

# MEMORANDUM



**TO:** MAYOR FISCHER AND CITY COUNCIL  
**FROM:** DANIELLE MAHONEY, ASSISTANT CITY MANAGER  
**SUBJECT:** 2025 YEAR-END COUNCIL GOALS UPDATE  
**DATE:** JANUARY 22, 2026

As the City closes out Calendar Year 2025, this memo provides a summary of progress on Council's strategic priorities over the past two years and formally closes out the current goal cycle. The attached tracker reflects progress on **23 Council-directed goals** adopted through the FY 2024–25 and FY 2025–26 goal-setting processes.

Over the past two years, Council established a focused set of priorities addressing service delivery, infrastructure, financial stewardship, governance, sustainability, and long-range planning. Staff has provided regular quarterly updates to support transparency, accountability, and alignment as these goals progressed from planning through implementation.

## OVERALL GOAL STATUS (TWO-YEAR VIEW)

Goal Status	Number of Goals	Description
Completed	7	Goals where primary Council-directed outcomes were achieved and transitioned into ongoing operations or implementation
In Progress	10	Multi-phase or multi-year goals with substantial progress and active work underway
Planning / Early Phase	5	Goals initiated later in the cycle or requiring additional coordination, scoping, or sequencing
Not Started	1	Goals not yet underway due to sequencing or other constraints
<b>Total Goals Tracked</b>	<b>23</b>	Excludes separately tracked transformative initiatives

Taken together, this reflects strong forward momentum, with the majority of goals either completed or actively underway. Several items were intentionally structured as multi-year efforts and are progressing as anticipated.

## **KEY ACCOMPLISHMENTS (COMPLETED GOALS)**

Notable accomplishments achieved over the past two years include:

### ***Operate a world-class, sustainable local government:***

- Implementation of a Defined Contribution / Hybrid retirement strategy, including related policy updates.
- Increased engagement and outreach efforts with Novi's Diverse Populations. While this work is ongoing and will continue to be advanced through the Novi 2050 process, the Diwali Festival represented a significant milestone and meaningful accomplishment in expanding inclusive community engagement.
- Completion of a sidewalk maintenance policy review and condition evaluation, positioning the City for future pedestrian infrastructure investment.
- Achievement of Council-established PASER targets, with the percentage of roads in poor or fair condition reduced below the adopted threshold.
- Strengthened the Boards and Commissions structure to improve clarity, consistency, and effectiveness. This goal reached a key milestone with the development of streamlined appointment and interview periods, internal process improvements to better support board and commission members (including an AI framework that was shared in early October) and enhance overall governance.
- Evaluated opportunities to enhance yard waste services. While staff concluded that expanding or modifying yard waste services was not feasible at this time, the Environmental Sustainability Committee is exploring targeted compost pilot opportunities to evaluate future options in a measured and cost-effective manner.

- Regional collaboration on 8 Mile road was achieved, and the stretch of road between Meadowbrook and Haggerty was reconstructed and completed this fall. The 8 Mile/CSX Bridge work was publicly bid out in late 2025. Construction expected start in March 2026 with completion in August 2026.

## **MAJOR GOALS STILL IN PROGRESS**

Several Council priorities remain active due to their scope, complexity, or intentional multi-year design, including:

- Novi 2050 Long-Range Strategic Planning
- Environmental Sustainability Action Planning
- Broadband Master Planning
- Boards and Commissions process improvements
- Joint collaboration with Novi Community School District & community facility planning efforts
- Senior mobility and transit financial sustainability planning
- Accreditation and reaccreditation efforts across multiple departments
- CIP Millage Renewal

These initiatives represent significant organizational investments that will continue to shape policy, capital planning, and service delivery beyond this goal cycle.

## **TRANSITION TO THE NEXT GOAL CYCLE**

Council has completed its most recent goal-setting discussion, and staff is now shifting focus to implementation planning for the new Council goals anticipated for adoption at the January 26 City Council meeting.

As part of this transition, staff will:

- Officially close out reporting on the prior two-year goal set,
- Align departmental work plans and resources with the newly adopted goals, and
- Continue the established quarterly progress update cadence, consistent with past practice.

This year-end summary is intended to provide clear accountability for the past two years of Council priorities, acknowledge progress achieved, and support a smooth transition to the next phase of Council-directed work.

Thank you for your leadership and continued guidance.

Attachment: Red Box Objectives spreadsheet.



