



## FOUNDATION

**Grant No. 11069**

**Grant Authorization Date 12/15/2010**

**Grant Report Date 7/1/2012**

### The Home Depot Foundation Grant Agreement

The Home Depot Foundation (the "Foundation") approves a grant to the City of Ann Arbor, MI ("Grantee") in the amount of \$95,000 (the "Grant") for the Ann Arbor Sustainability Framework (the "Program"). In order to receive the Grant, Grantee must enter into this Grant Agreement (the "Agreement"). Payment of the Grant is contingent upon the Foundation's receipt of a signed copy of this Agreement and Grantee's compliance with the terms of this Agreement. Grantee's authorized signature on this Agreement acknowledges its acceptance of the following terms of this Grant:

1. Funds paid to Grantee pursuant to the Grant and any income earned thereon, shall be used exclusively for the Program. During the grant period, the organization intends to achieve the following outcomes with regard to the Program:
  - A. Schedule monthly conference calls with The Home Depot Foundation;
  - B. Provide progress updates every two weeks on the Sustainable Cities Institute ("SCI") forum;
  - C. Draft sustain ability framework according to the schedules listed below:
    - i. April 2011 - Organize framework of major categories, goals, objectives, and indicators. Develop this framework based on other city plans and existing organizing methods, including the SCI website and ICLEI STAR Index;
    - ii. July 2011 - Draft a document that contains city sustainability goals, key objectives, and indicators. These pages will highlight city objectives and indicators. This project will aim to develop this document in readily available software so that it can be provided to other communities as a template;
    - iii. July 2011 - The City will work with the Foundation staff and Southface to explore opportunities to post this sustainability framework via the web. The goal is to use a web resource to facilitate public access to the information and to better identify linkages among key sustainability goals and objectives. The City will explore opportunities to leverage resources at the University of Michigan, including the School of Information. The City will make an effort to ensure any web resources or tools can and will be shared as a template with other communities;
    - iv. January 2012 - Final Documents, templates, and web pages; and

D. The City of Ann Arbor, MI, will present the Sustainability Action Plan to City Council on July 1, 2012.

The specific public purposes of this Grant are set forth more fully in Grantee's grant proposal to Foundation and the related budgets, documents, and correspondence between the Foundation and the Grantee, to the extent approved by the Foundation, and all such documents are incorporated herein by reference. A copy of the grant proposal, which includes the Program budget, is attached as Exhibit A. Grantee agrees that neither the purposes for which the Grant may be expended nor the manner in which the Grant may be used will be amended without the prior written consent of the Foundation. This grant is made for the period December 15, 2010 to July 1, 2012.

2. All Grant funds must be used exclusively for public purposes in accordance with all applicable federal and state laws, rulings and regulations. If any law, ruling or regulation now or hereafter in effect shall render any provision of this Agreement void, unenforceable or unlawful, either party may terminate this Agreement immediately by providing written notice to the other party. Immediately upon such termination, all disbursements or expenditures of the Grant funds shall cease and Grantee shall return any unexpended portion of the Grant to the Foundation.
3. Grant funds and any interest earned thereon shall not be used:
  - A. To carry on propaganda, or otherwise to attempt to influence legislation (within the meaning of section 501 (c) (3) of the Internal Revenue Code of 1986, as amended (the "Code");
  - B. To participate or intervene in any political campaign on behalf of (or in opposition to) any candidate for public office (within the meaning of section 501 (c) (3) of the Code);
  - C. Making a "taxable expenditure" described in section 501 (c) (3) of the code or;
  - D. To make any grants to individuals or organizations (unless approved in writing by the Foundation).
4. Grantee shall maintain separate records of receipts and expenditures of Grant funds and make books, records and personnel available to the Foundation and its agents at reasonable times. The Foundation may, at its own expense, monitor or evaluate the use of Grant funds through various methods, including but not limited to site visits, conferences with your staff, third party evaluations, examination of books and records, etc. Grantee agrees to cooperate with the Foundation with regard to any such monitoring or evaluation.
5. Notwithstanding anything stated herein, this Agreement shall terminate and all further disbursements or expenditures of the Grant by Grantee shall cease if any of the facts contained in Grantee's grant proposal cease to be correct and accurate or if Grantee fails to perform any of the requirements of this Agreement. In such event, Grantee shall immediately return any unexpended portion of the Grant to the Foundation, and the Foundation shall have no obligation to disburse any additional amounts payable under the Grant, regardless of any claimed adverse effect on the programs or operations of the Grantee.

