

Ann Arbor's Organizational Strategic Plan

Vision: [DRAFT] A safe, accessible, and welcoming community with a healthy natural environment, sustainable living, and an innovative culture.

Mission: The City of Ann Arbor's mission is to deliver exceptional services¹ that sustain and enhance a vibrant, safe and diverse community.

Goals:

- A. Safe, Engaged, Vibrant Community with Strong Neighborhoods
- B. Diverse, Equitable, and Inclusive Community
- C. Environmental Stewards
- D. Well Maintained and Sustainable Infrastructure
- E. Healthy and Sustainable Economy
- F. Responsible and Responsive Government with Good Governance

Principles / Values:

[DRAFT] Equitable – Sustainable – Excellence – Safety – Integrity – Accountability – Innovative

¹ Core services within the City of Ann Arbor include: water, wastewater, stormwater, solid waste, police, fire, emergency management, streetlights, roads, sidewalks, parks & recreation, building services, rental house inspections, etc.

Goal A: Safe, engaged, vibrant community with strong neighborhoods

Description: A safe, engaged and vibrant community enables all constituents to openly and freely live without fear for their physical or cultural safety while enjoying the expression of individual and community values and beliefs. Strong neighborhoods are encouraged by a pattern of diverse development that maintains a unique sense of place and preserves our natural systems.

Objectives:

- Constituents feel safe both in their neighborhood and the broader community
- Housing is available for all levels of income, especially supportive affordable housing
- Constituents can move safely throughout the community regardless of mode of transportation
- Residents feel there is availability to affordable quality food and recreational and fitness opportunities
- Overall residents highly recommend living in Ann Arbor to others
- Ann Arbor remains a destination for visitors for its arts and culture

Targets:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
Constituents feel safe both in their neighborhood and the broader community	By 2022, the bi-annual resident survey on Overall Feeling of Safety is 93%.	By 2030 achieve in the bi-annual resident survey an Overall Feeling of Safety at 93% across all race and economic categories.
Housing is available for all levels of income, especially for supportive affordable housing	By 2026 add 980 units of new affordable housing (60% AMI or under) in Ann Arbor. By 2024, develop a plan to ensure long-term funding for tenant social services.	By 2035 add 2,797 units of new affordable housing (60% AMI or under) in Ann Arbor. By 2026, ensure long-term funding (100%) for tenant social services.
Constituents can move safely throughout the community regardless of mode transportation	By 2022, traffic crashes result in less than 5 incapacitating injuries and fatalities.	By 2030, traffic crashes result in zero fatalities or incapacitating injuries.
Residents feel there are quality recreational and fitness opportunities	The bi-annual resident survey maintains a positive rating of 94% on the Overall Quality of Parks & Recreational opportunities.	In 2030, the bi-annual resident survey maintains an average positive rating of 94% on the Overall Quality of Parks & Recreational opportunities.
Overall residents highly recommend living in Ann Arbor to others	By 2022, the bi-annual resident survey for residents recommending to others to live in Ann Arbor is 90% or higher.	By 2030, the bi-annual resident survey for residents recommending to others to live in Ann Arbor is 95% or higher.
Ann Arbor remains a destination for visitors for its arts and culture	By 2022, the number of visitors to Ann Arbor is 4.2 million (34x the population).	By 2030, the number of visitors to Ann Arbor is 35x the population.

Goal B: A Diverse, Equitable, and Inclusive Community

Description: A diverse, equitable, and inclusive community is one in which all can participate, prosper, and reach their full potential.

Objectives:

- Increase opportunities for all to live in Ann Arbor
- Ensure that community leadership includes meaningful representation by People of Color, members of the LGBTQ+ community, and people of varying abilities
- Ensure that the city’s engagement efforts are inclusive of the city’s most vulnerable and historically underserved groups
- Increase resident’s connection and engagement with their community
- City organization is model employer regarding diversity, equity, and inclusion
- Apply an equity lens to policies as they are developed and considered for adoption

