mission, Salvation Army, Family Services Association	General non-profit support		<ul style="list-style-type: none"> <li>• WAIT collaboration work with Habitat in Glens Falls underway.</li> <li>• All provide homeless services/beds in Warren County</li> </ul>

## STAKEHOLDERS/POTENTIAL PARTNERS

Organization Type	Organization Name	Potential Partnership	Info About Organization	Current Work in Warren County
	Rural Preservation Companies: North Country Rural Development Coalition, Rebuilding Together Saratoga County, Warren Hamilton Action Committee for Economic Opportunity (ACEO) , Veterans and Community Housing Coalition	Some exist in the County already, leverage this work.	RPCs are community-based non-profits with boards of directors that utilize state and federal grants to leverage private funding to provide a variety of services.	<ul style="list-style-type: none"> <li>• ACEO: based in Glens Falls with a service area of Warren and Hamilton Counties. This is the most recently accepted RPC operating in Warren County. Will focus on weatherization, housing counseling, and homelessness.</li> <li>• Rebuilding Together Saratoga County: Based in Saratoga but serve area includes Warren County. Received awards for programs including Access to Home, Access to Home for Heroes, Access to Home for Medicaid, Manufactured Mobile Home Replacement, RESTORE, and HOME</li> <li>• North Country Rural Development Corporation (NRDC): Based in Ticonderoga but service area includes Warren County. Received award for RESTORE. NRDC and Rebuilding Together intend to start coordinating services and programs provided within Warren County to ensure efficient allocation of resources.</li> <li>• Veterans and Community Housing Coalition: Provides support services for veterans, supportive veteran apartment program, male &amp; female transitional houses, and manages 35 low to moderate income housing units. Service area includes Warren County.</li> </ul>
	Homeless Services/Saratoga, North Country Continuum of Care (SNC CoC) Network		Mission of SNC Coc is to work to ensure a seamless continuum of housing and supportive services aimed at the elimination of homelessness and is supported in that work by CARES of NY , a non-profit organization local to New York that empowers communities to end homelessness through planning, program data, supportive housing, and awareness building.	<ul style="list-style-type: none"> <li>• Homeless Management Information System (HMIS) Lead Agency, responsible for operating HMIS, Housing Inventory County (HIC) and Point in Time (PIT) count in coordination with SNC CoC.</li> </ul>
	Northern Forest Center/Northern Forest Fund	Model for housing strategies.	Organization serving communities across the Northern Forest. Provides a variety of services including informational resources and learning sessions on issues in the region, including housing issues, and manages Northern Forest Fund, which facilitates capital investment. Warren County does not fall into this service area, and the lack of a	<ul style="list-style-type: none"> <li>• Applicable reports to Warren County include "Attracting New Residents: A Strategy for the Adirondack Park and its Communities" and "A Place to Start: Adirondack Housing Resources. Accelerating Development of Community Housing Solutions"</li> </ul>

## STAKEHOLDERS/POTENTIAL PARTNERS

Organization Type	Organization Name	Potential Partnership	Info About Organization	Current Work in Warren County
			comparable organization serving Warren County is a gap. The resources published by the organization are applicable and could be useful for communities particularly in the north.	
	The Adirondack Community Housing Trust (AHT)	Best practices guidance, support for affordable housing initiatives.	Utilizes a community land trust model for perpetually affordable housing. AHT is incorporated as an independent not-for-profit corporation with board members drawn from various communities of the park.	
<b>Local Governments Partners</b>	Chief Elected Officials	Partnerships for most initiatives		
<b>Planning Boards</b>	LCLGRP	Technical assistance/general support	Lake Champlain Lake George Regional Planning Board	<ul style="list-style-type: none"> <li>Working on project for a Pre-Approval Framework for Workforce Housing Development for the Adirondack Park</li> </ul>
<b>CAA</b>	Warren-Hamilton Counties Community Action Agency (CAA)	Technical assistance/general support	Administers programs for income eligible senior, disabled, and in need residents of Warren and Hamilton Counties. They offer weatherization assistance for income-eligible occupants, either owners or renters, assists families in crisis when funds are available, and counseling and referrals regarding housing availability and services.	<ul style="list-style-type: none"> <li>Conducted a 2022 Community Needs Assessment using a survey distributed in Warren and Hamilton Counties.</li> </ul>
<b>Housing Authority</b>	Glens Falls Housing Authority	Developing affordable housing initiatives.	Mission to provide safe, affordable and quality housing to senior citizens, low-income families, and individuals, including the disabled in the greater Glens Falls community.	<ul style="list-style-type: none"> <li>Manages two high-rise apartment buildings for seniors, Stichman Towers and Cronin Heights located in Warren County and one family development (25 Larose). All three properties were recently or are redeveloped/renovated and converted to 4% LIHTC/RAD/Section 8 PBC developments.</li> <li>Manages Section 8 Housing Choice Voucher program for Warren County</li> </ul>
<b>EDC</b>	EDC Warren County	Workforce housing	Economic Development Corporation of Warren County	<ul style="list-style-type: none"> <li>Work in economic development throughout the County with a focus on environment (water quality at Lake George), outdoor recreation (Expansion of Gore Mountain), workforce (participant in the Saratoga Warren Washington Counties Workforce Development Board),</li> </ul>