6. Grantee will notify the Foundation immediately in the event that any of the following occur:
  - A. The Grantee is unable to use any portion of the Grant funds for the intended purposes;
  - B. The Grantee is unable to comply with any of the terms of this Agreement; or
  - C. Any Grant funds are used in a manner inconsistent with the terms of this Agreement.
7. Public announcements of the Grant may be made by the Grantee and the Foundation. The Foundation's consent is required prior to the distribution of any such announcements, including press releases or media alerts. Copies of such materials should be submitted to the Foundation at least fourteen (14) business days before such public announcement is to be released. Any written materials printed with funds from the Grant should acknowledge the support of the Foundation. Grantee will provide the Foundation with prior written notice of any reference to the Foundation in its written materials, and will give the Foundation an opportunity to approve any such references, such approval not to be unreasonably withheld. Copies of all such materials should be submitted to the Foundation at least fourteen (14) days before such approval is required to be received, and final copies of such written materials must be included with Grantee's next written report to the Foundation. All public announcements or printed materials must comply with the requirements for use of the Foundation's name and logos as specified in the Foundation's Communications Kit, a copy of which will be provided to you with the first Grant payment.
8. Grantee shall submit a full and complete written report to the Foundation, in the format outlined in your grant account. **The Interim/Final Report form link can be found in your account at [www.grantrequest.com/SID 248](http://www.grantrequest.com/SID_248).** This final report includes information regarding the degree to which Grantee achieved the outcomes specifically set forth in Section 1 hereof. This report shall be due no later than the grant report due date set forth on page one of this grant Agreement. Grantee agrees that the Foundation shall have no obligation to make a disbursement of any Grant funds so long as a written report due pursuant to this Agreement has not been received by the Foundation in a form acceptable to the Foundation in its sole discretion. Grantee's reporting obligation to the Foundation shall survive the termination of this Agreement, regardless of the reason therefore.
9. Grantee agrees to use its best efforts to comply with all applicable requirements of the USA Patriot Act and Executive Order 13224, and all subsequently enacted legislation, executive orders, or regulations, designed to prevent any Grant funds from being used in support of terrorism or a terrorist organization.
10. No part of the Grant funds shall be paid to any official of the Foundation. The Home Depot or any affiliate thereof, and Grantee acknowledges that no gifts or services were or will be rendered to the Foundation, The Home Depot or any affiliate thereof, or any official of any of these organizations in exchange for this Grant.
11. The undersigned declares that Grantee operates in accordance with the Foundation's non-discrimination policy and does not discriminate against any person or group on the basis of age, political affiliation, race, national origin, ethnicity, disability, sexual orientation, or religious belief.

12. The Foundation reserves the right, in its sole discretion:
- A. To withhold any payments provided for under this Grant, to recover from the Grantee any unexpected Grant funds, and, if the terms of this Agreement are violated by Grantee, to require restitution by the Grantee of any previously expended Grant funds;
  - B. To require the Grantee to take reasonable precautions to prevent any diversion of Grant funds; and
  - C. To withhold any applicable taxes from any Grant payments.
13. This Agreement is personal among the parties hereto and shall not be assignable by any party or transferable by operation of law or otherwise.

The Home Depot Foundation

By: \_\_\_\_\_ Date \_\_\_\_\_  
 Kelly Caffarelli, President  
 The City of Ann Arbor, Grantee  
 A Michigan municipal corporation

By: \_\_\_\_\_ Date \_\_\_\_\_  
 John Hieftje, Mayor

By: \_\_\_\_\_ Date \_\_\_\_\_  
 Jacqueline Beaudry, City Clerk

Approved as to substance:

By: \_\_\_\_\_ Date \_\_\_\_\_  
 Roger Fraser, City Administrator

By: \_\_\_\_\_ Date \_\_\_\_\_  
 Sue McCormick, Public Services  
 Area Administrator

Approved as to form:

By: \_\_\_\_\_ Date \_\_\_\_\_  
 Stephen Postema, City Attorney

EXHIBIT A

City of Ann Arbor Grant Proposal

## ANN ARBOR SUSTAINABILITY FRAMEWORK PROPOSAL

### **Project Proposal:**

The City of Ann Arbor will create a framework to institutionalize sustainability and guide current and future planning at the city.

