The City of Pontiac
Youth Center and Programming
Operational Implementation and design guidelines

Fiscal year 2017-2018
Submitted to Pontiac City Council May 25, 2017
May 25, 2017

Re: Pontiac Youth Recreation Center

Dear City Council Members:

Pontiac is poised to restore youth recreation activities for the children of our city. Our plan is to open a Youth Recreation Center housed at the newly restored Wisner School which comes complete with a running track and use of the stadium and fields. Now, with a single vote on June 8, 2017, our City Council members can level the tax rate for the Youth Recreation millage that was passed by Pontiac voters on Nov. 8, 2016. Even without a pre-prepared plan in place at the time, Pontiac voters overwhelmingly approved by millage with a leap of faith that a plan could be designed and a site identified and ready to launch activities this summer. This was a resounding show of support for our kids.

The millage will allow the funding to open this first Youth Recreation activity center since the 4 previous ones were closed under the Emergency Manager. Every Pontiac residing youth under age 21 will be eligible to utilize the center and any satellite site(s) that are funded by the millage. The millage funds will be budgeted for programming, Youth Recreation staff and other fixed costs associated with operating a Center. Plans are underway to re-establish both casual and competitive sports teams for all ages including such sports as Bitty basketball, T-ball, and youth basketball leagues. As demand increases for other activities, we can also offer softball, soccer, tennis and other sports.

The ample facilities at the Center will allow for a wide array of wholesome activities where we will space for arts and crafts, games, club meetings, computer lab, reading and studying, and social interaction. We also plan collaborations with other youth-oriented organizations that can bring a broad scope of enrichment activities.

Our destiny is in our children. The Youth Recreation Center is an expression of the Community’s investment in its future.

Dr. Deirdre Waterman, Mayor
City of Pontiac Youth Millage Plan

City of Pontiac Youth Millage Key Contributors

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**Special Thanks:**
A special thanks to all the individuals who assisted in the development of the Youth Recreation Program of 2017.
- City of Pontiac Council President Waterman and Council Members
- Friends of Murphy Park
- Michigan State University
- Oakland County Ministerial Fellowship
- Oakland University
- Oakland County Police Athletic League
- Pontiac School District
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- Urban Neighborhood Initiative
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<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
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<tbody>
<tr>
<td>Kevin Adams</td>
<td>Honorable Mattie Hatchett</td>
<td>Rosie Richardson</td>
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<td>Adrian Austin</td>
<td>Craig Jefferson</td>
<td>Joseph Sinclair</td>
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<td>Myron Milton</td>
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<td>Autumn Butler</td>
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<td>Lisa Washington</td>
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<td>John Cantrell</td>
<td>Angela Powell</td>
<td>Council President Patrice Waterman</td>
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<td>Pharice Franklin</td>
<td>Tameka Ramsey</td>
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</tr>
</tbody>
</table>
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Thanks</td>
<td>5</td>
</tr>
<tr>
<td>1.0 Introduction</td>
<td>10</td>
</tr>
<tr>
<td>2.0 Public Acts</td>
<td>11</td>
</tr>
<tr>
<td>3.0 Issues and Priorities</td>
<td>12</td>
</tr>
<tr>
<td>3.1 Absence of a Proper Parks and Recreation Department</td>
<td>12</td>
</tr>
<tr>
<td>3.2 Socio-Economic Considerations and Access</td>
<td>12</td>
</tr>
<tr>
<td>3.3 Breaking down barriers and building a sense of inclusion and personal ownership in the community</td>
<td>12</td>
</tr>
<tr>
<td>4.0 Methodology and fact finding</td>
<td>13</td>
</tr>
<tr>
<td>4.1 Town halls</td>
<td>13</td>
</tr>
<tr>
<td>4.2 First Youth Center Taskforce Meeting Notes</td>
<td>13</td>
</tr>
<tr>
<td>Location</td>
<td>13</td>
</tr>
<tr>
<td>Meeting From December 13, 2016 Notes Continued</td>
<td>14</td>
</tr>
<tr>
<td>Programming</td>
<td>14</td>
</tr>
<tr>
<td>Funding</td>
<td>14</td>
</tr>
<tr>
<td>Meeting From December 13, 2016 Notes Continued</td>
<td>15</td>
</tr>
<tr>
<td>Sub-committees</td>
<td>15</td>
</tr>
<tr>
<td>4.3 Youth Millage Townhall Meeting 2/21/17</td>
<td>15</td>
</tr>
<tr>
<td>COALITION BUILDING</td>
<td>15</td>
</tr>
<tr>
<td>FUNDING</td>
<td>15</td>
</tr>
<tr>
<td>LOGISTICS (Center/Staffing)</td>
<td>15</td>
</tr>
</tbody>
</table>
1.0 Introduction

In November 2016, voters in Pontiac overwhelmingly supported a new millage dedicated to Youth Programming in the City of Pontiac. Since its passage, up to 1.5 mills on every $1,000 of taxable value can be levied to support the operation of a youth center in the City of Pontiac, and to offer programs intended to “curb juvenile delinquency.” The center is intended to offer programming directed to Pontiac residents under 21 years of age.

It has been said that crime and aberrant behavior is a leisure time activity. Consequently, the proposed youth millage seeks to establish a center to support programming to mitigate negative influences and build a foundation for future achievement and success among Pontiac’s youth. These programs will thus encourage a productive investment of time through athletics and education that serve to enrich the experience of childhood in the city.

Pontiac City Council played an instrumental leadership role in setting a tone of community-based, grassroots engagement from residents. City Council facilitated two town hall meetings to build community consensus around how the youth millage will be spent. The Office of the Mayor sustained this effort by overseeing the tasks assigned to the various committees established at these community meetings. Since that time, considerable contributions have been made by individuals working through these committees to establish the plan set forth in this document.

This plan is a result of the work performed by the committees and volunteers who dedicated considerable time and effort to building a better future for Pontiac youth. City staff were essential to organize, verify, and refine this information in order to deliver a strategy for services to be delivered aimed at meeting the objectives stated in the language of the Youth Millage Proposal.

This plan lays out a design framework for the implementation of operations for the proposed youth center and the programming that the center is intended to host. This document is intended to serve as an initial guide to navigate the waters of implementation for the program’s first year of operation. Subsequent years may build upon, augment, and even change elements of this plan in order to conform to the environmental pressures and mitigate the uncertainties that will present themselves during implementation.
2.0 Public Acts
The Youth Millage proposal was approved by voters in the November 2016 election with an overwhelming show of support. 70.44% of voters approved the establishment of a new millage of up to 1.5 mils on every $1,000 of taxable value of real property. The proposal is based on the criteria set forth in Michigan Public Act 179 of 1967 which allows communities to establish a millage to support the operations of a youth center. This requires that all programming and activities take place in or around a predetermined facility at a physical location in the city. The Millage Proposition and Michigan Public Act 179 serve as guiding documents for the youth millage implementation.