Targets:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
Increase opportunities for all to live in Ann Arbor	By 2023, develop a plan to increase the diversity of city residents.	The racial composition of Ann Arbor is equivalent to the county.
Ensure that community leadership includes meaningful representation by People of Color, members of the LGBTQ+ community, and people of varying abilities	By 2022, establish a baseline measure of the diversity of community leadership.	By 2030, the racial composition of leadership bodies (e.g. board and commissions) is equivalent to the racial diversity of the county and that the roles that People of Color, LGBTQ+, and people of varying abilities.
Ensure that the city’s engagement efforts are inclusive of the city’s most vulnerable and historically underserved groups	By 2022, develop an engagement strategy to increase the involvement of the city’s most vulnerable and historically underserved groups.	By 2024, residents attending our community engagement events will reflect the same or greater percentages of minorities, lower income, and senior/youth as reflected in the census.
Increase resident’s connection and engagement with their community	By 2022, achieve 75% in the bi-annual resident survey for Resident’s Connection and Engagement with their Community.	By 2030 exceed the national average in the bi-annual resident survey for Resident’s Connection and Engagement with their Community.
City organization is a model employer in regard to diversity, equity, and inclusion	By 2022, develop a Diversity, Equity, and Inclusion strategic plan for the organization.	To be determined.
Apply an equity lens to policies as they are developed and considered for adoption	By 2022 develop a set of tools for policymakers to audit policies from an equity perspective.	By 2024 equity auditing is an institutionalized practice of policymakers.

Goal C: Environmental Stewardship

Description: Demonstrating environmental stewardship in Ann Arbor is ensuring we sustainably utilize and preserve the natural resources upon which we are intrinsically connected, so they are healthy, productive, and able to meet today’s needs as well as those of future.

Objectives:

- All members of the community have access to and are using renewable energy.
- The Ann Arbor community has reduced energy consumption, carbon emissions, and our reliance upon fossil fuels.
- Ann Arbor has award-winning, safe, and high-quality drinking water.
- Ann Arbor’s natural and human systems are resilient to natural and climate-related disruptions.
- Ann Arbor has embraced a circular economy and is a responsible user of materials.
- Ann Arbor conserves, protects, enhances, and restores our natural resources and aquatic and terrestrial ecosystems.

Target:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
All members of the community have access to and are using renewable energy	By 2022, 10% of all Ann Arborites are relying upon renewable energy to power their electrical needs.	By 2030, 100% of all of Ann Arbor’s electrical needs are met with renewable energy.
The Ann Arbor community has reduced energy consumption, carbon emissions, and our reliance upon fossil fuels	By 2022, greenhouse gas emissions in Ann Arbor are 1.5 million metric tons CO2 (carbon dioxide equivalent). By 2025, reduce vehicle miles traveled by 5million miles per year.	By 2030, the entire Ann Arbor community achieve net zero greenhouse gas emissions. By 2030, reduce vehicle miles traveled by 65 million miles per year.
Ann Arbor has award-winning, safe, and high-quality drinking water	Ann Arbor drinking water meets the Partnership for Safe Water quality goals that exceed regulatory standards. By 2022, zero microbial water quality detections for total coliform and E. Coli. By 2022, filter turbidity (measurement of the cloudiness of the water) exceeds regulatory guidelines. By 2022, PFAS levels in drinking water are less than the city’s water quality goal of 10 ppt (PFOS + PFOA).	Ann Arbor drinking water continues to meet the Partnership for Safe Water quality goals that exceed regulatory standards. Clean and safe drinking water. See above. See above.

<p>Ann Arbor’s natural and human systems are resilient to climate-related disruptions</p>	<p>By 2022, we have a comprehensive understanding of both the city's as well as the community’s vulnerability to climate-related disruptions.</p> <p>By 2022, open two resilience hubs in the community – with a priority to serving low-income and underserved neighborhoods.</p> <p>By 2022, 20% of our community has conducted neighborhood asset mapping, with a priority to starting in low-income neighborhoods.</p>	<p>By 2030, residents are capable of taking care of each other for up to 7 days without government intervention.</p> <p>By 2030, every Ward within the City has a functioning, community designed and operated resilience hub.</p> <p>By 2028, 100% of our community has conducted neighborhood asset mapping.</p>
<p>Ann Arbor has embraced a circular economy and is a responsible user of materials.</p>	<p>By 2022, Ann Arbor has achieved a 45% diversion rate.</p> <p>By 2022, increase diversion of per capita organic waste to 20%.</p>	<p>By 2030, Ann Arbor has achieved an 80% diversion rate by 2030.</p> <p>By 2030, increase diversion of per capita organic waste to 30%.</p>
<p>Ann Arbor conserves, protects, enhances, and restores our natural resources and aquatic and terrestrial ecosystems.</p>	<p>By 2022, establish a baseline measure of tree canopy coverage.</p> <p>By 2022, achieve a Watershed Health Score for Allen Creek of 10, with no decline in other watersheds.</p> <p>Maintain 99% compliance with daily NPDES permit limits.</p>	<p>By 2030, increase the tree canopy coverage by 20%, with a priority for new trees being planted in underserved areas.</p> <p>By 2031, achieve improved Watershed Health Index Score for Allen Creek of 12, with no reduction in other watersheds.</p> <p>Maintain 99% compliance with daily NPDES permit limits.</p>

Goal D: Well Maintained and Sustainable Infrastructure

Description: Well maintained and sustainable infrastructure enables easy flow of people, services, and goods across our community. It enables multiple modes of travel and does so in a way that does not depreciate the quality or value of our neighborhoods or environment. Well maintained and sustainable infrastructure is accessible and affordable for all and leads to enhancements in overall quality of life.