### **Background:**

The City of Ann Arbor demonstrates a commitment to both community engagement and sustainability through the history of its planning efforts. The City's collection of plans aims to create a more sustainable city and community, but an integrated city sustainability framework does not exist.<sup>1</sup> These plans, approved and adopted by City Council, show a variety of approaches to sustainability at the city-level, yet lack a cohesive framework to ensure these separate plans work towards sustainability goals.

Additionally, the eleven environmental principles, ten environmental action goals adopted by City Council in 2007, and 60 indicators provide an environmental lens through which City Council reviews proposals from staff, city boards, and commissions. The 60 indicators measure the success of planning efforts. These environmental principles have helped institutionalize a key aspect of sustainability, but a comprehensive framework needs overarching economic and social goals as well.

The City will revise its Master Plan over the next year. This will help incorporate a new framework for Ann Arbor's sustainability planning. A series of smaller, more focused plans also provide detailed recommendations and goals for the long-range management of city assets and services. Many of these individual plans incorporate sustainability, and this provides a key framework for building upon the sustainability initiatives already embedded in city plans.

Creation of a new plan at the City starts with a review of existing plans. City plans often include conflicting goals and recommendations because the City does not have a framework to guide interaction among its various plans. A review of plans with a common goal in mind will remedy any disconnects among plans.

The University of Michigan's recent Campus Sustainability Integrated Assessment also creates a good context for expanding the City's sustainability planning efforts. The university's efforts towards sustainability on campus may help educate and engage the public.

### **Project Need:**

The City of Ann Arbor's current approach to sustainability lacks a cohesive framework. With the Master Plan revision at the city level and the university's evaluation of campus sustainability, an opportunity exists to create a unifying framework to both guide future planning efforts and to

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<sup>1</sup> Refer to Appendix A for a list of the City of Ann Arbor's current plans.

integrate current efforts. The review process at the city level will highlight the existing gaps and the inherent conflicts in Ann Arbor's current sustainability planning initiatives.

To create a successful framework for sustainability, the planning efforts need to capitalize on the resources readily available. For instance, members of the public have contributed to the planning process in the past and add a strong institutional memory to the planning process. Moreover, the presence of a well-educated citizenry that values sustainability creates a context and opportunity for innovative approaches and solutions to achieving sustainability goals.

Staff members at the city and their experience with previous planning initiatives offer a solid basis for constructing a framework that builds and expands on past efforts. Collaborating with different staff ensures a plan that is inclusive, actionable, and measurable.

A variety of city council members, appointed residents, and supporting staff serve on commissions to review planning and sustainability efforts. These sustainability commissions include: Environmental Commission, Energy Commission, Park Advisory Commission, Green Belt Advisory Commission, Housing Commission, and Planning Commission. The City communicates its current commitment to sustainability through the collection of recommendations from approved plans and collective effort of these key commissions. These commissions make recommendations to City Council that, when adopted, result in sustainable policies and changes to city code that further sustainability goals. A comprehensive sustainability framework will better guide the decision-making process within these commissions.

The key components exist to take a more cohesive approach to sustainability planning at the city level. With the breadth of city plans in place, a guiding framework will afford a level of transparency and interaction among staff members and the plans themselves. Increased transparency in the city goals will serve as a mechanism to engage and educate the public as well. Creating a tool to help determine the interaction among the goals of smaller, more focused plans will lead to a clearer vision for the city and its future.

**Project Goal:**

The goal of this project is to develop a framework of goals, objectives, and indicators that serves as the overarching sustainability framework for the city.

This framework will guide future planning and engender a more transparent organization of expanded sustainability goals to encourage public involvement and interaction among city departments and different governments in the region.

This framework will also serve as a model for other local governments looking to incorporate sustainability into planning efforts and will act to inform the community of Ann Arbor's commitment to sustainability through active public engagement and dissemination of information.