MILLAGE PROPOSITION TO EXPEND FUNDS FOR YOUTH CENTERS

Shall the limitation on taxes which may be assessed against the property in the City of Pontiac, County of Oakland, State of Michigan, be increased and the City of Pontiac be authorized to levy a new tax up to 1.5 mill(s) (up to $1.50 on each $1,000.00 of taxable valuation) for a period of 10 years, from 2017 to 2026, for the purpose of expending funds for centers open exclusively to youths under 21 years of age and aimed at curbing juvenile delinquency within the City of Pontiac, pursuant to Public Act 179 of 1967. It is estimated that up to $900,000.00 will be collected in the first year that the millage is authorized to be levied.

Public Act 167 allows municipalities to establish a millage with a duration of up to 20 years. The language of the Pontiac Youth Millage Proposal has established the duration of the millage for 10 years, allowing the city to capture funds through 2026. The initial year of millage capture begins in the 2017-2018 Fiscal year. Accordingly, a rapid roll-out plan for the expenditure of funds needs to be set in place with scheduled programming for July 1, 2017.

YOUTH CENTERS
Act 179 of 1967

Sec. 1. (1) Any county, city, township, or village may levy taxes and appropriate funds for operating centers open exclusively to youths under 21 years of age and aimed at curbing juvenile delinquency within the community.
3.0 Issues and Priorities

The purpose of the Youth Millage is to fund a youth center to provide programming and services to residents under the age of 21 to reduce juvenile delinquency. Although crime is on a steady decline in the City of Pontiac, concerns about academic performance, youth crime, and employment persist.

3.1 Absence of a Proper Parks and Recreation Department
The Pontiac Recreation Department was dissolved in 2006 amid diminishing financial health of the City. The maintenance of public parks and greenspace has since been assigned to the Department of Public Works. The absence of an official parks and recreation department to handle programming and implementation of the Youth Millage places the City at a disadvantage in terms of having the administrative infrastructure for effective and smooth implementation of policies and programs. Consequently, grassroots committees comprising residents, community leaders, and city officials were established to help form a consensus on site selection, programming, public/private partnerships and transportation. Separate committees were established to seek solutions to these challenges and propose a comprehensive strategy on summer programming and implementation that would best utilize funds raised via the millage.

3.2 Socio-Economic Considerations and Access
Approximately 35% of Pontiac residents live below the poverty line, much of them are children. With poverty comes a host of challenges that serve to hinder health and development, restrict economic opportunities, and increase the likelihood of becoming involved in criminal activity. There is a need to level the playing field for traditionally disenfranchised boys and girls at an early age with valuable programs that augment education and reduce the likelihood of juvenile delinquency. Included in this plan are educational and athletic programs intended to enrich the lives of Pontiac youth by promoting positive experiences that foster skills and nurture achievement, cooperation, and kindness. What must be paid special attention is the accessibility of the youth center and its programs to low-income families, especially in households where long-distance transportation might be challenging.

3.3 Breaking down barriers and building a sense of inclusion and personal ownership in the community
By building a sense of community, by imparting the values of civic engagement, involvement, and teamwork, these programs help to address some of the systemic causes of racial tension embedded in our national subconscious. By partnering with organizations like the Police Athletic League, we are helping to create positive relationships between the youth of Pontiac and the County Police Department. Humanizing each other through mentorship and communication contributes to positive working relationships with communities and the police department as well as build trust in public agencies.
4.0 Methodology and fact finding

4.1 Town halls
It is imperative that all stakeholders in the city have their voice, be represented, and have the opportunity to benefit from these programs for which they were designed to serve and enrich. The methods by which program concepts were vetted were manifold. Initially, town halls were scheduled to engage residents in the development process. These events allowed key city officials to receive direct input from residents, community leaders, and other key stakeholders. Several committees organically emerged from these meetings, which undertook specific tasks relating to the implementation of the Youth Millage Funds. This included logistics, site selection, programming, budgeting, and public/private partnerships. Fundamental core values such as equal access, equitable service delivery, transparent accountability and communication were primary cornerstones for which the edifice of these Youth Programs were constructed.

4.2 First Youth Center Taskforce Meeting Notes
Tuesday, December 13, 2106 4pm-5:30pm at City Hall


Location
- M. Kilburn- would like to revisit Ewalt Center. It was built for a community center and has established.
- C. Jefferson- Ewalt Center and look at putting on an addition. Looking into Purdue and Longfellow, both which were school building.
- L. Payne-Ewalt Center; because it already has the needed amenities
- M. Pietila- LeBaron school
- Y. Carson- Look at the schools that allows locations throughout the city and is safe.
- C. Jefferson- Look at schools as satellites until we can find a location
- M. Hatchett- Looking at the school district to allow multi-locations within neighborhoods. Contact Lee Construction to see if Central High School or Wisner can be used.
- Rev. Johnson-Use churches within communities. No need to build or remodel buildings.
- N. Burrows-Church buildings may be in the community; but, churches are not in the community. He does not feel churches are involved in the community and currently only assist their members.
- M. Haines- Old Boys and Girls Club on Columbia.
Meeting From December 13, 2016 Notes Continued

Programming

<table>
<thead>
<tr>
<th>I.T. Programming</th>
<th>Computers Design</th>
<th>Swimming</th>
<th>Reading</th>
<th>Social Skills</th>
<th>Life Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mentoring Programs</td>
<td>Creative Writing</td>
<td>Geography</td>
<td>Home Economics</td>
<td>Financial Education</td>
<td>Languages</td>
</tr>
<tr>
<td>Health</td>
<td>Nutrition</td>
<td>Leadership Development</td>
<td>Agriculture</td>
<td>STEM</td>
<td>Maker-Space (C. Yoakum)</td>
</tr>
<tr>
<td>Business</td>
<td>Tutoring</td>
<td>Relationship building between parents and children</td>
<td>Human Library (Time bank)</td>
<td>Ask the youth (E. Dorkins)</td>
<td>Entrepreneurship</td>
</tr>
</tbody>
</table>

Funding

- R. Bass- By using satellites, we are able to save money. Its important to invest money and not throw good money after bad.
- Identify funding for community centers.
- Community Reinvestment Act (CRA)
- Ask community businesses to sponsor center
- Partnership with school district
- Use General funding
- Work with nonprofits
- K. Phillips- We need to be sustainable, start with a 5 year plan and build up. We need to make sure MOU’s are in place and start looking at grant funding.
- Work with the Flint Development Center
- Work with Grace Centers of Hope and churches
- C. Yokem- Connect with established grassroot groups/organizations that provide programming that is already being done in the community. Build a coalition.
- Y. Carsen- Work with Welcome to use their building on Orchard Lake Rd. Contact big foundations.
- O.U./Pontiac Partnership
- Look into how Community Benefit Agreement can be used to help with this process.
Meeting From December 13, 2016 Notes Continued