## STAKEHOLDERS/POTENTIAL PARTNERS

Organization Type	Organization Name	Potential Partnership	Info About Organization	Current Work in Warren County
				revitalization (DRI), industry support (specifically for medical device cluster industry)
IDA	City of Glens Falls Industrial Development Agency	Economic development tool/Financing	Mission is to promote, develop, encourage, and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing industrial, manufacturing, warehousing, commercial, research and recreation facilities including industrial pollution control facilities, educational or cultural facilities, railroad facilities, horse racing facilities, and multi-family residential properties and thereby advance the job opportunities, health, general prosperity, and economic welfare of the people of the City of Glens Falls, the County of Warren, and State of new York, and to improve their recreation opportunities, prosperity, and standard of living.	<ul style="list-style-type: none"> <li>• Approved a package of tax benefits to the proposed Spring City Development in Glens Falls, an acquisition/redevelopment project in downtown Glens Falls that will include an affordable housing component</li> </ul>
IDA	Warren-Washington Industrial Development Agency	Economic development tool/Financing	The Warren-Washington IDA provides incentive based assistance programs to encourage and help businesses start, expand, or move to the region – creating jobs for local people and driving economic activity in communities. They also own and manage two industrial parks with parcels of varying sizes available to businesses for sale or lease.	<ul style="list-style-type: none"> <li>• Manages Airport Industrial Park on the boarder of Warren and Washington Counties.</li> <li>• Utilize tools including PILOT Agreements, Sales tax Exemptions for Building Projects, Mortgage Tax Recording Exemptions, and Tax-Exempt Bonds</li> <li>• Several development projects across Warren and Washington Counties</li> </ul>
Land Bank	Franklin County Land Bank	Model for land bank.	Received approval for development in 2023.	



## FUNDING MECHANISM

Developing a dedicated County-wide funding mechanism for housing will help to address housing needs in Warren County. The efficiency and expediency of using one or more financial sources to develop new housing will best be achieved by a collaborative effort of planning actions and non-traditional approaches. The creation of a dedicated housing fund can function as an element of the County's housing strategy to ensure housing programs can succeed and support County and local initiatives. This was also identified in the Warren County Housing Study as a key recommendation to support housing initiatives. The following outlines potential funding sources for a dedicated housing fund as well as what those funds could be used for.

### *Potential Funding Sources*

- Creating a policy for annual appropriations dedicated for housing purposes
- A portion of existing sales tax or increased sales tax
- A portion of an increase in property tax revenue as property assessments increase
- A mortgage recording tax
- A portion of document recording fees
- Linkage or impact fees
- Short-term rental tax
- Dedicated portion of the occupancy tax
- Impact fees on second homes

### *Potential Funding Uses*

- Acting as a source of matching funds for grant funded programs
- Funding novel/pilot initiatives like a community land trust or land bank
- Incentives to municipalities for housing smart initiatives
- Implementation of specific projects/programs including
  - Land acquisition for the creation of new affordable housing
  - Preservation of existing affordable housing
  - Mobile home replacement
  - Assistance to non-profits

## IMPLEMENTING PRIORITY ACTIONS

Building upon the first stakeholder meeting held during the planning process, the County identified three specific recommendations from the matrix that were identified as near-term, actionable priorities for the County to advance in 2025. Beyond these near-term actions, the matrix will continue to serve as a menu of options for the County to help inform housing policy and programming.

The rapidly changing state and federal funding environment will require that Warren County remain prepared to take advantage of new opportunities. Even in the interval between the publication of the Housing Study and the Housing Strategy new

programs and funding streams have been released. Maintaining attention to the housing issue and being poised to pivot to new opportunities will be necessary.

## **PRIORITY ACTION 1: ESTABLISH A HOUSING TASK FORCE**

As shown through the Warren County Housing Study, access to quality and affordable housing is an urgent need, and while many organizations are already working on solutions, more time and resources must be devoted to the issue. A Housing Task Force would support County-level and municipal housing efforts and facilitate development and support in several ways. It is recommended that the County lead a task force made up of both a core group of participants that meets regularly, and several other partnership organizations that can be called upon for focus groups and other forms of engagement, discussion, and programming.

The Warren County Planning Department should be charged with administrative and technical support for the Task Force, and regular meetings should begin in early 2025.