# COUNCIL GOALS

## TWO-YEAR GOAL CYCLE

### FINAL UPDATE

January 26, 2026

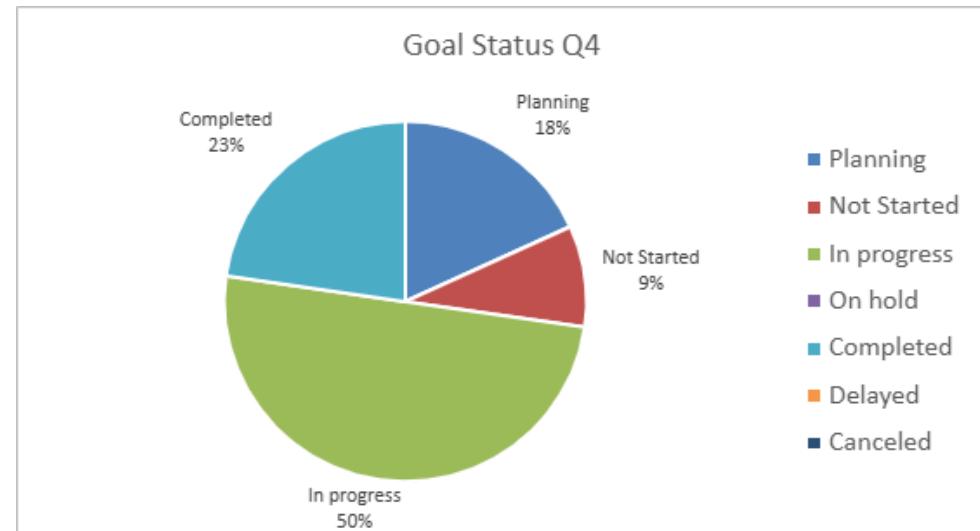
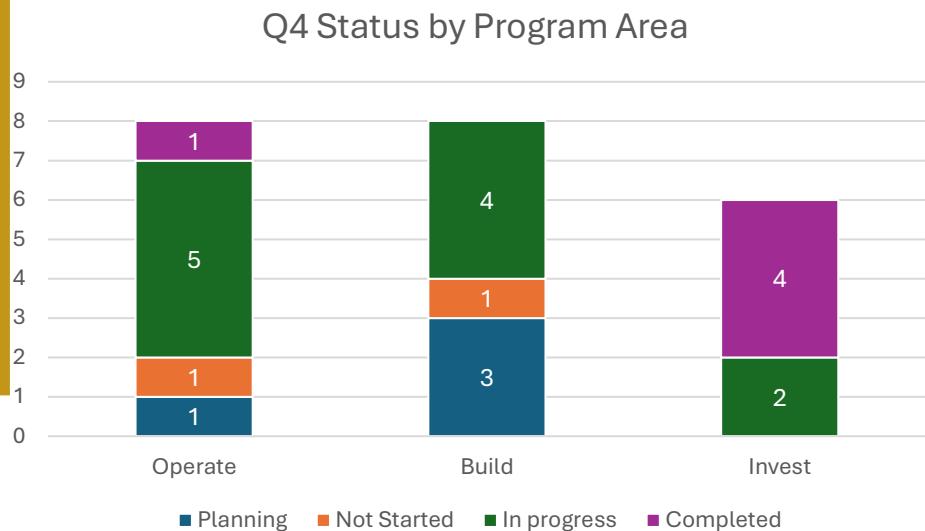


