

HOUSING & NEIGHBORHOODS					
GOAL	RECOMMENDATION / ACTION	Values Framework	Timeframe	Lead Organization/Unit	Partners
1	Increase the supply and diversify the types of housing for households of different sizes, abilities, and income levels				
	Allow for more density in all residential districts and encourage denser	affordability, sustainability, equity			
1.1	multi-family housing in places with public infrastructure				
	<i>Review and rewrite the zoning code to remove barriers to housing development and redevelopment for needed housing types, considering:</i>		near term	Planning	
	<i>Reduce or remove minimum lot sizes, adjust setbacks, and other regulations to allow more flexibility and reduce overall cost of construction</i>		near term	Planning	
	<i>Utilize form-based code approaches, or other standards to ensure that new infill development is contextually appropriate to existing neighborhoods</i>		near term	Planning	
	<i>Expand where multi-family housing is allowed, aligned with supportive infrastructure, and allowing densification of existing multifamily complexes through reconsideration of open space and other requirements that previously limited densification</i>		intermediate term	Planning	
	<i>Define some private multifamily development (student dorm-type, 4 BRs or more) as a separate use class</i>		intermediate term	Planning	
	<i>Streamline the development review process to more easily develop multi-family housing and shorten the review timeframe</i>		near term	Planning	All departments reviewing site plans
	<i>Reduce the development types that require site plan review, for example interior changes to add units to enable conversions to residential and/or densification</i>		near term	Planning	All departments reviewing site plans
	<i>Advocate for state-level changes to building code and fire code to provide more flexibility for sustainable and affordable housing development</i>		long term	City Administration	OSI, Building Services
	Diversify the types of housing through universal design and a	affordability, sustainability, equity			
1.2	“missing middle” housing strategy				
	<i>Cultivate a network of “missing middle” developers/contractors and incentives</i>		intermediate term	Planning	
	<i>Incentivize the development of universal housing design to provide accessible housing for residents with differing needs</i>		near term	Planning	Building Services
	<i>Develop and adopt pre-approved plans for houses ranging from ADUs to quadplexes to expedite approvals and lower upfront cost for infill development</i>		intermediate term	Planning, Building Services	
1.3	Support and preserve existing affordable housing	affordability, sustainability, equity			
	<i>Identify and support programs and investments to reduce the cost of existing affordable housing.</i>		intermediate term	Planning	Housing Commission
	<i>Leverage some of the Short-Term Rental permit fees to development waivers for low and moderate income homeowners</i>		intermediate term	Building/Rental Services	Planning
	<i>Consider adopting development incentives for increased sustainability objectives that are directed toward affordable housing production and preservation</i>		long term	Planning	OSI, Building Services
1.4	Prioritize and expedite process for affordable housing development	affordability, sustainability, equity			
	<i>Inventory and leverage city-owned land to build affordable housing in areas of the city with transit, public assets such as parks, and access to commercial amenities</i>		near term	Planning	City Administration, Parks and Recreation, Public Works
	<i>Improve LIHTC scoring potential by supporting the development of more housing near transit and community amenities</i>		near term	Planning, Housing Commission	
	<i>Consider waivers, modifications, or reduced standards when affordable housing development is reviewed, when compared to market-rate housing development.</i>		intermediate term	Planning	All departments reviewing site plans