**Key Measures of Success:**

The success of this framework depends on its ability to expand on current efforts and go beyond the practicality of a static planning document.

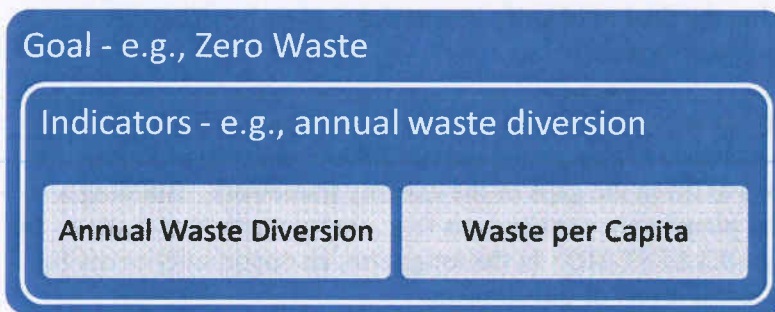
To succeed, the sustainability framework needs to:

- Expand the current set of ten environmental goals to include goals related to the economy and social equity
- Reflect the goals of the city, community, and community partners
- Create one document that integrates all planning efforts into this framework that is web-based and publicly accessible
- Guide and educate the decision-making process through a institutionalized review process, like a checklist
- Integrate these planning goals into city decision-making (e.g., Capital Improvement Plan Metrics)
- Serve as the core of a sustainability action plan that supports the city’s two-year budgeting process
- Produce metrics to communicate the progress of sustainability goals to both city staff and the community (e.g., release a State of Our Sustainability Report)

**Sustainability Plan Organization:**

Various plans at the City of Ann Arbor recommend strategies for moving forward, but the plans do not classify these strategies into broader goals.

*Example of current goal organization:*



The indicators relate to the goal; however, the strategy and objective to achieve the goal is not linked to the indicator. Refer to the reorganized goal framework below.



Example of new goal organization:



This new organization uses an objective to delineate a direct connection between the indicator and the goal. The framework will organize broader goals with a set of objectives to ensure that each goal is actionable and measurable.

This new framework also aims to go beyond the existing *State of Our Environment Report*. Moreover, this framework creates a space to identify the co-benefits of certain goals and to increase interaction and connection among planning goals. For instance, increasing waste diversion will likely have both environmental and economic benefits. Waste diverted may result in less required landfill space. Taking the time to identify interaction and co-benefits will encourage more collaborative planning efforts.

Developing this framework also serves as a gap analysis to see where planning efforts, goals, or indicators are missing. This offers a chance to engage the public and university to produce innovative solutions and suggestions to fill in the gaps of the existing framework. Building a common framework allows for joint planning in certain areas (e.g., transportation) and allows for common sustainability metrics (e.g., ICLEI STAR). In the long-term, an opportunity exists for one common framework across different levels of government.

### **Project Tasks and Timeline:**

Successfully completing this project consists of three key phases: analyzing gaps and plan interaction, developing the framework, and presenting the framework.

Project check-ins with the Home Depot Foundation will occur after every phase of the program. This will provide a chance for critiques and insight as the sustainability framework develops.

Technical assistance check-ins will begin at the start of phase 3 and will continue monthly until the web resources are released.

The timeframe and steps of these phases is below:<sup>2</sup>

### **Phase 1: Analyze gaps and plans**

1. January 2011

#### *Hire planner*

Hire one individual on a temporary full-time basis using grant funds to support this effort. This project has been discussed for the past five years and never fully initiated due to staffing constraints. The City will hire a new person to begin working in January of 2011.

2. January 2011

#### *Conduct background analysis*

Interview different city staff to identify gaps and conflicts in existing collection of plans. Conduct needs assessments through initial review of city plans.

3. January 2011

#### *Form sustainability framework work group*

Convene a group of city and county staff to make suggestions for this framework and provide input on tools to guide decision-making.

### **Phase 2: Develop the framework**

4. January 2011 – March 2011

#### *Review sustainability plans and develop framework*

Review example sustainability plans and develop sustainability framework. The hired planner will review existing sustainability plans and draft a sustainability framework that expands on our current ten environmental goals. This review will explore plans by other cities (e.g., Sacramento, Santa Monica) and the newly released ICLEI STAR index.