# BACKGROUND

- 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**

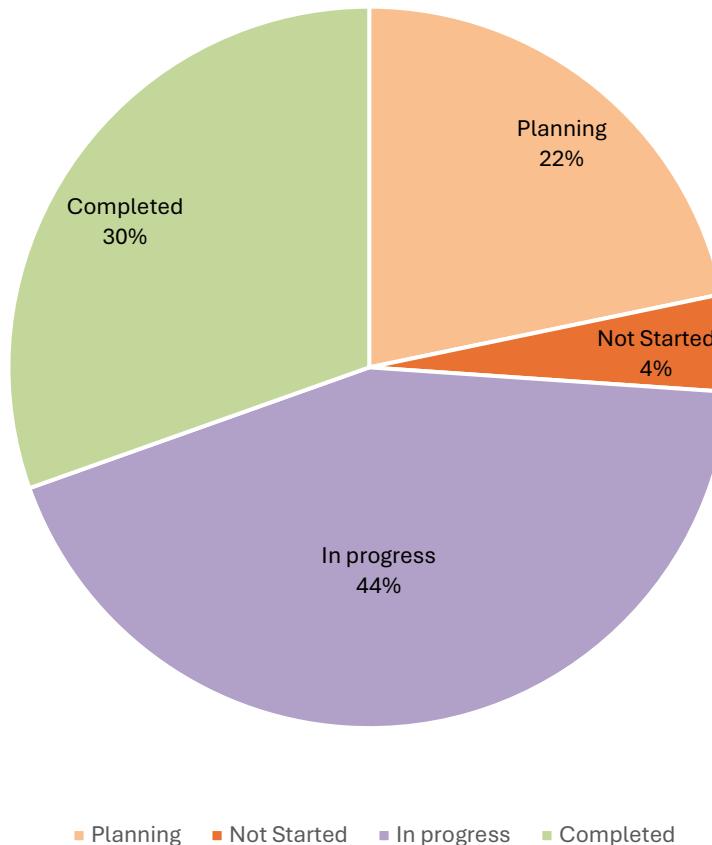
# Q4 Recap

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



# End of Cycle Goal Status

2025 Year-End Goal Status



Nearly 75% of  
Council goals  
are in progress  
or completed.

# Key Highlights

## OPERATE

### OPERATE

A world-class,  
sustainable  
government

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

- Staff made recommendations to the Rules Committee to align terms and streamline the application process, which were recommended and adopted by Council.
- Internal SOPs have been developed, including AI guidelines that were shared with Council in the 10/9 Admin packet.
- Staff will continue to work towards streamlining onboarding for committees.
- Item in 1/26 Council packet to sunset Older Adults Advisory Board

# 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.***

- Staff shifted focus to the Main Street area
- Two promising meetings with property owners regarding a potential Special Assessment District (SAD) for not only lighting improvements, but streetscape improvements as well.
- Updated was shared with City Council on 1/15. Owners will let City staff know by 1/30 if they are in favor of the streetscape SAD proposal.

# Key Highlights

**INVEST**

**INVEST**

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

## ***Accreditation and Reaccreditation***

- Commission for Accreditation of Parks & Rec Agencies (CAPRA) reaccreditation self-assessment was submitted on January 14th.
- National peer review team will conduct a virtual site visit the week of May 11th.
- If reaccreditation is recommended by the review team to the CAPRA Commission, we will likely be granted formal reaccreditation at the NRPA conference in Philadelphia in September.

# In Progress & Ongoing

- Novi 2050 Long-Range Strategic Planning – will continue via LRSP Committee
- Environmental Sustainability Action Planning – will continue via ESC
- Broadband Master Planning – will continue via PUT Committee
- Boards and Commissions process improvements – ongoing staff efforts
- Explore joint opportunities with Novi Community School District – ongoing efforts and will roll into new goal
- Senior mobility and transit financial sustainability planning – ongoing staff efforts
- Accreditation and reaccreditation efforts across multiple departments – ongoing staff efforts
- CIP Millage Renewal – correspondence to Council next week & action item at 2/9 meeting

# Next Steps

Council has completed its most recent goal-setting discussion, and staff is now shifting focus to implementation planning for the new Council goals anticipated for adoption at the January 26 City Council meeting.

As part of this transition, staff will:

- Officially close out reporting on the prior two-year goals,
- Align departmental work plans and resources with the newly adopted goals, and
- Continue the established quarterly progress update cadence, consistent with past practice.

Red Box Item #	Item Description	Staff Lead(s)	Support	Committee	Quarter for Initiation	Quarter for Completion	2025 Year-End Status	Milestones 2025 Year-End
<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	FY27 Q2	In Progress	Shockley contract underway, weekly updates being shared with Council. On target to adopt plan in Fall of 2026.
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	FY26 Q4	In Progress	Work towards this goal will continue with the ESC
3	Increase engagement and outreach efforts with Novi's Diverse Populations	S. Walsh	V. Cardenas D. Mahoney		Q1	Ongoing	Completed	Ongoing efforts will continue through 2050 process
4	Explore further service consolidation and joint opportunities with the Novi Community School District	V. Cardenas			Q1	Ongoing	In Progress	This will roll into new goals
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	Completed	Staff made recommendations to the Rules Committee to align terms and streamline the application process, which were recommended and adopted by Council. Internal SOPs have been developed, including AI guidelines that were shared with Council in the 10/9 Admin packet, and staff will continue to work towards streamlining onboarding for committees.
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	FY26 Q3	Planning	Update in the next Admin packet and action before Council on 2/9.
7	Prioritize and implement the top 3 Action Plans from the "Environmental Sustainability Action Plan"	D. Mahoney		Environmental Sustainability	Q4	FY26 Q4	Not Started	EAP still under development
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	