Objectives:

- Well maintained transportation and utility infrastructure across the city and region
- Constructed and natural infrastructure systems that meet the current and future needs of our community
- Sustainable, low or no carbon buildings that serve a vital community role and, when decommissioned, have little to no waste
- Compact pattern of diverse development that maintains our unique sense of place, preserves our natural systems, and strengthens our neighborhoods, corridors, and downtown
- Universal access to information and communication technology

Target:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
Well maintained transportation and utility infrastructure across the city and region	<p>By 2023, ensure that 50% of city roads have a PASER score of 7 or better.</p> <p>By 2023, 95 additional public parking spaces will be equipped with level 2 EV chargers and the City install at least 4 DCFC fast chargers.</p> <p>By 2023, achieve 15-minute effective frequency throughout the day on signature transit corridors.</p> <p>By 2023, complete 100% of near-term sidewalk gaps, enhance 10 uncontrolled crosswalks, and install 10 new uncontrolled crosswalks.</p> <p>By 2023, install 10 miles of new low-stress bike network and upgrade 10 miles of existing bikeways.</p>	<p>By 2026, ensure that 80% of city roads have a PASER score of 7 or better.</p> <p>By 2030, 10% of all public and private parking spaces are equipped with level 2 EV chargers and 2% with Direct Current Fast Chargers (DCFCs).</p> <p>By 2030, 95% of A2 residents have access to transit within a 10-minute walk with frequencies of 20 minutes or less.</p> <p>By 2030, 100% of Ann Arbor residents live within a 20-minute walk of basic needs.</p> <p>By 2030, complete 100% of the low-stress bike network.</p>

<p>Constructed and natural infrastructure systems that meet the current and future needs of our community</p>	<p>By 2022, 2,000 new trees are planted on city property and in the right of way and 2,000 new trees are planted on private property.</p> <p>By 2022, increase volume of stormwater infiltration by 5% through continued installation of Green Infrastructure.</p> <p>By 2022, develop the measures and benchmarks for utility distribution and collection systems.</p>	<p>By 2030, 10,000 new trees are planted on city property and in the right of way and 10,000 new trees are planted on private property.</p> <p>By 2030, increase volume of stormwater infiltration by 10% through continued installation of Green Infrastructure.</p> <p>By 2030, each utility distribution and collection system have failure/break incidents less than the average of comparable systems.</p>
<p>Sustainable, low or no carbon buildings that serve a vital community role and, when decommissioned, have little to no waste</p>	<p>By 2022, Ann Arbor has passed energy disclosure ordinances and is administering the first round of full disclosure.</p> <p>By 2022, a detailed strategy exists for how to get every affordable housing, nearly all rentals, and most single-family homes to net zero energy.</p> <p>Develop the baseline for the rental property energy usage reduction.</p>	<p>By 2030, 100% of city facilities, 30% of owner-occupied homes, and 25% of rental properties have fully electrified and the electricity powering those homes is coming from renewable energy sources.</p> <p>By the end of 2030, 2,120 residential units and 160 commercial units are net zero energy buildings.</p> <p>At least a 10% reduction versus 2021 in energy usage in rental properties by 2030.</p>
<p>Compact pattern of diverse development that maintains our unique sense of place, preserves our natural systems, and strengthens our neighborhoods, corridors, and downtown</p>	<p>By 2022, the City has a multi-year plan prepared to implement for updating the land-use master plan.</p> <p>By 2022, 35% of all streetlights are powered with LEDs.</p> <p>By 2022, 10% of all in-city trips are done by walking or biking.</p>	<p>By 2025, the City has updated our land-use master plan.</p> <p>By 2030, all streetlights and traffic signals are LED.</p> <p>By 2032, 50% of in-city trips are done by walking, biking, or mass transit.</p>
<p>Universal access to information and communication technology</p>	<p>By 2022, create a strategy for how all Ann Arborites will have access to affordable & reliable internet and other telecommunication technologies.</p>	<p>By 2030, all Ann Arborites have access to affordable & reliable internet.</p>

Goal E: Create a Healthy and Sustainable Economy

Description: Ann Arbor will pursue a healthy and sustainable economy by supporting a diversity of types of businesses operating within the city, a vibrant downtown, regional transportation opportunities, increased focus on “green” industry companies, and healthy amount of construction/renovation activity.