Sub-committees
- Location
- Partnership
- Programming
- Funding

4.3 Youth Millage Town hall Meeting 2/21/17

COALITION BUILDING

- Community programming directory
- Business partnerships, including kids (Pontiac regional chambers)
- Adult/youth partnership
- Partnership with Hewlett Packard and other businesses (Lion club/SE community)
- Must work on partnerships trust with organization/businesses
- Input from principals and teachers, workers in school system
- Use any and all outside help if provided
- Business plan for Flint but could be offered in Pontiac as well

FUNDING

- Tap into people with love for Pontiac to support and ask for financial support
- Activate funding services for youth millage

LOGISTICS (Center/Staffing)

- There needs to be both short and long term goals
- Retention: What will we do?
- Want local people running and working with plans with youth millage and all employment opportunity
- Local people with qualifications and strong knowledge of programming and programs
- Strong mentors/volunteers
- Recruitment, background checks, applications to apply for programming
Meeting from 2/21/17 Notes Continued

- Be supportive as a community who will lead the millage

PARENTS
- Parent engagement NEEDED

PROGRAMMING
- Set up apprenticeships/trade programs for youth

SATELLITES LOCATIONS
- Safety and welfare of youth
- Transportation plans?

YOUTH COMMENTS
- Needs more sports
- Herrington needs bigger gym
- More basketball teams

YOUTH INVOLVEMENT
- Youth advisory program
- Plan to increase graduation rate
4.4 Surveys

By virtue of being a community-driven process, City staff also approached the youth of the city to determine their preferences, ambitions, and values regarding programming of youth millage funds. A survey was created and circulated throughout several schools with the aim to generate statistically significant responses. Responses were collected and analyzed by City personnel and included in this plan for the consideration of the reader. These responses are included in the information below.

Are you interested in summer employment and job training?

- Yes: 39.6%
- No: 21.6%
- Maybe: 38.8%

What topics do you like to discuss?

- Music and Entertainment: 19.3%
- Sports: 27.1%
- New Technology: 13.4%
- Fashion: 12.1%
- Gaming: 21.4%
- Other: 6.4%
Percent of children requiring transportation if the site was not within walking distance:

36%
4.5 Call for Proposals

After years under state-directed emergency management, it is important that now be the time that the community be empowered to regain a sense of ownership over their own local policies. Resident’s voices must continue to be acknowledged, signaling a return to democratic values. Because of these reasons, the Mayor’s Office continues to accept recommendations and proposals from community groups and residents regarding youth millage programming. The first round of proposals were submitted and reviewed during committee meetings in May 2017. A second round of proposals will be accepted and reviewed until June 15th, 2017. There are many groups who have been providing essential services and educational programs to children for years, even when there were no public resources to do so. It is important that we recognize these efforts and partner with those who have the organizational capacity and experience to have a greater positive effect on the children in this community.

4.6 The Contributions of City Staff

The proposals submitted to the committees from residents and local community groups were then evaluated by the Mayor’s Office and subordinate departments. Considerable time and effort on the part of city staff to review and consider the most effective and efficient programming was then organized and presented in this plan for the consideration of City Council. Approval from City Council signifies a popular mandate for action that would permit the use of the Youth millage funds to be disbursed in accordance with this plan.

5.0 Community Profile

5.1 Challenges of a Post-Industrial City

The City of Pontiac was a thriving industrial base in Oakland County for decades. From its population peak in 1970 with 85,000 residents, the past four decades have resulted in a loss of population (to roughly 60,000 residents at present). The gradual loss of General Motors and other industries as major employers in the city contributed to a downward economic spiral which contributed to an unemployment rate of approximately 50% during the recession. Subsequent effects of these events lead to a deterioration of traditional neighborhoods, loss of property values, and a struggling school system. As the national economy has emerged from the recession, there has been a renewed interest in focusing on the nation’s urban cores as places for employment, innovation, and activity. The youth millage’s victory in November 2016 is a signal that residents are eager to reinvest in the institutions that once made Pontiac great. By focusing resources on the youth in the city, a brighter future for families enduring these challenges is on the horizon.

Pontiac is home to a diverse agglomeration of communities with rich histories and cultural traditions, however economic challenges still prevent many residents from having the ability to rejoin the ranks of the middle class. This means fewer opportunities for educational, cultural, and athletic enrichment, and even fewer opportunities for socio-economic advancement. As the county seat, Pontiac is perched to see a renaissance of opportunities for traditionally disenfranchised populations as long as key factors of equal access to services and programs remain on the forefront. The programs and services fueled by the youth millage are able to mitigate inequities that have historically haunted the dense urban centers by providing a level-playing field-by giving children in this city opportunities and experiences not historically afforded to them.
5.2 Key Demographics

**Demographics**

- **Median Household Income (2015):** $28,505
- **Unemployment Rate:** 9.9%
5.3 Academic Performance
With the gradual decline in property values over the years and then a sudden shock to the real estate market in 2008, the Pontiac School system suffered significant revenue shortfalls. Consequently academic performance of students in Pontiac Schools likewise saw a decline.

Conditions are improving, however, and the programs and services provided by Youth Millage funding can help augment the successes that have been made in the past few years. The high school graduation rate is up to 69% from 55% over the last three years. Likewise, the dropout rate has decreased from 25% to 14% in a similar amount of time. To build on the progress that is being made, programs must contribute to building a strong foundation for young people in this community to thrive.

Challenges still remain that need to be addressed. Although the graduation rate is improving, nearly a third of Pontiac students will enter adulthood ill-equipped for the demands of the global economy. Recently the State of Michigan determined that two schools in the Pontiac school system scored below the bottom 5% on state-standardized testing. Initially placing the future of the schools in jeopardy, the state has reached an agreement with the school board to keep the schools open long enough to implement needed reforms.

6.0 Committees and Collaboration
As part of the strategy to empower the re-emergence of core democratic values in a community that was governed by a state-appointed emergency manager for years, it is essential that the organization of the youth millage be a grassroots-driven process.

6.1 Budget Committee
Led by city staff, this committee is tasked to address the fiscal opportunities of the youth millage and the constraints of the costs of effective programming. The Youth Millage levies 1.5 mils on every 1000 of taxable value of real property, with an overall projected revenue of $950,000.

