

A young child with dark hair, wearing a grey patterned hoodie and black pants with red stripes, is swinging happily on a blue metal playground structure. The background shows a park with large trees and a clear sky.

CHAPTER 4: IMPLEMENTATION & TARGETS



City of Detroit

Parks & Recreation Strategic Plan

2022-2032



OVERVIEW

Detroit Parks & Recreation Division (DPRD)'s strategies for improving the parks and rec system, as described in Chapter 3: Strategies, are each led by relevant responsible divisions. This chapter describes these divisions and their timelines for strategy implementation and associated costs. These timelines and costs do not include the capital budgets; information on capital costs can be found in Chapter 5: Capital Plans. DPRD created targets to measurable implementation progress. Each target includes criteria for achievement and space to record progress. This section includes:

Responsible Division: Timelines & Costs

Divisions are ordered as follows: Marketing & Communications, Business Office, Recreation Divisions, Grounds, Park Development, Landscape Design, Facilities, Sustainability, and Public Space Planning.

Targets: Success Evaluation Criteria, Target Fill Meters



What it Takes to Implement the Strategies

While the Strategies chapter grouped tasks by immediate, short, and long term completion, this chapter focuses on the timelines & costs associating each task to the respective leading division. The following section shows who is responsible for ensuring that DPRD reaches its goals.

Accountability & Staying on Track

Responsible Divisions Working Together

Each strategy is assigned to a division of the General Services Department, which will take the lead on implementing it. Many strategies call for working together with other City departments such as Planning & Development, Public Works, Water & Sewer, and Innovation & Technology. Additionally, other public organizations, such as Detroit Public School Community District, and community groups, like “Friends of” stewardship groups, will play key roles in achieving Detroit’s goals. While these groups may contribute funding, expertise, and work hours, the listed Parks & Recreation divisions will be responsible for leading each project and ensuring its satisfactory completion.

Budget and Phase Estimates

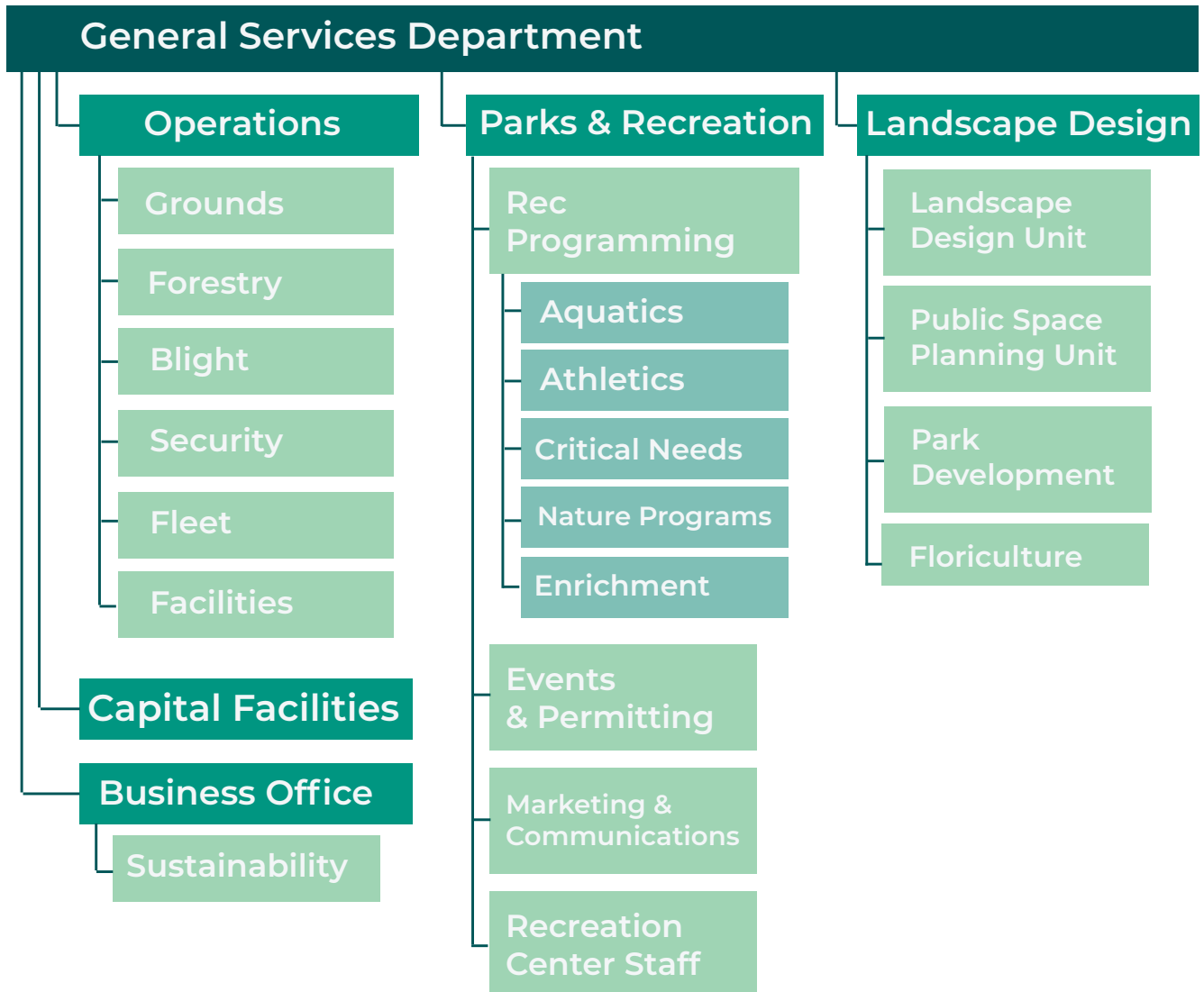
Budgets are subject to change depending on current costs and funding opportunities available to each division. For this reason, estimates are provided to give a sense of the magnitude of funding needed and its expected source. Similarly, recommendations are placed along the timeline according to their estimated start and completion. For more information on each strategy, refer to Chapter 3: Strategies, where strategies can be found by their corresponding numbers.

Budget Key:

Cost levels

\$	under \$10,000
\$\$	>\$10K to \$100K
\$\$\$	>\$100K to \$1M
\$\$\$\$	>\$1M to \$10M
\$\$\$\$\$	>\$10M

ORGANIZATION CHART



The above organization chart does not represent all aspects of the general services department and is meant to provide a broad understanding of the department for the purposes of this plan. Some subdivisions may not be pictured.