Objectives:

- Diversity of business types operating within the city
- Support a vibrant downtown
- Increased use of regional transportation
- Increased focus on “green” industry companies

Targets:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
Diversity of business types operating within the city	By 2022, building on existing partnerships with Ann Arbor SPARK, the Chamber of Commerce, CVB and other community partners continue to increase business diversity that supports revenue growth for the city.	To be determined.
Support a vibrant downtown	DDA property values increase faster than that of the rest of the city.	DDA property values increase faster than that of the rest of the city.
Increased use of regional transportation opportunities	By 2022, establish baseline of the percentage of in/out commute trips that are made on mass transit.	By 2030, 20% of in/out commute trips into/out of Ann Arbor are made on mass transit.
Increased focus on “green” companies	Define “green” industry businesses and establish a goal	To be determined.

Goal F: Responsible & Responsive Government with Good Governance

Description: A responsible and responsive government with good governance operates transparently, implements equitable and effective policies, manages city resources prudently, and responds to and engages with residents on their concerns. It also includes a healthy and sustainable city organization that equitably delivers its core services and seeks to solve the community’s biggest problems.

Objectives:

- City is recognized as being prudently managed
- City capital assets are well maintained with reserves for replacements
- Responsive to community and city council concerns
- Strengthen the city’s human capital by recruiting, developing, and retaining exceptional city staff
- Deliver exceptional and equitable city core services
- Demonstrate good governing practices

Targets:

Objectives	Short-Term Target (2 yrs)	Long-Term Target
<p>City is recognized as being prudently managed</p>	<p>Maintain a General Obligation bond rating of AA+ or better.</p> <p>Achieve a Water bond rating of AA or better.</p> <p>Maintain a Waste Water bond rating of AA+ or better.</p> <p>By 2022, all budgets for major funds reflect recurring expenditures (with on-going capital needs fully accounted for) are funded by recurring revenues.</p>	<p>Maintain a General Obligation bond rating of AA+ or better.</p> <p>Achieve a Water bond rating of AA+ or better.</p> <p>Maintain a Waste Water bond rating of AA+ or better.</p> <p>By 2030, all budgets for major funds reflect recurring expenditures (with on-going capital needs fully accounted for) are funded by recurring revenues.</p>
<p>City capital assets are well maintained with reserves for replacements</p>	<p>By 2022, 70% of utility & street light capital assets are managed by an asset management system, which emphasizes preventative maintenance.</p> <p>By 2025, one new LEED silver and Net-Zero fire station is completed.</p> <p>By 2022, establish an asset management baseline for all Parks related facilities, which emphasizes preventative maintenance.</p>	<p>By 2030, 100% of utility & street light capital assets are managed by an asset management system which emphasizes preventative maintenance.</p> <p>By 2032, three total new LEED silver or Net-zero fire stations are completed.</p> <p>By 2032, 100% of Parks related facilities are managed by an asset management system, which emphasizes preventative maintenance.</p>

Responsive to community and city council concerns	By 2022, establish internal capability and response time standards to measure city-wide customer service.	By 2025, 95% of responses to customer requests are addressed within established response timeframes.
Strengthen human capital by recruiting, developing, and retaining exceptional city staff	<p>Through a strong safety program maintain 0 annual workplace deaths and recordable serious injuries.</p> <p>By 2022, develop a plan to implement supportive career development programs.</p> <p>By 2023, develop a plan to implement fair compensation programs in comparison to benchmarks.</p>	<p>Through a strong safety program maintain 0 annual workplace deaths and recordable serious injuries.</p> <p>By 2027, implement supportive career development programs throughout the city organization.</p> <p>By 2028, fully implement a fair compensation program compared with comparable benchmarks is implemented.</p>
Deliver exceptional city core services	By 2022, publish an annual report describing the delivery of core services.	By 2023, publish an annual report describing the delivery of core services including measures of service, quality and achievement.
Demonstrate good governing practices	By 2022, the bi-annual resident survey indicates the % of residents indicating Overall Confidence in Ann Arbor Government is 60%.	By 2030, the bi-annual resident survey indicates the city is above national average for Overall Confidence in Ann Arbor Government.