

**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI
SATURDAY, JANUARY 5, 2013 AT 9:00 A.M.
FIRE STATION 4 - 49375 W. TEN MILE ROAD**

Mayor Gatt called the meeting to order at 9:00 a.m.

PLEDGE OF ALLEGIANCE

ROLL CALL: Mayor Gatt, Mayor Pro Tem Staudt, Council Members Casey, Fischer, Margolis, Mutch and Wrobel

1. Process Review

a. Today's Work

City Manager Pearson noted we are looking toward this next fiscal year beginning July 1, 2013 and beyond. We've done studies and surveys to give Council talking points including the Management Staff Retreat's brainstormed ideas, Boards and Commissions brainstormed ideas, tax base primer, 2012 citizen perception survey, older adults strategy, draft economic development goals, Preliminary CIP Summary and Mid-year Property Tax update as background information to discuss. There are limited resources but we have abilities to do things. Doubling the road millage gives us resources and additional opportunities to do more going forward. Mayor Gatt thanked staff for being present today.

2. Initial thoughts – roundtable discussion

Member Mutch stated his focus would be on short term goals and the upcoming budget year. Staff has done a great job incorporating ideas into upcoming budgets. Long term goals would be good to have the same goals in place and supplement those with a few additional goals and keep working on those.

Member Fischer thanked the staff for being present. He agreed with Member Mutch that there should be good discussion on what we need to do. He stated the key words for him were "cautious optimism" as we still need to make sure we are indeed seeing the bottom and see slow and steady growth. Everything we do revolves around the idea of doing all things with cautious optimism. Looking back at last year's goals, they were met and accomplished. It's good to know we don't do this in vain and the work today is the road map for the future.

Member Margolis noted this is her 8th year of goal setting and is a great process for getting this done. She is very impressed with the forecasting of staff as she pays attention to the staff along the way and it is what was predicted as far as the economy. Kudos to those who forecasted this as it was an excellent job of doing this. Council is very well positioned as we have cut back but not stopped doing the right investment things in the City including cultural things that are important. Her goals include infrastructure (due to the passage of road bond), and using what we've done to do economic development.

Member Casey looks forward to spending time together and appreciated reaching out to the boards and commissions for their input. She will be looking at economic development and also parks, recreation and cultural services.

Member Wrobel noted last year was a very good year and this year he hopes to keep things moving forward. Several items he will look at include the operational budget to make sure we are not dipping into fund balance, expenditures should not exceed revenue and long term goals being funded partially now rather than taking a big financial hit in other years. He also suggested updating the City Charter since it was last updated in 1978. Things have changed since then so it might be time to have discussion about possible changes for the way business is conducted now in the City.

Mayor Pro Tem Staudt stated his goals are achievable in the short term and looks at this as an opportunity for staff. He agrees it is time to delve into the Charter as there are some extremely antiquated things including accounting that need to be updated. He felt it was time to allocate funds in terms of looking at the ring road. Some business partners are being constrained by their location. It was also time to use some funds from road millage and the ring road is a primary economic development project. Another goal would be to look at fire station 1 and plan for a transition to another location. Will we need a facility to house people and equipment or include an administrative building? Also, his theme is long-term planning and for Council to consider looking at administrative employee compensation for 2-5 years out. It won't be binding but felt it was better to have a long term plan for long term projections as we can let future employees know what is expected for their future compensation. He would like to consider different ways of compensation to keep good employees. Also, put together a strategic plan using the State's trust fund grant, and other grants, along with the Parks foundation. We should know a year in advance based on Parks and Recreation master plan for what we want to do in the coming year. We are not out of the woods yet and don't know where we are with commercial buildings. Residential is increasing and that will help, but revenues and expenses are in line and we won't have to dip into fund balance to run the city.

