

SustainA²ble

Cultivating our people, place and potential



SUSTAINABILITY ACTION PLAN

City of Ann Arbor

DRAFT July 2015



Background

The sixteen overarching goals found in the Sustainability Framework provide a new way to think about and organize the City of Ann Arbor Master Plan. These sustainability framework goals build on goals already developed through a variety of public processes – from city plans, council resolutions, and the council-approved ten environmental goals. These sustainability goals also include the three key aspects of sustainability – environment, economy, and equity.

The goals are organized into four theme areas: 1) climate and energy, 2) community, 3) land use and access, and 4) resource management. New plan elements, or updates to existing ones, will use these goals to plan for a more sustainable future. The Sustainability Framework was used to develop this Sustainability Action Plan.

More information about the development of the Sustainability Framework is available at: www.a2gov.org/sustainability.

Plan Purpose

The Sustainability Action Plan provides quantifiable targets and actions, as well as a mechanism for periodic assessment and review of progress towards the sustainability goals. The framework and the action plan are intended to be used by all city boards and commissions and Ann Arbor city staff.

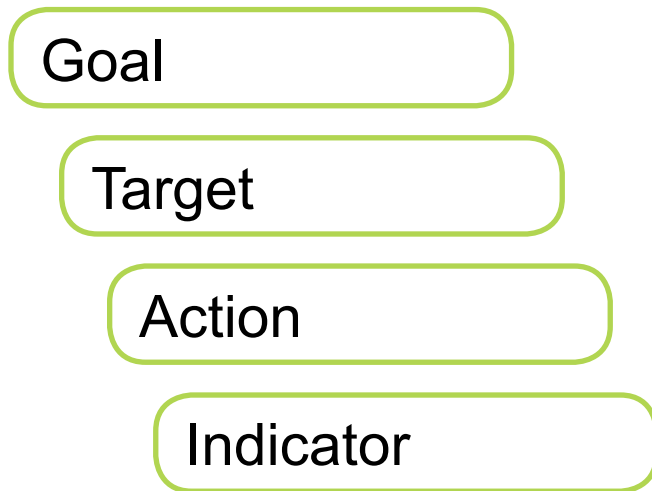
The Sustainability Action Plan will be reviewed and updated every two years with the budget cycle to provide up-to-date progress reports towards the City's sustainability goals. The targets and actions included in the Plan are not all-inclusive but a collection of short-term, yet ongoing projects that the City will work towards within each two-year period.

The Sustainability Action Plan is also a tool to build new community partnerships to further communitywide progress towards the Sustainability Framework goals.

Plan Organization

The Sustainability Action Plan is organized around the sixteen goals in the City's Sustainability Framework. To help make progress towards each goal, the Sustainability Action Plan identifies targets associated with each goal. Each target is then connected to short-term actions.

SUSTAINABILITY ACTION PLAN ORGANIZATION:



GOAL

Goals are overarching statements that communicate a long-term vision. This broad goal consolidates goals from different plans that work toward the same end. The goals are taken from the City's Sustainability Framework and represent the community's vision of sustainability.

TARGET

Targets determine a course of action to achieve a goal. A target is a measurable short-term objective or a tool to inform decision-making that helps further progress toward a goal.

ACTION




An action is an implementation tool or step to reach a target. A set of actions nests underneath each target. The actions included in this plan are short-term and expected to be completed in one to two years.

INDICATOR

Indicators are used to measure progress toward meeting both targets and larger, overarching goals. Indicators track the effectiveness of actions, and over time reveal whether the City is moving towards greater sustainability.

