

CITY COUNCIL GOALS AND PRE-BUDGET MEETING REPORT

On January 19, 2008, City Council met to discuss City Council goals and pre-budget topics. The attached work document identifies the Strategic themes and priorities.

STRATEGIC THEME

Enhance park, recreational and cultural services

PRIORITIES

1. Acquire property and develop a signature park that includes a community recreation center, performing arts center, senior, community center(s) and/or active recreation and natural areas.
2. Develop a plan for the Fuerst Farm property and begin implementation
3. Update the Parks Five Year Master Plan
4. Explore valuation of the Landings property

The following is an overview of each priority:

1. This is a significant project for the community. It will involve the acquisition of land by the City and require the Park Foundation to raise funds through the Naming Rights Program to develop the property.
2. The City has contracted with McKenna Associates to gather community input and prepare recommendations for the use of the property. The plan to be completed by February 28, 2008.
3. Update the Parks Five Year Master Plan (Community Recreation Plan). Departments must have a Community Recreation Plan adopted by the Michigan Department of Natural Resources (MDNR) to be eligible for State and Federal grants. The department's current plan expires in October 2008. Therefore the department must prepare a new plan for adoption by the City and State. This project may be outsourced, if funds are provided in the 2008/2009 budget process.
4. Determine the current fair market value of the Landings property located at South Lake Drive and Old Novi Road.



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1/24/08
To: Mayor and City Council Members

Work document from your Saturday session. Please review and provide any comments if you believe this does not reflect the proceedings. We look forward to using this as an integral part of building the 08/09 Budget.

City of Novi City Council Goal and Pre-Budget Meeting

Sat. 1-19-08

CENTER FOR

**Thinking &
Collaboration**



Transforming the way people think and interact to achieve success

Summary of Strategic Themes & Broad Categories

1. Ensure public safety services meet the needs of the community (Police, Fire, Emergency Response and Public Works)
 - Across all public safety services determine through professional study and Council direction appropriate level of service response and then develop an operational plan to meet the needed level of service
 - Fire and Police Station Improvements
 - DPW/Delwal Location Improvements
 - Traffic and Road Safety
 - New or Enhanced Programs/Services
 - Public Safety Training
2. Improve Infrastructure (Roads, Water and Sewer)
 - Major Roads
 - Signage
 - Neighborhood Roads
 - Bikeways, Pathways, and Sidewalks
 - Water & Sewer
 - Drain System
 - Public Transportation
3. Encourage economic development to maximize City revenue and job growth
 - Business Recruitment/Retention
 - Economic Development Communications
 - Specific Developments/Properties
 - Pursue partnerships and shared services with businesses, surrounding communities and governmental agencies
4. Develop government structure and staff skills for effective delivery of customer services and communication with community
 - Simplify procedures
 - General City Communications
 - City Ordinance, Zoning, Process, etc. Changes
 - Charter Changes
 - Customer Service
 - Start Master Plan 2009 planning process

5. Be a community that values natural areas and natural features
 - Wildlife Habitat, Woodlands, Wetlands, and Conservation
 - Green Policies, Alternative Energy and LEED Standards

6. Maintain a fiscally responsible government
 - Health Care/Retiree Health Care Fund/Union Negotiations
 - Cost recovery
 - Aggressively partner with the school system to use their facilities
 - Explore matching funds for all capital improvement contributions (i.e., Naming Rights, etc.

7. Enhance park, recreational and cultural services
 - Acquire property and develop a signature park that includes a community recreation center, theater/performing arts, senior, community center(s) and/or active recreation and natural areas.
 - Develop a plan for the Fuerst Farm property and begin implementation
 - Update Parks Master Plan
 - Explore valuation of the Landings property

