

City of Ann Arbor's Comprehensive Land Use Plan



2050





source: City of Ann Arbor

Implement- tation

Implementation Factors to Consider
Page: 134

A Note About Category Transitions
Page: 135

Implementation Matrix and Metrics
Page: 136

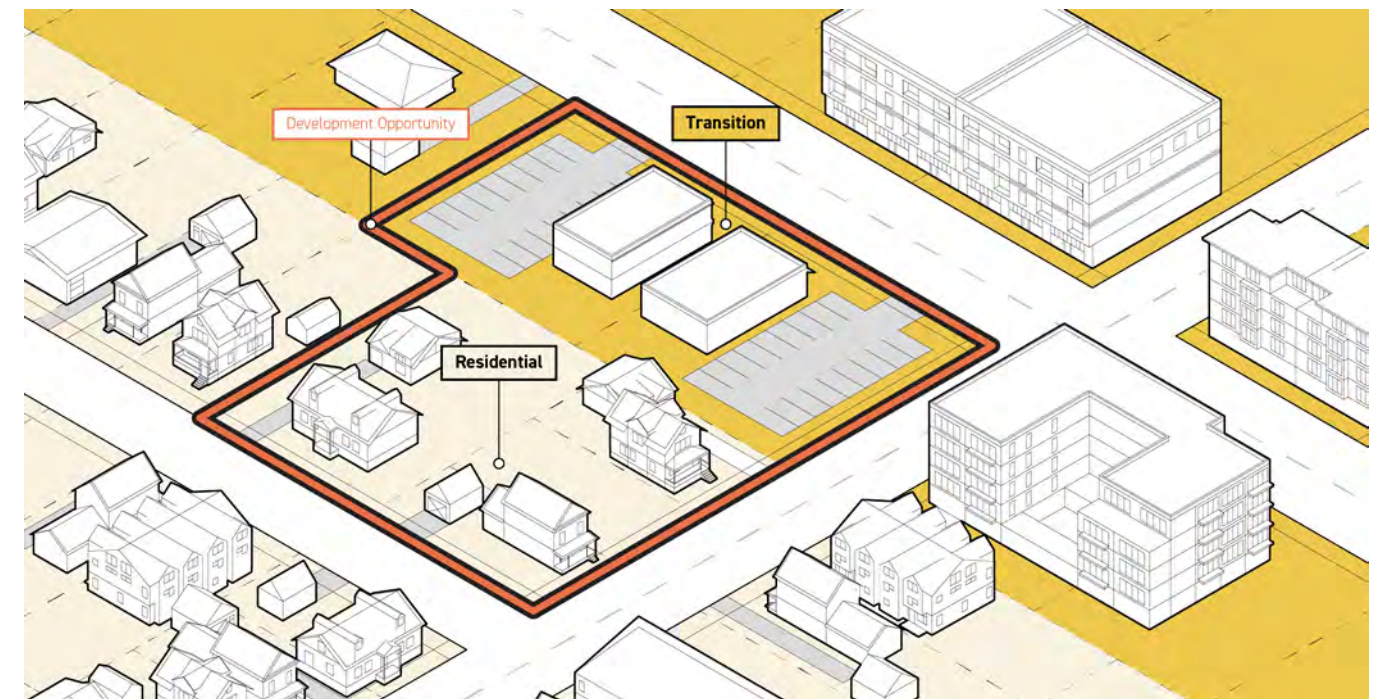
Glossary of Terms
Page: 160

Implementation Factors to Consider

- › **Zoning:** Rewriting the zoning code will be necessary to implement the Future Land Use Map.
- › **Developers:** Ann Arbor has a limited number of small-scale developers capable of building "missing middle" housing.
- › **Shopping Centers:** The profitability of shopping centers and long-term lease agreements can hinder redevelopment efforts.
- › **Expansion and Funding:** Expanding the Downtown Development Authority (DDA) boundary and changing the funding model may be needed to support infrastructure improvements for the Hub category expansion.
- › **Accessory Dwelling Units (ADUs):** Financing challenges and high construction costs limit ADU development.
- › **Building & Fire Codes:** Existing building and fire codes related to ingress/egress and structural materials increase costs and reduce housing options.
- › **Timing/Coordination:** The long lead time needed to design and construct new infrastructure can slow desires for redevelopment.

A Note about Category Transitions

The Future Land Use Map represents the city's values in physical form, serving as a guiding vision rather than a rigid mandate. Unlike zoning, which provides a regulatory framework applied on a parcel-by-parcel basis, land use offers a broader, more flexible approach to planning. Recognizing that each property in the city is unique, the Future Land Use Map is designed with intentional flexibility, allowing certain boundaries to be fluid rather than strictly prescriptive. In some cases, adjoining properties may need to take on the category of a neighboring parcel to support viable development. As new proposals come before the city, this flexibility should be carefully considered to ensure development aligns with the overarching vision while remaining adaptable to specific circumstances.