Business Office

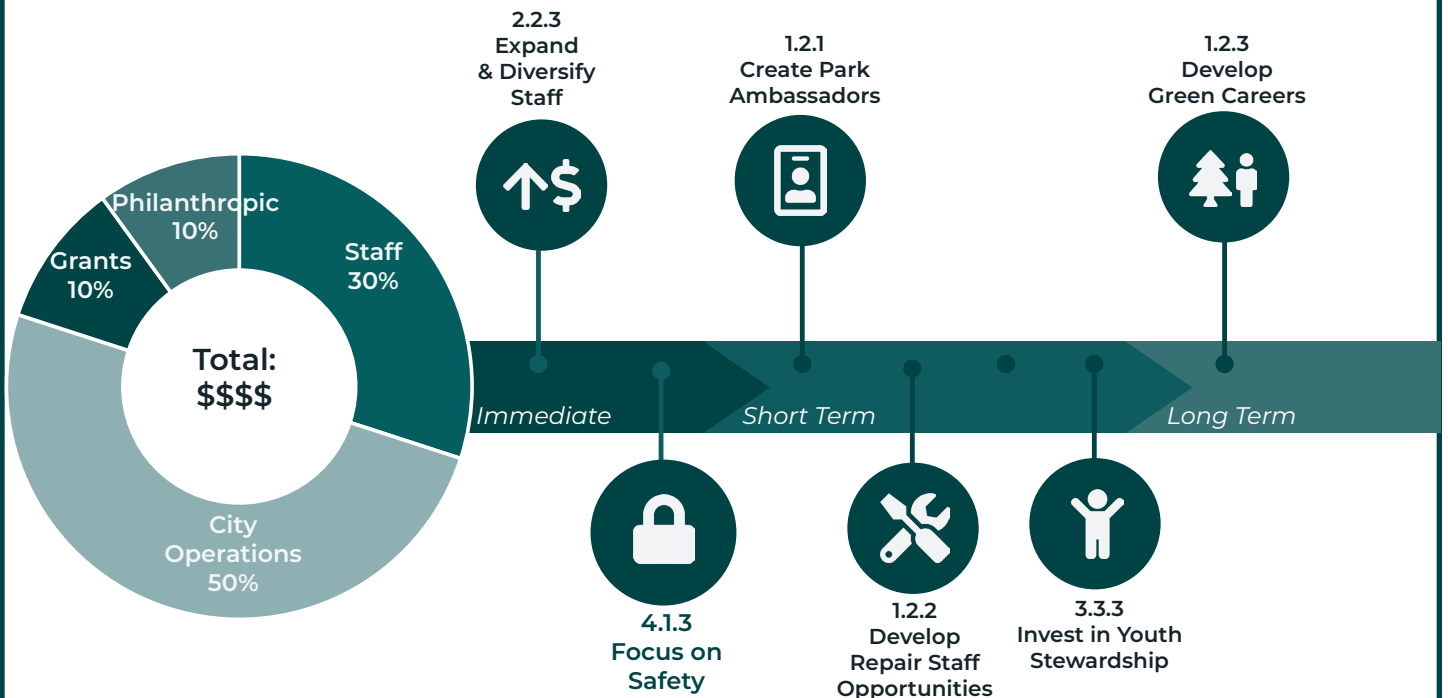


The Business Office maintains budgets, coordinates the procurement of contracts with non-City entities, facilitates Mayoral and Council oversight, and conducts other administrative tasks. Importantly, the Business Office assesses the need for staff and partnership opportunities by managing finances, real-estate assets, and human resources to ensure that the City completes projects and achieves milestones in a timely manner, while allocating funding efficiently. The Business Office oversees both strategic planning targets and the department's performance indicators, to make sure DPRD is on track for success.

High Impact Partnerships

Foster parks and recreation partnerships that are high impact, well-managed and where possible self-sustaining.

STRATEGIES: TIMELINE & COSTS



Marketing & Communications

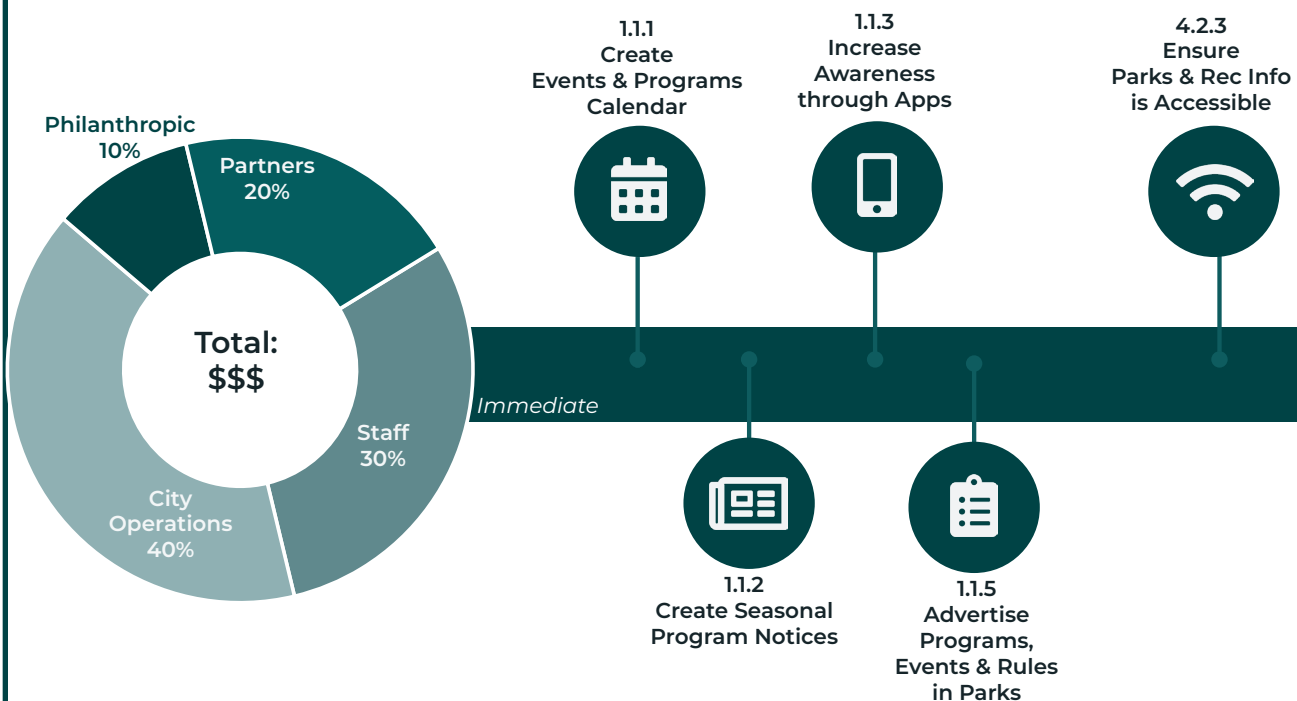


Marketing & Communications keeps Detroiters informed on what is happening in their neighborhoods and around Detroit. Historically DPRD has developed printed materials to promote regular programming and special events. Marketing & Communications is finding a balance to reach out to Detroiters in new digital and physical formats to address one of the most frequently expressed concerns: a lack of awareness about Parks & Rec opportunities. This innovative team strives toward the following target:

Reach All Detroiters

Reach all Detroiters through accessible information on parks and recreational offerings and amenities.