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1. Ensure public safety services meet the needs of the community (Police, Fire, Emergency Response and Public Works)
 - **Fire and Police Station Improvements**
 - Have a local real estate assessor provide a worth statement for Fire Stn. #1....on today's market. Let that person determine if there is a market for the property before we begin a plan to move
 - Set looking into relocating any fire station to a longer term (not short term) goal
 - Relocate Fire Station #1 to Delwal location
 - Build new fire station 3
 - Expand/upgrade Police Department building
 - Move Fire Administration and PD to Delwal location into a state-of-the-art public safety facility for police, fire, and the EOC
 - **DPW/Delwal Location Improvements**
 - Fund improvements to DPW facility
 - Continue field services complex initiative at the Delwal address
 - Co-locate Engineering Division with DPW at the Field Services Complex
 - **Traffic and Road Safety**
 - Improve traffic flow in the 10 Mile and Taft Rd. area (including high school and city offices)
 - Reduce the number of traffic accidents at the top 3 traffic-incident locations by 10 percent
 - Reduce travel time, on the two heaviest traveled roads, during the morning and evening rush hours by 10 percent
 - Determine traffic and road improvement needs by study of accident and traffic patterns
 - **Public Safety Training**
 - Train employees in confined space rescue
 - Continue training needs for all emergency preparedness for all city staff
 - Emergency Preparedness
 - The library providing safety information: print materials, website info, etc.
 - Coordinate and conduct a mid- to large-emergency preparedness exercises with schools, healthcare facility, businesses, and City annually. Offer opportunity for all to participate
 - Ensure communication to all city depts. (including library) and the public regarding emergency situations

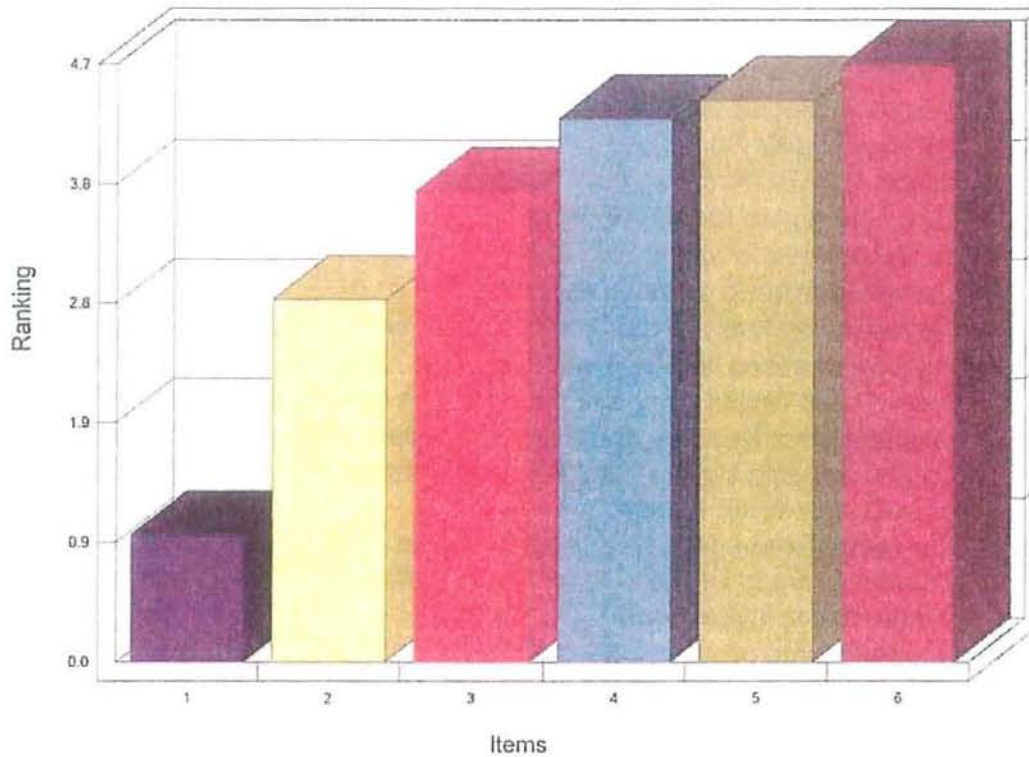
- **New or Enhanced Programs/Services**
 - Continue to enhance marked police fleet to 25 vehicles
 - Parks and Rec. helps prevent crime. Establish effective partnership with Police, Novi Youth Assistance and other groups to expand programs and education opportunities.
 - Expand teen programs to use time for more positive activities
 - Promoting a healthy active lifestyle which reduces burden upon public responses
 - Opt-in program for Reverse 911 for cell phones, faxes, etc.
- **Across all public safety services determine through professional study and Council direction appropriate level of service response and then develop an operational plan to meet the needed level of service**
 - The police department, working with council and city manager, should identify a method of measuring the needs of the police department and work towards creating a plan and funding method to implement that plan
 - Explore national staffing standards, develop plan and implement
 - Implement performance measures to develop a staffing model that takes into consideration more than the national/population staffing standards
 - Determine desired level of service (response times, investigation clearance rates) by type of service call (level of urgency) and plan and staff accordingly.
 - Find ways to use technology and volunteers to reduce administrative (e.g., dispatch and records) duties and overhead for sworn officers.
 - Explore shared services to provide dispatch and records for surrounding communities as a money-maker for Novi.
 - Establish a park patrol
 - Explore idea of starting a cadet program at the police dept.
 - No additional 24 hour full-time firefighters. Reduce Full-time firefighter overtime and place more emphasis on POC
 - Dramatically increase the POC recruitment and training program. Develop a fast track training program
 - Consider a recruiter to augment the staffing of POC
 - Verify if response rates will be kept the same (full-time level of service vs. paid-on-call response time) Guarantee fire stations are staffed to provide consistent response times 24 hours per day
 - Explore Full time fire department
 - Examine efficiencies and continued level of service with three station configuration, properly staffed, for build-out
 - Look into independent Emergency Medical Services