Mayor Gatt agreed with everyone at the Council table being cautiously optimistic as the economy is still fragile. One goal, and it is number one, is providing public safety. We had 70 sworn officers authorized at one time and are now down to 62. Some years ago that was reduced and that number should be brought up by at least 1-2 immediately and long term bring those numbers up to what it was previously. Lakeshore Park should be a focus as it is a jewel that is not used to its full extent. Many people don't even know it's there and it isn't used in the winter as it could be used. Look at ways to use that park 12 months out of the year and regularly.

3. Confirm Major Strategic Theme Categories –
Roundtable Discussion

Mayor Gatt

a. City Council consensus was no changes were necessary to these categories:

- ◆ Ensure public safety services meet the needs of the community (Police, Fire, Public Services)
- ◆ Improve Infrastructure (Roads, Water and Sewer)
- ◆ Encourage economic development to maximize City revenue and job growth
- ◆ Develop government structure and staff skills for effective delivery of customer services and communication with community
- ◆ Be a community that values natural areas & natural features, and community character
- ◆ Maintain a fiscally responsible government
- ◆ Enhance park, recreation and cultural services

City Council brainstormed service improvements for each of the broad Strategic Themes outlined above.

City Council explained and clarified the list of service improvements. This is shown below as the edited list for short-term (next 18 months) and long-term (18 months plus and on-going) items input by Mayor and Council members for each of the 7 Strategic Themes.

City Council prioritized within each of the Strategic Themes of service improvements. This is shown below as the top selected short and long term service improvements.

1 - Edited Short Term Service Improvements to Ensure Public Safety Services Meet the Needs of the Community (Police, Fire, Public Services)

- Make improvements to high crash intersections
- Immediately add 1 or 2 police officers.
- Plan and fund facility improvements at DPS facility
- Begin relocation planning for Fire Station #1
- Work with schools and local businesses to provide CPR training to more workers and residents
- Develop Reserve program for Police Department
- Increase number of paid on call firefighters vs. adding additional full time positions
 - Continue to market our Paid on-call program

- Continue and amplify "First 72 are on You" campaign
- Explore the expansion possibilities of our dispatch services to additional communities
- Develop and launch educational program with schools on dangers of texting and driving
- Study needs for public safety staffing using crime, medical assistance and fire metrics to ensure that staff are added as needed to ensure public safety goals

| Top Short Term - Theme 1 - Public Safety Services | Total Points |
|---|--------------|
| 1. Begin relocation planning for Fire Station #1 | 6 |
| 2. Immediately add 1 or 2 police officers. | 5 |
| 3. Study needs for public safety staffing using crime, medical assistance and fire metrics to ensure that staff are added as needed to ensure public safety goals | 4 |
| 4. Make improvements to high crash intersections | 3 |
| 5. Plan and fund facility improvements at DPS facility | 3 |
| 6. increase number of paid on call firefighters vs. adding additional full time positions | 3 |
| 7. Explore the expansion possibilities of our dispatch services to additional communities | 2 |
| 8. Continue and amplify "First 72 are on You" campaign | 1 |
| 9. Work with schools and local businesses to provide CPR training to more workers and residents | 0 |
| 10. Develop Reserve program for PD | 0 |
| 11. Develop and launch educational program with schools on dangers of texting and driving | 0 |

1 - Edited Long Term Service Improvements to Ensure Public Safety Services Meet the Needs of the Community (Police, Fire, Public Services)