STRATEGIES: TIMELINE & COSTS



Recreation



The Recreation Division is essential to creating recreational opportunities for Detroiters by activating parks and recreation centers and fostering community connection.

Recreation has many subdivisions that address different parts of Detroit's recreational needs. **Rec Programming** focuses on developing and delivering City-run programs in recreation centers, parks, and other public spaces. **Rec Events** coordinates events in parks and rec centers, such as family reunions, sports leagues, and large public events like Jazz Fest. **Rec Athletics** facilitates organized sports and athletic opportunities. **Rec Operations** focuses on recreation center facility management, staffing, and partnerships. The Recreation Division has the following targets:

Pool Access & Swim Lesson Enrollment

Provide all residents with access to a public pool within 15 - 30 minutes, and increase life-saving swim lessons for Detroit youth by 5% each year.

Provide Year-Round Programming for All Ages & Abilities

Expand recreation programming to include physical health activities for seniors and special needs residents in all City rec centers.

Resiliency Resources at Rec Centers

Provide at least one rec center per Council district with resiliency resources to address critical needs, especially during climate and health emergencies.

Maximize Programming in Rec Centers & Sports Hubs

Reach 80% utilization of programmable spaces in all City-owned recreation centers as well as sports hubs in regional parks, through City-run and partner-run programs.

CAPRA Accreditation

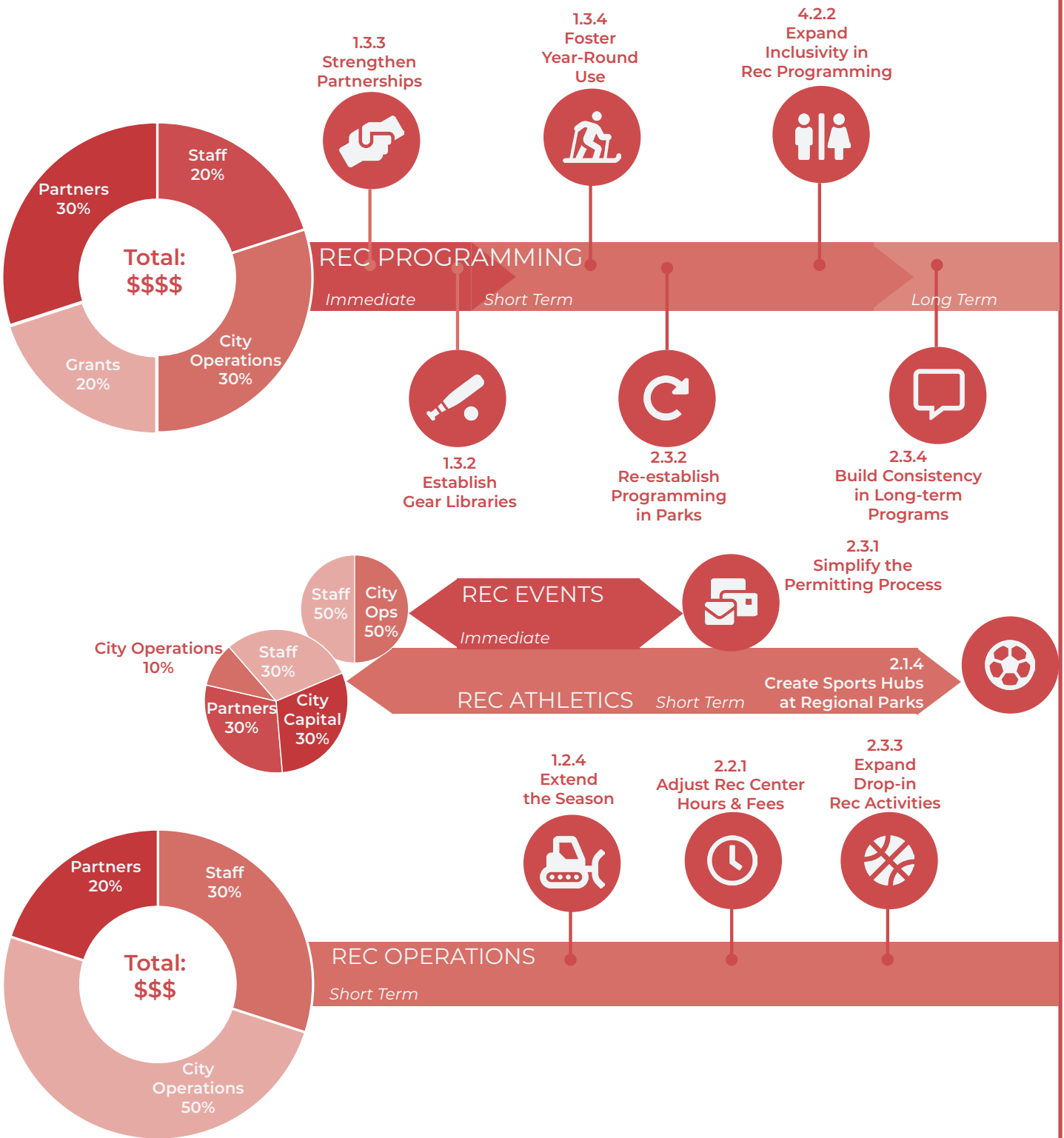
Become a certified world-class parks and recreation system by achieving CAPRA accreditation through the National Recreation and Parks Association (NRPA).

Increase Nature Access through Programs & Nature Pockets

Provide access to nature through nature pockets in all parks over 10 acres and nature programs in all regional parks over 50 acres.

Recreation has also outlined many of its immediate goals in a near term plan called Rec 2.0, available as an appendix.

