

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** DANIELLE MAHONEY, ASSISTANT CITY MANAGER  
**SUBJECT:** 4<sup>TH</sup> QUARTER COUNCIL GOALS UPDATE  
**DATE:** AUGUST 11, 2025

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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](https://www.cityofnovi.org) and are integral to the annual budget process.

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.

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

## **OPERATE a World-Class, Sustainable Local Government**

Q4 key highlights include:

- **Boards & Commissions Process:** The Clerk's Office and City Manager's Office, in consultation with Legal, have confirmed recommendations to update the appointment frequency for existing boards and commissions to streamline the process. This change will support the development of a more cohesive onboarding strategy for all appointees. Once approved, staff will shift focus to improving new Council onboarding.

In addition, staff is finalizing standard operating procedures for internal processes related to Council Committees.

This initiative was discussed as a topic at the August 7 Ordinance Review Committee meeting and aligns with ongoing efforts to improve consistency and transparency in board, commission, and committee operations.

## **BUILD a Desirable and Vibrant Community for Residents and Businesses**

Q4 key highlights include:

- **Novi Town Center:** Significant progress has been made in revitalizing the Main Street area. In addition to the streetscape enhancements initiated by Pulte and the refreshed façade at Town Center, new development by Sakura has further contributed to the area's momentum. These combined efforts have supported the opening of several new businesses and helped reestablish a vibrant atmosphere. The Corridor Improvement Authority (CIA) has resumed regular meetings and is focused on developing a cohesive visual identity for the entire corridor to unify its look and feel.

City staff have connected with officials at Walmart regarding the use of their lot (separate ownership from the rest of Town Center). Initial feedback has been positive. Concept plans have been shared, and we are looking to follow up with these officials soon.

## **INVEST Properly in Being a Safe Community for All**

Q4 key highlights include:

- **Pavement Surface Evaluation and Rating (PASER) Score:** As of Q4, and according to the Road Report Refresh, the percentage of roads rated "poor" (PASER 1–3) combined with those rated "fair" (PASER 4–5) has decreased to 49% meeting Council's goal of keeping poor and fair roads below 50% of the total road network. At the start of the fiscal year, this percentage was 53%.

In addition to this memo, staff will provide a summary Q4 goals update at the August 11<sup>th</sup> Council meeting.

As we look ahead, City Council will hold an Early Input Budget and Goal Setting Session in January 2026 to help shape priorities for the upcoming fiscal year.

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 Q4 (June 30, 2025)	Milestones Q4	Additional Notes
<b>OPERATE a world-class, sustainable local government.</b>										
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	Q4	In Progress	Sent notice of termination to BerryDunn on 7/29 following ongoing concerns. Currently working with BD to wrap up any in-progress work and receive final invoice. Staff has been in contact with a potential new consultant, Sheila Shockey. Awaiting proposal to share with LRSP Committee and schedule meeting to interview.	
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	Q4	In Progress	Committee continues to make progress towards an EAP. Prioritization of goals under pillars/area of focus completed.	
3	Increase engagement and outreach efforts with Novi's Diverse Populations		S. Walsh	V. Cardenas D. Mahoney		Q1	Ongoing	In Progress	CommunityFest 2025 hosted a diverse crowd of more than 5,000. Council Clipnotes are translated in Japanese. We will have a table at India Day in August.	
4	Explore further service consolidation and joint opportunities with the Novi Community School District		V. Cardenas			Q1	Ongoing	In Progress		
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	Q4	In Progress	ORC meeting 8/7 to discuss staff recommendations to align appointment/application/interview periods, as well as terms for BCCs. Staff developing internal SOPs to ensure consistency and transparency.	
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	Q4	Planning	Now that the Public Safety millage has passed, our attention will now shift to the CIP renewal. In the coming weeks, a plan of action will be drafted for Council's consideration.	
7	Prioritize and implement the top 3 Action Plans from the "Environmental Sustainability Action Plan"		D. Mahoney		Environmental Sustainability	Q4	Q4	Not Started	EAP still under development	

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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	Q4	Completed	Updated investment policy has been implemented. Council received a report-out from Ken at Morgan Stanley as well as Acting Treasurer Tina Glenn in June	