6.2 Site Committee
With vast amounts of industrial, commercial, and institutional buildings, there is no shortage of available space in the city. Which spaces would make a suitable youth center substantially narrows the field of options. The site committee is tasked with generating lists of potential sites, performing site visits...
and making a recommendation for the eventual Pontiac Youth Center, which the millage is intended to support. The timescale of the youth programming implementation places additional constraints on the committee. Realistically, a turn-key temporary site will be selected that is capable of serving as a center for programming which is able to be launched by July 1, 2017, and a long term site will be selected for future iterations of programming. Space considerations include architectural features of a building that is capable of hosting various programs for differing age groups, the availability of a gymnasium that is properly scaled to activities and age groups, and a location that is accessible for young people throughout the city.

6.3 Transportation Committee
Economic conditions in Pontiac are such that roughly 35% of families are living in poverty with 73.5% of the youth in Pontiac school district considered economically disadvantaged. Consequently, reliable and effective transportation may be challenging, affecting regular participation in youth programs. The transportation committee is charged with investigating transportation challenges that members of the community may face, and to generate strategies designed to mitigate these challenges to improve accessibility and participation.

6.4 Collaboration Committee
The Collaborations Committee is tasked with taking inventory of the existing programs offered in the city and develop public/private partnerships with the organizations currently offering them. This is done in part to reduce unnecessary redundancy and the potential threat of duplicating services. There are many hard-working individuals in the city who have donated their time to developing programs with scarce resources. Programs that meet high standards and the criteria set forth by the City, may qualify for further funding from the Youth Millage.

6.5 Programming Committee
The Programming Committee is responsible for selecting existing programs and developing new programs to be offered at the Youth Center and funded by the Youth Millage. A program must meet specialized criteria and fit within budget constraints in order to be considered.
7.0 Site

Programs intended to begin July 1, 2017 places considerable constraints on the selection for a location of a Youth Center. Many sites which may be ideal in terms of space, facilities, and location may not be ready or may require renovation before they could be used, which would postpone their start date passed the July 1 deadline. Additionally, sites which may be ready for immediate use may be lacking in terms of their location, available square footage, and facilities. Consequently, it makes sense that a temporary facility be used, which may not be initially ideal, but is redeemed by virtue of it being a turn-key site, ready for use. While a temporary site is employed, the city can continue working on providing a long-term site for the permanent Youth Center.

An ideal site possesses around 30,000 square feet, is capable of being subdivided to offer programming for different age groups, has a gymnasium to offer athletic programs inside during severe weather of the winter months, and has a central and accessible location in order to maximize participation among youth throughout the City.

There is no shortage of closed schools in the City. A school already possesses many of the ideal characteristics, since they were designed with youth education and programming in mind. However, many of the closed schools require renovation and may take a significant investment of time and money in order to be restored to a point of being suitable for a youth center.

Active schools in the Pontiac School District are presently unsuitable for use as a Youth Center. In addition to the passage of the Youth Millage, the Schools District’s Sinking Fund was passed in order to fund physical improvements to school buildings. Most of these buildings will be experiencing construction, renovation and repair during the summer months when school is adjourned, prohibiting them from being used as activity and recreation centers.

Inventory of Park Features
Outdoor programming can be held at some of the city’s many parks. Although neighborhood parks are too small to be considered suitable for programs that may comprise hundreds of children, the city has many large community parks that might serve as potential satellite or reserve spaces.
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<tr>
<th>Map</th>
<th>Name</th>
<th>Type</th>
<th>Acres</th>
<th>Playgrounds</th>
<th>Ball Fields</th>
<th>Basketball Court</th>
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Legend:  
MP = Mini-Park;  
NP = Neighborhood Park;  
CP = Community Park;  
Y = Yes
Youth Program Sites

Wisner School
441 Cesear Chavez
Pontiac, MI 48342

WHRC
60 Pinehurst
Pontiac, MI 48342
Floor Plan of Wisner School

FIRST FLOOR
8,706 SQ. FT.

SECOND FLOOR
9,982 SQ. FT.
Youth Center On-Site Activities

- Computer Lab
- Study Rooms
- Songwriting & Recording
- Studio Production
- Creative Writing & Film
- Arts & Crafts Studio
- Vocational and Career Coaching
- Club Rooms
- Game Room
- Mentorship & Conflict Resolution
- Counseling
8.0 Programming

The new programs are those specifically developed and managed by the City of Pontiac and that are supported by the Youth Recreation Center.

## Summer Youth Recreation Programs

### BITTY BASKETBALL

**When:** July 8 – August 26, 2017 Saturdays 9am-4pm.
**Location:** WHRC  60 Park Hurst.
**Ages:** 4-7 years old.
**Capacity:** 16 Teams Consisting of 10 Players Per Team.
**Coordinator:** Youth Recreation Staff.
**Description:** Teaches the Basic Fundamentals of Basketball, Dribbling, Passing, Shooting, Defense and Teamwork.

### YOUTH BASKETBALL

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<th>When</th>
<th>July 5 - August 15, 2017 M-Th 5:30-8:30</th>
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<tr>
<td>Location</td>
<td>Beaudette Park  786 Orchard Lake Rd.</td>
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<tr>
<td>Ages</td>
<td>4 Age Groups  8-10/11-13/14-16/17-20</td>
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<tr>
<td>Capacity</td>
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<td>Coordinator</td>
<td>Youth Recreation Staff.</td>
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<tr>
<td>Description</td>
<td>This Sport Teaches Discipline, Teamwork, Conflict Resolution and Positive Competition. This Activity Encourages Healthy Interaction With Others.</td>
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</table>

### T BALL

**When:** July 5 - August 7, 2017 Mon & Wed
**Location:** Northside Park  353 E Edison.
**Ages:** 4-7 years old
**Capacity:** 12 Teams Consisting Of 15 Players Per Team
**Coordinator:** Youth Recreation Staff
**Description:** An Instructional League to Enhance Formative and Developmental Skill Sets. Youth Will Learn Teamwork, Sharing & Positive Competition. Fun for The Whole Family!

### OPEN GYM

**When:** July 5 – Times To Be Determined.
**Location:** WHRC  60 Parkhurst.
**Ages:** 20 & Under.
**Coordinator:** Youth Recreation Staff.
**Description:** WHRC Will Be Open To Our Youth For a Variety of Sports and Games. Including: Pick Up Basketball, Kickball, 4 Square, Jump Roping, Dodgeball & Exercise.
The Youth Millage Programs are intended to serve the following goals:

- Provide rewarding and formative experiences for the Youth of the City of Pontiac ages 21 and under.
- Provide educational opportunities for the Youth of the City of Pontiac ages 21 and under.
- Foster the development and appreciation of a sense of community among the Youth of the City of Pontiac.
- Contribute to the development of core skills, confidence, and understanding that will equip the youth of Pontiac to succeed.
- Foster a productive use of time for youths and to seize opportunities for growth and advancement.
- Foster a sense of community and a sense of civic virtue.