- Explore a regional fire district
- Expand efforts to rent out gun range and fire tower for training
- Increase number of police officers to get back to where we were a few years ago.
- Develop long-term strategy to fully utilize CERT volunteers
- Build a new Fire Station #1 at a new location.
- Ensure that staffing decisions are based on appropriate service and public safety metrics
- Fund capital improvements to DPS facilities based on long-term plan
- Develop plan to make improvements to DPS facilities
- Continue to develop Police & Fire community interaction/outreach programs (baby seat checks, 5k, etc.)
- Require all private trash collection services provide recycling
- Increase the Public Safety millage
- Continue to improve fire and medical assistance response times

| Top Long Term - Theme 1- Public Safety Services | Total Points |
|---|---------------------|
| 1. Build a new Fire Station #1 at a new location | 5 |
| 2. Fund capital improvements to DPS facilities based on long-term plan | 4 |
| 3. Increase number of police officers to get back to where we were a few years ago. | 3 |
| 4. Ensure that staffing decisions are based on appropriate service and public safety metrics | 3 |
| 5. Continue to improve fire and medical assistance response times | 3 |
| 6. Explore a regional fire district | 2 |
| 7. Expand efforts to rent out gun range and fire tower for training | 2 |
| 8. Continue to develop PD & FD community interaction/outreach programs (baby seat checks, 5k, etc.) | 2 |
| 9. Increase the Public Safety millage | 2 |
| 10. Develop long-term strategy to fully utilize CERT volunteers | 1 |
| 11. Require all private trash collection services provide recycling | 1 |

2 – Edited Short Term Service Improvements to Improve Infrastructure (Roads, Water and Sewer)

- Continue funding for sidewalks with priority on sidewalk gaps
- Expedite completion of sidewalks in the City.
- Fund SW Novi/Grand River Ring Road
- Provide more signage to city facilities (Library, Civic Center) north of I-96
- Fund at last one major trail improvement (ITC corridor for example)
- Fund entire full cost of Northwest Ring Road
- Fund Northwest Ring Road in collaboration with private development and state funds
- Construct pathway to Maybury State Park
- Develop plan for street improvements in neighborhoods
- Re-evaluate snow removal policy

| Top Short Term – Theme 2 Improve Infrastructure | Total Points |
|---|---------------------|
| 1. Fund Northwest Ring Road in collaboration with private development and state funds | 5 |
| 2. Continue funding for sidewalks with priority on sidewalk gaps | 4 |
| 3. Fund at least one major trail improvement (ITC corridor for example) | 4 |
| 4. expedite completion of sidewalks in city | 3 |
| 5. Develop plan for street improvements in the neighborhoods | 3 |
| 6. Fund entire full cost of Northwest Ring Road | 1 |
| 7. Construct pathway to Maybury State Park | 1 |
| 8. Fund SW Novi/GR Ring Road | 0 |
| 9. Provide more signage to city facilities (Library, Civic Center) north of 96 | 0 |
| 10. Re-evaluate snow removal policy | 0 |

2 – Edited Long Term Service Improvements to Improve Infrastructure (Roads, Water and Sewer)

- Commit to completing ITC corridor trail in 5 years (approx.1 mile per year)
- Develop plan to move utilities underground
- Identify and fund sewer and water needs for build out
- Build the NW ring road
- Plan for neighborhood roads repair
- Develop plan to leverage “green” technologies in city buildings
- Work with Road commission to development a plan of improvements for 10 Mile road corridor that improves traffic flow but respects residential areas.
- Create a plan for upgrading all of our major commercial corridors with streetlights, landscaping, etc.
- Accelerate the sidewalk prioritization construction

| Top Long Term – Theme 2 Improve Infrastructure | Total Points |
|--|---------------------|
| 1. Commit to completing ITC corridor trail in 5 years (approx. 1 mile per year) | 4 |
| 2. Build the NW Ring Road | 4 |
| 3. Work with Road Commission to develop a plan of improvements for 10 Mile Road corridor that improves traffic flow but respects residential areas | 4 |
| 4. Create a plan for upgrading all of our major commercial corridors with streetlights, landscaping, etc. | 4 |
| 5. Identify and fund sewer and water needs for build out | 2 |
| 6. Accelerate the Sidewalk prioritization construction | 2 |
| 7. Plan for neighborhood roads repair | 1 |
| 8. Develop plan to move utilities underground | 0 |
| 9. Develop plan to leverage "green" technologies in City buildings | 0 |