Plan Progress

The Sustainability Action Plan establishes 38 indicators to measure progress towards the 16 sustainability goals. These indicators will be reported annually on the City of Ann Arbor's webpage at: www.a2gov.org/actionplan. This site will provide progress reports on indicators and will also track completed projects and accomplishments that further progress towards the sustainability goals. As the first iteration of the Sustainability Action Plan, indicators gathered as part of this planning process will serve as a baseline for measuring progress. In updates of this plan, progress will be reported by goal. A summary of Action Plan indicators is below:

	Goal	Indicator(s)
Climate and Energy 	 Sustainable Energy	Renewable Energy Generation Number of Renewable Energy Projects
	 Energy Conservation	Greenhouse Gas Emissions
	 Sustainable Buildings	Dollars Invested in Energy Efficiency Loans LEED Buildings
Community 	 Engaged Community	Opportunities to Participate in Community Matters (NCS) Attended a Local Public Meeting (NCS)
	 Diverse Housing	Percent of Public Housing Meeting Enterprise Green Communities Standards Percent Affordable Housing Availability of Affordable Quality Housing (NCS)
	 Human Services	Percent of Public Housing Residents Employed Percent of Public Housing Units with Supportive Services
	 Safe Community	Structures in the Floodplain Emergency Preparedness (NCS) Police Services (NCS) Fire Services (NCS) Part 1 Crimes
	 Active Living and Learning	Recreational Opportunities (NCS) Social Events and Activities (NCS)
	 Economic Vitality	Overall Economic Health (NCS) Value of Construction Permits
Land Use and Access 	 Transportation Options	Overall Ease of Travel (NCS) Percent Non-Motorized Commutes
	 Sustainable Systems	Tree Condition Impervious Surface Average Pavement Rating
	 Integrated Land Use	Land Use, Planning, and Zoning (NCS) Overall Built Environment (NCS)
Resource Management 	 Clean Air and Water	Days of Unhealthy Air Quality Number of EV Charging Stations Green Infrastructure Capacity
	 Healthy Ecosystems	Tree Canopy Watershed Health
	 Responsible Resource Use	Percent Waste Diverted Recycling Collection (NCS)
	 Local Food	SNAP/EBT Purchases at Farmers Market Greenbelt Land Preserved Availability of Affordable Quality Food

Goal Overview

Goals		Primary Unit	Supporting Unit(s)	Target Source(s)
Climate & Energy	Sustainable Energy	Systems Planning	Ann Arbor Housing Commission	Energy Challenge Resolution (R-11-142), Climate Action Plan, Housing Commission, City Council Resolution (R-13-283), new
	Energy Conservation	Systems Planning	Information Technology	Climate Action Plan, Budget Goals, new
	Sustainable Buildings	Systems Planning	Planning and Development	Solar Roofs Resolution (R-342-7-06), Downtown Zoning Incentives, Climate Action Plan, Washtenaw County Sustainable Communities Challenge Grant, new
Community	Engaged Community	City Administrator's Office – City Clerk, Communications	Systems Planning, Planning and Development, Information Technology, Parks, Project Management	Budget Goals, new
	Diverse Housing	Housing Commission	Community and Economic Development, Downtown Development Authority	Housing Commission, Budget Goals, DDA
	Human Services	Housing Commission, Community and Economic Development		Housing Commission, Budget Goals
	Safe Community	Police	Systems Planning, Planning and Development, Emergency Management, Housing Commission	Budget Goals, Flood Mitigation Plan, Housing Commission, new
	Active Living & Learning Economic Vitality	Parks and Recreation Community and Economic Development	Downtown Development Authority Planning and Development, Downtown Development Authority, Systems Planning	Parks and Recreation Open Space Plan, Budget Goals, DDA Redevelopment Ready Community Best Practices Report, DDA, new
Land Use & Access	Transportation Options	Systems Planning	Project Management	Non-Motorized Transportation Plan, Non-Motorized Transportation Planning and Policy Updates, Climate Action Plan, Connector Feasibility Study, Budget Goals, DDA, new
	Sustainable Systems	Systems Planning		Draft Urban and Community Forest Management Plan, Budget Goals, new
Resource Management	Integrated Land Use	Planning and Development		City Master Plan, DDA, new
	Clean Air & Water	Systems Planning	Water Treatment, Field Operations	Budget Goals, Capital Improvement Plan, Transportation Plan, Climate Action Plan, DDA, new
	Healthy Ecosystems	Systems Planning	Field Operations	Draft Urban and Community Forest Management Plan, Budget Goals, Stormwater Management Program, Huron River Impoundment Management Plan, new
	Responsible Resource Use	Systems Planning	Field Operations	Solid Waste Resource Plan, Budget Goals
	Local Food	Parks and Recreation	Farmers Market, Greenbelt	Farmers Market, Greenbelt District Strategic Plan, Budget Goals