Red Box Item #	Item Description	Staff Lead(s)	Support	Committee	Quarter for Initiation	Quarter for Completion	2025 Year-End Status	Milestones 2025 Year-End
<b>BUILD a desirable and vibrant community for residents and businesses</b>								
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	FY26 Q4	Planning	A meeting with DTE and the PUT occurred in 2025. Information regarding service reliability has been requested by members of the PUT. DTE officials is preparing a response and they plan to meet with the new members of the PUT to review the data.
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. Boulard Herczeg Salowich	J. K.	Q1	FY26 Q4	In Progress	TS still working on Woodlands, not plan to change 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. Boulard	CMO			FY26	In Progress	Staff shifted focus to the Main Street area and have had 2 promising meetings with property owners regarding a potential SAD for not only lighting improvements, but streetscape improvements as well. Updated was shared with City Council on 1/15. Owners will let City staff know on 1/30 if they are in favor of the streetscape SAD proposal.
12	Create a broadband master plan	R. Petty		Public Utilities		FY26	In Progress	Updates and progress to pertaining to fiber expansion in the City continues to be provided to the PUT committee. Streamlining the permitting process to assist providers in ROW work continues to be occur. Additionally, the committee is pursuing a resident survey and Director Petty is building a fiber coverage map of the city.
13	Build a Community Facility that serves and connects all our residents	V. Cardenas	D. Mahoney J. Muck		Q3	FY27	Planning	This will roll into new goals
14	Develop walkable 'Pocket Parks' in areas of the city where there are no walkable parks	J. Muck			Q1	FY26 Q4	In Progress	Demo to the building at Elm court is still on track for Q1 2026. Several public areas have been included in PRO agreements considered by City Council:  Novi-Ten PRO is proposing 2 pocket parks The Grove is proposing a trailhead available to the public Providence Meadows is proposing a trailhead available to the public (Elm Creek PRO has been withdrawn)
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)	C. Boulard, J. Herczeg			Q2	FY26	Planning	The 9Line Regional Trail is a major greenway project connecting multiple communities across southern Oakland County via the Nine Mile Road corridor for pedestrians and cyclists, creating a safe, multi-modal path for better connectivity and recreation. The purpose of the trail is to provide a separated, safe pathway for walking and biking, that provides access to parks, neighborhoods, downtowns, and other pathways. Various segments of the trail may include bike lanes, walking paths, public art, landscaping, and trailheads, with plans for green infrastructure. The City of Novi approved the Memorandum of Understanding to participate in the multi-jurisdiction effort on December 15, 2025.
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	C. Boulard	J. Muck		Q4	FY26	Planning	Staff continues to engage with neighboring communities to further regional trail connections. The City of Novi approved the Memorandum of Understanding to participate in the multi-jurisdiction effort on December 15, 2025.

Red Box Item #	Item Description	Staff Lead(s)	Support	Committee	Quarter for Initiation	Quarter for Completion	2025 Year-End Status	Milestones 2025 Year-End
<b>INVEST properly in being a Safe Community at all times for all people.</b>								
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	Usage of PEX by Novi residents continues to see significant increases. Usage of SMART has increased but to the level of PEX. Discussions about where and what bus stop shelters look like continue to take place.
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	
19	Update the Sidewalk Maintenance Policy and evaluate all City sidewalks over the next 5 years, making repairs as recommended 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	<ul style="list-style-type: none"> <li>8 Mile (Haggerty to Meadowbrook, essentially) – Roadway fully reopened in September.</li> <li>8 Mile (Meadowbrook to CSX Bridge, essentially) has been re-evaluated and downgraded to a “maintenance” project. Therefore, we can expect internal WCDPS crews to remove and replace discrete, individual concrete panels and/or joints. No timeline for this work has been announced.</li> <li>8 Mile/CSX Bridge – This work was publicly bid out in late 2025. Construction expected start in March 2026 with completion in August 2026.</li> </ul>
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	
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	PEX continues to provide a high level of service.
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	Efforts continue in all departments with accreditation. CAPRA reaccreditation self-assessment was submitted on January 14th. National peer review team will conduct a virtual site visit the week of May 11th. If reaccreditation is recommended by the review team to the CAPRA Commission, we will likely be granted formal reaccreditation at the NRPA conference in Philadelphia in September.