1.5	Support alternative forms of housing, such as cooperative housing, group/rooming housing, and similar forms of housing	affordability, sustainability, equity	intermediate term	Planning	
	Coordinate housing strategy across local and regional partners		near term	Planning	U-M, Economic Development
	Regularly calibrate student and housing goals with University of Michigan enrollment and employment levels.		long term	Planning	Townships
	Convene neighboring jurisdictions to expand coordination around housing issues.		long term	Planning	Washtenaw County
2 Support all residents in accessing quality housing and mitigate displacement					
2.1	Provide supports for low and moderate income residents to mitigate displacement	affordability, sustainability, equity			
	Promote home repair and retrofit programs for homeowners to support low to moderate income residents and those aging in place		near term	OCED	OSI
	Work with the County on eviction prevention and early intervention		near term	Housing Commission	
	Work with the County to support unhoused residents with connections to housing and social services		near term	Housing Commission	Shelter Association of Washtenaw County
2.2	Work wih County on just cause eviction policy	affordability, equity	long term	Legal	
	Increase awareness of affordable housing progress and needs				
	Formalize regular training for boards and commission with regular reports on housing goals, progress, and challenges		intermediate term	Planning	Housing Commission
	Advocate for County and State-level policy and legislation				
2.3	Adopt local anti-displacement policies and advocate for county and state-level reform to support them	affordability, equity	intermediate term	Planning	
	Advocate for a just cause eviction policy at the county level		long term	City Administration	
	Advocate for state-level reform of property tax to enable long-term homeowners to change homes.		long term	City Administration	Planning
	3 Provide high-quality, accessible parks, trails, and recreation areas				
3.1	Continue to maintain high-quality parks and recreation areas and align with land use patterns	equity, dynamic			
	Align parks and recreation facilities with evolving land use patterns including the location, amenities, and proximity.		near term	Parks	Planning
	Prioritize investment in areas of high utilization, historic underinvestment and/or low access		near term	Parks	
	Strengthen activities and connections along the Huron River Corridor, including the Huron River Water Trail		intermediate term	Parks, Planning	
3.2	Consider redistributing underutilized parks and small pocket parks to improve underserved areas with limited access to quality park and amenities	equity, dynamic, sustainability	intermediate term	Parks	
	Focus on quality, equity and ecological benefit in the development of new open space				
	Inventory and categorize critical natural features (woodlands, floodways, floodplains, wetlands, open water) to determine level of protection, restoration and mitigation measures.		near term	Systems Planning - Environmental Services	Planning
	Consider critical, high priority natural features and adjacencies to existing open space, parks and neighborhood connections in the targeted acquisition of new open space and the creation of greenways		near term	Parks	Systems Planning - Environmental Services
4	Incentivize quality, rather than quantity, in open space requirements within the zoning code to enourage private development of publicly accessible open space that emphasize biodiversity.	equity, affordability, sustainability	near term	Planning	Systems Planning - Environmental Services
	Encourage walkable, connected neighborhoods with access to basic needs and amenities				
	Leverage public and institutional land to accommodate growth in walkable communities and historically underinvested communities				

<div>Inventory public land for use to meet plan goals and accommodate growth in complete, walkable communities, focusing on underutilized spaces and low quality natural features</div> <div>Partner with institutions to explore potential for disposition for underutilized space for housing development</div>		long term	Planning	U-M, AAPS, Washtenaw County
		intermediate term	Planning	U-M, AAPS, Washtenaw County
<div>Focus denser mixed-use development near transit, commercial amenities and adjacent to regional parks</div> <div>Streamline the development review process and consider fast-track permitting to incentivize transit-oriented development</div>	affordability, dynamic	near term	Planning	All departments reviewing site plans
<div>Promote “complete neighborhoods” with neighborhood-level retail and service hubs</div> <div>Explore commercial uses in residential districts and align use restrictions with community desires and needs</div> <div>Inventory land and space opportunities that can meet the need for expanded services and amenities in historically underinvested communities and primary transit corridors</div>	affordability, dynamic	near term	Planning	
		intermediate term	Planning	

ECONOMY & OPPORTUNITY					
GOAL	RECOMMENDATION / ACTION	Values Framework	Timeframe	Lead Organization/Unit	Partners
5	Diversify the economy				
5.1	Build City capacity and use of a variety of financial incentives	affordability, sustainability, dynamic			
	Support the utilization of available financial incentives to promote and partner with private entities to achieve development that advances City goals.		near term	Economic Development	Spark, MEDC, State of Michigan, Brownfield Redevelopment Authority U-M
5.2	Secure a fair share of the spin off and tech transfer activity from the University	affordability, sustainability			
	Explore current incentive models to ensure they work to support desired economic development outcomes		intermediate term	Economic Development	U-M, Ann Arbor SPARK
	Work with U-M Innovation Partnerships and Entrepreneurship Center, SPARK Ann Arbor and others, on finding and locating sites in Ann Arbor as ideas move from university lab, home, and/or incubator		intermediate term	Economic Development	U-M, SPARK Ann Arbor
5.3	Encourage a wide-range of businesses by offering flexibility in land use and regulations in key locations	affordability, sustainability, equity			
	Ensure that zoning allow businesses that maintain a variety of automobile-based and transit/multi-modal oriented business models in retail corridors		near term	Planning	City Council, Planning Commission, Market Advisory Commission, Zoning Board of Appeals
	Support A2ZERO circular economy goals by allowing industrial-size facilities and activities for recycle and repair in Transition Zone areas.		near term	Planning	OSI
	Review and rewrite the zoning code to remove barriers to development and redevelopment for a variety of business types:		near term	Planning	Economic Development
	Utilize form-based code approaches, or other standards to ensure that new infill development is contextually appropriate to desired area attributes		near term	Planning	Economic Development
6	Create more walkable mixed-use hubs that appeal to a broad range of residents, employers and employees				
6.1	Strengthen Downtown as the economic, cultural and civic heart of the community	affordability, sustainability, equity			
	Expand the Downtown Development Authority area to support greater density and intensity of uses		near term	Council, DDA	
	Apply curb management strategies to address the challenges of added density and competing users		near term	DDA	Transportation, Engineering
	Invest in associated infrastructure and city services to support density		intermediate term	Council, DDA	Systems Planning, Public Works
6.2	Promote additional downtown-like development by retrofitting car-oriented shopping centers like Briarwood to increase their mix of uses and walkability over time	affordability, sustainability, equity			
	Consider applying curb management strategies using DDA plan as a template		intermediate term	Planning	
	Expand and support incentives to encourage retrofit that support City goals		intermediate term	Planning	Council
	Align transit improvements with mixed-use shopping center redevelopment.		long term	AAATA	
	Upgrade and invest in infrastructure and city services to support new uses and density.		long term	Systems Planning	
7	Support entrepreneurs across different industries to launch, scale and mature in the city.				
7.1	Preserve a variety of commercial and industrial spaces in the city to provide affordable opportunities for entrepreneurs	affordability, sustainability, equity			
	Utilize tools and incentives to support the creation and maintenance of affordable commercial spaces to provide a variety of opportunities for entrepreneurs to conceive, establish, and grow businesses in the City.		intermediate term	Planning, Economic Development	
	Work with Spark, the University, and others to create “growth space” after incubation to keep growing tech-based businesses needing specialized facilities in Ann Arbor		intermediate term	Economic Development	U-M
7.3	Support workforce capacity building and line of sight between development and emerging job opportunities	equity			
	Promote job training and workforce development opportunities related to green construction and green jobs		near term	OSI, Economic Development	U-M, WCC, Michigan Works, AAPS