3 – Edited Short Term Service Improvements to Encourage Economic Development to Maximize City Revenue and Job Growth

- Continue to improve blighted commercial and residential properties
- Do updated land use plan for area around Pavilion Shore Park (vacant and obsolete properties)
- Leverage our growing cultural arts offerings including Barr Park to attracts businesses and residents to the City
- Foster private development on Main Street
- Partner with local organizations to promote Novi as a place to live for the creative class
- Market Novi in National publications
- Develop tools to promote redevelopment of abandoned/vacated areas
- Continue to invest in SE Novi older neighborhoods to help promote community stability and neighborhood values
- Partner with the development community to bring new businesses to Novi
- Develop “Shop Novi” commercials
- Work with new Regional Transit Authority to extend services to Novi

- Study opportunities to leverage regional transportation authority and local business to provide convenient transportation between retail, Suburban Collection and local hotels.

| Top Short Term – Theme 3 Economic Development | Total Points |
|---|---------------------|
| 1. Continue to invest in SE Novi older neighborhoods to help promote community stability and neighborhood values | 5 |
| 2. Continue to improve blighted commercial and residential properties | 4 |
| 3. Leverage our growing cultural arts offerings including Barr Park to attract businesses and residents to the City | 4 |
| 4. Foster private development on main street | 4 |
| 5. Partner with the development community to bring new businesses to Novi | 4 |
| 6. Partner with local organizations to promote Novi as a place to live for the creative class | 3 |
| 7. Develop tools to promote redevelopment of abandoned/vacated areas | 3 |
| 8. Look for buyer for fire Station #1 location | 3 |
| 9. Do updated land use plan for area around Pavilion Shore Park (vacant and obsolete properties) | 2 |
| 10. Work with new Regional Transit Authority to extend services to Novi | 2 |
| 11. Study opportunities to leverage regional transportation authority and local business to provide convenient transportation services between retail, Suburban Collection and local hotels | 2 |
| 12. Set specific employment and development targets for etc. dev. goals (X number of jobs) | 2 |
| 13. establish plan to redevelop east side of Novi commercial developments | 2 |
| 14. Develop "Shop Novi" commercials | 1 |
| 15. Ensure that properties under duress/foreclosure are maintained to ordinances | 1 |
| 16. Market Novi in National Publications | 0 |

3 – Edited Long Term Service Improvements to Encourage Economic Development to Maximize City Revenue and Job Growth

- Establish plan to develop east side of Novi commercial development
- Focus on new business attraction Grand River/Main street area
- Receive recognition as “best place to live” in national magazine list
- Market Novi in national publications
- Develop plan for benefits to Novi from Regional Transit Authority
 - Work with new Regional Transit Authority to extend services to Novi
 - Work with Regional Transit Authority to extend Bus Rapid Transit line to Novi's major employment centers (12 Mile and Grand River Corridors)
 - Monitor and participate with new regional transportation authority to position Novi to take advantage of links to labor, customers and businesses through new transportation links

- Focus infrastructure investments in developed areas of city for maximum return on value
- Review ordinances to eliminate barriers to new development
- Work with Community Development to identify and attract redevelopment opportunities for highly visible large parcels
- Reduce taxes
 - Identify properties with development challenges and develop solutions to allow to be developed
- Look into potential development options for Grand River corridor between Taft and Beck
- Study opportunities to provide transportation links between Novi retail, hotels and Suburban Showplace
- Small area master plan updates for areas of city that have redevelopment opportunities