STRATEGIES: TIMELINES & COSTS



Grounds

The Grounds Maintenance Division maintains City-owned grounds, parks, rights-of-way, vacant lots, bus shelters, and trees on public lands. Grounds strives to toward the following targets:

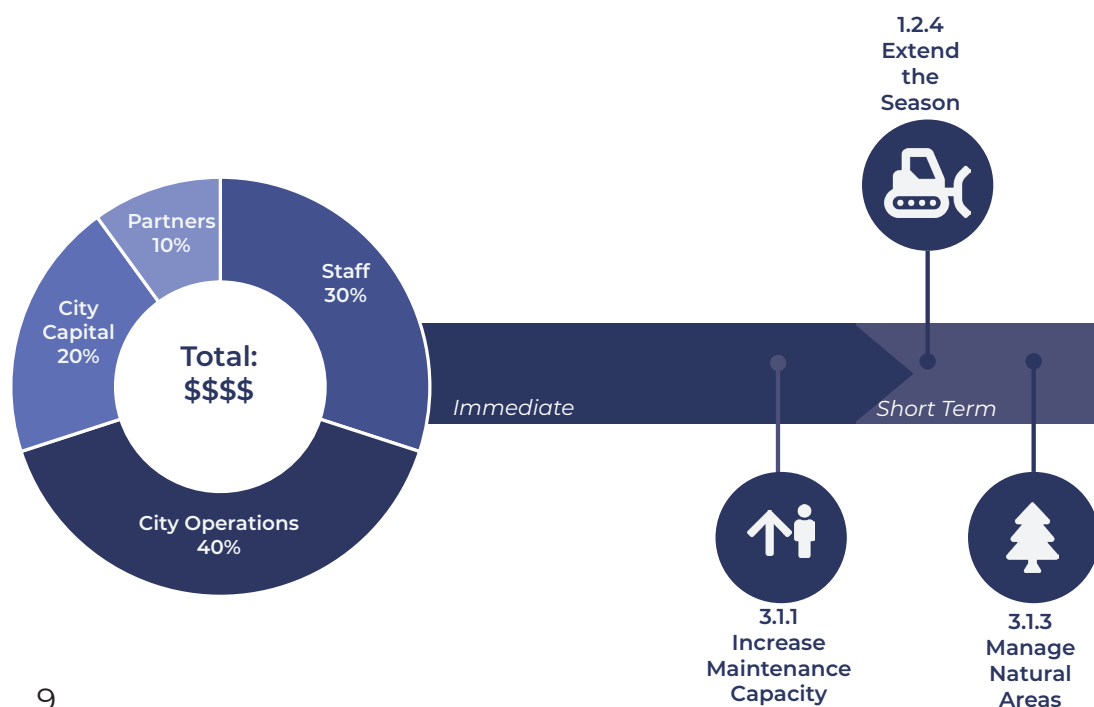
Invest in Maintenance

Ensure parks are beautiful and well-kept throughout the year. Increase park maintenance spending to match the national per capita average.

Natural Habitats for Wildlife

Provide 1,500 acres of natural habitat areas in non-active spaces within parks, greenways, and golf courses.

BUDGET & TIMELINE



Park Development

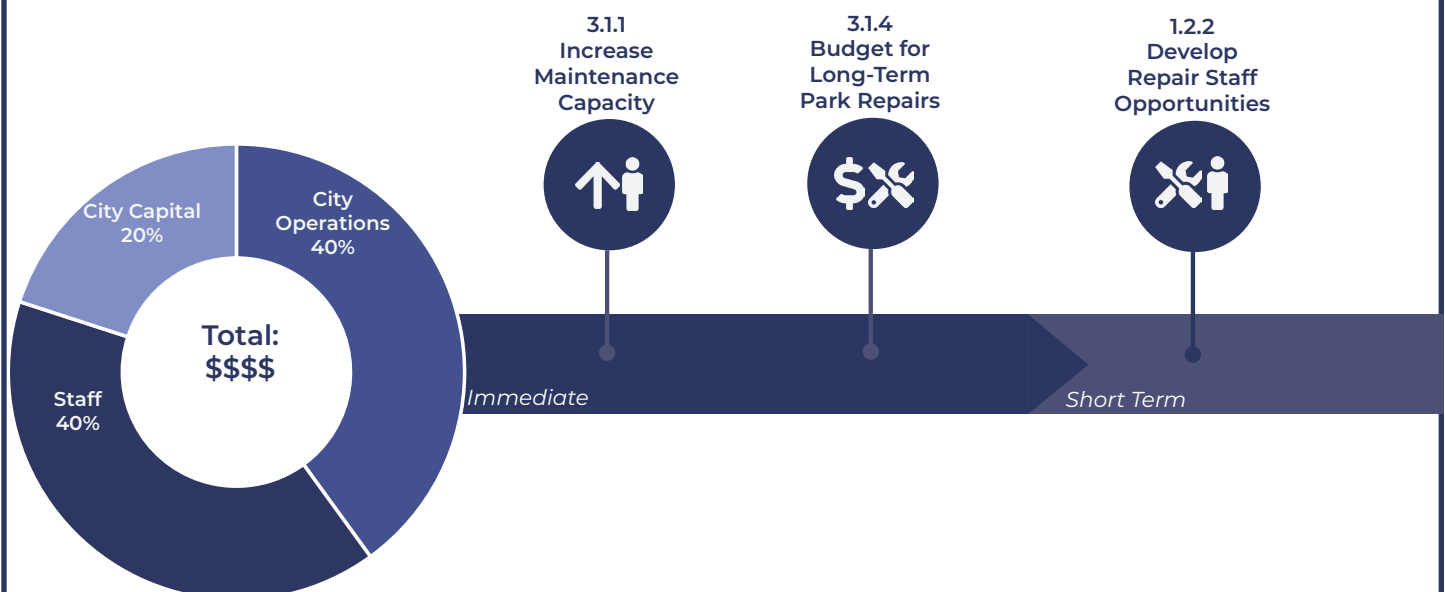


The Park Development Unit maintains parks and greenspaces throughout Detroit, with a focus on repairing damaged equipment and sport field preparations, but also includes repairing vandalism and emergency response assistance. Park Development will work toward the following target over the next 10 years:

Invest in Maintenance

Ensure parks are beautiful and well-kept throughout the year. Increase park maintenance spending to match the national per capita average.

BUDGET & TIMELINE



Landscape Design



The Landscape Design Unit is responsible for all park renovations and capital projects, including the design, construction, and beautification of City-managed parks and greenways. Landscape Design has the following goals for the next 10 years.

Targets:

Outdoor Fitness Equipment & Walking Loops

Provide outdoor fitness equipment and walking loops in all community & regional parks over 10 acres.

Increase Nature Access through Programs & Nature Pockets

Provide access to nature through nature pockets in all parks over 10 acres and nature programs in all regional parks.

Green Stormwater Infrastructure (GSI) Interventions

Provide GSI interventions in all new and renovated parking lots and any new hard surfaces over 0.25 acres.