Goal	Recommendation/Action	Timeframe
Goal 01: Increase the supply and diversify the types of housing for households of different sizes, abilities, and income levels	1.1 Change dimensional standards to allow for more density in all residential districts and encourage denser multi-family housing in places with public infrastructure	
	1.1.1 Review and rewrite the zoning code to remove unduly burdensome barriers to housing development and redevelopment for needed housing types. Consider:	
	a. Reduce or remove minimum lot sizes, adjust setbacks, and other regulations to allow more flexibility in the built environment	1-3 Years
	b. Utilize form-based code approaches or other standards to require new infill development to be contextually similar to existing neighborhoods	1-3 Years
	c. Modify zoning to allow housing in all areas of the city, aligned with supportive infrastructure, and draft zoning amendments that reconsider prior density, open space, and other requirements to enable densification of existing multifamily developments	1-3 Years
	d. Streamline the development review process to easily develop missing middle and multi-family housing to reduce costs and shorten the review timeframe	1-3 Years
	e. Reduce the development types that require site plan review, for example interior changes to add units to enable conversions to residential and/or densification	4-6 Years
	f. Advocate for state-level changes to building code and fire code to provide more flexibility for sustainable and affordable housing development	Ongoing
	1.2 Diversify the types of housing through a “missing middle” housing strategy and universal design	
	1.2.1 Cultivate a network of “missing middle” developers/contractors and incentives to increase capacity to develop such units	1-3 Years
	1.2.2 Explore an expedited permitting process for duplexes and triplexes in the Residential category to achieve gradual infill for a diverse range of residents, including workers and families	1-3 Years
	1.2.3 Incentivize the development of barrier free, adaptable, or visitable housing design to provide housing for residents with differing needs	1-3 Years
	1.2.4 Explore the impacts of short-term rentals on housing supply and pursue restrictions in the Transition category if warranted	1-3 Years
	1.2.5 Develop and adopt pre-approved plans to expedite approvals and lower upfront cost for infill development	1-3 Years

Lead Organization/Unit	Partners	Metrics
Planning		Strategy 1.1: average time for site plan review for residential units; overall number of housing units produced
Planning		
Planning		
Planning	All departments reviewing site plans	
Planning	All departments reviewing site plans	
City Administration	OSI, Building Services, Planning Services	
Planning		Strategy 1.2 metrics: average time for site plan review for "missing middle" units; number of units produced by type
Planning		
Planning	Building Services,	
Planning, Building Services		

Goal	Recommendation/Action	Timeframe	Lead Organization/Unit	Partners	Metrics
Goal 01: Increase the supply and diversify the types of housing for households of different sizes, abilities, and income levels	1.3 Support and preserve existing subsidized income-eligible affordable housing and non-subsidized housing and make it more sustainable				
	1.3.1 <i>Develop and adopt incentives that grant increased development density and flexibility with the achievement of measurable sustainability outcomes</i>	1-3 Years	Planning, Housing Commission, Economic Development	OSI, Building Services	Strategy 1.3 metrics: number of affordable units produced; cost savings from energy efficiency; cost-burden rates; housing costs relative to income and inflation
	1.3.2 <i>Review rates of development and housing affordability measures within five years of approval of the Comprehensive Plan and make modifications to plan as appropriate</i>	5 Years	Planning, Housing Commission, Economic Development		
	1.3.3 <i>Explore mechanisms to protect naturally occurring affordable housing</i>	1-3 Years	Planning, Housing Commission, Economic Development		
	1.3.4 <i>Remove the height exceptions in the Residential category to minimize adverse shading impacts on adjacent properties</i>	1-3 Years	Planning	OSI	
	1.3.5 <i>Identify and support programs and investments to reduce the cost of existing affordable housing such as HUD, LIHTC, and Affordable Housing Millage programs</i>	Ongoing	Planning, Housing Commission, Economic Development	Housing Commission	
	1.4 Prioritize and expedite process for subsidized affordable housing development for income-eligible residents across the city				
	1.4.1 <i>Consider limited standards when affordable housing development is reviewed, when compared to market-rate housing development.</i>	1-3 Years	Planning	All departments reviewing site plans	Strategy 1.4 metrics: number of affordable units within proximity to bus stops
	1.4.2 <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>	4-6 Years	Planning	City Administration, Parks and Recreation, Public Works	
	1.4.3 <i>Modify and adopt regulations that are supportive of a variety of housing ownership models, including non-profits, trusts, cooperative housing, co-housing, and/or group/rooming houses</i>	Ongoing	Planning		
	1.4.4 <i>Monitor funding program criteria and consider ordinance amendments to promote competitive scoring outcomes for State and/or federally supported income-eligible housing sources (e.g. Low Income Housing Tax Credits)</i>	Ongoing	Planning, Housing Commission		