5. April 2011 – June 2011

#### *Review city plans and organize framework*

Review all city plans and organize ALL plan recommendations into the sustainability framework after approval of draft framework. Compile and integrate the objectives and strategies defined and approved in current city plans together with existing and new goals and indicators.

### **Phase 3: Present the framework**

1. June – September 2011

#### *Design public input strategy*

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<sup>2</sup> Refer to Appendix B for a visual of the timeline.

- Design public input strategy. Explore partnership with university to involve relevant graduate-level students in the process. Prepare tools for community engagement and schedule sessions.
2. July – August 2011  
*Present to staff, commissions, and City Council*  
Present to staff, commissions, City Council for review.
  3. September – October 2011  
*Conduct public input*  
Conduct public input through designed process. Engage the public through presentations for review and comment.
  4. November - December 2011  
*Seek City Council Approval*  
Present to City Council for approval of framework.
  5. December 2011  
*Release web resources and other information*  
Release web-based State of Our Sustainability Report and develop new web pages for new goals and indicators. Develop interactive tool to engage citizenry and document progress.
  6. December 2011 - January 2012  
*Prioritize goals*  
Develop draft sustainability program for the following year. Prioritize specific goals for the year with the help of the sustainability framework work group.

### **Web Applications:**

In the end, the City will make the sustainability framework accessible to the public via the web. Residents will be able to review the sustainability goals, objectives, and indicators to evaluate how the city is performing and to see the data on which the indicators are based. The *State of Our Environment Report* currently provides this information to the public, and the City will aim to provide this information and improve upon accessibility to information with the broader sustainability framework.

For instance, one enhanced approach may involve a smart phone application to allow users access to the core sustainability framework. Creating this type of application would provide a valuable resource for other cities and local governments to use as well.

In designing a new web-based resource to engage the public, the project will need a core repository for this information. The Sustainable Cities Institute (SCI) could serve this role. All SCI cities could store information on the site to work within this sustainability application. This common shared application would help various cities connect with and disseminate information to residents.

The Home Depot Foundation has been strategic in developing a central web space for cities to post information on sustainability initiatives and participate in forums to share information and innovate. This project offers an opportunity for the SCI site to develop and use a pioneering sustainability application that cities can share. With the ability to review city sustainability goals, objectives, and indicators with this application, residents may invest more in the sustainability work of their cities.

The sustainability application will aim to engage residents in the sustainability work of their community and in their local environment. For instance, the application may help residents identify the following in their community:

- Recycling locations and accepted recyclables
- Efficiency initiatives and incentives available
- Locations of parks and other natural features
- Community-supported agriculture and farmers markets

This is a larger endeavor than the proposed project, but a sustainability application would complement the sustainability framework and change the way residents interact with a community's sustainability planning. This application project may present an opportunity for a future initiative for the foundation.

**Project Budget:**

This project proposes a one-year timeframe to develop the sustainability framework and to begin implementation. To achieve the project goals, the City will hire a full-time staff member and a student intern.

The budget also includes an option to extend the full-time planner position for an additional six months. This additional six months will enable the planner to construct a draft action plan base4d on the new sustainability framework.

The success of the sustainability framework depends partially on its web-based interface and its public accessibility. The budget includes funds for technical assistance to develop this component of the framework. The Sustainable Cities Institute (SCI) offers a well-developed and clear format for information sharing on its website, and this project seeks technical assistance from SCI to incorporate information onto the site. This technical assistance may help develop the basis for the sustainability application previously mentioned.

<b>Budget Item</b>	<b>Amount</b>
Planner (one year)	50,000
Planner (six-month extension)	25,000
Student Intern	10,000
Technical Assistance	10,000
<b>Total</b>	<b>95,000</b>

Additional financial support and in-kind contributions will support this project as well. The Ford School of Public Policy at the University of Michigan has expressed an interest in funding an intern to work on this project. The City of Ann Arbor Planning Division will also contribute some additional funds to the project.