INFRASTRUCTURE & SERVICES					
GOAL	RECOMMENDATION / ACTION	Values Framework	Timeframe	Lead Organization/Unit	Partners
8	Increase community resilience to support disaster preparedness, climate change readiness, and community health and well-being				
8.1	Strengthen social resilience through education, access, and connections	sustainability, equity			
	Work with the County to increase support for social networks and services targeting vulnerable populations facing long-term challenges, such as mental health issues, substance use disorders, youth crises, and chronic homelessness.		near term	OCED	
	Develop programming to strengthen community capacity and civic engagement, such as city meetings, events, programs like A2Zero Ambassadors, Citizen Pruners, Citizen’s Academy, and park stewardship initiatives.		near term	Various city depts	
	Engage property owners to increase education and resources for disaster preparedness and recovery and support the Hazard Mitigation Plan.		near term	Emergency management	
8.2	Strengthen physical resilience by investing in the infrastructure and facilities needed to prepare for and recover from disaster	sustainability, equity			
	Identify parcels and/or buildings to be considered “resilient sites” for disaster response meeting places		intermediate term	Emergency management	OSI
	Ensure that resilience hubs, essential facilities, and infrastructure are designed and upgraded to withstand and adapt to future climate risks		intermediate term	Public Services	OSI, Fleet & Facilities
9	Invest in a street and transportation system that responds to land use and prioritizes safe and equitable access				
	Develop a context-based street typology decision-making process to design streets	affordability, sustainability, equity			
9.1	appropriately for the expected land use and level of density				
	Build upon the city’s multi-lane studies to analyze how to best coordinate land use for future development		intermediate term	Transportation	Planning
	Develop and amend ordinances to require context-appropriate sidewalks, with amenities in areas slated for growth		intermediate term	Transportation	Planning
	Create shared streets in strategic high-pedestrian areas		intermediate term	Transportation	Engineering, DDA, Planning
9.2	Align transit service with land development	affordability, sustainability, equity			
	Support implementation of bus rapid transit (BRT) and high frequency lines as proposed by AAATA		intermediate term	Public Services	AAATA, Planning
	Prioritize ROW realignment to accommodate dedicated transit lanes.		intermediate term	Public Services	AAATA
	Support high-density development around planned transit hubs and high-frequency lines		intermediate term	Planning Services	AAATA, Transportation
	Prioritize multimodal access to transit hubs and bus stops		intermediate term	Transportation	AAATA
	Support a shift in transportation modes, away from vehicular use, through infrastructure	affordability, sustainability, equity			
9.3	investments and updated transportation policies				
	Implement new policies to better align parking supply and demand relative to costs		intermediate term	Transportation	DDA
	Partner with AAPS to prioritize non-motorized walkability and connectivity		intermediate term	Transportation	AAPS
10	Balance development with protection and integration of critical natural features to foster a healthy, biodiverse ecosystem				
	Protect, enhance and manage critical natural features and open space that provide	sustainability			
10.1	ecological benefits				
	Support denser, compact development and maintain 2025 regulations that mitigate the impacts on critical natural features, including woodlands, steep slopes, endangered species habitats, and waterways		near term	Planning, Systems Planning	Forestry, Natural Areas Preservation, Environmental Services
	Encourage community greening and sustainability practices to strengthen natural features on private land through education on land management.		near term	OSI, Natural Areas Preservation	
	Consider updating regulations and processes to reflect current ecological understanding:		near term	Planning, Systems Planning	
	Update the site review process to include natural features alternatives earlier in the process and create incentives for preserving significant areas or restoration of degraded natural features within development sites		intermediate term	Planning, Systems Planning	
	Incentivize quality, rather than quantity, in open space requirements within the zoning code to protect critical natural features or open space that provide ecological benefits, and minimizes lawn areas.		intermediate term	Planning, Systems Planning	
	Develop performance metrics that assess ecological function rather than dimensional standards.		intermediate term	Systems Planning	