Goal	Recommendation/Action	Timeframe
Goal 01: Increase the supply and diversify the types of housing for households of different sizes, abilities, and income levels	1.5 Coordinate housing implementation strategy across local and regional partners	
	1.5.1 <i>Develop an educational program that teaches the public about property tax basics that includes who contributes to the tax base and how funds are distributed for city services</i>	1-3 Years
	1.5.2 <i>Convene neighboring jurisdictions to expand coordination around housing issues</i>	4-6 Years
	1.5.3 <i>Formalize regular training for boards and commission with regular reports on housing goals, progress, and challenges</i>	4-6 Years
	1.5.4 <i>Consider a regional housing implementation strategy that includes workforce development, particularly in skilled trades, to increase construction capacity [see Economy and Opportunity strategy 7.3]</i>	7-9 Years
	1.5.5 <i>Regularly calibrate student and housing goals with University of Michigan enrollment and employment levels</i>	Ongoing
Goal 02: Support all residents in accessing quality housing and mitigate displacement	2.1 Provide supports for low- and moderate-income residents to mitigate displacement	
	2.1.1 <i>Promote home repair and retrofit programs for homeowners to support low to moderate income residents and those aging in place</i>	Ongoing
	2.1.2 <i>Work with the County on eviction prevention and early intervention</i>	Ongoing
	2.1.3 <i>Work with the County to support unhoused residents with connections to housing and social services</i>	Ongoing
	2.2 Advocate for County and State-level policy and legislation	
	2.2.1 <i>Advocate for state-level reform of property tax to remove barriers for filtering housing to new users, and enabling residents to downsize and remain in their community</i>	4-6 Years
	2.2.2 <i>Adopt local anti-displacement policies and advocate for county and state-level reform to support them</i>	Ongoing

Lead Organization/Unit	Partners	Metrics
Economic Development		Strategy 1.5 metrics: University of Michigan student enrollment, employment, and housing units
Planning	Townships, Washtenaw County	
Planning, OCED		
Planning	Washtenaw County, OSI	
Planning	U-M, Economic Development	
	OSI	Goal 2 metrics: number of households who received county assistance for home repair and retrofit
OCED	Housing Commission	
Housing Commission, OCED	Shelter Association of Washtenaw County	
City Administration	Planning	
Planning		

Goal	Recommendation/Action	Timeframe
Goal 03: 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	
	3.1.1 <i>Strengthen activities and connections along the Huron River Corridor</i>	4-9 Years
	3.1.2 <i>Through inventory and evaluation, and consistent with the city PROS plan, identify suitable redistribution and reprogramming of public parks to improve access to park resources citywide</i>	4-9 Years
	3.1.3 <i>Align parks and recreation facilities with evolving land use patterns including the location, amenities, and proximity</i>	Ongoing
	3.2 Focus on quality, equity, and ecological benefit in the development of new open space	
	3.2.1 <i>Inventory and categorize natural features on private property (woodlands, landmark trees, floodways, floodplains, wetlands, open water) to determine level of protection, restoration, and mitigation for site plan review</i>	Ongoing
	3.2.2 <i>Incentivize quality, rather than quantity, in open space requirements within the zoning code to encourage private development to prioritize naturalized areas that emphasize biodiversity</i>	4-6 Years
	4.1 Leverage public and institutional land to accommodate growth in walkable communities and historically underinvested communities	
	4.1.1 <i>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</i>	4-6 Years
	4.1.2 <i>Partner with institutions to explore potential for disposition for underutilized space for housing development</i>	4-9 Years
	4.2 Promote "complete neighborhoods" with neighborhood-level retail and service hubs	
	4.2.1 <i>Explore commercial uses in residential districts and align use restrictions with community desires and needs</i>	4-6 Years
	4.2.2 <i>Inventory land and space opportunities that can meet the need for expanded services and amenities in commercially underserved communities and primary transit corridors</i>	4-6 Years

Lead Organization/Unit	Partners	Metrics
Parks, Planning		Goal 3 metrics: park acreage per capita
Parks		
Parks	Planning	
Public Services	Planning	Goal 4 metrics: number of ACUs and commercial businesses in residential; number of new units near bus stop; walk score
Planning, Systems Planning		
Planning	U-M, AAPS, Washtenaw County	
Planning	U-M, AAPS, Washtenaw County	
Planning		
Planning		

Goal	Recommendation/Action	Timeframe
Goal 05: Diversify the economy to grow the non-residential tax base	5.1 Secure a share of the companies that grow out of universities	
	5.1.1 <i>Work with U-M Innovation Partnerships and Entrepreneurship Center, Ann Arbor SPARK, and others on finding and locating sites in Ann Arbor as ideas move from university lab, home, and/or incubator</i>	4-9 Years
	5.1.2 <i>Explore and utilize financial incentives to ensure desired economic development outcomes are achieved, and support Ann Arbor as a viable thriving innovation market</i>	Ongoing
	5.2 Encourage a wide-range of businesses by offering flexibility in land use and regulations in key locations	
	5.2.1 <i>Review and rewrite the zoning code to remove barriers to development and redevelopment for a variety of business types as summarized in the 2023 New Approach to Economic Development Report:</i>	
	► <i>Utilize form-based code approaches or other standards to ensure that new infill development is contextually appropriate to desired area attributes</i> ► <i>Support the utilization of available financial incentives to promote and partner with private entities to achieve development that advances city goals</i>	1-3 Years Ongoing
	5.2.2 <i>Ensure that Transition Area zoning allows businesses that utilize all modes of transportation can locate and grow in these designated areas</i>	4-6 Years
	5.2.3 <i>Support A²ZERO circular economy goals by allowing industrial-size facilities and activities for recycle and repair in Transition Zone areas</i>	4-6 Years