### **Goals**

The housing task force will be tasked with:

- Goal setting & establishing metrics to address the crisis and measure success.
- Setting Task Force priorities.
- Leading or guiding County-based initiatives and identifying appropriate roles for the County in other housing initiatives.
- Education and advocacy for housing need.
- Continued monitoring of housing needs.
- Developing education materials.
- Developing a housing toolkit.
- Assisting in site selection.
- Selecting task force members that are representative of the community for sub-committees and larger group meetings.
- Working with developers, non-profits, & foundations familiar with the market to develop additional affordable housing opportunities.

### **Members**

In November 2024, representatives from the following groups met to discuss the housing action matrix and the potential of establishing a Warren County Housing Task Force:

- Warren County Planning
- Warren County EDC
- Warren/Washington County IDA
- LCLGRP
- Rebuilding Together Saratoga
- North Country Rural Development Coalition

These members were interested in continuing the work needed to establish a regular Task Force and discussed potential other partners that could be brought into regular discussions and as sub-committee members for the Task Force.

## PRIORITY ACTION 2: TECHNICAL SUPPORT

A significant role that the County can and should play in addressing housing need is providing technical support to local representatives, developers, organizations, and property owners. This technical support could take many forms but should be guided by the local needs of the County and informed by continued education on best practices from neighboring communities and how they may apply to Warren County.

These actions will require increasing County staff resources towards housing. This has been initiated through the growth of the County Planning Department staff and will require additional support. While some of this work is already being done, the County should take further action in implementing it within Quarter 2 of 2025 to help identify if additional resources are needed.

### **Recommendations for Technical Support Include:**

- *Pre-Development:* Provide support for/access grants for pre-development actions and costs for housing projects.
- *Housing Data and Zoning Best Practices:* Develop a clearinghouse of housing data and planning and zoning best management practices to improve housing development opportunities.
- *Publicly Owned Lands:* Develop best practices guidance on leveraging publicly owned lands for housing.
- *Foreclosed Lands:* Consider alternatives to an auction process for foreclosed lands.
- *Grant Program Assistance:*
  - Lead or coordinate access to state/federal aid for housing programs.
  - Assist in administering grant programs in partnership with local municipalities that increase housing availability/supply.
  - Support Pro-Housing Communities.
- *Internal Administration:* Continue regular communication between County departments to ensure citizens with housing needs are directed to the appropriate resources.

## PRIORITY ACTION 3: COMMUNICATION & EDUCATION

The final prong of the immediate Housing Action Strategy is for the County to take a more active role in communication and education on the topic of housing. While this action could take multiple forms, a clear and consistent message and vision around the housing issue and possible solutions should be communicated with local representatives, developers, organizations, and the public.

## Education

The County must take an active role in educating organizations, local officials, developers, and the public about housing needs on a local and County scale.

*More Education is needed to address:*

- *Developer hesitancy* – smaller property owners or developers who may be unfamiliar with the development process and are hesitant to do projects for this reason.
- *Public Hesitancy* – public concern about individual housing projects due to a mistrust of the process or miscommunication about the needs and impact of the project.
- *Complex Regulatory Processes* – navigating the varying local development requirements can be burdensome or complicated for some interested in providing new housing. *\*This will have overlap with recommendations on technical assistance*
- Increase understanding of the interrelatedness of business/economic development and the need for housing.

*Potential actions could include:*

- Develop "Portraits of Need" which more accurately present the needs of affordable housing in the community and a more tailored definition of "affordable housing" to the needs of the County.
- Develop a "Housing Academy" for developers, housing partners, and local officials to learn about process, the housing need in the County, and local approaches.
- Develop specific, accessible, achievable, quantifiable goals for the County to work towards to support affordable and quality housing.
- Invite speakers/subject matter experts to present on housing topics.
- Meet with members of the media to discuss housing issues and relay associated data and conditions.
- Encourage major employers to use the Self Sufficiency Earnings Estimator as a tool to set wages for prospective employees to better align with cost of living

## Communication

Several organizations throughout Warren County are undertaking separate housing initiatives. Often, these organizations are being contacted separately by Supervisors, landowners, developers, and others to discuss different local housing opportunities, but there is currently no method to efficiently connect these individuals with the resources they need. This is a good place for the County to take up a role. The County can:

- Frequently communicate with organizations and local representatives on the topic of housing to stay aware of local housing initiatives.
- Make sure that local organizations and local representatives know to direct developers, officials, landowners and the public, to a contact at the County to access additional resources and information.
- Make connections between those seeking information and those that can provide information and resources.
- Develop worksheets and materials to provide interested parties in need of resources.

## **TIMELINE**

**Q1 2025 Initiate Housing Task Force**

**Q2 2025 Initiate Technical Assistance Actions**

**Q2 2025 Identify necessary additional staff and programming funding resources**

**Q3-Q4 2025 Roll out public education and support for housing initiatives**