Strategic Theme 1 Broad Category Ranking

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 1 Ranked Broad Categories



(7 responses)

Broad Categories	Average Ranking	Variability
1. Across all public safety services determine through professional study and Council direction appropriate level of service response and then develop an operational plan meet the needed level of service	1.0	0%
2. Fire and Police Station Improvements	2.9	44%
3. DPW/Delwal Location Improvements	3.7	46%
4. Traffic and Road Safety	4.3	55%
5. New or Enhanced Programs/Services	4.4	51%
6. Public Safety Training	4.7	51%

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2. Improve Infrastructure (Roads, Water and Sewer)

- **Major Roads**

- Move forward on long term improvements to Beck Road, begin to partially fund this next budget
- Research the problems with lights at the intersection of Beck Rd. and Grand River...understand arms may be reversed next year
- Design plan for Grand River Corridor
- Improve Nine mile intersection at Haggerty
- Complete pinch points on Haggerty Road
- Improve Napier Rd
- Widen 10 mile from Haggerty to Napier
- Long range plan for dirt roads and chip sealed roads
- Evaluate need for continuing chip seal program
- Complete railroad crossing over Novi Rd
- Explore opportunity for curb cut closures on Novi Road
- Improve relations w/MDOT and RCOC
- Large traffic circles - institute roundabouts at all major intersections
- Maintain Beck Road as primarily residential, local area connector. Emphasize with signage and continued capital improvements Novi Road as the north-south arterial.
- Complete Twelve Mile Road widening and bridge over CSX tracks west of Cabaret Drive to Beck Road as major traffic and economic development infrastructure investment.
- Beautify rights-of-ways generally on major arterials so they are distinctive and attractive in Novi with landscaping, street trees, always irrigated, stone walls, iron fencing and nice consolidated signage that are uncluttered.
- Use savings and interest earnings from closed SAD's to appropriately additionally fund neighborhood road improvements.
- Complete all the recommended storm water master plan capital projects.
- Undertake with MDOT, RCOC, and City of Wixom a major transportation corridor plan for I-96 from I-275 to Wixom Road, bounded by Twelve Mile Road on the north and Grand River Avenue on the south. Take advantage of major investments and partners including Providence Hospital, Twelve Oaks, and Rock Financial Showplace to plan road access, beautification and widening improvements for traffic safety and economic development.
- Identify grant funding sources for right-of-way acquisition
- Seek grant funding to support infrastructure improvements