8.1 Types of Programming
The above program goals and values can be conveyed through a variety of media, including activities, educational workshops, athletics, and community projects.

- Academic Programming
- Athletic Programming
- Community Projects

8.2 Duration and Seasonal Offerings of Programming
The summer break creates challenges in our educational model by creating a space of time when information can be lost or forgotten, routines, may deteriorate, and educational atrophy takes hold. The summer months are the most critical time to supplement with additional programs of a wide variety.

8.3 New Program 1 - Summer Basketball
Ages: 8-10; 11-13; 14-16; 17-20 years old

Program Overview

- Summer basketball games will be played at Beaudette Park
- Date and Duration of Program: July 7, 2017 - August 15, 2017
- Date/Time: Monday-Thursday at 5:30pm

Program Description
The City of Pontiac is offering youth basketball leagues to children ages 8-20 years old in four separate divisions. Games will be played at Beaudette Park from July 5, 2017 - August 15, 2017 in the evening starting at 5:30pm.
Needs Assessment
It is critical that Pontiac have healthy activities to strengthen youth and families by reducing the incidence of delinquency. One fifth of violent crimes by the youth are committed between the hours of 3-7pm weekdays.

Program Objectives
This program is aimed at bringing families closer together, team building, and curbing youth delinquency by encouraging youths to occupy their time.

Services
140 games are projected

8.4 New Program 2- Bitty Basketball
Ages 4 to 7

Program Overview
Curbs youth delinquency by giving youths’ healthy activities to make good use of their recreational time.
Location: Whitmore Human Resources Center (WHRC)

Program Description
The City of Pontiac is reintroducing Bitty basketball to our children ages 4-7. This is an instructional sport that focuses on the basic fundamentals of dribbling, passing, shooting, and defense. Bitty basketball will start July 8th – August 26th. Games will be played on Saturdays with the first game starting at 9:00am.

Needs Assessment
It is critical that Pontiac have healthy activities to strengthen our youth and families by reducing the incidences of delinquency, abuse, and neglect through sports.

Program Objectives
This is an instructional league with no score taken. The first 20 minutes of the hour will consist of instructions on the basic fundamentals of dribbling, passing, shooting, and defense. The last 40 minutes will consist of a simulated game. The program expects 160 children to participate.

Services
64 games are projected
8.5 New Program 3- T-Ball

Ages 4 to 7

Program Overview
Youth T-Ball will be offered to Pontiac residents ages 4-7 boys and girls. Enhance motor skills, and positive interaction among other children.
Date:    July 5, 2017 – August 7, 2017

Program Description
The City of Pontiac is introducing youth T-Ball for boys and girls from ages 4-7.

Needs Assessment
It is very important that the youth of Pontiac have healthy activities to strengthen themselves and their families by reducing the incidences of delinquency, abuse and neglect through sports.

Program Objectives
Expected participation:  180 children

These games are aimed at bringing families closer together along with presenting the opportunity for fathers and mothers to get involved.

Services
60 games are projected
8.6 Directory of Other Programs

Other Programs include all programs that are currently being offered by third party organizations. There are so many organizations in the city run by volunteers who have provided countless services and opportunities for youth that have helped to build character and shape them into conscientious citizens. The City is interested in partnering with these organizations to enhance the availability of the following programs.

8.7 Program 1- The Police Athletic League

The mission of the PAL Program is to create a safe environment and a structure within which law enforcement will support and inspire young people to reach their full potential, utilizing athletics and other programs geared to improving the lives of participants. Such programs promote self-confidence, self-esteem, civic engagement, academic achievement, and help create and form better members of society. The Police Athletic League (PAL) was established by the Oakland County Sheriff’s Department in 2015 to expand recreation opportunities for Pontiac youth and build connections between the department and community. PAL is a non-profit organization that benefits from a wonderful partnership with the Oakland County Sheriff’s Office. This partnership is geared towards creating a strong bond between the Sheriff’s office and the community members of Pontiac.

“It crosses social barriers, ethnic barriers. It’s sort of a galvanizing program... What it’s going to do is further show how people can work together, build on safe environment and create a great place to raise a family.”
-Pastor Douglas P. Jones

PAL supplies all equipment needed to participate, but the child must bring close toed shoes and water. PAL relies on the generous donations from people within the community to help provide equipment for the children. The mission of the PAL program is to create a safe environment and a structure within which law enforcement will support and inspire young people to reach their full potential, utilizing athletics and other programs geared towards improving the lives of the participants.

Summer Leagues 2017
The registration deadline was originally scheduled for May 22nd 2017, but through the partnership with the City of Pontiac, Programs will be available for youth in the City between grades K-8. The season begins June 5th and runs through August 25.
8.8 Police Athletic League Available Programs:

**BASKETBALL** (Woodside Bible Church, 830 Auburn Ave.)

<table>
<thead>
<tr>
<th>LEAGUE</th>
<th>GRADE</th>
<th>TYPE</th>
<th>GAME DAY</th>
<th>PRACTICE DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Girls &amp; Boys</td>
<td>K-2</td>
<td>5x5</td>
<td>Monday</td>
<td>Saturday</td>
</tr>
<tr>
<td>Girls &amp; Boys</td>
<td>3/4</td>
<td>5x5</td>
<td>Monday</td>
<td>Saturday</td>
</tr>
<tr>
<td>Boys</td>
<td>5/6</td>
<td>5x5</td>
<td>Thursday</td>
<td>Saturday</td>
</tr>
<tr>
<td>Girls</td>
<td>5-8</td>
<td>5x5</td>
<td>Thursday</td>
<td>Saturday</td>
</tr>
<tr>
<td>Boys</td>
<td>7/8</td>
<td>5x5</td>
<td>Friday</td>
<td>Saturday</td>
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**TEE BALL** (Frost Elementary School, 723 Cottage St.)

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<tr>
<th>LEAGUE</th>
<th>AGE</th>
<th>GAME DAY</th>
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<tbody>
<tr>
<td>Girls &amp; Boys</td>
<td>Under 8</td>
<td>Tuesday</td>
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**COACH PITCH BASEBALL** (Northside Field @ Aaron Perry Park, Edison and Marquette Streets, Pontiac)

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<th>LEAGUE</th>
<th>AGE</th>
<th>GAME DAY</th>
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<tbody>
<tr>
<td>Boys</td>
<td>Under 14</td>
<td>Tuesday</td>
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**SOCCER** (Aaron Perry Park, Edison and Marquette Streets, Pontiac)

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<tr>
<th>LEAGUE</th>
<th>AGE</th>
<th>TYPE</th>
<th>GAME DAY</th>
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</thead>
<tbody>
<tr>
<td>Girls &amp; Boys</td>
<td>Under 8</td>
<td>7x7</td>
<td>Thursday</td>
</tr>
<tr>
<td>Girls &amp; Boys</td>
<td>Under 14</td>
<td>11x11</td>
<td>Thursday</td>
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**CHEER/DANCE/TUMBLING** (Welcome Missionary Baptist Church, 143 Oneida St.)