### **Project Deliverables**

- 1. Monthly conference Calls with the Foundation**
- 2. Progress updates every 2 weeks on the SCI forum**
- 3. Sustainability Framework**
  - a. April 2011 – Draft Framework - Organizing framework of major categories, goals, objectives, and indicators. This framework will be developed based on other city plans and existing organizing methods including the SCI website and STAR Index.**
  - b. July 2011 – Draft Written document that contains city sustainability goals, key objectives, and indicators. This document is expected to be no more than 40 pages with 1 or 2 pages dedicated to each goal. Highlighted on these pages are city objectives and indicators. This document is expected to be graphics rich and laid out to be visually compelling. Every effort will be made to develop this document in readily available software so that it may be provided to other communities as a template.**
  - c. July 2011 – Draft Web-based document – Early in the process the city will work with the Foundation and Southface to explore opportunities to display this sustainability framework via the web to facilitate public access to the information and better identify linkages among key sustainability goals and objectives. The city will be exploring opportunities to leverage resources at the University of Michigan including the School of Information. The Technical assistance is likely to be spent primarily on this task. Every effort will be made to develop these pages in readily available software so that it may be provided to other communities as a template.**
  - d. January 2012 – Final Documents, templates, and WebPages**
  - e. July 2012 – Sustainability Action Plan presented to City Council with the 2012 Budget Year start (July 1, 2012)**

### **Project Benefit:**

The restructuring of departments at the City of Ann Arbor represents a practical example of how increased communication and interaction further collaborative and sustainable planning. The Systems Planning unit is a multi-disciplinary unit that consolidates several different asset management departments into one unit. For instance, this unit includes capital improvements, development review, energy, environment, solid waste and recycling, transportation, and water resources.<sup>3</sup> This department's design encourages more coordinated and sustainable asset management. The sustainability framework will achieve the same goal by removing some of the policy-related and structural barriers to reaching a common goal.

Creating a sustainability framework for the City of Ann Arbor will represent a great step forward in institutionalizing sustainability into our local government. The integration of city plans into one broader and cohesive document will foster a level of transparency in the City's planning and vision that will lead to more productive and measurable outcomes.

Linking all of these existing plans and goals together will offer different city departments and regional governments a chance to recognize the interconnectedness of many goals as well as the co-benefits of pursuing environmental goals. A unifying framework will also identify the instances of conflicting plan recommendations. Furthermore, identifying planning areas where goals are more achievable through collaboration or multifaceted approaches may increase coordination and the opportunity for joint and regional planning efforts.

### **Contact Information:**

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734-323-2790

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<sup>3</sup> "Systems Planning Unit." *Welcome to the City of Ann Arbor - Official Home Page*. City of Ann Arbor. Web. 03 Dec. 2010. <[http://www.a2gov.org/government/publicservices/systems\\_planning/Pages/SystemsPlanning.aspx](http://www.a2gov.org/government/publicservices/systems_planning/Pages/SystemsPlanning.aspx)>.