| Top Long Term – Theme 3 Economic Development | Total Points |
|---|--------------|
| 1. Establish plan to develop east side of Novi commercial development | 5 |
| 2. Focus on new business attraction Grand River / Main Street Area | 5 |
| 3. Develop plan for benefits to Novi from Regional Transit Authority | 5 |
| 4. Work with Community Development to identify and attract redevelopment opportunities for highly visible large parcels | 5 |
| 5. Look into potential development options for Grand River corridor between Taft and Beck | 5 |
| 6. Review ordinances to eliminate barriers to new development | 4 |
| 7. Study opportunities to provide transportation links between Novi retail, hotels and Suburban Showplace | 2 |
| 8. Small area master plan updates for areas of city that have redevelopment opportunities | 2 |
| 9. Focus infrastructure investments in developed areas of city for maximum return on value | 1 |
| 10. Reduce taxes | 1 |
| 11. Receive recognition as "best place to live" in national magazine list | 0 |
| 12. Market Novi in National Publications | 0 |

4 – Edited Short Term Service Improvements to Develop Government Structure and Staff Skills for Effective Delivery of Customer Services and Communication with Community

- Develop one comprehensive and downloadable city calendar
- Develop online interactive real time communication tool (during business hours)
- Hold city council meetings outside civic center
- Begin review process for city charter
- Eliminate car allowance for any new city employee hires
- Additional Mayor’s exchanges
- Update online dashboard on regular basis based on city standards
- Develop mobile app for city service transactions
- Review goal setting meeting procedure (idea collection through scorecard/metrics)

- Review subcommittees of council (current ones still required and ideas for additional ones)
- Develop long term plan for administrative compensation
- Meet with local ethnic and cultural groups to understand their needs and how the city can help
- Identify reasons citizens are hesitant to join boards and commissions and implement plans to improve
- Continue development of staff skills through appropriate training opportunities

| Top Short Term – Theme 4 Government Structure | Total Points |
|---|---------------------|
| 1. Begin the process of reviewing the City Charter | 5 |
| 2. Develop a long term plan for administrative compensation | 5 |
| 3. Conduct additional Mayor's exchanges | 4 |
| 4. Develop online/interactive real time communication tool (during business hours) | 3 |
| 5. hold city council meetings outside civic center | 3 |
| 6. Develop mobile app for city service transactions | 3 |
| 7. Identify reasons citizens are hesitant to join boards and commissions and implement plans to improve | 3 |
| 8. Continue development of staff skills through appropriate training opportunities | 3 |
| 9. Develop one comprehensive and downloadable city calendar | 2 |
| 10. update online dashboard on a regular basis based on city standards | 1 |
| 11. Review goal setting meeting procedure (idea collection through scorecard/metrics) | 1 |
| 12. Review subcommittees of council (current ones still required and ideas for additional ones) | 1 |
| 13. Eliminate car allowance for any new city employee hires | 0 |
| 14. Meet with local ethnic and cultural groups to understand their needs and how the City can help | 0 |

4 – Edited Long Term Service Improvements to Develop Government Structure and Staff Skills for Effective Delivery of Customer Services and Communication with Community

- Review subcommittee structure of Council (eliminate unnecessary, add new)
- Look for more culturally diverse people when adding to staff
- Review goal setting meeting procedures- implement scorecard/metrics reviewed quarterly etc.
- Create a commission focused on needs/service of seniors
- Increase communication between boards and commission and city council
- Continue development of staff skills through training
- Develop a plan to recruit for city boards and commission
- Seek voter approval for charter changes
- Set up formal program to review best practices from other communities
- Continue use of stop list for unnecessary/unneeded services

| Top Long Term – Theme 4 Government Structure | Total Points |
|---|---------------------|
| 1. Create commission focused on needs/services of seniors | 5 |
| 2. Develop a plan to recruit for City Boards and Commissions | 4 |
| 3. Seek voter approval for Charter changes | 3 |
| 4. Look for more culturally diverse people when adding to staff | 2 |
| 5. Increase communication between Boards and Commissions and City Council | 2 |
| 6. Continue development of staff skills through training | 2 |
| 7. Review subcommittee structure of council (eliminate unnecessary, add new) | 1 |
| 8. Review goal setting meeting procedures - implement scorecard/metrics reviewed quarterly etc. | 1 |
| 9. Set up formal program to review best practices from other communities | 1 |
| 10. Continue use of stop list for unnecessary/unneeded services | 0 |