- **Water & Sewer**
 - Look into establishing our own water system, or join other local municipalities to but Detroit Water Dept.
 - Speed up negotiations with WTUA, and others for additional capacity
 - Address need for water storage to reduce impact of usage on water rates and for water pressure emergencies
 - Redevelop standards for water and sewer infrastructure
 - Develop design manual for sanitary, water, storm, and streets and remove references to and from ordinance
 - Explore expansion of Walled Lake/Novi wastewater treatment plant
 - Safeguard measures for water and sewer infrastructure
 - Evaluate need for looping water system
 - Explore secondary water source
 - Community awareness on water conservation, usage times, how it affects rates
- **Bikeways, Pathways, and Sidewalks**
 - Expand the scope of the Sidewalk program to be a full Greenways program and incorporate all planning for trails and pathways into that group
 - Make all bike/safety paths ten foot asphalt paths
 - Add bike lanes to road cross sections
 - Move forward to construct safety path along power lines
 - Continue to implement Bikeway/Pathway/Sidewalk connections
 - Annual sidewalk program for construction and maintenance
 - Connect bike path systems north of the freeway to south of the freeway
 - Expand nature\walking trails
 - Support I-275 bikeway regional plan
 - Link trail ways to park system
 - Develop a greenway system to promote economic development and healthy active lifestyles
 - Plan and fund regional trail connections
 - Consider a sidewalk and pathway millage
 - Support M-5 trail way
 - Cantilevered bike path over Meadowbrook Road bridge
 - Consider opportunities to link City pathway system to Huron River Parkway
 - Consider opportunities to link existing City pathway system to Lyon Oaks County Park
 - Explore partnership opportunity to enhance services

- **Signage**
 - Improve city entrance -way signage; Reconsider a sponsorship policy to fund construction
 - Adopt A Road/Adopt A Sign program to help advertise businesses
 - Standard signage and flagging plan for construction projects on website
 - Reflective street signs throughout the City with new logo
 - Create a wayfinding and signage plan for the City and fund using private and grant dollars.

- **Drain System**
 - Utilize Drain Revenue fund for water quality improvement/enhancement activities in Rouge River corridor
 - Review Drain Perpetual Maintenance Fund interest income to supplement Drain Revenue Fund
 - Study converting the Novi and Lyon drain and its tributaries to natural stream corridors (Huron River branches)

- **Neighborhood Roads**
 - Identify and fund infrastructure improvements in older neighborhoods
 - Develop long-term plan to fund neighborhood street program

- **Public Transportation**
 - Work with major employers to identify transportation needs and demands and to develop a plan of transportation improvements and options like ride-sharing, vanpools, etc.
 - Research pedestrian trolley from main and market to 12 Oaks to Fountain Walk to West Oaks
 - Establish alternative transportation specifically a pathway greenway system.
 - SMART service on 12 Mile and Grand River - currently stops at Farm Hills border