Lead Organization/Unit	Partners	Metrics
		Goal 5 metrics: tax revenue sources by type; location quotients of commercial/industrial portfolio; number of annual tech transfer companies
<i>Economic Development</i>	<i>U-M, Ann Arbor SPARK</i>	
<i>Economic Development</i>	<i>U-M, Ann Arbor SPARK</i>	
<i>Planning</i>	<i>Economic Development</i>	
<i>Economic Development</i>	<i>SPARK, MEDC, State of Michigan, Brownfield Redevelopment Authority</i>	
<i>Planning</i>	<i>City Council, Planning Commission, Market Advisory Commission, Zoning Board of Appeals</i>	
<i>Planning</i>	<i>OSI</i>	

Goal	Recommendation/Action	Timeframe
Goal 06: Create and enhance 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	
	6.1.1 <i>Expand the Downtown Development Authority area to support greater density and intensity of uses</i>	1-3 Years
	6.1.2 <i>Apply curb management strategies to address the challenges of added density and competing ROW users</i>	1-3 Years
	6.1.3 <i>Invest in associated infrastructure and city services to support density</i>	Ongoing
	6.2 Promote the expeditious redevelopment of car-oriented shopping centers to create more downtown-like environments, with a greater mix of uses and improved walkability	
	6.2.1 <i>Consider applying curb management strategies using DDA plan as a template</i>	4-6 Years
	6.2.2 <i>Expand and support incentives to encourage the conversion of auto-centric centers into successful multi-modal hubs</i>	4-6 Years
	6.2.3 <i>Align transit improvements with mixed-use shopping center redevelopment</i>	Ongoing
	6.2.4 <i>Upgrade and invest in infrastructure and city services to support new uses and density</i>	Ongoing

Lead Organization/Unit	Partners	Metrics
DDA, City Council		<i>Goal 6 metrics: average time for site plan review; land use diversity in new hubs; number of parking spaces</i>
DDA	Transportation, Engineering	
City Council, DDA	Systems Planning, Public Works	
Planning	Transportation, Engineering	
Planning	City Council	
AAATA		
Systems Planning		

Goal	Recommendation/Action	Timeframe
Goal 07: Support entrepreneurs across different industries to launch, scale, and mature in the city.	7.1 Encourage a variety of commercial and industrial spaces in the city to provide affordable opportunities for local entrepreneurs	
	7.1.1 <i>Work with Ann Arbor SPARK, the University, and others to create "growth space" after incubation to keep growing tech-based businesses needing specialized facilities in Ann Arbor</i>	4-6 Years
	7.1.2 <i>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</i>	Ongoing
	7.2 Support local entrepreneurs through training, financing, and technical assistance programs	
	7.2.1 <i>Allocate resources to entrepreneurial training and company development to generate opportunities for targeted industries, areas, and/or groups</i>	4-6 Years
	7.2.2 <i>Devise credit enhancement, financing, and funding options for tenancing new commercial retail space to local, small firms</i>	4-9 Years
	7.3 Support workforce capacity building and clear connection between development and emerging job opportunities	
	7.3.1 <i>Promote job training and workforce development opportunities related to green construction and green jobs</i>	4-6 Years

Lead Organization/Unit	Partners	Metrics
<i>Economic Development</i>	<i>U-M</i>	<i>Goal 7 metrics: price per square foot of commercial space</i>
<i>Planning, Economic Development</i>		
<i>Economic Development</i>		
<i>Economic Development</i>	<i>DDA</i>	
<i>OSI, Economic Development</i>	<i>U-M, WCC, Michigan Works, AAPS</i>	

Goal	Recommendation/Action	Timeframe
Goal 08: 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 <i>8.1.1 Develop programming to strengthen community capacity and civic engagement, such as city meetings, events, programs like A²Zero Ambassadors, Citizen Pruners, Community Academy, and park stewardship initiatives</i> <i>8.1.2 Engage property owners to increase education and resources for disaster preparedness and recovery and support the Hazard Mitigation Plan</i>	4-6 Years Ongoing
	8.2 Strengthen physical resilience by investing in the infrastructure and facilities needed to prepare for and recover from disaster <i>8.2.1 Ensure that resilience hubs, essential facilities, and infrastructure are designed and upgraded to withstand and adapt to future climate risks</i>	Ongoing
	9.1 Develop a context-based street typology decision-making process to design streets appropriately for the expected land use and level of density <i>9.1.1 Build upon the city's multi-lane studies to analyze how to best coordinate land use for future development</i> <i>9.1.2 Develop and amend ordinances to require context-appropriate sidewalks, with amenities in areas slated for growth</i> <i>9.1.3 Create shared streets in strategic high-pedestrian areas</i> 9.2 Align transit service and land development <i>9.2.1 Support implementation of bus rapid transit (BRT) and high frequency lines as proposed by AAATA</i> <i>9.2.2 Establish zoning framework to support high-density development around planned transit hubs and high-frequency lines</i> <i>9.2.3 Prioritize multimodal access to transit hubs and bus stops</i> <i>9.2.4 Prioritize ROW realignment to accommodate dedicated transit lanes</i>	4-6 Years 4-6 Years 4-6 Years 4-6 Years 4-6 Years Ongoing