5 – Edited Short Term Service Improvements to Be a Community that Values Natural Areas, Natural Features and Community Character

- Develop commercial and retail façade improvement program for SE quadrant
- Develop a recycling program for city buildings
- Work with economic development to assist with redevelopment of large visible properties
- Provide a location for community gardens which people can rent for a nominal fee
- Develop plan to recognize historic sites and buildings
- Mandate private trash collection companies to include recycling service
- Partner with private business to fund landscaping improvements to 12 Mile and M-5 interchange
- Improve code enforcement efforts in neighborhoods
- Revamp drain millage to expand scope to allow preservation of natural areas and park land
- Acquire parkland while property values are still historically low
- Enforce sign ordinances more on weekends for temporary signs placed at intersections

| Top Short Term – Theme 5 Nat. Areas-Features-Comm. Character | Total Points |
|--|---------------------|
| 1. Develop commercial and retail facade improvement program for SE quadrant | 4 |
| 2. develop plan to recognize historic sites and buildings | 4 |
| 3. Improve code enforcement efforts in neighborhoods | 4 |
| 4. acquire parkland while property values are still historically low | 4 |
| 5. Work with economic development to assist with redevelopment of large visible properties | 3 |
| 6. Mandate private trash collection companies to include recycling services | 3 |

| | |
|--|---|
| 7. partner with private businesses to fund landscaping improvements to 12 Mile and M-5 interchange | 3 |
| 8. revamp drain millage to expand scope to allow preservation of natural areas and park land | 3 |
| 9. enforce sign ordinances more on weekends for temporary signs placed at intersections | 3 |
| 10. provide a location for community gardens which people can rent for a nominal fee | 2 |
| 11. Develop a recycling program for City buildings | 1 |

5 – Edited Long Term Service Improvements to Be a Community that Values Natural Areas, Natural Features and Community Character

- Develop long term environmental (“green”) sustainability plan for City property
- Fund improvements to intersections beautification and improvements
- Develop plans for public properties in areas targeting the south end of Walled Lake and 10 and Meadowbrook to create a consistent look and feel to each of those areas
- Investigate possibility of placing street lights in all Novi subdivisions that don’t currently have them
- Develop plans to manage natural areas that the city owns to deal with invasive plants and public access, etc.
- Develop street lighting plan for Novi Road commercial corridor

| Top Long Term – Theme 5 Nat. Areas-Features-Comm. Character | Total Points |
|---|---------------------|
| 1. Develop plans to manage natural areas that city owns (invasive plants, public access, etc.) | 4 |
| 2. Develop a plan for acquisition of land | 4 |
| 3. Fund improvements to intersections beautification & improvements | 3 |
| 4. Develop plans for public properties in areas targeting the south end of Walled Lake and 10 and Meadowbrook to create a consistent look and feel to each of those areas | 3 |
| 5. Develop long-term environmental (“green”) sustainability plan for City property | 2 |
| 6. Investigate possibility of placing street lights in all Novi subdivisions that do not currently have them | 2 |
| 7. Develop street lighting plan for Novi Road commercial corridor | 2 |

6 – Edited Short Term Service Improvements to Maintain a Fiscally Responsible Government

- Maintain fund balance within policy range
- Fund additional retirement and health care contributions (plan to smooth projected peak in coming years
 - look at the possibility of bonding future OPEB or pension liabilities
- Maintain all fund balances above stated goals
- Establish specific criteria as to when it is appropriate to have studies/surveys completed by outside consultants

