



TO: VICTOR CARDENAS, CITY MANAGER
FROM: DANIELLE MAHONEY, ASSISTANT CITY M
SUBJECT: 2ND QUARTER COUNCIL GOALS UPDATE
DATE: JANUARY 2, 2025

MEMORANDUM

Mayor and Council –

As we are a year into our current slate of goals, Monday's meeting will be an opportunity for the City Council to dive deeper into the status of your goals and make changes to what was agreed upon in January 2024. As a reminder, Council will not add or create new goals but have the chance to change to the current list.

- Victor

On January 6, 2024, City Council convened for the Early Input Budget and Goal Setting Session. The strategic goals discussed during this session were unanimously approved at the February 12, 2024, Council Meeting. These goals are prominently displayed on the [City's website](#) and are integral to the annual budget process.

As we begin 2025, we are prioritizing continuity and focus by building on the goals already established rather than embarking on a brand-new goal-setting process. This approach enables us to sustain momentum, ensure consistency, and deepen progress on the initiatives already in motion.

To keep Council informed and engaged, staff will provide quarterly updates on the status of these goals, detailing accomplishments, ongoing work, and opportunities for refinement. These updates will serve as a tool for Council to:

- Ask questions about current progress.
- Shift focus or pivot strategies, if necessary, based on new insights or evolving community needs.
- Ensure alignment with the City's strategic priorities.

As a reminder, an update on goals from the first quarter were presented at the [September 30, 2024 City Council Meeting](#).

Second quarter key highlights are below and align with the City's three core program areas:

OPERATE a World-Class, Sustainable Local Government

Q2 key highlights include:

- **Long-Range Strategic Planning:** The Long-Range Strategic Planning Committee has made significant progress toward the Novi 2050 Strategic Plan, establishing a draft timeline that extends through early summer 2026. To support this effort, an RFP for facilitation services was posted on December 27, with a submittal deadline of January 21. Submitted bids will be reviewed by the committee at the end of January for consideration and selection. Additionally, the first Council Workshop in support of the Novi 2050 Strategic Plan is scheduled for January 21,

providing an opportunity to engage in preliminary discussions and set the stage for the planning process.

- **Fiscal Governance:** An RFP for a review of other post employment benefits (OPEB) investment strategies was awarded to AON earlier this fall. The effort will consist of an asset liability study, fiduciary and governance training, and governance review. A project kickoff with staff is slated for early January, with an expected completion date sometime in late winter.

BUILD a Desirable and Vibrant Community for Residents and Businesses

Q2 key highlights include:

- **Novi Town Center:** Significant progress has been made in revitalizing the Main Street area. With improvements initiated by Pulte, the streetscape has undergone noticeable enhancements, and the façade of Town Center has been refreshed. These updates have contributed to the opening of several new businesses in the area, fostering a renewed sense of vibrancy. Additionally, the Corridor Improvement Authority (CIA) has resumed meetings and expressed interest in developing a cohesive “look” for the entire corridor, further unifying the area's visual and functional appeal.

INVEST Properly in Being a Safe Community for All

Q2 key highlights include:

- **Roads:** The 2023 Road Report Update, which addressed the current Pavement Surface Evaluation and Rating (PASER) condition, was presented and discussed further by the Mobility Committee in the first quarter. Since, the PASER evaluation was completed in Fall 2024, and the new data will be assessed and updated for a report to be presented to the Mobility Committee and City Council in early 2025.
- **Senior Transit:** To address the growth in Novi's senior population and increased demand for expanded transit services, we are in the process of developing a plan for financial sustainability. As of now, we have gathered five months' worth of billing data, which will help inform future planning and analysis. Additionally, the PEX agreement extension is currently in progress.

In addition to this memo, staff will provide a summary Q2 goals update at the January 6th Council meeting. We look forward to working together in 2025 to advance these shared priorities and further strengthen our community.

Thank you for your leadership and continued guidance.

Attachment: Red Box Objectives spreadsheet.