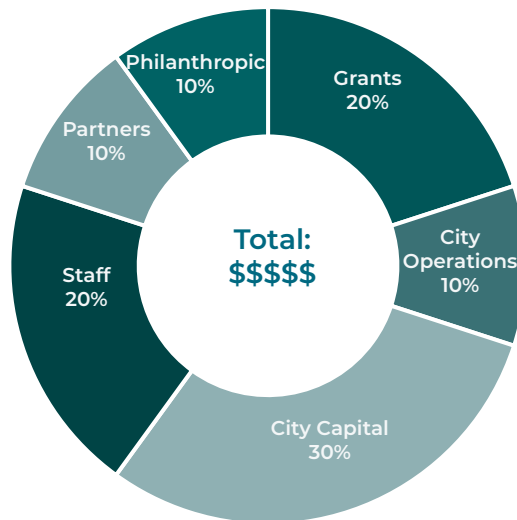
Increase Tree Canopy in Parks

Increase the minimum tree canopy coverage of all parks to 25% of each parks.

Universally Accessible Playgrounds

Provide at least one universally accessible playground in each Council district.

STRATEGIES: TIMELINE & COSTS



1.1.5
Advertise
Programs,
Events & Rules
in Parks



3.1.4
Budget for
Long-Term
Park Repairs



3.2.1
Design
with Wild-
life in Mind



2.1.1
Support
Self-Directed
Play



2.1.2
Facilitate
Walking
Fitness



2.1.3
Provide
Flexible
Amenities



2.1.4
Create
Sports Hubs
at Regional
Parks



LANDSCAPE DESIGN

Immediate

Short Term

Short Term Contin.

Long Term



3.2.2
Get Residents
Out in Nature



4.2.1
Create Parks
Inclusive for
All Ages &
Abilities



4.1.2
Work on
Safe Routes



4.3.1
Improve
Paths

Facilities

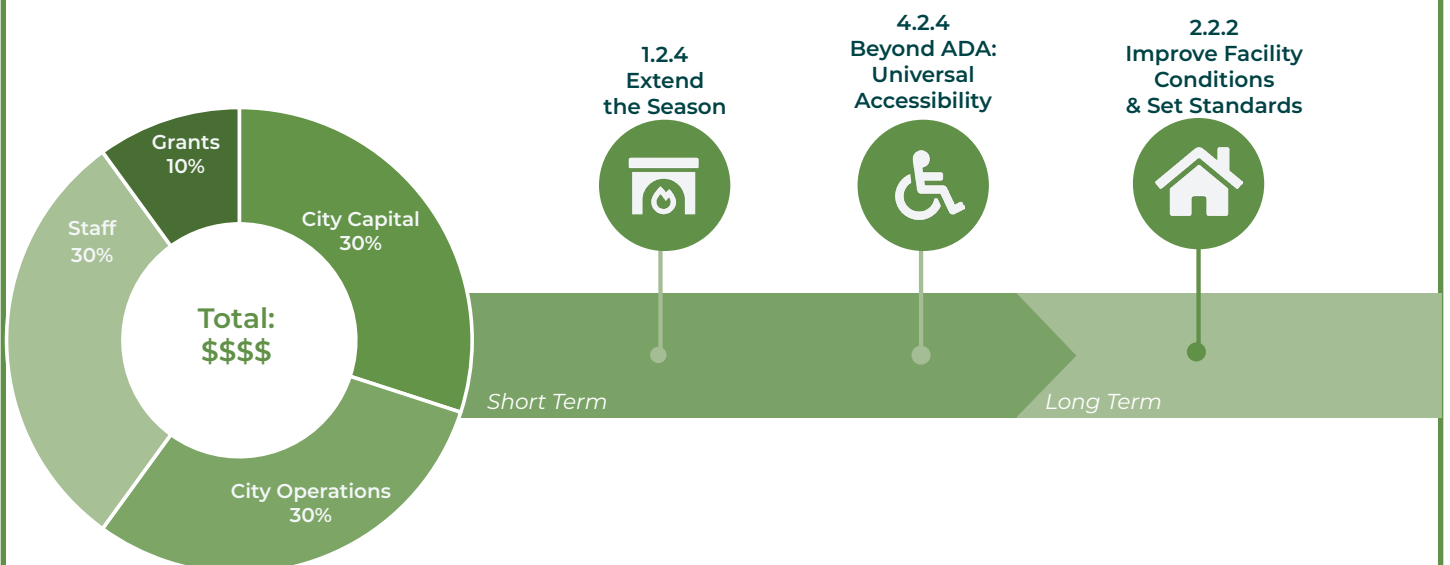


The Facilities Division maintains all City-owned facilities, including recreation centers, rec cultural sites, cemeteries, marinas, and golf courses. The division is responsible for a wide-array of facility-related services, including capital improvements, maintenance and repairs, security, and custodial services. These functions are essential for city buildings to properly operate and serve the public. They strives to toward the following target:

Green Stormwater Infrastructure (GSI) Interventions

Provide GSI interventions in all new and renovated parking lots and any new hard surfaces over 0.25 acres.

STRATEGIES: TIMELINE & COSTS



Sustainability

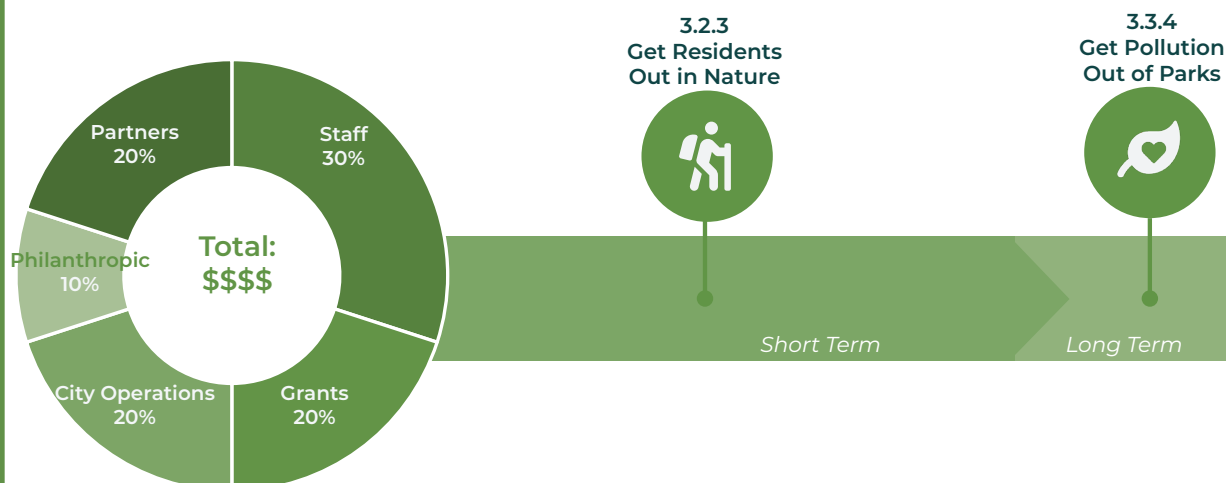


The Office of Sustainability's mission is to create healthy, green, vibrant, accessible neighborhoods where all Detroiters can contribute and benefit as described in the Sustainability Action Agenda (see appendix). This unit focuses on addressing issues related to climate change, energy, and stormwater across the City's departments through green solutions, resiliency resources, and long-term strategies for improved environmental and public health. This division is working toward the following target:

Resiliency Resources at Rec Centers

Provide at least one rec center per Council district with resiliency resources to address critical needs, especially during climate and health emergencies.