Lead Organization/Unit	Partners	Metrics
Various city departments		Goal 8 metrics: number of functioning resilience hubs; number of block party kits issued; number of emergency kits issued
Emergency management	OSI	
Systems Planning, Engineering	OSI, Fleet & Facilities	
Planning	Transportation	Goal 9 metrics: annual average daily traffic; AAATA ridership; bicycle/pedestrian trips; mode share; households with zero cars; number of bicycle lanes added per year; crash data; vehicle miles traveled
Transportation	Planning	
Transportation	DDA, Planning	
Transportation	AAATA, Planning	
Planning Services	AAATA, Transportation	
Transportation	AAATA, Planning	
Transportation, Engineering	AAATA	

Goal	Recommendation/Action	Timeframe
Goal 09: Invest in a mutually-supportive street, transportation, and land use system that prioritizes safe and equitable access	9.3 Support a shift in transportation modes, away from vehicular use, through infrastructure investments and updated transportation policies 9.3.1 Consider pricing policies to align parking supply and demand relative to costs 9.3.2 Partner with AAPS to prioritize non-motorized walkability and connectivity to public schools	 4- 6 Years 4-9 Years
	10.1 Protect, enhance, and manage natural features or open space that provide ecological benefits 10.1.1 Support denser, compact development and maintain 2025 regulations that mitigate the impacts on natural features, including landmark trees, woodlands, steep slopes, endangered species habitats, and waterways 10.1.2 Encourage community greening and sustainability practices to strengthen natural features on private land through education on land management. 10.1.3 Consider updating regulations and processes to reflect current ecological understanding: ▶ Incentivize quality, rather than quantity, in open space requirements within the zoning code to protect natural features or open space that provide ecological benefits, and minimizes lawn areas ▶ Develop and adopt incentives that result in early consideration of natural features in the development process and achieve the preservation of significant areas or restoration of degraded natural features within development sites ▶ Develop performance metrics that assess ecological function rather than dimensional standards ▶ Work with regional partners to create cohesive ecological corridors that extend beyond city boundaries	 Ongoing 4-6 Years 1-3 Years 4-6 Years 4-6 Years 4-9 Years

Lead Organization/Unit	Partners	Metrics
DDA, City Administration	Transportation	Goal 9 metrics: annual average daily traffic; AAATA ridership; bicycle/ pedestrian trips; mode share; households with zero cars; number of bicycle lanes added per year; crash data; vehicle miles traveled
Transportation	AAPS	
Planning, Systems Planning	Forestry, Natural Areas Preservation, Environmental Services	Goal 10 metrics: number of rain gardens installed; percent of land area with stormwater management; number of trees provided for private property (10K Tree Program)
Systems Planning	OSI	
Planning, Systems Planning		
Planning, Systems Planning		
Systems Planning	Planning	
Systems Planning, Parks	Planning	

Goal	Recommendation/Action	Timeframe
Goal 10: Balance development with protection and integration of natural features to foster a healthy, biodiverse ecosystem	10.2 Encourage tree cover and landscaping to help mitigate the urban heat island effect	
	10.2.1 Target tree plantings in areas with limited tree coverage	Ongoing
	10.2.2 Update landmark trees definition	1-3 Years
	10.3 Reduce stormwater runoff volume and flood occurrences with a focus on deploying nature-based solutions and managing stormwater where it falls	
	10.3.1 Review stormwater requirements in light of changing precipitation patterns	1-3 Years
	10.3.2 Evaluate current flooding ordinances and update to reflect increased precipitation experiences as caused by climate change	7-9 Years
Goal 11: Promote carbon neutrality through efficient energy and resource use, and ultimately transition to zero carbon sources like renewable energy	10.3.3 Identify opportunities for nature-based solutions in public projects and rights-of-way	Ongoing
	10.3.4 Explore regional coordination opportunities for watershed management	Ongoing
	11.1 Support the transition to clean energy through land and investment	
	11.1.1 Identify priority developments so Sustainable Energy Utility (SEU) planning can be coordinated on the same timeline to reduce construction disruption of streets and rights-of-way	1-6 Years
	11.1.2 Provide 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	4-6 Years
	11.1.3 Coordinate commercial and residential developments with district energy systems to improve energy efficiency	4-9 Years
	11.1.4 Designate buildings and locations critical for resilience where microgrids could be implemented to ensure 100% continuous energy operations.	4-6 Years

Lead Organization/Unit	Partners	Metrics
OSI	Forestry	Goal 10 metrics: number of rain gardens installed; percent of land area with stormwater management; number of trees provided for private property (10K Tree Program)
Systems Planning	Planning	
Systems Planning	Planning	
Systems Planning	Planning	
Engineering	Systems Planning, WCWRC	
Systems Planning	WCWRC, HRWC	
OSI, Planning, Engineering, Systems Planning		Goal 11 metrics: number of SEU households; energy source of new builds; number of zero emission buildings; fleet electrification
OSI, Planning	All departments reviewing site plans	
OSI, Planning	All departments reviewing site plans	
OSI	All departments reviewing site plans	