Approved Budget Red Box Objectives - Fiscal Year 2024/25
 Progress Reporting and Accountability Form

Red Box Item #	Item Description	Category	Staff Lead(s)	Support	Committee	Quarter for Initiation	Quarter for Completion	Project/Activity Status Q2 (December 31, 2024)	Milestones Q2	Additional Notes
OPERATE a world-class, sustainable local government.										
1	Create and adopt a comprehensive Community Strategic Plan to envision the future state of our community in the year 2050		V. Cardenas	CMO + Leadership	Long-Range Strategic Planning	Q2		In progress	Draft timeline for overall effort established, along with Council Workshop dates (first confirmed for Jan 21). In the process of selecting a futurist. RFP out December 27 and responses due back by Jan 24 (will bring to committee)	
2	Establish an Environmental Sustainability Committee to study all aspects of environmental sustainability in the City and at minimum, develop an Environmental Sustainability Action Plan		D. Mahoney		Environmental Sustainability	Q1		In progress	First report-out to Council completed on Dec 16. Currently exploring adding additional members (citizens) and process for the Env Action Plan. Meeting with AECOM on 1/15 for possible facilitation.	
3	Increase engagement and outreach efforts with Novi's Diverse Populations		S. Walsh	V. Cardenas D. Mahoney		Q1		In progress	In addition to translation efforts of After the Gavel, PRCS is in the beginning stages of organizing a Diwali festival	
4	Explore further service consolidation and joint opportunities with the Novi Community School District		V. Cardenas			Q1		In progress	First joint meeting held on 11/21 with the school's capital committee; discussed options to collaborate on strategic initiatives and large capital efforts in the future.	
5	Review and update current board and commission structure and add new boards/commissions as appropriate to maximize opportunities for resident engagement and input to City Staff		V. Cardenas	C. Hanson	Rules Committee	Q1		In progress	Appointments to boards/commissions currently ongoing through February.	
6	Develop a plan to renew the Capital Improvement (CIP) millage to get it on the ballot in advance of expiration		V. Cardenas	D. Mahoney C. Johnson S. Walsh T. Schultz C. Hanson		Q1		Planning	Conversations are taking place amidst other funding opportunities for public safety, etc.	
7	Prioritize and implement the top 3 Action Plans from the "Environmental Sustainability Action Plan"		D. Mahoney		Environmental Sustainability	Q4		Not Started	In process of developing Env Action Plan	
8	Continue efforts to reduce the unfunded and long-term liabilities by pursuing a strategy of Defined Contribution retirement plans (or Hybrid DB/DC where appropriate)		C. Johnson		Finance and Administration	Q1		In progress	City is contracting with AON to provide investment strategy consultation. Project should wrap late Winter/early Spring.	

BUILD a desirable and vibrant community for residents and businesses

9	Investigate and improve ongoing power issues experienced by Novi residents by collecting data from DTE and working with neighboring communities		R. Petty		Public Utilities	Q1		Planning	The PU&T Committee is working to establish goals and has begun gathering information through in-person speakers and data collection.	
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10	Review the Woodlands and Wetlands Ordinance and make any necessary revisions to ensure we are balancing the protection of natural resources with development		T. Schultz	C. Bouldard Herczeg Salowich	J. K.	Q1		In progress	City Attorney still reviewing	
11	Assess and create a Novi (Town Center Area) Vibrancy Strategy that is organized under four pillars: Home, Economic Center, Destination, and Safe & Welcoming Place		C. Bouldard	CMO				In progress	With the progress initiated by Pulte, the streetscape of Main St. has been improved. The facade of Town Center has been improved. Several new businesses have been opened in the area. The CIA has begun to meet again and they have expressed an interest to develop a "look" for the whole corridor.	
12	Create a broadband master plan		R. Petty		Public Utilities			Planning	Planning RFP requirements to go out to bid	
13	Build a Community Facility that serves and connects all our residents		V. Cardenas	D. Mahoney J. Muck				Not Started		
14	Develop walkable 'Pocket Parks' in areas of the city where there are no walkable parks		J. Muck			Q1		Planning	Elm Ct in process. A pocket park will be included with the Sakura East development	
15	Pursue partnership with Northville for a Trail connection from Novi-Northville, possibly near the railroad bridge on 8 mile (e.g. presentation at Walkable Novi)		J. Muck					Planning	The Mobility Committee has explored developing a regional work group comprising of members from both Novi and Northville Mobility Committees to explore funding opportunities and a strategy for regional trail connections	
16	Work with neighboring communities to complete connections through Novi to local trail systems (Airline/Huron Valley, Hines Drive, I-275 when complete to make Novi businesses an appealing rest stop for cyclists using the trails		J.Muck					Not Started	Discussions have taken place in the mobility committee regarding possible connections. Funding hurdles are significant, especially when rail crossing is a factor.	