10	Work with regional partners to create cohesive ecological corridors that extend beyond city boundaries.		long term	Systems Planning		
	10.2 Reduce stormwater volume and flood occurrences with a focus on deploying green infrastructure and managing stormwater runoff on-site	sustainability				
	Review stormwater requirements in light of changing precipitation patterns		near term	Systems Planning	Planning	
	Evaluate current flooding ordinances and update to reflect increased precipitation experiences as caused by climate change		near term	Systems Planning	Planning	
	Identify opportunities for green infrastructure in public projects and rights-of-way		intermediate term	Engineering	Systems Planning, WCWRC	
	Explore regional coordination opportunities for watershed management		long term	Systems Planning	WCWRC, HRWC	
	10.3 Mitigate the Urban Heat Island Effect through tree cover, shade, and landscaping	sustainability, equity				
	Target tree plantings in areas with limited tree coverage.		near term	OSI	Forestry	
	Update landmark trees definition.		near term	Systems Planning	Planning	
	11 Promote carbon neutrality through efficient energy and resource use					
11	11.1 Support the transition to clean energy through land and investment	sustainability, equity				
	Identify priority developments so SEU planning can be coordinated on the same timeline to reduce construction disruption of streets and rights-of-way		intermediate term	OSI	Public Services	
	Guidance for private development as to how they integrate into the City’s SEU plans and where private development needs to carry the responsibility of clean energy on their own developments.		intermediate term	OSI, Planning	Public Services	
	Coordinate commercial and residential developments with district energy systems to improve energy efficiency		intermediate term	OSI, Planning	Public Services	
	Designate buildings and locations critical for resilience where microgrids could be implemented to ensure 100% continuous energy operations.		intermediate term	OSI	Public Services	
	11.2 Reduce energy use and carbon emissions of buildings	sustainability, equity				
	Provide training and education for developers and contractors who are unfamiliar or new to high-performance buildings		near term	OSI		
	Reduce energy use intensity of existing buildings through increase in weatherization programs		long term	OSI		
	Provide deeper knowledge to residents and building owners on the benefits of building electrification for those buildings with HVAC systems that are nearing end-of-life and easy for conversion		near term	OSI		
	Minimize landfill waste by encouraging recycling and composting in households, institutions and constructions projects		near term	OSI	Solid Waste	
	Incentivize high-performance (zero-emission) buildings, full electrification, and energy reduction measures.		intermediate term	Planning, OSI	Construction and Building	
	12 Ensure city services and infrastructure can accommodate expected growth					
	12	12.1 Coordinate and align infrastructure investment with land use and growth	affordability, sustainability, equity			
Promote development that incorporates shared waste management systems to streamline collection, manage waste more efficiently, and reduce landfill waste as the city densifies			near term	Public Works, Solid Waste	Planning	
Invest in water/sewer conveyance and treatment capacity to support more households south of the Huron River, focusing on additional capacity in Hub districts			intermediate term	Systems Planning	WTP, WRRF	
Work with energy utilities to bury energy distribution during street reconstruction and coordinate on geothermal network deployment			intermediate term	Engineering, Systems Planning	OSI	
Coordinate street repairs and major construction projects inline with Ann Arbor utility planning to integrate potential geothermal/district energy networks			intermediate term	Engineering, Systems Planning	OSI	
Support additional street construction in large-scale development proposals to enhance citywide connectivity.			intermediate term	Engineering, Systems Planning	Transportation	
Support the electrification of vehicle networks, building electric charging infrastructure at public facilities and encouraging construction of charging stations on public properties.			intermediate term	OSI, Public Works	OSI, Engineering (ROW)	
12.2 Coordinate city services to accommodate growth		affordability, sustainability, equity				
Encourage recycling and composting in households, institutions and construction projects			near term	Solid Waste	OSI	

Allocate resources to ensure that solid waste services have the necessary staff capacity, equipment and vehicles to accommodate additional density and diverse building types

near term

Solid Waste

Allocate resources to ensure that basic safety services are provided to accomodate a growing population and new building types while maintaining appropriate response times
Maintain ongoing coordination with regional institutions and service providers to accommodate city growth.

near term

Police, Fire

near term

Various city depts

AAPS, Ann Arbor District Library, U-M,
Washtenaw County