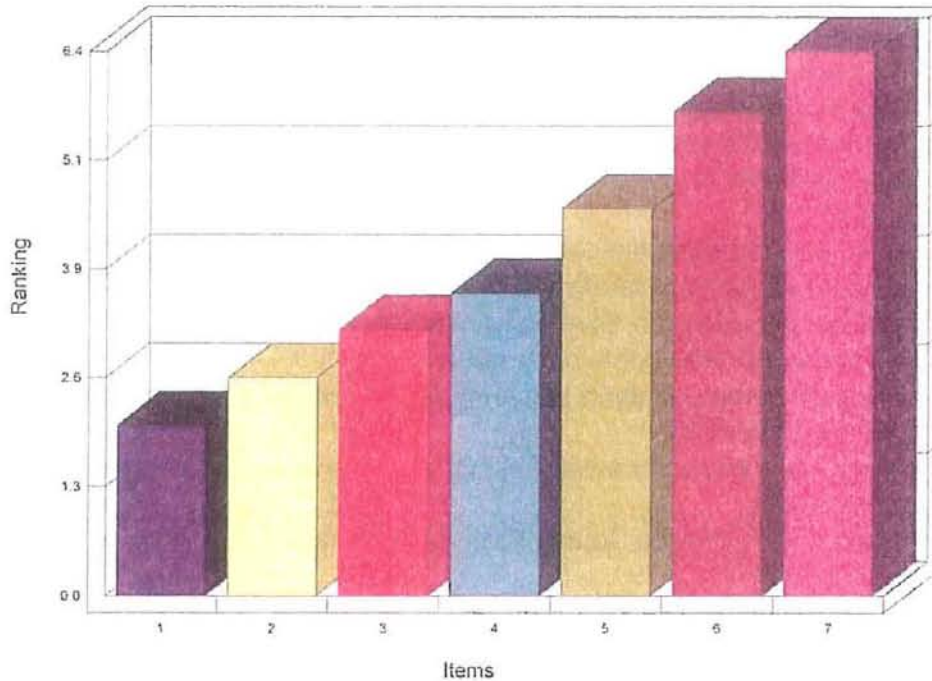
Strategic Theme 2 Broad Category Ranking

2. Improve Infrastructure (Roads, Water and Sewer)

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 2 Ranked Broad Categories



(7 responses)

Broad Categories	Average Ranking	Variability
1. Major Roads	2.0	53%
2. Signage	2.6	39%
3. Neighborhood Roads	3.1	32%
4. Bikeways, Pathways, and Sidewalks	3.6	49%
5. Water & Sewer	4.6	53%
6. Drain System	5.7	15%
7. Public Transportation	6.4	46%

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3. Encourage economic development to maximize City revenue and job growth

- **Economic Development Communications**
 - Market Novi everywhere in Michigan....start at the airport....make us THE place to be
 - Market Novi as the place to be, emphasize the new administration and the ease of doing business in Novi....hold the representation true
 - Develop online tools for businesses to expedite applications, permitting, etc.
 - Promote parks and quality of life opportunities to incoming businesses - #1 reason businesses relocated to a community is quality of life reasons; parks & rec events/sports/tournaments as an economic opportunity i.e., a one weekend tournament can have a economic impact of 1.4 million dollars
 - Educate and communicate of Main St area, promote as a downtown
 - Ensure all relevant forms are on the website
 - Update the site plan development manual
 - Use and promote cable network
 - Improve communication between Community Development and applicants opening business
 - Increase community awareness of city/county processes available to local businesses
 - Partner with Wayne County Airport for signage - Novi as a destination community
- **Specific Developments/Properties**
 - Update Riverwalk plans for Downtown area
 - Create a land use plan, in partnership with property owners, for the area along north side of Grand River Avenue, abutting I-96, from the Rock Financial Showplace to Beck Road.
 - Implement the Master Plan for Land Use recommendations for Novi Road / I-96 area road (except for the recommendations to limit vehicular access).
 - Market and emphasize the following areas: Main Street area, Gateway district, Grand River from Taft to Beck Roads, the M-5 corridor and Fountain Walk area.
 - I-96/275 Corridor Study Group
 - Monitor enabling legislation for Sales Tax Free zone for convention centers