INVEST properly in being a Safe Community at all times for all people.

17	Develop a plan to capitalize on the County's Transit Millage to ensure utilization of the tax dollars the City infuses into the system		V. Cardenas			Q1		In progress	Ridership continues to increase across the board. After the first of the year discussions will be held with providers regarding future service delivery; a plan will follow and will be presented in 2025.	
18	Investigate opportunities to improve and enhance the City's Yard Waste Collection by offering a drop-off facility during off months		J. Herczeg	R. Petty		Q1		In progress	We are waiting on a definitive answer from Spurt (facility in Wixom). Evaluating taking on the administration of a program without much demand. Possibility to incorporate a Novi drop site with integration of Public Safety and DPW campus (if constructed)	
19	Update the Sidewalk Maintenance Policy and evaluate all City sidewalks over the next 5 years, making repairs as recommend in the policy		J. Herczeg		Mobility	Q1		In progress	Neighborhood Sidewalk Repair Program (NSRP) approved by Mobility Committee and included in FY 25/26. Phase 2 of existing program complete and design efforts to start in Q3	

**Approved Budget Red Box Objectives - Fiscal Year 2024/25
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Red Box Item #	Item Description	Category	Staff Lead(s)	Support	Committee	Quarter for Initiation	Quarter for Completion	Project/Activity Status Q2 (December 31, 2024)	Milestones Q2	Additional Notes
20	Collaborate with the City of Northville, Northville Township, Wayne County to ensure 8 Mile Road is re-constructed between Novi and Haggerty Roads		V. Cardenas			Q1		Completed		
21	In 2023, the percentage of our roads in Poor (PASER 1-3) condition was ~9% and the percentage of roads in Fair (PASER 4-5) condition was ~40% (~50% combined). Maintain road funding levels to decrease the number of roads with a PASER score of Poor Condition (1-3) and Fair (4-5) to ~45% of the total road network by 2026.		J. Herczeg		Mobility	Q1		In progress	PASER completed in December and data is being updated for report in early 2025	
22	Develop a plan to ensure senior transit is financially sustainable given the growth in Novi's senior population and requests to add additional service times, routes, etc.		K. Kieser			Q1		In progress	PEX agreement extensions presented to City Council at their 1/6 meeting.	
23	Continue to support accreditation (or re-accreditation) of Police, Fire, Dispatch, Parks, Recreation, Cultural Services, Public Works, etc		V. Cardenas	M Mikus W. Scallions		Q1		In progress	DPW Updated Timeline February 1, 2025- Finalize the almost complete chapters April 1, 2025- Finalize the extra effort chapters September 1, 2025- Review completed chapters and upload on Power DMS November 1, 2025- Upload files in the APWA portal January 1, 2026- Have a peer review May 1, 2026- Schedule evaluators for March/ April evaluation	

Proposed Capital Initiatives (Transformative Projects)

24	12 Mile widening—funding model		C. Johnson	J. Herczeg	Finance and Admin	Q1		Planning	RCOC recieved additional Category "C" funding and moved the project to construct in 2027. Novi's share of advance construct funds dropped to from ~\$10M to \$1.4M (to be paid back in 2028) so bonding no longer required. Changes reflected in FY25/26 CIP.	
25	New public safety facility		E. Zinser	V. Cardenas R. Petty	Public Safety Building Needs Committee	Q1		In progress	Plante Moran has since been hired to lead the effort. Most recent update to Council was on Nov 20 and again to the Finance and Admin Committee on Dec 17. Presenting to Council at their Jan 21 workshop on potential funding strategies ahead of the upcoming Aug ballot.	RFQ published 7/25/24 closing 8/29/24
26	ITC reconfiguration		J. Muck			Q1		Planning	Reconfiguration plans continue to in the works	
27	Facilities to support Older Adult Services and Recreation		K. Kieser	J. Muck				Planning	Discussion held with Novi Schools on facility usage	