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<tr>
<th>LEAGUE</th>
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<th>DAY</th>
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<tbody>
<tr>
<td>Girls &amp; Boys</td>
<td>Under 12</td>
<td>Wednesday</td>
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</table>
The Murphy Park Summer RAP (Recreation Activity Program) is a microcosm of citywide programs in Pontiac for over 30 years. Established in 2006 after the dissolution of the city’s Recreation Department, the Friends of Murphy Park was organized by Jean Sheppard, Sally McCallister, and Charlie Adams in 1990 under the Adopt a Park program established in the Recreation Division of the Community and Human Services Department. Since that time, the Friends of Murphy Park have been the private caretakers of one of the city’s largest parks- hosting cleanups, running day camps, and other children’s athletic programs.

Each summer, the Friends of Murphy Park run the Recreation Activity Program, which runs from June 26 to August 11 and offers a variety of activities for children who participate. The Friends of Murphy Park have applied for Youth Millage funding, and they are a prime candidate for a public/private partnership with the city. The Friends of Murphy Park are organized, have a long and successful track record of managing recreation programs, and have a wonderful outdoor site for their programs already established. This program would be administered as a satellite program, not taking place at the designated Youth Center.

Program Description
One of the core missions of the Youth Millage is to combat juvenile delinquency. It has been said that crime and aberrant behavior are leisure-time activities. As such, quality programs that provide an alternative to non-productive behavior during non-obligated time (leisure time) helps to achieve that mission by giving youth experiences that enhance cognitive and tactile learning. The variety programs offered by the RAP are educational experiences yet are enjoyable. The programs allow participants to learn both short and long-term skills.

It has been said that crime and aberrant behavior are leisure-time activities.
Pontiac has been without organized city sponsored recreation programs since 2006. Our youth not only deserve but need programs that impact the quality of life, their growth and development that will result in a decrease in delinquency.

The programs are open to all Youth from ages 4 to 14. All abilities and special needs are able to be accommodated, which speaks to the core values of accessibility and equitable service delivery. A registration form completed by parents includes liability waiver, photo release, health issues and emergency information.

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Program format:

*June 26 to August 11*

*Monday through Friday – 8:30am-4:00pm Program time: 9:00am-3:30pm.*

*Daily nutritional lunch and afternoon snacks.*

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**Typical Day in the Program**

- Parent sign-in upon arrival (Participant name, parent/guardian name and phone number)
- Park clean-up 9:00am
- 9:30- campers gather in camp circle for icebreakers, fitness exercises (low impact), stretches, introduction to yoga.
- Camp songs, sing-a-long
- 10:30 Fitness trail walk, the prelude to the nature trail walk.
- 11:15 Passive games and dance
- 12:00 Lunch in pavilion. Camper lunch clean-up.
- 12:30 Playground free play
- 1:00 arts & crafts, Active games (Divided into age appropriate groups)
- 2:00 Repeat new groups
- Snack and playground
Field Trips: There are five field trips planned. Permission slips required.

- Metro Youth Health Day at Belle Ilse July 12th - No fee
- OAC (Outdoor Activity Center) $7.00 fee
- Red Oaks Water Park $6.00 fee
- HCMA “Get out and Play” (Pending) No Fee
- Oakland County Parks “Come out and Play” at Independence Oaks - No fee
- Roller Skating at the Rolladium $3.00 fee

Sports:

- Soccer conducted by Oakland University - Wednesdays
- Kick Ball
- Volleyball
- Track and Field
8.10 Pontiac Library Summer Youth Programs

### Summer Reading and Story Times

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<tr>
<th>Event</th>
<th>Details</th>
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| **Pontiac Library Summer Reading Kick-Off Party** | When: June 17, 2017  
Noon-5PM  
Coordinator: Bonnie  
Description: Food & Fun to celebrate the start of Summer Reading |
| **Pontiac Library Summer Reading Program** | When: June 17, 2017 – August 12, 2017  
Ages: Preschool-Elementary  
Coordinator: Bonnie  
Description: For Each 3 books you complete, you receive a prize.  
Read 12 books to finish summer reading. Finish Summer Reading to receive a book, a prize, an invitation to our completion party & a raffle ticket for our special prize. |
| **Summer Reading Completion Party** | When: August 12, 2017  
3-5 PM  
Ages: 8-17 years old  
Coordinator: Bonnie  
Description: Must Complete the Summer Reading Program to Receive an Invitation! |
| **American Girl Story Time!** | When: June 15, 2017  
Coordinator: Bonnie B  
Description: Sing a-long songs @6:30pm; Storytime @ 7:00pm |
| **Build a Better World! Mondays 6:30pm -7:30 pm** | When: Mondays (except 5/29, 7/3)  
Coordinator: Bonnie  
Description: We’ll be reading stories about how we can all make this world a better place. *STEM powered Storytime! |

### Technical and Games

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| **LEGO & ROBLOX** | When: Saturdays 6/17, 7/8, 8/12, & 8/19  
1:00 – 2:00 PM  
Coordinator: Bonnie  
Description: Join us every Saturday to play Roblox or use your imagination building with Legos! Stay tuned for more information about special LEGO challenges! *STEAM powered! |
| **Minecraft Club** | When: Saturdays 6/3, 7/1, 7/15, & 7/29  
3:00 – 5:00 PM  
Ages: 11-18 years old  
Coordinator: Bonnie  
Description: You must register and have your parent or guardian sign a permission form to be able to participate in this fun club! *STEAM powered! |

### Summer Fun

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<th>Details</th>
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| **Summer Camp** | When: July 8th  
3:00 – 5:00 PM  
Coordinator: Bonnie  
Description: Sign up to be assigned to a “Cabin” where you will make a cabin flag and learn a cabin cheer. You and your cabin will participate in fun camp activities (snack time), and closing Flag and Award Ceremony at the campfire. |
| **Family Karaoke Nights** | When: 2nd Thursday of each month!  
6:00 – 7:30PM  
Coordinator: Bonnie  
Description: The 2nd Thursday of each month! Join us for some singing, light refreshments, and fun! |
| **Summer Lunch Program!** | When: Monday-Thursday  
Noon-2pm  
Capacity: TBD  
Coordinator: Bonnie  
Description: We will be a Meet Up and Eat Up site again this year! Join us for stories about building a better world and crafts and activities to go along with them as part of our Summer Lunch Program. Stay tuned for more information about Special Guests! |
8.11 Collaborations
The above programs are ready to roll out for summer and fall seasons at select locations. However, additional programming and partnerships are continuously being developed for swift implementation. Many city-wide and regional organizations that offer youth programs stand to form partnerships with the city. The committees and city leadership are currently working to develop future collaborative programs with the Salvation Army, the Boys & Girls Club, the Pontiac Creative Arts Center, Oakland County Parks & Recreation, and Oakland University, which already boasts a prosperous partnership with the City of Pontiac.