CLIMATE & ENERGY



Sustainable Energy



Energy Conservation



Sustainable Buildings

Sustainable Energy

Improve access to and increase use of renewable energy by all members of our community



Target CE 1: Use 30% renewable energy in municipal operations by 2015 (Energy Challenge)

Actions

- Maintain and expand solar projects within municipal facilities and properties (new)
- Install solar and geothermal projects at public housing sites (Housing Commission)



Target CE 2: Use 5% renewable energy community-wide by 2015 (Energy Challenge)

Actions

- Maximize purchase of Michigan renewable energy (Climate Action Plan)
- Implement community renewable energy projects (Climate Action Plan)
- Work with DTE to create a community solar pilot program (City Council Resolution)

Indicators

- Renewable Electricity Generation
- Number of Renewable Energy Projects

Energy Conservation

Reduce energy consumption and eliminate net greenhouse gas emissions in our community



Target CE 3: Reduce greenhouse gas emissions in municipal operations 50% from 2000 levels by 2015 (Energy Challenge)

Actions

- Conduct energy audits on city-owned facilities (new - Systems Planning)
- Support next generation of municipal and public housing energy projects through the municipal energy fund (new - Systems Planning)
- Implement information technology actions to promote energy conservation and minimize environmental impacts including optimizing enterprise print services (IT Budget Goal)



Target CE 4: Reduce community-wide greenhouse gas emissions 25% from 2000 levels by 2025 (Climate Action Plan)

Actions

- Coordinate with DTE to offer incentives for energy audits and implementation of identified energy conservation measures (Climate Action Plan)
- Promote the use of efficient lighting technologies for both outdoor and indoor applications as in LED lighting at park shelters (Climate Action Plan)
- Participate in the Community Climate Partnership to implement and identify priorities from the Climate Action Plan (new - Systems Planning)

Indicators

- Greenhouse Gas Emissions

Sustainable Buildings

Reduce new and existing buildings' energy use, carbon impact and construction waste, while respecting community context



Target CE 5: Install 5,000 solar roofs by the year 2015 to encourage use of solar energy for heating domestic hot water (Solar Roofs Initiative Resolution)

Actions

- Improve solar readiness and reduce the soft costs of solar using the Ann Arbor Solar Plan and the state's Guidebook for Community Solar Programs (new - Systems Planning)
- Improve internal tracking of solar installations with inspection/permit tracking (new - Systems Planning)



Target CE 6: Increase the number of energy efficiency improvements in new development and existing properties (new - Systems Planning, Planning and Development)

Actions

- Incentivize measurable energy efficiency (such as LEED, Energy Star, or Green Globe) in new development through floor area ratio (FAR) bonuses (Planning and Development – Zoning Incentives)
- Use Property Assessed Clean Energy (PACE) and other financing programs to invest in building energy improvements (Climate Action Plan)
- Develop a strategy targeting property owners and tenants to increase energy efficiency in rental properties (Washtenaw County Housing and Urban Development grant)
- Develop an informational webpage that facilitates appropriate energy retrofits for historic buildings (new - Planning and Development)
- Continue to support a2energy.org as an online portal for energy efficiency information and resources (new - Systems Planning)

Indicators

- Dollars Invested in Energy Efficiency Loans
- LEED Buildings

COMMUNITY



Engaged Community



Safe Community



Diverse Housing



Active Living & Learning



Human Services



Economic Vitality

Engaged Community

Ensure our community is strongly connected through outreach, opportunities for engagement, and stewardship of community resources



Target CM 1: Increase effectiveness of communication and service delivery (Administrator's Office Budget Goal)

Actions

- Conduct biannual National Citizen Survey (NCS) (Strategic Plan - Communications)
- Provide staff training in the usage of the Community Engagement Toolkit (Strategic Plan - Communications)
- Evaluate Citizen Participation Ordinance and implement resulting recommendations (new - Planning and Development)
- Launch an improved and redesigned City website with enhanced information architecture and search by June 30, 2014 (IT Budget Goal)