Goal	Recommendation/Action	Timeframe
Goal 11: Promote carbon neutrality through efficient energy and resource use, and ultimately transition to zero carbon sources like renewable energy	11.2 Reduce energy use and carbon emissions of buildings	
	11.2.1 Provide training and education for developers and contractors who are unfamiliar or new to high-performance buildings	1-3 Years
	11.2.2 Incentivize high-performance (zero-emission) buildings, full electrification, and energy reduction measures	4-6 Years
	11.2.3 Reduce energy use intensity of existing buildings through increase in weatherization programs	Ongoing
	11.2.4 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	Ongoing
Goal 12: Plan for and invest in city services and infrastructure that can accommodate expected growth	11.2.5 Minimize landfill waste by encouraging recycling and composting in households, institutions, and constructions	Ongoing
	12.1 Coordinate and align infrastructure investment with land use and growth	
	12.1.1 Promote development that incorporates shared waste management functions to streamline collection, manage waste more efficiently, and reduce landfill waste as the city densifies	4-6 Years
	12.1.2 Coordinate street repairs and major construction projects inline with Ann Arbor utility planning to integrate potential geothermal/district energy networks	4-6 Years
	12.1.3 Align implementation of the Future Land Use Map with investments in water/sewer conveyance and treatment capacity to support more growth of the city	Ongoing
	12.1.4 Work with energy utilities to bury energy distribution during street reconstruction and coordinate on geothermal network deployment	Ongoing
	12.1.5 Support additional street construction in large-scale development proposals to enhance citywide connectivity	Ongoing
	12.1.6 Support the electrification of vehicle networks, building electric charging infrastructure at public facilities and encouraging construction of charging stations on private properties	Ongoing

Lead Organization/Unit	Partners	Metrics
OSI	Building	Goal 11 metrics: number of SEU households; energy source of new builds; number of zero emission buildings; fleet electrification
Planning, OSI	Building	
OCED	OSI	
OSI		
Solid Waste		Goal 12 metrics: number of public and private EV chargers; tonnes of waste per capita
Solid Waste	Planning	
Engineering, Systems Planning	OSI	
Systems Planning, Planning	WTP, WRRF	
Engineering, Systems Planning	OSI	
Engineering, Systems Planning, Planning	Transportation	
OSI, Public Works, Planning	OSI, Engineering (ROW)	

Goal	Recommendation/Action	Timeframe
Goal 12: Plan for and invest in city services and infrastructure that can accommodate expected growth	12.2 Coordinate city services to accommodate growth	
	12.2.1 <i>Encourage recycling and composting in households, institutions, and construction projects</i>	Ongoing
	12.2.2 <i>Allocate resources to ensure that solid waste services have the necessary staff capacity, equipment, and vehicles to accommodate additional density and diverse building types</i>	Ongoing
	12.2.3 <i>Allocate resources to ensure that basic safety services are provided to accommodate a growing population and new building types while maintaining appropriate response times</i>	Ongoing
	12.2.4 <i>Maintain ongoing coordination with regional institutions and service providers to accommodate city growth</i>	Ongoing
	12.2.5 <i>Provide a regular update on the progress towards the plan's goals, using at a minimum the metrics outlined</i>	Ongoing

Lead Organization/Unit	Partners	Metrics
Solid Waste	OSI	<i>Goal 12 metrics: number of public and private EV chargers; tonnes of waste per capita</i>
Solid Waste		
Police, Fire		
Various city departments	AAPS, Ann Arbor District Library, U-M, Washtenaw County	
Planning		

Glossary of Terms

Affordable and Market Rate Housing¹

The term “affordable” refers to housing that can only be rented or sold to households meeting income eligibility requirements. The metric to determine eligibility is if a household earns below levels correlated to the area median income. In this plan, we will use the term “income-eligible affordable housing” when referring to housing that is legally restricted to income qualified households. This is in contrast with “market-rate” housing, in which pricing is determined by economic forces (such as supply and demand), rather than by government regulation. Due to high housing costs, many households earning more than median incomes struggle to find housing in Ann Arbor. In this plan, the term “affordable housing” will refer to the city’s goal to provide housing options for every income bracket.

Anchor Institution²

“Anchor institutions” are important place-makers within a community and often a key source of resources and investment. Anchor institutions are generally mission-driven organizations, although they may be either public or private. Examples of anchor institutions include corporate headquarters of a major company, large universities or other educational institutions, and hospitals or healthcare organizations. The importance presence of these institutions – which may manifest through employing a significant share of the population or controlling a large share of available land – means that the past and future of the institution and the local community are deeply intertwined.

Bus Rapid Transit³

Bus Rapid Transit (BRT) lines are frequent, comfortable, and fast services that can provide quicker service through transit priority features, longer distances between stops, off-door fare boarding, and attractive and accessible stations. Transit priority features include dedicated lanes, traffic signal priority, and queue jump lanes (often located at intersections).

¹ Strong Towns
² Rutgers University
³ TheRide 2045 Long-Range Plan

BIPOC⁴

“BIPOC” is an acronym that stands for Black, Indigenous, People of Color. While this term encompasses individuals with diverse histories, identities, and experiences, communities are historically marginalized groups and are disproportionately impacted by exclusionary zoning practices.