STRATEGIES: TIMELINE & COSTS



Public Space Planning



The Public Space Planning Unit (PSPU) is responsible for planning the future park and greenway network, including identification of potential new park sites and greenway routes, and prioritization of park improvements. The division develops yearly capital plans, leads fundraising, visioning, and engagement, and pursues grants to fund park improvements. This unit created the Parks and Recreation Strategic Plan, and the East Riverfront Assets Study, and the Joe Louis Greenway Framework Plan. Community engagement is the core of PSPU's work, to ensure that the parks and recreation system reflects the residents it serves. As part of the Parks and Recreation system, they will strive toward the following targets over the next 10 years.

Targets:

10 Minute Walk Access to Parks

Provide all Detroiters access to a park within a 10-minute walk, or approximately 1/2 mile.

15-20 Minute Access to Rec Centers

Provide all Detroiters access to a recreation center within a 15-20-minute bus ride, or approximately 1.5 miles.

Multimodal Transit Hubs

Provide a diversity of transportation options at all regional parks and rec centers.

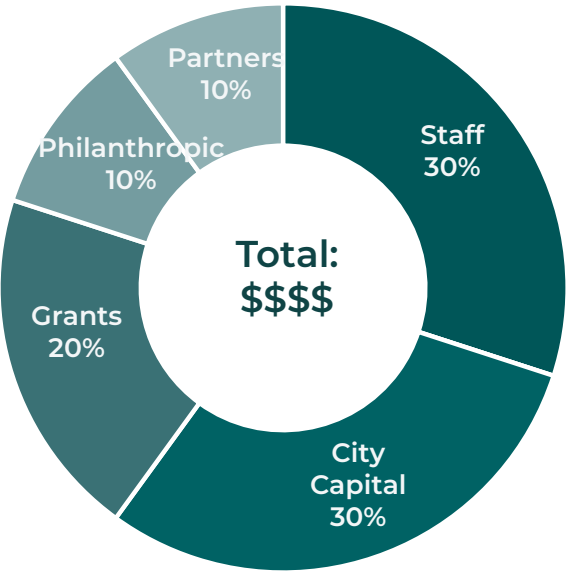
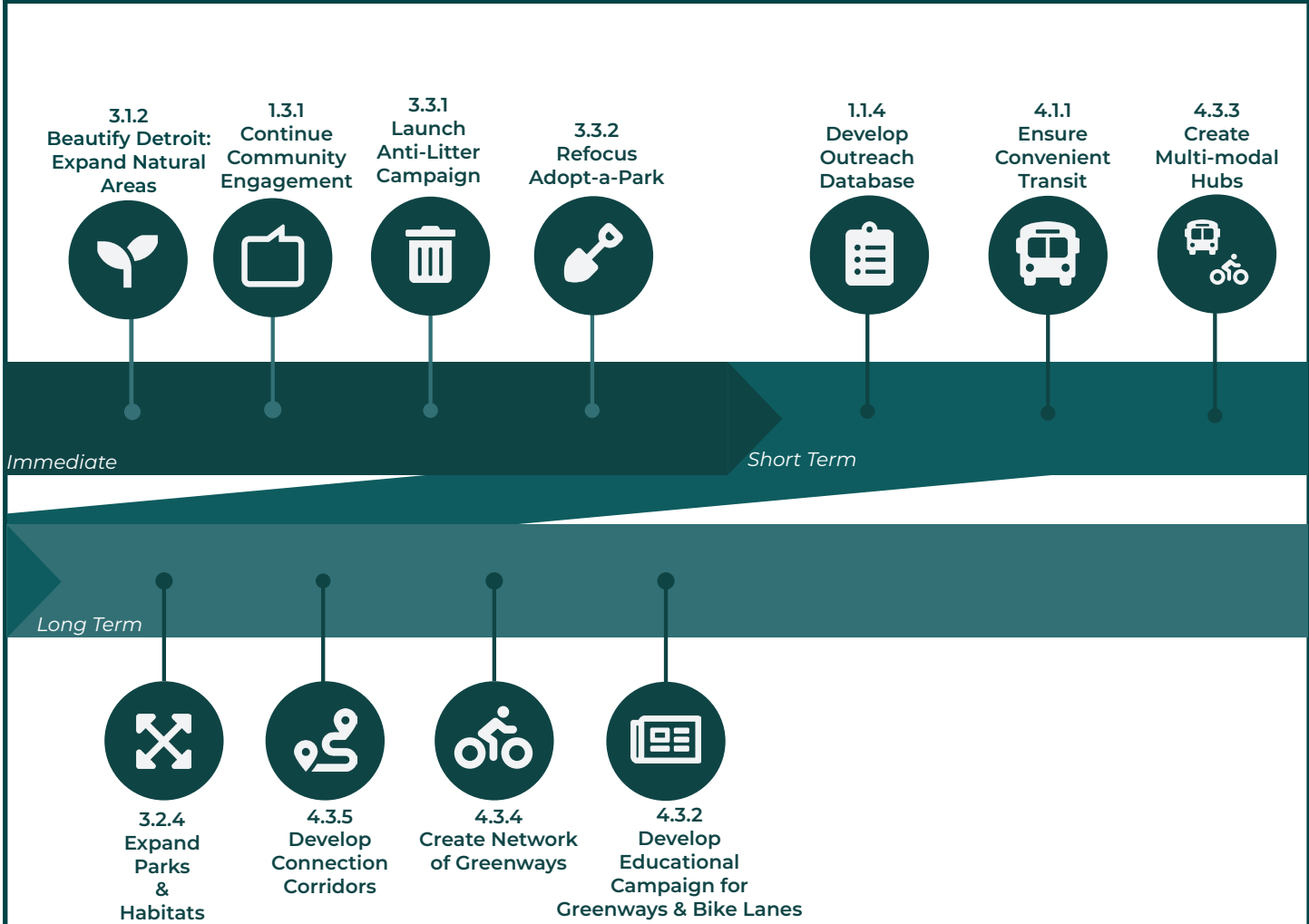
Translated Materials

Provide translated signs and written materials in communities with over 5% non-English speakers.