8.12 Program Collaboration Program- Michigan State University Extension 4-H Youth Empowerment Service (Y.E.S) Program (Say YES to 4-H)
Proposal 2017- Summer, Fall, Spring

Program Overview:
Struggling economic conditions and low academic achievement affect the health of families and the future of Pontiac youth. Michigan State University Extension - Oakland County will engage youth, 5-19 with 8 weeks of summer programming and with 20 weeks of after school programming during the fall and spring academic semesters 2017-18. The program will develop life skills through experiential learning opportunities around leadership, citizenship, workforce preparation, science, technology, engineering, arts, math (S.T.E.A.M.), and healthy living. By providing extensive and varied programming, youth will become healthier, more civically engaged, and develop critical thinking and leadership skills. MSU Extension will create a safe, caring and inviting, environment for youth to participate in age appropriate, fun, educational and hands-on activities to order to help local families, area schools and neighborhoods develop supportive communities for all young people in Pontiac.

Michigan State University Extension achieves these positive outcomes through processes that integrate community buy in with research based practices to provide educational resources and recreational outlets for youth. The city of Pontiac is an ideal setting for the use of 4-H Special Interest Clubs that explore topics and projects based on the interests of the youth involved. MSU Extension will reach 1,000 youth annually through summer, fall and spring programming.

Needs Assessment
Struggling economic conditions and low academic achievement affect the families and the future of Pontiac youth. According to recent census data, 35.7% of families in Pontiac are living in poverty with 73.5% of the youth in the Pontiac school district considered economically disadvantaged. In 2015, the city of Pontiac’s unemployment rate was 10.7% compared to the state as a whole which was only 4.7%. Families in Pontiac have less disposable income to pay for youth programming, sports, or recreational activities with a median household income of $28,500 compared to $53,889 nationwide.
People in low-income communities are more likely to live with chronic diseases and have a shortened lifespan. Poor diet, sedentary lifestyles, and insufficient physical activity are linked to poor health outcomes. As research shows, where someone lives can significantly impact whether they can engage in daily healthy habits that result in good health outcomes. Thus, we are implementing strategies to help communities create supportive environments where the healthy choice is the easy and preferred choice.

The graduation rate in the Pontiac school district was 63.61% in the 2015-16 school year. This means one out of three students will be challenged to compete in today’s more technical and global economy. This area continues to encounter incidences of schools cutting counseling and career education staff so that young people and their families are not getting the networking, linkages, and experiences they need through K-12 education to understand how to explore careers and plan for their post-secondary education, training, jobs, and careers.

Youth in Pontiac have limited after school opportunities that provide life skill development or the chance for physical activity participation. The 4-H Youth Development Program of Michigan State University Extension would provide a safe atmosphere after-school for youth to develop life skills through experiential learning opportunities around leadership, citizenship, workforce preparation, science, technology, engineering, arts, math (S.T.E.A.M.), and healthy living.

**Program Objectives**

4-H Programs will be provided for youth 5-19 on a variety of topic areas that will address the following objectives. These objectives will be evaluated periodically.

- Youth participants will increase their leadership skills; build their cultural competencies; engage in their schools, neighborhoods, and throughout Pontiac, as active citizens; and learn that their voice and actions can make a difference in their community.
- Youth participants have an increased awareness of career and job opportunities related to their skills and interests.
- Youth participants will increase their science knowledge, learn problem solving, critical thinking, evaluation, and decision-making life skills.
- Youth participants will learn effective communication skills
- Youth participants will learn to be an effective team members
- To strengthen relationships between youth, family members, and the community at large
- To improve the health of youth and family members

**Methodology**

In 2016, Oakland County 4-H Programs engaged more than 11,800 young people, ages 5 to 19, throughout the county in partnership with 393 adult
volunteers and 46 teen leaders. Young people are provided hands-on learning opportunities in their local communities designed to help them explore their interests and identify and develop emerging skills in ways that ensure their ability to both learn and grow from these experiences. These youth and adults are among the 200,000 youth and 17,000 adults that 4-H engages statewide each year.

With support from the Pontiac millage, 4-H programs will be established at the community center(s) or school site. A variety of programs will be offered in series per topic area. A 4-H program coordinator will connect with MSU Extension educators and specialists, MSU volunteers, community members and business professionals to provide the different programming options. Educators will utilize evidence based curriculum outlined below to train site program coordinators, teen leaders, and adult volunteers. The site program coordinator will be responsible for ensuring the curriculum is implemented. Volunteers will be vetted through a statewide background check system managed by Michigan State University Extension. MSU Extension’s highest priorities are the physical and emotional safety of all youth enrolled in its programs. Volunteers who work directly with youth, vulnerable populations and represent MSU Extension must complete the Volunteer Selection Process (VSP).

**The following curricula will be used based on the youth interests and age groups:**

**Leadership:** Be SAFE: Safe, Affirming & Fair Environments; Finding Your Voice: Public Speaking Made Easy; Leadership Road Trip: Where are you Going?

**Workforce Preparation:** Build Your Future, Communications; Get in the Act

**STEAM:** Science Discovery; Junk Drawer Robotics; Photography and 4-H Filmmaking; Discovering Computer Science & Programming through Scratch; The Power of Wind

**Healthy Living:** Jump into Foods and Fitness; Learn; Grow, Eat, Go; Live Gardening; Steps to a Healthy Teen

**Service Learning:** Agents of Change; Raise Your Voice; Teen Corps: Developing Youth Leaders to Strengthen Communities

A Program Coordinator will oversee program implementation, program staff, evaluation, facilitation of the student advisory committee, volunteer recruitment and management, scheduling of MSU Academic staff program, program instructors and provide 4-H programming. Supervision support, staff support and Health and Nutrition Program Instructors will be provided by Oakland County MSU Extension.

The schedule of program offering is flexible based on student interest and ages. A youth advisory committee will be formed to provide input into program offerings and service learning projects and will be facilitated by MSU Extension program staff.

