



City Council Office

MEMORANDUM

UPDATED

September 2, 2025

To: The City Council and Mayor

From: Housing Workshop Planning Group (Aaron Dekeyzer, Brooke D'Sousa, Shane Pace, Dustin Fratto, Lynn Pace, James Sorensen, Kasey Dunlavy, Justin Sorenson, Rob Sant, Jake Warner, and Liz Theriault)

Subject: Building Our Future – A Community Housing Workshop Series (Workshop Three)

I. Executive Summary

Our community is at a critical juncture regarding housing. Addressing the diverse and evolving housing needs of our residents is paramount to fostering sustainable growth, economic vitality, and overall quality of life. This memo outlines a series of 4-5 focused workshops designed to allow the council and mayor to collaboratively identify, prioritize, and strategize solutions for our housing challenges. By engaging internal stakeholders and leveraging expert insights, we aim to develop a robust, actionable plan that will guide our efforts in creating more affordable and accessible housing options for everyone in our community.

II. The Imperative for Action: Why Now?

The demand for diverse housing options in our community continues to outpace supply, leading to increasing affordability concerns, impacting workforce recruitment, and potentially hindering our long-term economic development.

While we have foundational elements within our existing General Plan, a dedicated and systematic approach is needed to translate these into tangible “Sandy specific” solutions. This workshop series is intended to provide the structured environment necessary to move from recognizing challenges to implementing effective strategies.

III. Workshop Series Goals and Objectives

The overarching goal of this workshop series is to develop an actionable and Sandy specific housing strategy. Each workshop builds upon the previous one, culminating in concrete recommendations for legislative and administrative action.

Specific Objectives:

1. **Gain a Shared Understanding (Workshops 1-2):** Establish a common baseline understanding of our community's housing landscape, including current needs, projected demands, and the range of affordability challenges.
2. **Prioritize Key Concerns (Workshop 3):** Identify and prioritize the most critical housing issues that demand immediate and strategic attention, reflecting the diverse needs of our population.
3. **Identify Effective Tools (Workshop 4):** Explore and evaluate a wide array of planning, regulatory, financial, and partnership tools available to address the prioritized housing concerns. Select which tool(s) Sandy would like to focus on.
4. **Develop Actionable Tactics (Workshop 4-5):** Formulate specific, implementable tactics and define the necessary legislative and administrative actions required to deploy the chosen tools.

IV. Workshop Structure

This series will consist of four distinct, yet interconnected, workshops. Each workshop is designed to build on the findings of the previous one, ensuring a progressive and comprehensive approach.

Workshop 1: Where are we now? (This Workshop was held on July 1, 2025)

- **Purpose:** The content of Workshop One was presented to ensure that the council, mayor, and key staff all have a shared understanding of the existing conditions surrounding housing both in Utah and in Sandy City. Workshop One was intended to be primarily educational in nature.
- **Guest Presenters:**
 - Shane Pace, Sandy City CAO – Discussed why addressing these issues is important to the City.
 - Lynn Pace, Sandy City Attorney – Described the workshop series and layout any ground rules.
 - Steve Waldrip, Senior Advisor to the Governor for Housing Strategy and Innovation – Laid out existing conditions at the state level.
 - Shawn Teigen, President of the Utah Foundation – Discussed the existing public perception and what the data and surveys gathered by the Utah Foundation say about housing.

- Jake Warner, Sandy City Long Range Planning Manager; Kasey Dunlavy, Sandy City Economic Development Director; and Rob Sant, Sandy City Deputy Economic Development Director – What does our general plan say?
- **Links to Workshop 1:** [Recording](#) and [Materials](#)

Workshop 2: Where are we now? (This Workshop was held on July 22, 2025)

- **Purpose:** To ensure that the council, mayor, and key staff all have a shared understanding of the existing conditions surrounding housing both in Utah and in Sandy City. Workshop One is intended to be primarily educational in nature. Participants should plan on listening and asking clarifying questions.
- **Guest Presenters:**
 - Lee Dial, President at Cowboy Partners and Cowboy Properties - Offered a developer's perspective on the current barriers and opportunities in addressing housing needs in Sandy.
 - Megan Padjen, Community and Economic Development Director at WFRC – Discussed housing in the Wasatch Choices Vision including the relationship between transportation and housing, impediments to the development of condos, city code impediments, impediments to achieving housing vision in WCV.
 - Dejan Eskic, Senior Research Fellow at the Kem C. Gardner Policy Institute – Covered what the data says about housing in Sandy.
 - Lynn Pace, Workshop Moderator – Discussed the current issues/obstacles list and the prioritization questionnaire (Completed by the Council and Mayor in August 2025).
- **Links to Workshop 2:** [Recording](#) and [Materials](#)

Workshop 3: Prioritizing the Issues

- **Date/Time:** 5:15 – 7:15 PM on Tuesday, September 2nd
- **Moderator:** Lynn Pace, Sandy City Attorney
- **Focus:** Following the presentations made during Workshops 1 and 2, the purpose of Workshop 3 is to prioritize which issues the City intends to focus on addressing first. Between Workshops 2 and 3, staff prepared a questionnaire that was sent to each council member and the mayor. The questionnaire included approximately 50 issues that were identified during the first 2 workshops. Each elected official completed the questionnaire, selecting and prioritizing as many as 10 issues that they feel are most important for Sandy to address. During Workshop 3, the moderator will present those results as the baseline for discussion and work with the Council and Mayor to further identify and prioritize which issues the City should work towards addressing first. The goal upon completion of Workshop 3 is to have a complete and prioritized list of which issues the City would like to further explore addressing.

Workshop 4 (and 5 if needed): Prioritizing the Tools and the Tactics (Draft Outline)

- **Date/Time:**
 - **Workshop 4:** 5:15 – 7:15 PM on Tuesday, October 7th.
 - **Workshop 5 (if needed):** 5:15 – 7:15 PM on Tuesday, November 11th OR 18th.
- **Moderator:** Lynn Pace, Sandy City Attorney
- **Focus:** Identifying and evaluating the diverse range of available tools, strategies, and mechanisms (TSM) to address prioritized issues. Identify which of these tools we will focus on using to address the issues prioritized during Workshop 3. Once TSM's have been prioritized, develop a concrete and implementable action plan. Determine precisely which legislative and executive actions need to take place and when. Workshop 4-5 will aim to produce a clear roadmap outlining specific steps, responsible parties, and potential timelines for implementation.

V. Expected Outcomes

Upon completion of this workshop series, we anticipate the following key outcomes:

- A shared, in-depth understanding of our community's housing challenges and opportunities.
- A prioritized list of critical housing concerns/issues to be addressed.
- A curated selection of effective tools and strategies tailored to our local context.
- A clear, actionable plan outlining the necessary legislative and administrative tactics for implementation.
- Strengthened collaboration and alignment among internal stakeholders regarding housing initiatives.