Continued Community Engagement

Ensure an inclusive park and rec system through community engagement for all significant park and greenway improvements.

STRATEGIES: TIMELINE & COSTS





Targets: Evaluation Worksheet

Progress on the Parks & Recreation Strategic Plan's targets should be tracked on a regular basis, using the following evaluation worksheet. These targets will be used to assess progress in achieving the goals and three guiding pillars for the PRSP: public health, nature & the environment, and access & connectivity.

Public Health

🕒 Pool Access & Swim Lesson Enrollment

Provide all residents with access to a public pool **within 15 - 30 minutes** and increase life-saving swim lesson enrollment for Detroit youth by **5% each year**.

Publicly accessible pools can be a City-run or a partner facility, as long as there are public hours, including open swim and classes. Access within 15 - 30 minutes without a personal vehicle, such as by bus or bicycle, is defined as approximately 2.5 miles. Currently there are 7 publicly accessible pools, with at least 1 more needed in the next ten years to fill the gaps in access. Currently around 1,100 Detroit youth are enrolled in swim lessons in DPRD pools. With a goal to increase that number by 5% each year, DPRD strives to teach **1,400 youth per year** by year 5 and 1,800 in year 10.

🕒 Resiliency Resources at Rec Centers

Provide at least **one rec center per Council district** with resiliency resources to address critical needs, especially during climate and health emergencies.

Critical needs services include food distribution, health and safety supplies, and other essentials, as well as resources and available spaces for use during emergencies such as power outages, flooding, and heat waves. Currently there are critical needs programs in 4 rec centers in 3 districts, with **4 more needed** to provide at least 1 program per district. Additionally, 1 rec center

Current Number

Public Access Pools

Year 0	<u>7</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Swim Enrollment

Year 0	<u>1,100</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Districts with Critical Needs Programs at Rec

Year 0	<u>3 of 7</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

is currently equipped with a generator, and **6 additional** are **needed** to provide at least one per district.

Provide Year-Round Programming for All Ages & Abilities

Expand recreation programming to include programming physical health **activities for seniors and special needs residents in all City-run recreation centers.**

While DPRD has an array of equipment to create more inclusive recreational offerings, the City aims to provide programming for Detroiters of all ages and abilities and make use of this equipment. The goal is to offer senior and special needs programs in every City recreation center through-out the year. Currently 3 out of 12 City-run recreation centers (12%) offer well attended year-round physical health programs for seniors and those with special needs. These programs need to be **expanded to 9 more centers** to meet the target of 100%, in addition to all new centers created in the next ten years.

Outdoor Fitness Equipment & Walking Loops

Provide outdoor fitness equipment and walking loops in **all community & regional parks.**

When a park is over 10 acres, as is the case with community and regional parks, and able to accommodate a 1/6-mile loop, then a walking loop is recommended. Currently there are 22 parks with fitness equipment, **29 more are needed** to provide the equipment for all community and regional parks. And currently 50% of active parks over 10 acres have walking loops, with **25 more walking loops needed** in the next ten years to reach 100%.

Maximize Programming in Rec Centers & Sports Hubs

Reach 80% utilization of programmable spaces in all City-owned recreation centers and attain optimal utilization of sports hubs at regional parks, through City-run and partner-run programs.

Utilization refers to the percent of time recreation center rooms or sports fields and courts are in use, either through City or partner programming, during regular hours. Currently the average across all City rec centers is 38% utilization, with Adams Butzel center the highest at 54% and Coleman Young the lowest at 24%. DPRD hopes to achieve **at least 80% utilization in all Rec Centers** in 10 years. For regional and community parks that have sports hubs, currently 25% are at an optimal utilization, which is neither under used nor over used to the point of deterioration. At the end of ten years, **80% of all sports fields** should be programmed for optimal and sustainable use.

CAPRA Accreditation

Become a certified **world-class parks and recreation system** by achieving CAPRA accreditation through the National Recreation

Current Number

Rec Centers with Senior & Special Needs Programming

Year 0	<u>12%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Outdoor Fitness Equipment

Year 0	<u>43%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Walking Loops

Year 0	<u>50%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Rec Center Utilization %

Year 0	<u>38%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Sport Field Utilization %

Year 0	<u>25%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

CAPRA Status

Year 0	<u>No</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

and Parks Association (NRPA).

CAPRA (Commission for Accreditation of Park and Recreation Agencies) Accreditation certifies the achievement of national standards. To become accredited, DPRD must apply, receive official training, complete a self-assessment (proving achievement of 36 fundamental standards and 106 non-fundamental standards), pass CAPRA evaluation, and attend an official CAPRA hearing. The target for **DPRD is to reach accreditation in by year 5 and renew accreditation in the following 5 years** to maintain CAPRA status.

Nature & the Environment

Increase Nature Access through Programs & Nature Pockets

Provide nature pockets in **all parks over 10 acres** and actively provide nature programs in **all regional parks** to ensure access to nature education and natural play for all.

Nature pockets are natural areas in parks that provide opportunities for nature education and exploration, fostering the next generation of naturalists and stewards. Nature pockets can include a small meadow, wetland, forest patch, or pond, and should be at least 0.25 acres. Currently 54% of Detroit parks over 10 acres have a natural component or nature pocket. To reach a target of 100% in ten years, nearly 27 more will need to be added. DPRD can focus efforts on expanding nature programs in these areas within regional parks. Currently there are 4 parks with nature programs, with a **goal of expanding to all 15 regional parks in 10 years**.

Natural Habitat for Wildlife

Provide **1,500 acres of natural**, unlandscaped habitat areas in non-active spaces within parks, greenways, and golf courses.

Natural habitat areas are defined as non-turf areas, including prairie, meadow or other herbaceous landscape, where habitat is preserved through mowing or controlled burns. Controlled burns are recommended every 3-5 years where feasible; mowing is recommended once a year in the fall, after nesting season. Currently DPRD maintains 330 acres of natural habitat in parks, greenways, and golf courses, with nearly **1,200 more acres needed** to reach this target in the next ten years.

Green Stormwater Infrastructure (GSI) Interventions

Provide GSI interventions in all new and renovated parking lots and **all new hard surfaces over 0.25 acres**.

Green Stormwater Infrastructure, is defined as any intervention that directs stormwater away from the storm drain, including rain gardens, swales and disconnected downspouts. Currently 9

Current Number

Parks Over 10 Acres with Nature Pockets (%)

Year 0	54%
Year 1	
Year 5	
Year 10	

Regional Parks with Nature Programs (%)

Year 0	29%
Year 1	
Year 5	
Year 10	

% of Habitat Goal Achieved

Year 0	22%
Year 1	
Year 5	
Year 10	

% of GSI Interventions Goal Achieved

Year 0	15%
Year 1	
Year 5	
Year 10	

of 59 parking lots at parks and rec centers have GSI interventions. To meet this target the remaining **50 parking lots, as well as all new hard surfaces over 0.25 acres**, such as newly constructed sport courts, need to have GSI interventions added during the next ten years.