**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	Q4	Planning	The committee, with the assistance of the City Manager, have been trying to coordinate a meeting with DTE. The purpose of this meeting is to request that DTE provide statistical information related to outages, as well as data related to proactive activities to reduce power outages in our area.	
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	Q4	In Progress	City Attorney still reviewing Woodlands; has recommended we do not touch Wetlands.	
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			FY26	In Progress	Staff have connect with officials at Walmart regarding the use of their lot. Initial feedback has been positive. Concept plans have been shared, looking to follow-up with these officials.	
12	Create a broadband master plan		R. Petty		Public Utilities		FY26	In Progress	The committee is in the process of building an RFP for a Broadband Master Plan.	

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13	Build a Community Facility that serves and connects all our residents		V. Cardenas	D. Mahoney J. Muck		Q3	Q4	Planning	Data and information on community centers/estimated cost allocation for certain amenities has been created and will be shared with Council to help inform prioritization.	
14	Develop walkable 'Pocket Parks' in areas of the city where there are no walkable parks		J. Muck			Q1	Q4	In Progress	Demo of Elm Ct building fall/winter.	
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			Q2	FY26	Planning		
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			Q4	FY26	Not Started		

**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	Ongoing	In Progress	Memo in the 7/31 admin packet	
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	Q4	Completed	Further actions/recommendations directed from the Sustainability Committee	
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	Ongoing	Completed		
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	Q2	Completed	Currently evaluating sidewalk condition assessment. Aa comprehensive Neighborhood Sidewalk Program starting in spring 2026 will address the entire network deficiencies over the next 5-10 years.	

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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 ~44% (~52% 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 below 50% of the total road network by 2026.		J. Herczeg		Mobility	Q1	Q4	Completed	Per the 2025 <i>Road Reprt Refresh</i> the current total percentage of roads in the "7% poor 1-3" and "42% fair 4-5" PASER rating is 49% meeting the goal of <50% of total network condition.	
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	Ongoing	In Progress	SMART contract executed.	
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	Ongoing	In Progress	PRCS Staff conituning to review documents and procedures and update evidence of compliance. DPW continues to progress on requirements and set an APWA evaluation date for August 2026.	

**Proposed Capital Initiatives (Transformative Projects)**

24	12 Mile widening—funding model		C. Johnson	J. Herczeg	Finance and Admin	Q1	Q4	In Progress	Funtional lift streambank project in progress with RCOC. Permits and design ongoing and project schedule is currently a 2 year build in 2026/27.	
25	New public safety facility		E. Zinser	V. Cardenas R. Petty	Public Safety Building Needs Committee	Q1	On-going goal. five-year project		The bid packages for a construction management firm and arctech firm have been prepared and will be going out this week. We have attended over 30 HOA meetings, open houses, and community meetings, providing education on the bond and public safety needs. Enviromental studies are on giong on the new locations. On Monday, July 7th city council approved closing on the purchase of the Venture Drive Properties. The election is August 5th.	RFQ published 7/25/24 closing 8/29/24

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26	ITC reconfiguration		J. Muck			Q1	FY26	In Progress	PRO agreement proposed that would cover cost of new conceptual plan.	
27	Facilities to support Older Adult Services and Recreation		K. Kieser	J. Muck			Q4		Data and information on community centers/estimated cost allocation for certain amenities has been created and will be shared with Council to help inform prioritization.	
28	Beck Road widening		J. Herczeg			Q1	FY26	in Progress	EA approved by FHWA on 7/25/25. Design package and ROW acquisition on going expected to be complete in August. MDOT bid package submitted in September for a November letting. Project construction to start in 2026.	