Target CM 2: Increase participation by community members in community projects, plans, programs, and events (new - Communications)

Actions

- Host community sustainability forums each year in partnership with the Ann Arbor District Library (new - Systems Planning)
- Use A2 Open City Hall as a tool for online public engagement (new - all)
- Expand GIVE365 Volunteer Program with the goal of 6,240 volunteer hours for FY2014 (Parks Budget Goal)
- Review all ward-precincts for voter registration, voter turnout, 2012 lines and recommend boundary changes/new precincts where appropriate (City Clerk)
- Engage the public in the planning, design and construction of the capital improvement projects (Project Management Budget Goal)

Indicators

- Opportunities to Participate in Community Matters (NCS)
- Attended a Local Public Meeting (NCS)

Diverse Housing

Provide high quality, safe, efficient, and affordable housing choices to meet the current and future needs of our community, particularly for homeless and low-income households



Target CM 3: Rehabilitate public housing units to meet the Enterprise Green Communities Standards (Housing Commission)

Actions

- Convert to all CFL and LED lighting, motion sensor and light sensor where appropriate (Housing Commission)
- Install Energy Star appliances and windows (Housing Commission)
- Increase air sealing and insulation in public housing units (Housing Commission)



Target CM 4: Add 2,797 affordable non-student rental housing units in Ann Arbor as recommended by the Housing Affordability and Economic Equity Analysis (Community and Economic Development)

Actions

- Implement recommendations from the Housing Affordability and Economic Equity Analysis (Community and Economic Development)
- Increase number of affordable housing units restricted for low-income households (Housing Commission)
- Increase downtown housing diversity, with a particular emphasis on workforce housing (Downtown Development Authority)

Indicators

- Percent of Public Housing Units Meeting Enterprise Green Communities Standards
- Percent Affordable Housing
- Availability of Affordable Quality Housing (NCS)

Human Services

Provide services that meet basic human needs of impoverished and disenfranchised residents to maximize the health and well-being of the community



Target CM 5: Use outcomes data to measure the impact of Coordinated Funding on basic human services needs in our community (Community and Economic Development Budget Goal)

Actions

- Work with Planning and Coordinating entities in each of the six Coordinated Funding priority areas to refine outcomes based on best practices, lessons learned and the first two years of data (Community and Economic Development Budget Goal)
- Collect reporting data on outcomes from funded nonprofits at six and twelve months after 3rd year of funding commences – January 2014 and June 2015 (Community and Economic Development Budget Goal)
- Report out to City Council and other local policy-makers with an analysis of impact in six human service needs priority area (Community and Economic Development Budget Goal)



Target CM 6: Increase housing stability of public housing residents (Housing Commission)

Actions

- Create Family Self Sufficiency Program for public housing and voucher residents to increase financial self-sufficiency (Housing Commission)
- Increase employment of low-income households on housing commission projects (Housing Commission)
- Create permanent supportive housing site with 24 hour front desk security (Housing Commission)
- Increase supportive services to public housing units, including food, mental health, case management, and financial literacy (Housing Commission)

Indicators

- Percent of Public Housing Residents Employed
- Percent of Public Housing Units with Supportive Services

Safe Community

Minimize risk to public health and property from manmade and natural hazards



Target CM 7: Maintain total Part 1 crimes among the lowest 20% of all communities nationwide in the same population group (Police Budget Goal)

Actions

- Implement an online survey enabling the public to offer their perspective on how safe they feel in their neighborhood, Downtown, etc (Police Budget Goal)
- Dedicate 15% of road patrol officers' time to proactive policing and community engagement (Police Budget Goal)



Target CM 8: Prohibit new development in the floodway (Flood Mitigation Plan)

Actions

- Draft a new floodplain ordinance describing the process for floodplain development and adopt ordinance (Flood Mitigation Plan and Systems Planning Budget Goal)
- Continue to acquire buildings in the floodway and floodplain for removal where grants or other funding sources are available (Flood Mitigation Plan)
- Develop a plan for reuse and maintenance of properties acquired for flood mitigation (new - Planning and Development)



Target CM 9: Bring buildings into compliance with local and state safety codes (new - Planning and Development)