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28	Beck Road widening		J. Herczeg			Q1		In progress	Draft EA submitted to MDOT Dec. 20 2025, FHWA review Feb 2025, Public Meeting for EA May 2025, FHWA issues FONSI, Bid Package to MDOT Sept 2025, Letting Nov 2025	

Status	Definition	Total	Operate	Build	Invest
Planning	The task or activity is in the planning or preparatory phase.	5	1	4	0
Not Started	Task or activity is scheduled but work has not yet begun.	3	1	2	0
In progress	Work is underway.	14	6	3	5
On hold	The task or activity is temporarily paused, pending further action or decision.	0	0	0	0
Completed	The task or activity has been finished successfully.	1	0	0	1
Delayed	The task or activity is behind schedule but still expected to be completed.	0	0	0	0
Canceled	The task or activity has been terminated and will not be completed.	0	0	0	0



COUNCIL GOALS

FY25 Q2 UPDATE

JANUARY 6, 2025

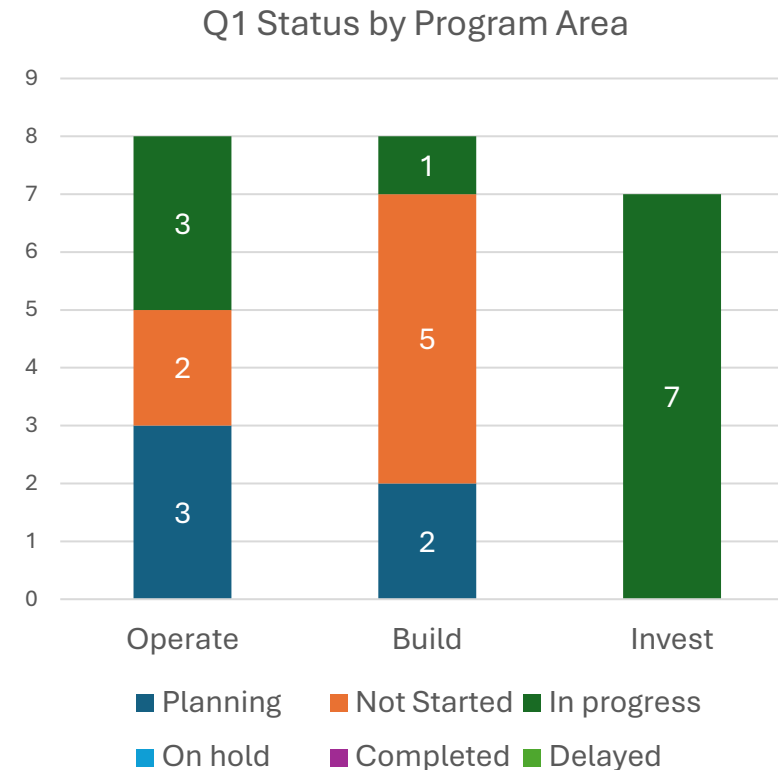
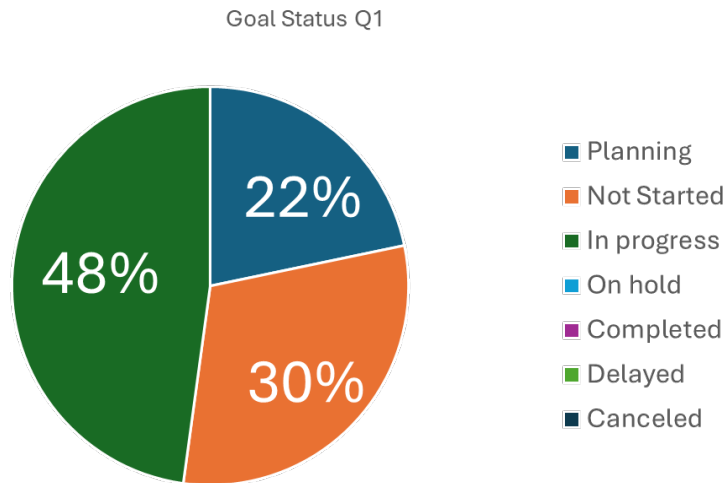