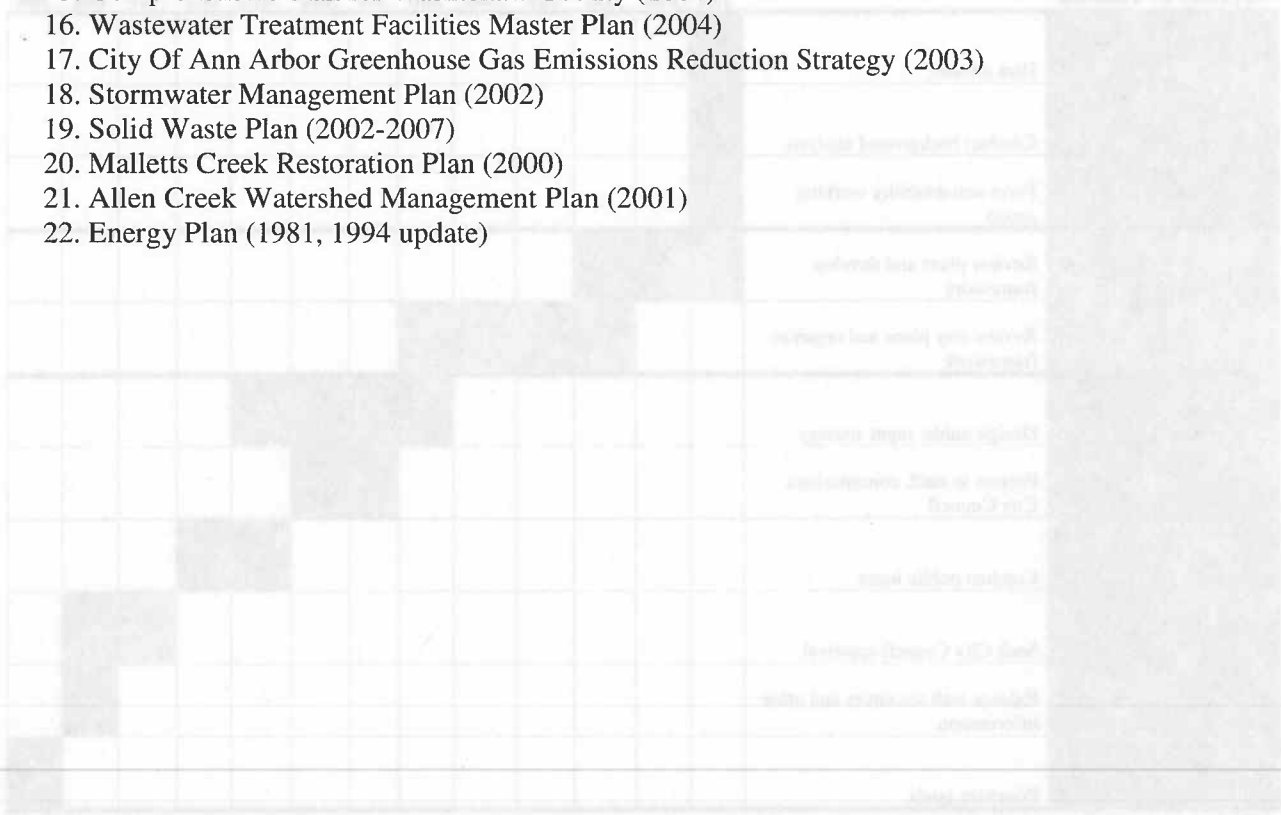
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#### Appendix A: Existing City of Ann Arbor Plans

1. Parks, Recreation, and Open Space Plan is being revised now to create the 2012 plan (2006-2011)
2. Solar Plan (2010)
3. Urban County Annual Plan (2010)
4. Drinking Water Distribution System Master Plan (2010)

5. Consolidated Master Plan (2009)
6. Transportation Master Plan Update (2009)
7. Huron River and Impoundment Management Plan (2009)
8. Non-motorized Transportation Pan (2007)
9. Affordable Housing Needs Assessment (2007)
10. Greenway Task Force (2007)
11. Water Treatment Facilities and Water Resources Master Plan (2006)
12. Parks, Recreation, and Open Space Plan (2006-2011)
13. Flood Mitigation Plan (2007)
14. Natural Features Master Plan (2004)
15. Comprehensive Plan for Washtenaw County (2004)
16. Wastewater Treatment Facilities Master Plan (2004)
17. City Of Ann Arbor Greenhouse Gas Emissions Reduction Strategy (2003)
18. Stormwater Management Plan (2002)
19. Solid Waste Plan (2002-2007)
20. Malletts Creek Restoration Plan (2000)
21. Allen Creek Watershed Management Plan (2001)
22. Energy Plan (1981, 1994 update)





Appendix B: **Timeline**

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan
<b>Phase 1: Analyze gaps and plan interaction</b>	Hire planner	PC												
	Conduct background analysis													
	Form sustainability working group	PC												
<b>Phase 2: Develop the framework</b>	Review plans and develop framework													
	Review city plans and organize framework						PC							
<b>Phase 3: Present the framework</b>	Design public input strategy						TA	TA						
	Present to staff, commissions, City Council							TA						
	Conduct public input									TA	TA			
	Seek City Council approval											TA		
	Release web resources and other information												TA	
	Prioritize goals													PC

\*PC shows scheduled project check-ins

\*\*TA shows scheduled technical assistance check-ins