Actions

- Establish an administrative hearings board (new - Planning and Development)
- Rigorously enforce reoccupancy measures and procedures (new)
- Provide construction inspections within 48-72 hours of inspection request (Planning & Development Budget Goal)
- Identify a digital solution to complete rental housing inspections in the field (Planning and Development Budget Goal)



Target CM 10: Increase safety, security, and other weatherization measures for existing public housing units (Housing Commission)

Actions

- Install additional indoor and outdoor lighting (Housing Commission)
- Replace solid exterior doors with doors with windows or peep holes (Housing Commission)
- Add security cameras (Housing Commission)



Target CM 11: Inform the public of local hazards that affect the community and on disaster preparedness resources (Emergency Management)

Actions

- Leverage publications and information supplied by the Michigan State Police Emergency Management/Homeland Security Division, Federal Emergency Management Agency, and Red Cross Ready Programs (Emergency Management)
- Work with the Communications Office to effectively send out hazard awareness and disaster preparedness information to the public through local media and City information systems (Emergency Management)
- Increase signups for the CodeRED emergency notification system (Emergency Management)



Target CM 12: Adapt to and effectively manage current hazards and emerging threats from climate impacts (Climate Action Plan)

Actions

- Incorporate climate adaptation into the City's capital improvements planning process (new - Systems Planning)
- Develop videos in partnership with the Community Climate Partnership to increase awareness of climate impacts and climate adaptation in the community (new - Systems Planning)



Indicators

- Structures in the Floodplain
- Emergency Preparedness (NCS)
- Police Services (NCS)
- Fire Services (NCS)
- Part 1 Crimes

Active Living & Learning

Improve quality of life by providing diverse cultural, recreational, and educational opportunities for all members of our community



Target CM 13: Maintain, rehabilitate, and restore existing facilities and natural areas in keeping with their planned use, safety, enjoyment, and aesthetic sensibilities (Parks and Recreation Open Space (PROS) Plan)

Actions

- Facilitate organized citizen park stewardship with an adopt-a-park program and continuation of the Natural Area Preservation Park Steward Program (PROS Plan)
- Develop efficient maintenance procedures that decrease staff hours, equipment, and use of chemicals, and utilize natural processes such as controlled burning and native plant landscape areas (PROS Plan)
- Emphasize the care of existing park trees and planting of new trees in all park development or improvement projects (PROS Plan)



Target CM 14: Achieve and maintain a balanced park, recreation, and open space system, accessible to all of the community (PROS Plan)

Actions

- Develop strategies to identify and accommodate groups which are not currently receiving or participating in recreation services (PROS Plan)
- Enhance and encourage opportunities to provide scholarships for residents who would benefit from this service (PROS Plan)
- Enhance opportunities to provide cultural activities (music, dance, crafts, theater, arts, etc.) (PROS Plan)



Target CM 15: Continue to support downtown as the center for arts, culture, and community special events (Downtown Development Authority)

Actions

- Continue to encourage downtown concert, museum, and film events by partnering with community non-profits and other organizations (Downtown Development Authority)
- Continue support for downtown special events and street festivals through street and sidewalk improvements and grants (Downtown Development Authority)



Indicators

- Recreational Opportunities (NCS)
- Social Events and Activities (NCS)

Economic Vitality

Develop a prosperous, resilient local economy that provides opportunity by creating jobs, retaining and attracting talent, supporting a diversity of businesses across all sectors, and rewarding investment in our community



Target CM 16: Remove development barriers by building deliberate, fair, and consistent processes (Planning and Development)

Actions

- Certify the City of Ann Arbor as a redevelopment ready community through the Michigan Economic Development Corporation (new - Planning and Development)
- Complete the Zoning Ordinance Reorganization effort (new - Planning and Development)



Target CM 17: Collaborate to complete a 2015 Street Framework Plan to enhance downtown's sense of place, walkability, commercial and residential vibrancy, activities and events, and encourage private reinvestment (Systems Planning, Downtown Development Authority)

Actions

- Strengthen downtown as a center of commerce and a catalyst for activity (Downtown Development Authority)
- Encourage economic development by leveraging quality streets to attract and retain businesses and residents (Downtown Development Authority)