- Look for opportunities to provide other communities with contracted support service from our areas of expertise such as IT and GIS
- Explore whether it makes sense to take advantage of very low interest rates to fund major capital projects with bonds through existing millages (not new bond requests)
- Develop plan for administrative compensation
- Budget with elimination of Personal Property tax factored in
- Designate specific finance employee for labor relations discussion with Council
- Have plan for pursuing grants to fund capital projects in parks
- Continue goal of operating revenue not exceeding operating expenditures
- Eliminate hard copy of city calendar and make it a web based one
- Develop a plan for employee compensation generally

| Top Short Term – Theme 6 Fiscally Responsible Government | Total Points |
|---|--------------|
| 1. Fund additional retirement and healthcare contributions (plan to smooth projected peak in coming years) | 6 |
| 2. Budget with the elimination of PPT factored in | 6 |
| 3. Increase intern opportunities throughout city departments | 5 |
| 4. Maintain fund balance within the policy range | 5 |
| 5. Continue goal of operating revenue not exceeding operating expenditures | 3 |
| 6. Look for opportunities to provide other communities with contracted support services from our areas of expertise, such as IT and GIS | 2 |
| 7. Develop plan for administrative compensation | 2 |
| 8. Have plan for pursuing grants to fund capital projects | 2 |
| 9. Maintain all fund balances above stated goals | 1 |
| 10. Establish specific criteria as to when it is appropriate to have studies/surveys completed by outside consultants | 1 |
| 11. Explore whether it makes sense to take advantage of very low interest rates to fund major capital projects with bonds through existing millages (not new bond requests) | 1 |
| 12. Eliminate hard copy of city calendar and make it a web based one | 1 |
| 13. Designate specific finance employee for labor relation discussion with council | 0 |
| 14. Develop plan for employee compensation generally | 0 |

6 – Edited Long Term Service Improvements to Maintain a Fiscally Responsible Government

- Establish HR subcommittee of Council which meets regularly for in depth discussion on compensation
- Develop long term environmental (“green”) sustainability plan for city buildings
- Continue to fund additional contributions for retiree health care obligations
- Explore service consolidation with neighboring governments
- Include elimination of PPT (Personal Property Tax) in long term budgets and CIP (Capital Improvement Program)
- Maintain fund balance within policy range

- Pursue opportunities to lower FAC (elimination of vacation, longevity, holiday and OT from FAC)
- Work with area universities to develop any potential internship opportunities on an ongoing basis
- Actively pursue AAA bond rating
- Develop debt policy as suggested in latest Standard and Poor credit review to add to financial policies
- Create plan to ensure funding of capital improvements long-term
- Look for opportunities to eliminate City ordinances that add unnecessary financial burden to business
- Increase Public Safety and Parks and Recreation millages
- Budget to keep library open more hours

| Top Long Term – Theme 6 Fiscally Responsible Government | Total Points |
|--|---------------------|
| 1. Continue to fund additional contributions for retiree health care obligations | 6 |
| 2. Develop debt policy as suggested in the latest Standard and Poor credit review to add to financial policies | 5 |
| 3. Create plan to ensure funding of capital improvements long-term | 5 |
| 4. Include the elimination of PPT in long term budget and capital improvement programs | 4 |
| 5. Develop a long-term environmental ("green") sustainability plan for city buildings | 3 |
| 6. Actively pursue AAA bond rating | 3 |
| 7. Look for opportunities to eliminate City ordinances that add unnecessary financial burden to business | 3 |
| 8. Establish HR Subcommittee of Council which meets regularly for in depth discussion on compensation | 2 |
| 9. Explore service consolidation with neighboring governments | 2 |
| 10. Maintain fund balance within policy range | 2 |
| 11. Work with area universities to develop any potential internship opportunities on an ongoing basis | 2 |
| 12. Increase PS and P&R millages | 2 |
| 13. Budget to keep library open more hours | 2 |
| 14. Pursue opportunities to lower FAC (elimination of vacation, longevity, holiday, and OT from FAC) | 1 |

7 – Edited Short Term Service Improvements to Enhance Park, Recreation and Cultural Services