Circular Economy⁵

The circular economy is a system where materials never become waste and nature is regenerated. In a circular economy, products, and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling, and composting. The circular economy tackles climate change and other global challenges, like biodiversity loss, waste, and pollution, by decoupling economic activity from the consumption of finite resources.

Concentrated Code Enforcement⁶

A targeted house-to-house style of code enforcement in which the exteriors of all homes in the enforcement area are subject to inspection. In low-income areas, the fines, inspections, and mandatory repairs associated with this style of code enforcement can trigger a cascade of evictions, disinvestment, and displacement, particularly when enforcement is paired with gentrification pressures or redevelopment plans. Historically, concentrated code enforcement – under the guise of “urban renewal” – was used with Ann Arbor to accelerate the removal of poor and Black residents from neighborhoods marked for reinvestment or redevelopment.

Density⁷

The concentration of people within a geographic area, typically expressed as people per square mile. Adding more housing units within the same amount of land means that the number of people who live on that land can increase, translating to higher population density. Higher density areas can foster connectivity and innovative hubs, thereby leading to greater economic growth. Density also has sustainability benefits, as denser urban areas are generally more walkable and offer superior public transportation.

⁴ Center for Economic Inclusion
⁵ Ellen Macarthur Foundation
⁶ Furman Center and “City’s Black Neighborhoods Disappearing” Ann Arbor News
⁷ Smart Cities

Glossary of Terms

Displacement⁸

Displacement is often the result of gentrification (see definition below) when many existing residents are priced out of their own neighborhood due to the high cost of living caused by new investment in the area. It is a destabilizing change that often starts with a loss of affordable housing, and forces lower-income and minority residents to move out of an established neighborhood.

Essential Facilities⁹

Sometimes also known as “community lifelines,” refers to facilities whose functions are essential to human health, safety, and/or economic security. Examples may include water and wastewater systems, nuclear reactors, and healthcare facilities.

Embodied Carbon¹⁰

An important sustainability indicator and a way to quantify the environmental costs associated with development. This measurement includes the total greenhouse gas emissions created by the entire lifecycle of the building materials – including extraction, manufacturing, transport, construction, and disposal.

Exclusionary Zoning¹¹

Refers to a range of policies – including restrictions on multi-family dwellings, large minimum lot sizes, limits on building height – that, explicitly or implicitly, seek to prevent people of certain races, ethnicities, or income levels from buying homes in specific neighborhoods.

8 American Planning Association
9 Cybersecurity and Infrastructure Security Agency
10 American Institute of Architects
11 Planetizen

Form-Based Code¹²

Form-based code addresses the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.

Gentrification¹³

A combination of rising home values and rents, rising income levels, and rising educational attainment levels, usually in longtime urban neighborhoods that historically had low levels in each of these areas. The results in the neighborhood come from an influx of new, often upscale, housing development; new commercial development that caters to an emerging clientele; and the change — or outright loss — of community identity.

Housing Cost-Burdened¹⁴

A household is considered “cost-burdened” when they spend more than 30% of their income on housing-related expenses, or “severely cost-burdened” when those expenses exceed 50% of their income. The term can apply to either renters or homeowners, although nearly half of all renters in the US are cost-burdened, compared with under one-third of homeowners who are cost-burdened. In 2020, 49% of renters spent at least 30% of their household income on housing costs, compared with 27% of homeowners.

Low Income Housing Tax Credit¹⁵

The “low-income housing tax credit” (LIHTC) is a federally-funded, IRS-run program that subsidizes income-restricted affordable housing development. The program awards dollar-for-dollar tax credits to developers who agree to reserve a portion of units for low-income households at below-market rents. The LIHTC is the most important affordable housing program in the United States, accounting for 90% of affordable housing development in the United States. While many types of rental housing are eligible for the LIHTC, due to economies of scale, this tool is most beneficial for large apartment complexes, not typical “missing middle” housing such as duplexes, triplexes, or quadplexes.

12 Center for Zoning Solutions
13 American Planning Association
14 HUD and Population Reference Bureau
15 MSHDA

Glossary of Terms

Master Lease and Model Lease¹⁶

Master leasing, whereby a master tenant (such as a nonprofit agency, service provider, or government agency) leases a unit or multiple units from a property owner, then subleases units to subtenants. A model lease framework promotes transparency in rent rates and increases, with relocation assistance requirements for substantial rate hikes.

Michigan Planning Enabling Act¹⁷

An act to codify the laws regarding county, township, city, and village planning. This act provides for the creation, organization, powers, and duties of local planning commissions, as well as for the powers and duties of certain state and local governmental officers and agencies. The act provides for the regulation and subdivision of land, and to repeal acts and parts of acts. According to the Michigan Planning Enabling Act, a master plan* must address land use and infrastructure issues and may project 20 years or more into the future. The master plan must include maps, plats, charts, and descriptive, explanatory, and other related matter that show the planning commission’s recommendations for the future development of the planning jurisdiction. The planning commission shall not hold less than 1 public hearing on the proposed master plan after the 63-day public comment period. Approval of the proposed master plan shall be by resolution of the planning commission carried by affirmative votes of not less than 2/3 of the members of the planning commission. City Council shall then approve or reject the proposed master plan.