# COUNCIL GOALS

## FY25 Q4 UPDATE

August 11, 2025

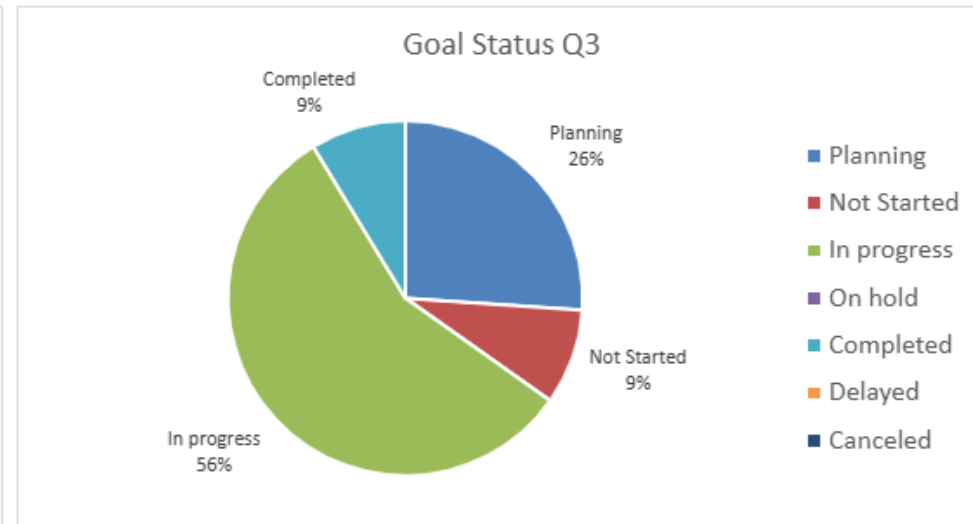
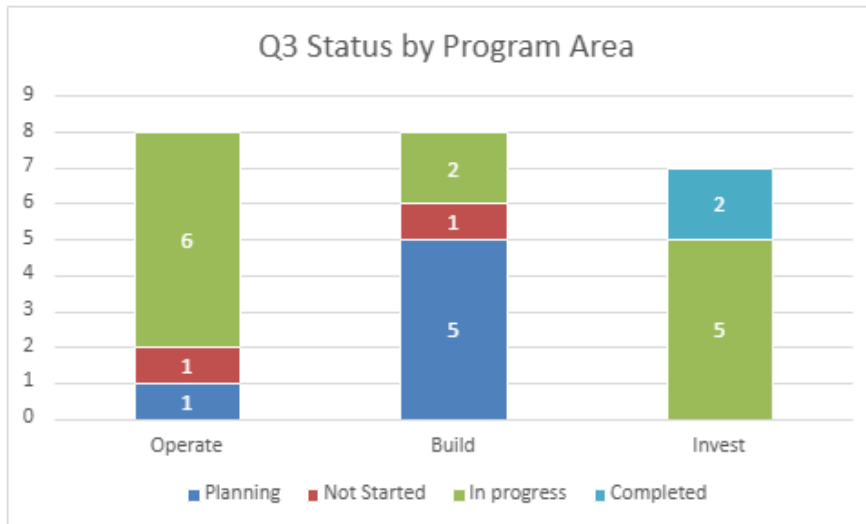