BACKGROUND

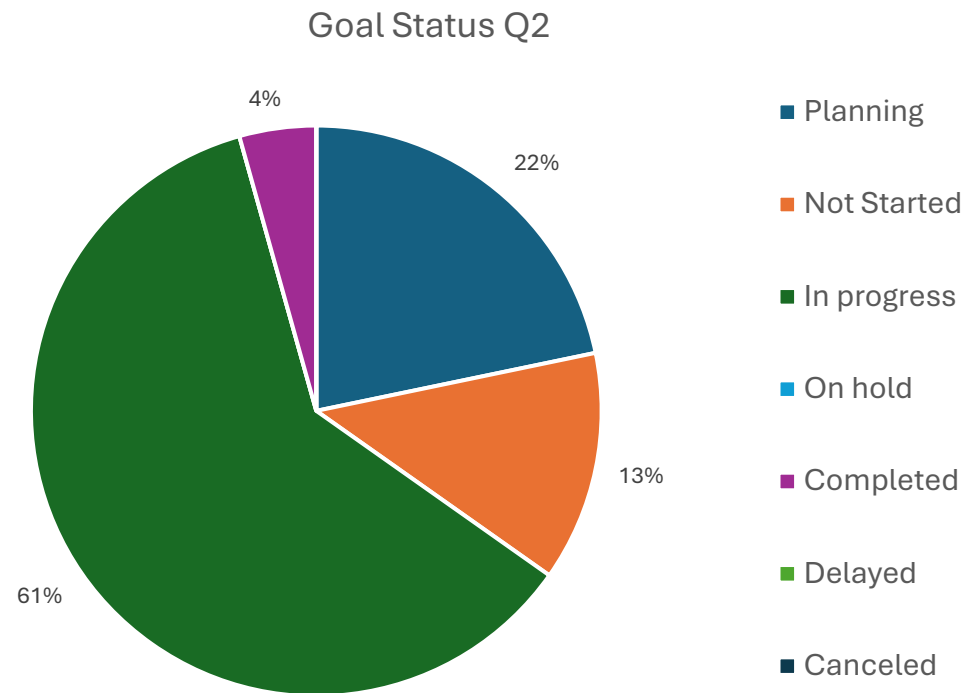
- On January 6, 2024, City Council convened for the Early Input Budget and Goal Setting Session.
- The strategic goals discussed during this session were unanimously approved at the February 12, 2024, Council Meeting.
- These goals are prominently displayed on the [City's website](#) and in Council's annual budget.
- The City's strategic priorities are represented by short and long-term goals and align with three core program areas:
 - **OPERATE a World-Class, Sustainable Local Government**
 - **BUILD a Desirable and Vibrant Community for Residents and Businesses**
 - **INVEST Properly in Being a Safe Community for All**

Q1 Recap

- Of the 23 Council Goals, almost half were in progress
- All goals in **INVEST** were underway
- Key highlights included Council committee restructuring (**OPERATE**), development at Town Center (**BUILD**), and senior transit sustainability (**INVEST**)