**Evaluation**

Youth participants will be evaluated using the 4-H Common Measures protocol. Common Measures assesses the impact of 4-H programs in science,
healthy living, citizenship and college/career readiness. The youth instrument measures the following types of information:

• Demographic Information
• Life Skills Development
• Interest/Engagement
• Attitude/Aspirations
• Knowledge, Skills and Abilities related to Science, Healthy Living and/or Citizenship, and College/career readiness

The youth survey items include multiple choice, yes/no and Likert scale responses. No identifiable data is collected on the survey. Youth will take an online or paper survey of approximately 10-15 minutes in length which the on-site coordinator will administer/collect. Evaluation reports will be produced bi-annually with more frequent reports available upon request.

All youth participating in 4-H Programming will be required to complete 4-H Membership forms including annual enrollment forms, appropriate medical information and media release forms. This enrollment will be used to provide youth and their families’ information on additional city, county, state and national 4-H opportunities. Youth enrollment will also be used to evaluate program success and youth participation.
MI State University Extension - Collaborative 4-H Program

### Youth Leadership Programs

#### Leadership Road Trip
- **When:** July-Dec
- **Ages:** 13-19 years old
- **Capacity:** TBD
- **Coordinator:** MSU Extension Educators
- **Description:** Where are you going? Finding your voice: Public Speaking Made Easy.

#### Career Exploration
- **When:** Sept-Dec
- **Ages:** 13-19 years old
- **Capacity:** TBD
- **Coordinator(s):** MSU Extension Educators
- **Description:** Build Your Future, Communications, Get in the Act.

#### Health & Nutrition
- **When:** July–Dec
- **Ages:** 5-19 years old
- **Capacity:** TBD
- **Coordinator:** MSU Extension Educators
- **Description:** Jump into Foods & Fitness; Give Gardening, Learn, Grow, Eat; Steps to a Healthy Teen.

#### Service Learning
- **When:** July-Dec
- **Ages:** 13-19 years old
- **Capacity:** TBD
- **Coordinator:** MSU Extension Educators
- **Description:** Agents of Change; Raise Your Voice; Teen Corps: Developing Youth Leaders to Strengthen Communities.

### Financial Education Programs

#### Entrepreneurship
- **When:** Sept-Dec
- **Ages:** 11-19 years old
- **Capacity:** TBD
- **Coordinator:** Michigan Extension Educators – Lisa Kelley
- **Description:** Entrepreneurship Investigation; (ESI) Youth Business Guide to Success.

#### Financial Education
- **When:** Sept-Dec
- **Ages:** 11-19 years old
- **Capacity:** TBD
- **Coordinator:** Michigan Extension Educators – Lisa Kelley
- **Description:** Financial Champions; Reading Make Cents; My Financial Future.

### STEAM Program

#### STEAM Program
- **When:** July-Dec
- **Ages:** 9-16 years old
- **Capacity:** TBD
- **Coordinator:** Michigan Extension Educators – Lisa Kelley
- **Description:** Science Discovery; Junk Drawer Robotics; Photography and 4-H Filmmaking; Discovering Computer Science & Programming through Scratch; the Power of Wind.
### Recreational Programs

#### Camping
- **When:** Aug-Oct
- **Ages:** All eligible youth
- **Capacity:** Depends on park site
- **Coordinator:** Recreational Staff
- **Description:** Use of select individual campsites and cabins, such as Camp Wilderness, Addison Oaks and Groveland Oaks.

#### Mobile Recreation
- **When:** Year-Round
- **Ages:** 5-20 years old
- **Capacity:** TBD
- **Coordinator:** Recreation Staff
- **Description:** Rental of various special park equipment, such as climbing wall, inflatables, park equipment, etc.

#### Water Parks
- **When:** May – Sept.
- **Ages:** All eligible youth
- **Capacity:** Depends on site
- **Coordinator:** Recreational Staff
- **Description:** Participants have access to the County’s two aquatic parks: Red Oaks and Waterford Oaks. Grills and picnic areas are also available for rental.

#### Winter Activities
- **When:** Dec-March
- **Ages:** All eligible youth
- **Capacity:** TBD
- **Coordinator:** Recreational Staff
- **Description:** Participants have access to winter activities such as cross country skiing, hiking, snowshoeing, and winter flat tire biking (to name a few).

#### Field Sports
- **When:** Year Round
- **Ages:** 5-20 years old
- **Capacity:** Depends on Sport
- **Coordinator:** Recreational Staff
- **Description:** Participants can enjoy sport activities such as: baseball, soccer, softball, and/or cricket.

### Unique Recreational Programs

#### Nature Centers
- **When:** March-May
- **Ages:** All eligible youth
- **Capacity:** TBD
- **Coordinator:** Recreational Staff
- **Description:** Participants have access to Red Oaks and Wint nature centers. Both centers offer family nature programs, exhibits including native live animals and are linked to trail systems that invite visitors to explore the great outdoors!

#### Disk Golf
- **When:** Year-Round
- **Ages:** All eligible youth
- **Capacity:** TBD
- **Coordinator:** Recreation Staff
- **Description:** Disk golf is know as Frisbee golf and is played using a golf ball. Participants may play at Addison Oaks, which offers a 24-hole disc-golf course. Tournament play is available.

#### BMX – Bicycle Motor Cross
- **When:** May-Oct
- **Ages:** 5-20 years old
- **Capacity:** TBD
- **Coordinator:** Recreational Staff
- **Description:** Opened in 1976, the Waterford Oaks Bicycle Motocross track is one of the oldest continually-operated tracks in the world. The .25-mile championship Waterford Oaks track hosts practices, local, state and national races and competitions, with helmet and bike rentals available.

### Special Services

#### Adaptive Recreation
- **When:** Year-round
- **Ages:** All eligible youth
- **Capacity:** TBD
- **Coordinator:** Recreational Staff
- **Description:** Inclusion services for individuals with disabilities for participation in any program/event hosted by Oakland Co. Parks.

#### Geo-Catching
- **When:** Year-round
- **Ages:** 13-20 years old
- **Capacity:** TBD
- **Coordinator:** Recreation Staff
- **Description:** Geocaching is a great way to combine the outdoors and the techno-age -- experience high-tech scavenger hunting and travel through Oakland County to see what’s hidden beyond your backyard!

#### School, Scout and Group Programs
- **When:** Year-round
- **Ages:** All eligible youth
- **Capacity:** TBD
- **Coordinator:** Recreational Staff
- **Description:** Interactive programs to allow scouts/students to meet requirements for badges and/or assignments.
9.0 Transportation

The Transportation Committee is currently investigating opportunities to form public/private partnerships with transportation services providers in order to mitigate accessibility challenges. Although it is important that the Youth Center be at a location that is as central as possible, accessible, and convenient, 36% of youth respondents in the surveys indicated that they would need to find transportation if the site was not within walking distance. During the school year, it may be feasible to provide transportation from the schools to the Youth Center after school for evening programs. A partnership can also be formed with SMART to provide supplemental transportation by utilizing their community programs.