Invest in Maintenance

Ensure parks are **beautiful and well-kept** throughout the year. Increase park maintenance spending to match the national per capita average.

One way to measure investment in the City's parks and recreation system is through annual spending per capita, or dollars per person. Currently Detroit spends \$77/person on park maintenance. To reach the national average spending per capita as of 2022, which is \$90/person, Detroit would have to **spend an additional \$19/person**. Additionally, to meet this target all parks would need to be mowed and cleaned on a weekly schedule (once per 7-10 days) at least 90% of time.

Increase Tree Canopy in Parks

Plant trees in 100 parks to reach a minimum of 24% tree canopy cover in all parks.

Tree canopy is determined as the current span of a tree to the dripline, and for a newly planted tree, its canopy is calculated as the average extent at maturity. Currently the average tree canopy across all Detroit parks is 24%, however 170 parks have less than that coverage. As parks receive renovations, as put forth by Chapter 6: Capital Plans, trees should be included to raise the expected long-term canopy coverage to 24%. To reach this target DPRD will need to **plant around 500 trees per year, across the 100 parks** that are planned for full or major renovations in the next 10 years.

Access & Connectivity

Multimodal Transit Hubs

Provide a diversity of transportation options through multimodal transit hubs **at all regional parks and recreation centers**.

Multimodal transit hubs are defined as one central location that provides access to numerous transit options, that can include such amenities as bus shelters, scooter charging stations, rideshare drop off, and bicycle storage. There are no permanent multimodal hubs currently. DPRD will need to add multimodal hubs to **all 12 City-run rec centers and 15 regional parks**, as well as any new recreation centers, to reach this target in the next 10 years.

Current Number

Maintenance Expenditure per Capita (\$)

Year 0	<u>\$77</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Parks at 24% Tree Canopy (%)

Year 0	<u>44%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Rec Centers with Multimodal Transit Hubs (%)

Year 0	<u>0%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Regional Parks with Multimodal Transit Hubs (%)

Year 0	<u>0%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

15-20 Minute Access to Rec Centers

Provide all Detroiters with access to a recreation center within a **15-20-minute bus ride**, or approximately 1.5 miles.

Recreation centers may be City-run or partner-run, so long as it provides open access and programming to the public. Access within 15 - 20 minutes via public transportation is estimated to be approximately 1.5 miles, though this may vary depending on the route. Currently there are 17 City-owned recreation centers, which provides access to 59.6% of residents within 1.5 miles of their residence. At least 9 additional recreation centers are needed in the next 10 years to increase rec center access to 90% of all Detroiters. This will include 3 new centers that are planned to open in 2023-24.

10 Minute Walk Access to Parks

Provide all Detroiters access to a park within a **10-minute walk**, or approximately 1/2 mile.

10-minute walk access is determined by the sidewalks, crosswalks, and pedestrian bridges currently available for residents, assuming a walking speed of approximately a 1/2 mile in 10 minutes. Currently 80% of Detroiters have access to a park within a 10-minute walk. To achieve 95% access in ten years, DPRD will need **approximately 40 additional sites**, which may be new parks or partnership sites as feasible.

Universally Accessible Playgrounds

Provide at least **one universally accessible playground in each Council district**.

Universally accessibility is a framework for designing public spaces that aims to be inclusive of all, regardless of age and abilities. A design guide can be found on pages 39-40 of Chapter 3: Strategies. There is currently 1 universally accessible playground under construction at Clark Park, and **6 more are needed** to provide at least one per district.

Translated Materials

Provide translated signs and written materials in communities with **over 5% non-English speakers**.

When 5% of residents within a park, greenway, or rec center's immediate service area, defined as a 1/2 mile walkshed, or 100+ people speak a language other than English within a park's service area, defined as a half-mile walk of the park, greenway or recreation facility, then the signage, flyers, and other public materials will be translated into the predominant language(s). This target currently applies for **22 existing parks and 4 rec centers**.

Current Number

Residents with Rec Center Access (%)

Year 0	<u>60%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Residents with 10-minute Walk Park Access (%)

Year 0	<u>80%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Districts with Universally Accessible Playgrounds

Year 0	<u>1 of 7</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Rec Centers with Translated Materials (%)

Year 0	<u>0%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Parks with Translated Materials (%)

Year 0	<u>0%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Continued Community Engagement

Ensure an inclusive parks and recreation system through **community engagement for all significant park and greenway improvements.**

To ensure community members are truly engaged and able to provide input on parks and greenway improvements, the DPRD holds public meetings, distributes neighborhood surveys, and facilitates stakeholder work sessions. DPRD strives to reach a representative population, totaling **at least 750 residents per phase** of the capital improvement plan, engaged on parks and greenway improvement outreach.

Reach All Detroiters

Reach all Detroiters through **accessible information on parks and recreational offerings** and amenities.

To reach all Detroiters information must be easily accessible through different modes, including digital and print. This includes sending out program postcards, updating websites and the park finder app, as well as an ensuring that the permitting process is easy to use, to help all Detroiters find and access the information they need. Success of these efforts can be measured through mail-in surveys, as a part of the regular community engagement process. Nearly 50% of respondents surveyed for this plan reported a lack of information as a current barrier to park and rec system use. DPRD's target for the next 10 years is to improve communications such that **no more than 15% of surveyed Detroiters report a lack of information** as a primary barrier.

Self-Sustaining Partnerships

Foster parks and recreation partnerships that are high impact, well-managed, and where possible, self-sustaining.

For all third-party partnerships across recreation centers, programs, cemeteries, golf courses and marinas, ensure that the partnerships are well managed and, where possible, financially self-sustaining. Work collaboratively with partners to accomplish shared goals to provide community benefits and ensure that the operations, maintenance, programming, and other activities on City sites by partners are sustainably managed and well performing. Of the 19 parks and recreation third-party partnerships, 13 are non-profit partners and 6 are third-party operators. Currently 1 of the 19 partners, or 5% are fully self-sustaining, with **a goal to reach a rate of 60% in 10 years**, taking into account the addition of any new partnerships.

Current Number

Community Engagement Attendance

Year 0	<u>TBD</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Detroiters Facing Information Barrier (%)

Year 0	<u>49%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Self Sustaining Partnerships (%)

Year 0	<u>5%</u>
Year 1	<u> </u>
Year 5	<u> </u>
Year 10	<u> </u>

Success Meters *Fill As Targets Are Achieved*