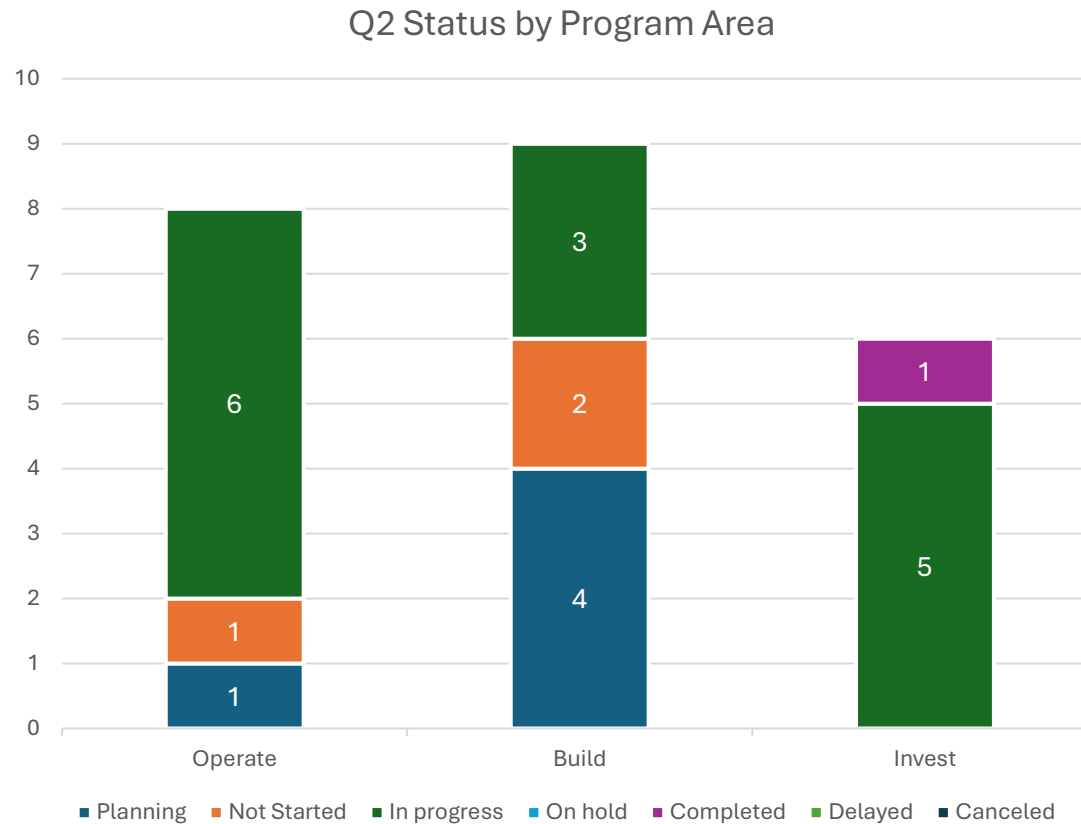


Q2 Goal Status



More than half
(61%) of
Council's goals
are underway –
up from 48% in
Q1

Q2 Goal Status by Program Area



All goals in INVEST are underway with one completed

Of 23 goals, only 3 are in the Not Started phase

Key Highlights

OPERATE

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A world-class,
sustainable
government

Create and adopt a comprehensive Community Strategic Plan to envision the future state of our community in the year 2050

- Long-Range Strategic Planning Committee established a draft timeline for the Novi 2050 Strategic Plan – through early Summer 2026.
- RFP for facilitation services was posted December 27 with a submittal date of Jan 21. Bids will be brought back to the committee end of January for consideration.
- First Council Workshop scheduled for Jan 21.

Key Highlights

OPERATE

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A world-class,
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government

Continue efforts to reduce the unfunded and long-term liabilities by pursuing a strategy of Defined Contribution retirement plans (or Hybrid DB/DC where appropriate)

The city contracted with AON to provide investment strategy consultation services. A project kickoff with staff is slated for early January, with expected completion in late winter.

Key Highlights

BUILD

BUILD

A desirable and vibrant community for all residents and businesses

Assess & create a Novi (Town Center Area) Vibrancy Strategy that is organized under four pillars: Home, Economic Center, Destination, and Safe & Welcoming Place.

- *Townes at Main Street – 32 Buildings, 193 Townhome Units*
- *The Bond – 2 Buildings, 329 Apartment Units*
- *Sakura - 3 Commercial Buildings (2 should be opened this year), 118 Townhome Units*
- *Redevelopment in Town Center*
- *CIA meetings re-established*



Key Highlights

INVEST

INVEST

Properly in being a safe community at all times for all people

Maintain road funding levels to decrease the number of roads with a PASER score of Poor Condition (1-3) and Fair (4-5) to ~45% of the total road network by 2026.

- The PASER 2024 evaluation is complete, results to be shared with the Mobility Committee this year.

Key Highlights

INVEST

INVEST

Properly in being a safe community at all times for all people

Develop a plan to ensure senior transit is financially sustainable given the growth in Novi's senior population and requests to add additional service times, routes, etc.

PEX Agreement Extension in progress

Q1

- 6,732 total rides
- 5,550 55+ and people with disabilities
- \$11,100 cost to Novi

Q2*

- 5,271 total rides
- 4,436 55+ and people with disabilities
- \$8,872 cost to Novi

*Does not include Dec 2024 data



cityofnovi.org

Key Highlights

INVEST

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Properly in being a
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Collaborate with the City of Northville, Northville Township, Wayne County to ensure 8 Mile Road is re-constructed between Novi and Haggerty Roads

COMPLETED



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