- Develop a plan for dog parks
- Partner with other local communities to create joint Parks, Recreation and Cultural Services programs
- Improve Lakeshore park to be able to operate more and better 12 months per year
 - Improve marketing for Lakeshore park
- Develop a prioritization plan for park facility upgrades

- Develop a master plan for Barr Art Park to guide future development, funding, etc.
- Fund phase 3 of Pavilion Shore park
- Create joint City Council and Parks, Recreation and Cultural Services committee for grant planning
- Investigate plan to add a sprinkle park/splash pad to one of City's parks
- Develop ways to get new users to utilize park facilities
- Reduce cost for all senior citizen transportation to less than \$4 a ride - either by a multi-ride card discount or overall rate reduction
- Locate some of the Barr art sculptures on other city park properties for public viewing
- Continue discussion with Novi School district to increase use of Novi School athletic facilities by Novi Parks and Recreation

| Top Short Term – Theme 7 Parks-Rec.-Cultural | Total Points |
|---|--------------|
| 1. Develop a plan for dog parks | 6 |
| 2. Reduce cost for all senior citizen transportation to < \$4 a ride - either by a multi-ride card discount or overall rate reduction | 6 |
| 3. Improve Lakeshore park to be able to operate more and better 12 mos. per year | 4 |
| 4. Develop a Master Plan for Barr Art Park to guide future development, funding, etc. | 3 |
| 5. Fund Phase 3 of Pavilion Shore Park | 3 |
| 6. Create joint CC and PRC committee for grant planning | 3 |
| 7. Investigate plan to add a sprinkle park/splash pad to one of the City's parks | 3 |
| 8. Partner with other local communities to create joint PRCS programs | 2 |
| 9. Develop a prioritization plan for park facility upgrades | 2 |
| 10. Continue discussions with Novi School district to increase use of Novi School athletic facilities by Novi P&R | 2 |
| 11. Locate some of the Barr art sculptures on other city park properties for public viewing | 1 |
| 12. Develop ways to get new users to utilize park facilities | 0 |

7 – Edited Long Term Service Improvements to Enhance Park, Recreation and Cultural Services

- Acquire more parkland
 - Increase more active parkland in the city
- Develop prioritization plan for facility upgrades at parks
- Increase number of local neighborhood parks
- Increase hours library is open year round
- Amend ordinances to require new residential development to provide neighborhood parks
- Add splash pad to one of current parks
- New senior housing complex to meet need of growing senior population
- Develop master plan for Barr Art Park to guide future development/funding
- Long term plan for grant funding opportunities – identify projects and funding sources and prioritize

- Work with state for connections to regional trail networks

| Top Long Term – Theme 7 Parks-Rec.-Cultural | Total Points |
|--|--------------|
| 1. Acquire more parkland | 5 |
| 2. Increase number of local neighborhood parks | 5 |
| 3. Long-term plan for grant funding opportunities - identify projects and funding sources and prioritize | 5 |
| 4. work with state for connections to regional trail networks | 4 |
| 5. Develop master plan for Barr Art Park to guide future development/funding | 3 |
| 6. Develop prioritization plan for facility upgrades at parks | 2 |
| 7. Add a splash pad to one of the current parks | 2 |
| 8. Increase hours that library is open year-round | 1 |
| 9. Amend ordinances to require new residential developments to provide neighborhood parks | 1 |
| 10. New senior housing complex to meet need of growing senior population | 0 |

4. Review Results

City Council reviewed results of ranking in each of the service improvements in each of the Strategic Themes and determined no further changes were necessary.

AUDIENCE COMMENTS – None

Mayor Gatt thanked colleagues and staff for being present.

There being no further business to come before City Council, the meeting was adjourned at 11:44 a.m.

Robert J. Gatt, Mayor
Date approved: January 28, 2013

Maryanne Cornelius, City Clerk