Target CM 18: Enable economic development within the community (Strategic Plan - Community Services)

Actions

- Develop an economic development strategy (Strategic Plan - Community Services)
- Extend life of SmartZone by FY2015 to encourage economic development and additional job and company creation (Strategic Plan - Financial and Administrative Services)

Indicators

- Overall Economic Health (NCS)
- Value of Construction Permits

LAND USE & ACCESS



Transportation Options



Sustainable Systems



Integrated Land Use



Transportation Options

Establish a physical and cultural environment that supports and encourages safe, comfortable, and efficient ways for pedestrians, bicyclists, and transit users to travel throughout the city and region



Target LU 1: Ensure that sidewalk/bike/transit service opportunities exist within 1/4 mile of every Ann Arbor household (Climate Action Plan)

Actions

- Require that new developments provide for pedestrian and bicycle networks that ensure direct and convenient access to surrounding areas (Non-Motorized Transportation Plan)
- Conduct an analysis of sidewalk gaps throughout the City and develop an implementation program in response to the findings (Non-Motorized Transportation Plan, Planning and Policy Updates)
- Secure additional funding avenues for implementation pursuant to the Non-Motorized Transportation Plan and the sidewalk gap implementation program (Non-Motorized Transportation Plan, Planning and Policy Updates)
- Develop strategies to educate the general public, the school system, and the University of Michigan on the available non-motorized transportation network and encourage its use, including promotion of Safe Routes to School (Non-Motorized Transportation Plan)



Target LU 2: Provide convenient and safe non-motorized connections between destinations in every part the community, such as residential, commercial, school, recreational, and other areas (Non-Motorized Transportation Plan)

Actions

- Establish updated guidelines for signs, flashing signals, and pavement markings for bike and pedestrian facilities (Non-Motorized Transportation Plan, Planning and Policy Updates)
- Install 3D (Destination, Direction, Distance) Signs for encouragement and way-finding, to “reveal” neighborhood and destination connections, and to effectively expand the network (Non-Motorized Transportation Plan, Planning and Policy Updates)
- Develop a plan for high-capacity transit in an arc from northeast to south Ann Arbor as partner on the Connector Feasibility Study (Connector Feasibility Study)
- Install additional bicycle parking in existing parking structures and on-street (Downtown Development Authority)
- Provide support from city staff to City Council appointed Pedestrian Safety and Access Task Force (new - Systems Planning)



Indicators

- Overall Ease of Travel (NCS)
- Percent Non-Motorized Commutes

Sustainable Systems

Plan for and manage constructed and natural infrastructure systems to meet the current and future needs of our community



Target LU 3: Increase the average condition rating of city-managed street and park trees from fair to good within a 30-year time frame (Urban and Community Forest Management Plan)

Actions

- Implement a proactive tree maintenance program for Ann Arbor's publicly managed trees emphasizing routine pruning, removals and care to improve the health and sustainability of the canopy (UCFMP)
- Establish geographic urban forest management areas across the city to provide systematic service delivery (UCFMP)
- Develop and implement a comprehensive program to monitor and address threats to the urban forest (UCFMP)



Target LU 4: Reduce the volume of stormwater runoff (new - Systems Planning)

Actions

- Develop a comprehensive, detailed stormwater system model (new - Systems Planning)
- Identify opportunities for improved management and maintenance of the City's stormwater system through the Stormwater Model Calibration and Analysis Project (Systems Planning Budget Goal)
- Reduce amount of impervious surface through the Green Streets policy and continued partnership with the Washtenaw County Water Resources Commission (new - Systems Planning)
- Strengthen tree planting and young tree maintenance programs for both public and private trees (UCFMP)



Target LU 5: Increase average level of service on city-controlled streets, as evidenced by an increase in average pavement ratings (new - Systems Planning)

Actions

- Assess current condition of pavement on all City controlled roads (new - Systems Planning)
- Develop and deliver a State of the Streets report which sets forth average current baseline pavement ratings (new - Systems Planning)
- Determine Target Level of Service for pavement based on class of road (new - Systems Planning)