*The City of Ann Arbor uses the term Comprehensive Land Use Plan instead of master plan, but they are interchangeable terms.

Missing Middle Housing¹⁸

Missing middle refers to housing structures that fill the gap between single-family detached homes and high-rise buildings. These are often market-rate units that are compatible in scale and form to detached single-family homes. They may include structures such as duplex, triplexes, quadplexes, ADUs, cottage housing, row houses, garden apartments and other smaller single-family homes.

¹⁶ Ninigret Partners
¹⁷ Michigan Planning Enabling Act
¹⁸ missingmiddle.com

Independent Businesses¹⁹

Independent businesses are those that operate with full control over every aspect of their business. Independent businesses lack management hierarchies, corporate boards, and other stakeholders. These businesses afford the freedom to serve clients in a way that matches the independent business owner’s values and mindset. Examples include a family-operated bakery, a small software development company, or a clothing boutique operated solely by the owner.

Naturally Occurring Affordable Housing (NOAH)²⁰

Housing units that are unsubsidized, market-rate housing units that are still affordable to low- and middle-income households due to low market values. These units may be low-cost for a variety of reasons, such as location (i.e., being located in low-cost areas), or age (i.e., older structures that lack premium amenities, such as dishwashers). Many of these units fall into the “missing middle” category and are owned and operated by small developers.

Nature-Based Solutions (formerly called Green Infrastructure)²¹

Nature-based solutions is the term used to discuss the physical ways we use nature in a smart, lasting way to solve stormwater problems for the environment, people, and the economy.

Resilience Hubs²²

Resilience hubs are community-serving facilities augmented to support residents and coordinate resource distribution and services before, during, or after a natural hazard event. At their core, resilience hubs are about shifting power to communities and increasing neighborhood capacity. Resilience hubs operate at the nexus of climate mitigation, climate adaptation, and equity. They strive to enhance community sustainability and resilience through a bottom-up approach centered on co-development and local leadership. Learn more about resilience hubs on the Resilience Hubs website.

¹⁹ Forbes
²⁰ Institute for Housing Studies
²¹ Ann Arbor Systems Planning Unit
²² Urban Sustainability Directors Network

Glossary of Terms

SEMCOG²³

The Southeast Michigan Council of Governments (SEMCOG) is a voluntary association of local governments fostering cooperative efforts in order to move southeast Michigan forward. SEMCOG supports local planning through its technical, data, and intergovernmental resources, in addition to advocating on behalf of southeast Michigan in Lansing and Washington, D.C.

Sustainable Energy Utility²⁴

The Sustainable Energy Utility (SEU) is an opt-in, supplemental, community-owned energy utility that provides 100% renewable energy from local solar and battery storage systems and networked geothermal systems installed at participating homes and businesses in the Ann Arbor.

Tech Transfer (University of Michigan)²⁵

Facilitate the efficient transfer of knowledge and technology from the University to the private sector in support of the public interest; to support the discovery of new knowledge and technology; to attract resources for the support of University programs; to provide services to University Employees to facilitate their efforts to carry out the University's mission; and to promote local, state, and national economic development.

Transit Hub²⁶

Smaller versions of transit centers (i.e., Blake Transit Center) composed of multiple transit stops serving multiple connecting routes. Transit hubs make transfers easy and comfortable, provide a recovery location for vehicles and operators at the terminus of routes, and provide a higher level of amenities and service than a standard bus stop in higher demand locations.

²³ SEMCOG
²⁴ Office of Sustainability and Innovation, City of Ann Arbor
²⁵ University of Michigan Tech Transfer Policy
²⁶ AAATA

Unified Development Code²⁷

The Unified Development Code (UDC) serves as Ann Arbor's zoning ordinance that follows the Michigan Zoning Enabling Act, PA 110 of 2006. This ordinance is intended to require city review and approval of the development of certain buildings, structures, land uses, and the creation of new lots, all of which can have significant economic, social, and environmental impact on the community as a whole and on adjacent parcels and land uses. It is further the intent of this ordinance to provide for the preservation and management of significant natural features, ensure safe and efficient traffic patterns, and to achieve harmonious relationships between buildings, structures, infrastructure, and land uses, to implement the adopted Comprehensive Plan of the city, and to comply with all applicable federal and state laws.

Vehicle Miles Traveled²⁸

As the name implies, "vehicle miles traveled" refers to the number of miles all the vehicles in a region travel during a given period of time. In the 2020 A2 Zero Plan, the City of Ann Arbor set a goal of reducing vehicle miles traveled 50% by 2030.

Walk Score²⁹

The "walk score" of a neighborhood represents how easily residents of that neighborhood are able to run errands and accomplish daily tasks on foot, rather than by car. A higher score indicates greater walkability, while a lower score represents greater car dependency. The score is based on proximity to amenities, as well as various measures of "pedestrian friendliness," such as population density, block length, and intersection density. The Average Walk Score of each city is based on a weighted average of the scores of each address in the city. Walk Scores are created by Walk Score, Inc., a Redfin subsidiary.

²⁷ Unified Development Code
²⁸ A² Zero Plan
²⁹ Walk Score