# BACKGROUND

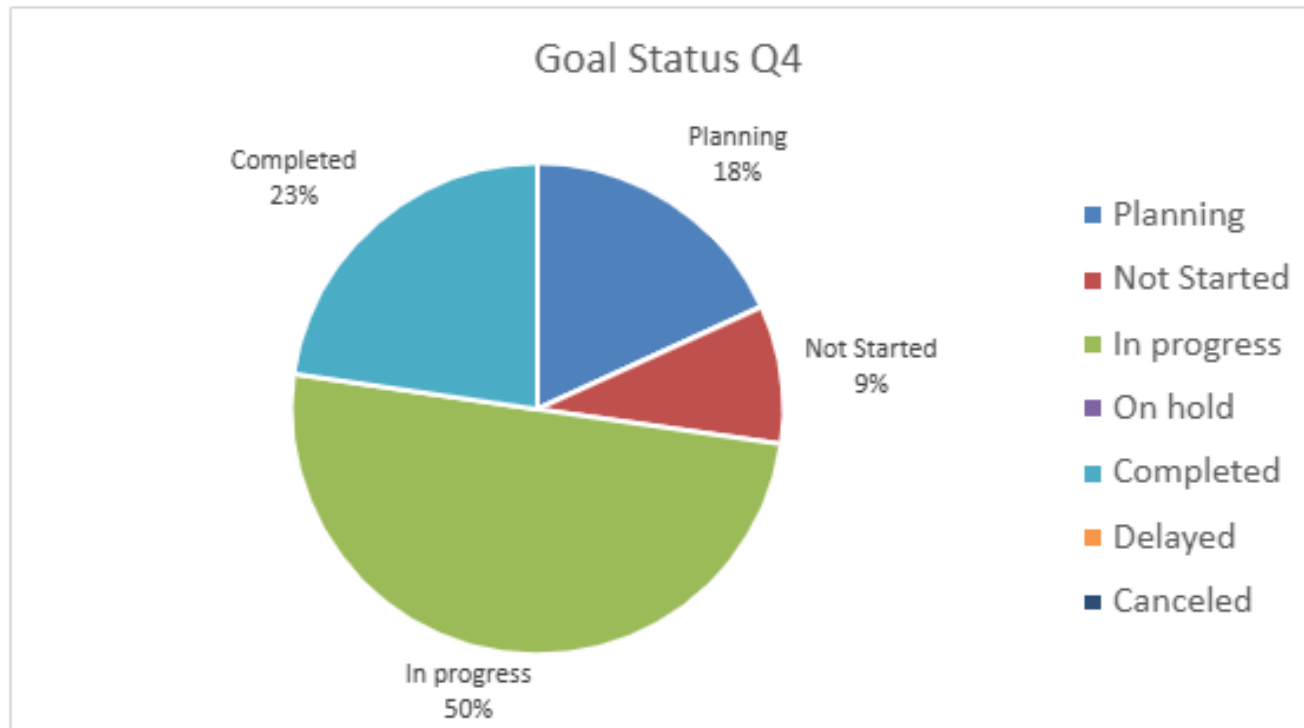
- On January 6, 2024, City Council convened for the Early Input Budget and Goal Setting Session.
- The strategic goals discussed during this session were unanimously approved at the February 12, 2024, Council Meeting.
- These goals are prominently displayed on the [City's website](#) and in Council's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

# Q3 Recap

- Of the 23 Council Goals, almost half were in progress
- All goals in **INVEST** were underway, with two completed
- Key highlights included OPEB Investment Study Implementation (**OPERATE**), development at Town Center (**BUILD**), and ongoing accreditation efforts (**INVEST**)



# Q4 Goal Status



Nearly 75% of Council goals are in progress or completed, up from ~66% end of Q3

# Key Highlights

## OPERATE

### OPERATE

A world-class,  
sustainable  
government

### *Review and Update the current Board and Commission Structure*

- Streamline cycles for accepting applications and making appointments to allow for more efficient onboarding and planning by both staff and Council.
- Staff presented high-level recommendation to Ordinance Review Committee on 8/7.
- Staff to submit current state of program in upcoming admin packet.

# 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.*

- Sakura development
- Special Assessment District (SAD) process for infrastructure/utilities
- Staff has connected with officials at Walmart regarding the use of their parking lot to activate the area as a gathering space. Initial conversations have been positive.

# Town Center Area



# Town Center Area



# Key Highlights

## INVEST

### INVEST

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

### *Roads – Improving Pavement Surface Evaluation and Rating (PASER) Score*

- As of Q4, and according to the Road Report Refresh, the percentage of roads rated “poor” (PASER 1–3) combined with those rated “fair” (PASER 4–5) has decreased to 49%
- This meets Council’s goal of keeping poor and fair roads below 50% of the total road network. At the start of the fiscal year, this percentage was 53%.

# Key Highlights

## INVEST

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### *Accreditation and Reaccreditation*

- On 8/9, Novi PD was awarded a second Advanced Law Enforcement Reaccreditation and their first Communications Accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Also awarded a second reaccreditation through the Michigan Law Enforcement Accreditation Commission (MLEAC).

# Next Steps

- Staff will continue to make progress on FY25 Short and Long-term goals
- City Council will reconvene in January 2026 for a Goals Session
- Exact date TBD, to coincide with budget planning
- Refresh priorities in response to changing community needs
- Alignment with Novi 2050 efforts
- Provide clarity and accountability for staff and the community