



City Council Office

MEMORANDUM

UPDATED

November 18, 2025

To: The City Council and Mayor

From: Housing Workshop Planning Group Staff (Dustin Fratto, Shane Pace, Lynn Pace, James Sorensen, Kasey Dunlavy, Justin Sorenson, Rob Sant, and Jake Warner)

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

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 five 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. Draft a vision to tackle these issues.
3. **Identify Effective Tools and Tactics (Workshop 4):** Explore and evaluate a wide array of planning, regulatory, financial, and partnership tools available to address the identified issues. Identify missing housing types, where they belong, and under what conditions.
4. **Identify Effective Tools and Tactics (Workshop 5)** Consider solutions and formulate the basis for specific, implementable tactics and define the necessary legislative and administrative actions required to deploy the chosen tools. Answer questions surrounding how to best implement our vision, including a shared understanding of which conditions and incentives are appropriate for missing middle housing in Sandy.

IV. Workshop Structure and the Consensus Building Process

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

We've taken a consensus building approach in this series. While our approach isn't fast it allows for a deliberate, multi-stage process designed to move from a broad understanding of the housing landscape → to a specific, shared vision for our community → to consensus around what's missing and where it's missing from → to the formulation of a clear and actionable plan to move forward.

Workshop 1 and 2: Where are we now? (These Workshops were held on July 1, 2025, and July 22, 2025)

- **Accomplishments:** We began the series by inviting subject matter experts to help us develop a consensus on the nature and scope of the housing issues we face. Presenters included state-level advisors, researchers, developers, and regional

planning directors who provided data and diverse perspectives on housing in Utah and Sandy City. The purpose of these initial workshops was primarily educational, creating a shared baseline understanding of existing conditions, challenges, and opportunities. **During the first two workshops we developed a consensus and shared understanding surrounding the housing issues that we're facing as a city.**

Workshop 3: Prioritizing the Issues (This Workshop was held on September 2, 2025)

- **Accomplishments:** In this workshop, we transitioned from understanding the issues to prioritizing them. Staff compiled approximately 50 distinct issues identified during the first two workshops into a questionnaire for the Council and Mayor. Each elected official individually selected and prioritized the 10 issues they felt were most critical for Sandy to address. **Using these individual priorities as a starting point, we worked collaboratively to build consensus around a shared Draft Housing Vision Statement,** which reads:

To ensure continued sustainability and to maintain the character of our city – Our goal is to encourage housing and housing affordability for residents across all stages of life. We want to encourage, allow and incentivize a larger variety of housing (including housing for seniors, first time home buyers, middle housing, and workforce housing), more housing (in the right locations) and we want the housing to be owner occupied.

Workshop 4: Prioritizing the Tools and the Tactics Part One (This Workshop was held on October 14, 2025)

- **Accomplishments:** At Workshop 4 we built consensus around the "what" and the "where" of our housing vision. We engaged in a focused discussion to determine **what missing middle housing types belong where within Sandy City. We also began discussing under what conditions.**

As a result of Workshop 4, staff was able to begin conducting "test fits" of the preferred housing types within the selected locations. This process has helped staff to identify questions remaining to be answered.

Workshop 5: Prioritizing the Tools and Tactics Part Two

- **Date/Time:** November 18, 2025
- **Moderator:** Lynn Pace, Sandy City Attorney
- **Purpose:** The questions that arose from staff's "test-fit" analysis will be brought back to the Council and Mayor during Workshop 5. **The purpose of this final workshop is to build consensus around how to implement our vision.** We will

briefly review some of the "test-fit" scenarios and, as a group, decide which strategies, incentives, and conditions are the right ones to achieve our vision. To do so, staff has prepared a series of exercises to help orient the conversation. This final workshop will allow us to formulate a clear, actionable plan that outlines the specific legislative and administrative tactics required for implementation.

V. Final Steps

Following Workshop 5, staff will develop a succinct, concrete and implementable action plan (the final report). We'll cover the results of the workshop series and determine precisely which legislative and executive actions need to take place and when to implement the final report. This information will then be provided to the Council and Mayor for their review. We will aim to produce a clear roadmap outlining specific steps, responsible parties, and timelines for implementation. It's important to remember that this will be an ongoing process that will almost certainly require staff to approach the council for additional policy direction in the future before and during the code amendment drafting process.

VI. 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 housing vision statement.
- ✓ A curated selection of effective tools and strategies tailored to our local context.
- ✓ Consensus about missing housing types and where they belong within Sandy City.
- ✓ Strengthened collaboration and alignment among internal stakeholders regarding housing initiatives.
- Agreement regarding which conditions and incentives are appropriate for missing middle housing in Sandy.
- A clear, actionable plan (the final report) that outlines recommended legislative and administrative tactics for implementation.