Indicators

- Tree Condition
- Impervious Surface
- Average Pavement Rating

Integrated Land Use

Encourage a compact pattern of diverse development that maintains our unique sense of place, preserves our natural systems, and strengthens our neighborhoods, corridors, and downtown



Target LU 6: Encourage dense land use and development patterns which draw people downtown and foster an active street life, contribute to its function as an urban residential neighborhood and support a sustainable transportation system (Downtown Plan)

Actions

- Develop a reuse strategy for end of life, vacant city-owned properties in and near downtown (new - Planning and Development)
- Implement the rezoning and code amendment recommendations of the downtown zoning evaluation (new - Planning and Development)
- Invest in strategic infrastructure projects to encourage downtown development readiness, and improve quality of City service delivery (Downtown Development Authority)



Target LU 7: Create inviting commercial corridors and improve the links between commercial and residential areas, encouraging access between the nearby neighborhoods and downtowns (Master Plan Land Use Element)

Actions

- Implement the recommendations of the South State Street corridor study as a Master Plan element (new - Planning and Development)
- Implement the recommendations of the Reimagine Washtenaw right-of-way study (new - Planning and Development)
- Evaluate options for riverside zoning and design approaches to implement recommendations of the North Main/Huron River Vision Task Force (new - Planning and Development)



Target LU 8: Encourage appropriate new development and redevelopment within established residential areas (new - Planning and Development)

Actions

- Implement recommended code changes to the R4C zoning district from the Planning Commission and R4C/R2A Advisory Committee (new - Planning and Development)

Indicators

- Land Use, Planning, and Zoning (NCS)
- Overall Built Environment (NCS)

RESOURCE MANAGEMENT



Clean Air & Water



Healthy Ecosystems



Responsible Resource Use



Local Food

Clean Air & Water

Eliminate pollutants in our air and water systems



Target RM 1: Provide a continuous supply of safe drinking water to the citizens of Ann Arbor (Water Treatment Budget Goal)

Actions

- Incorporate Recommendations from Drinking Water LOS (Level of Service) Study into Asset Management Program/CIP Process (Systems Planning Budget Goal)
- Achieve 100% compliance with drinking water regulations (Water Treatment Budget Goal)
- Provide water quality monitoring in Huron River to provide early warning in the event of a river contamination event (Capital Improvements Plan)
- Improve water quality to customers, through main replacement, new looping main, auto-flushing device and/or filters (Capital Improvements Plan)



Target RM 2: Promote green transportation improvements to reduce vehicle emissions (Transportation Plan)

Actions

- Establish requirements for electric vehicle (EV) parking infrastructure for projects and increase city-wide infrastructure for EV charging (Climate Action Plan)
- Add more EV car charging stations and infrastructure in the downtown (Downtown Development Authority)
- Support idling education program through signage and other materials (Environmental Commission)
- Develop evaluation techniques to gauge effectiveness of previous and current Ann Arbor Safe Streets and Sidewalks (A2S3) Committee education campaign strategies, and recommend new outreach ideas (Non-Motorized Transportation Plan, Planning and Policy Updates)
- Use the City's Geographic Information System (GIS) to provide current representation of the biking and walking facilities in the city (Non-Motorized Transportation Plan, Planning and Policy Updates)



Target RM 3: Increase the quality of stormwater runoff by reducing nonpoint source loading (new - Systems Planning)

Actions

- Maintain compliance with new stormwater permit (new - Systems Planning)
- Implement detention pond inspection maintenance program (new - Systems Planning)
- Implement Green Streets policy to reduce impervious surface (new - Systems Planning)

Actions (continued)

- Use best management practices (BMP) to implement a stormwater maintenance and management program (new)
- Coordinate and implement City Illicit Discharge Elimination Plan (IDEP) to improve stormwater quality and aid in meeting stormwater permit requirements (Field Ops Budget Goal)



Indicators

- Days of Unhealthy Air Quality
- Number of EV Charging Stations
- Green Infrastructure Capacity

Healthy Ecosystems

Conserve, protect, enhance, and restore our aquatic and terrestrial ecosystems



Target RM 4: Achieve canopy cover goals based on canopy targets for each land use category within 30 years (Urban and Community Forest Management Plan)

Land Use Category	Current Tree Canopy Cover (%)	Tree Canopy Cover Goal (%)
Commercial	10	15
Industrial	14	25
Mixed Use	9	15
Office	19	30
Public/Institutional/ Transportation/Utility	28	40
Recreation/Open Space	48	50
Residential	37	60
Public Right-of-Way	24	30

Actions

- Increase the preservation and protection of landmark/special trees on public and private lands (UCFMP)
- Develop, communicate and follow an urban forest best management practices manual for use by city staff, partners, other entities, and the community (Draft UCFMP)



Target RM 5: Complete a full routine tree pruning cycle for all city-managed street and park trees by 2022 (UCFMP)

Actions

- Place 25% of City named parks into a scheduled trimming program (Field Ops Budget Goal)
- Implement a proactive tree maintenance program for Ann Arbor's publicly managed trees emphasizing routine pruning, removals and care to improve the health and sustainability of the canopy (UCFMP)
- Establish geographic urban forest management areas across the city to provide systematic service delivery (UCFMP)



Target RM 6: Reduce pollution and hydrologic impacts to the watershed (Stormwater Management Program)

Actions

- Evaluate aquatic vegetation harvesting (Huron River Impoundment Management Plan)
- Identify areas where expansion of native riparian buffers is possible to further protect the river ecology and improve fish habitat (Huron River Impoundment Management Plan)
- Partner with the Huron River Watershed Council to promote watershed health through public awareness and behavior change (new - Systems Planning)



Indicators

- Tree Canopy
- Watershed Health

Responsible Resource Use

Produce zero waste and optimize the use and reuse of resources in our community



Target RM 7: Increase waste diversion rates from 50% to 60% for single family residents by 2017 (Solid Waste Resource Plan)

Actions

- Explore the option of increasing City compost collection from seasonal (April to Mid-December) to year-round (Solid Waste Resource Plan)
- Distribute 5,000 kitchen composters by 6/30/14 (Systems Planning Budget Goal)
- Provide expanded food waste composting service to all curbside collection routes (Solid Waste Resource Plan)
- Increase the sale of compost carts by 10% (Field Ops Budget Goal)



Target RM 8: Increase citywide waste diversion rates up from current 31% to 40% by 2017 (Solid Waste Resource Plan)

Actions

- Increase recycling participation through pilots, such as a recycling incentive program for multi-family units (Solid Waste Resource Plan)
- Place 15 new recycle dumpsters (Field Ops Budget Goal)
- Expand types of materials collected in the City recycling program as markets and processing abilities develop (Solid Waste Resource Plan)
- Expand away-from-home recycling opportunities (Solid Waste Resource Plan)

Indicators

- Percent Waste Diverted
- Recycling Collection (NCS)

Local Food

Conserve, protect, enhance, and restore our local agriculture and aquaculture resources



Target RM 10: Increase Farmers Market transactions using EBT/Double Up Food Bucks/Senior Fresh/SNAP by 10% (Parks Budget Goal)

Actions

- Procure an iPad with translation capabilities to facilitate communication with customers with limited English proficiency (Farmers Market)
- Provide special event information and handouts with explanations of pricing and purchasing in multiple languages including English, Spanish, Russian, and Mandarin to improve interactions between vendors and customers (Farmers Market)
- Install signage stating general operating rules in the four major languages (Farmers Market)



Target RM 11: Form 1000-acre blocks (or larger) of protected farmland in order to make agriculture viable for future producers (Greenbelt District Strategic Plan)

Actions

- Prioritize the protection of farmland producing food for Ann Arbor area and consumers (Greenbelt District Strategic Plan)
- Increase access to farmland for new and beginning farmers by preserving agricultural land (Greenbelt District Strategic Plan)
- Hold an annual Greenbelt Bus Tour to communicate the impact and importance of the Greenbelt program (Greenbelt District Strategic Plan)



Indicators

- EBT/Double Up Food Bucks/Senior Fresh/SNAP Purchases at Farmers Market
- Greenbelt Land Preserved
- Availability of Affordable Quality Food (NCS)