- **Business Recruitment/Retention**
 - Work with businesses to develop a employee relocation program that provides incentives for moving into the Novi Community
 - Utilize Brownfield Development dollars where appropriate
 - Develop possible incentives for developers building green
 - Utilize parks & rec in the recruitment and retention of businesses to the community i.e., quality of life
 - Offer planting incentives which exceed current ordinance regulations
 - Preserve our natural resources as an incentive for people relocating to Novi
 - Focus on the recruitment of seniors i.e., baby boomers to relocate here
 - Provide assistance to struggling businesses (meet with the City connect with other partners, i.e. financial institutions)
 - Establish a parkland set aside program which promotes quality of life
 - Attract businesses that are attractive to day time population and attract businesses for evening weekend population
 - Seek conference groups to meet in Novi
- **Pursue partnerships and shared services with businesses, surrounding communities and governmental agencies.**
 - Increase partnerships with universities regarding placement of students in Novi businesses and development of educational courses for businesses
 - Library will investigate establishing a business center with tools essential for start/development of new businesses
 - Partner with other communities on pathway and trail events to encourage participation and knowledge about the system
 - Involvement with partners MML, State EDC etc to look for opportunities
 - Library will highlight and expand vocational services (job coaching, resume writing, job fairs, networking etc.)
 - Establish a corporate service program
 - Increase our partnership opportunities to current businesses with parks & recreation related to quality of life
 - Advocate with State that interests of cities and State need to be aligned. Cities need a direct share of the sales tax revenue we host, not a blind per capita formula.
 - Advocate with State to change their outdated and myopic mindset so local contribution for incentives can be whatever the host communities and the business agree to, not just property tax abatements.

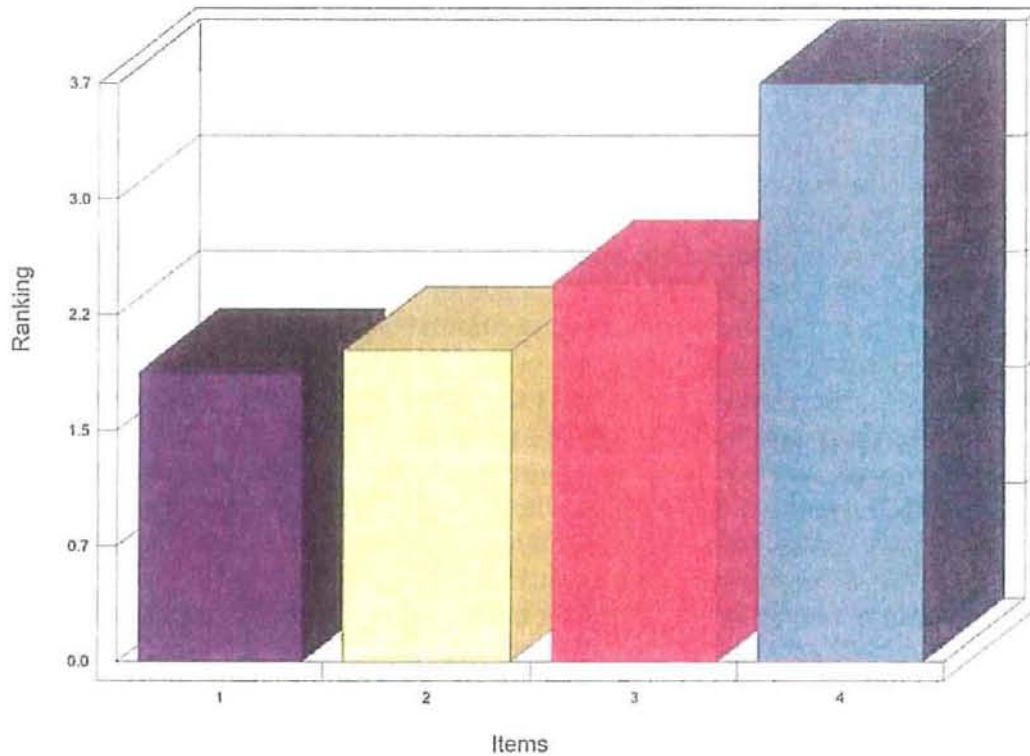
Strategic Theme 3 Broad Category Ranking

3. Encourage economic development to maximize City revenue and job growth

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 3 Ranked Broad Categories



(7 responses)

Broad Categories	Average Ranking	Variability
1. Business Recruitment/Retention	1.9	55%
2. Economic Development Communications	2.0	71%
3. Specific Developments/Properties	2.4	48%
4. Pursue partnerships and shared services with businesses, surrounding communities and governmental agencies.	3.7	46%

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4. Develop government structure and staff skills for effective delivery of customer services and communication with community

- **City Ordinance, Zoning, Process, etc. Changes**
 - Create new residential development zoning to encourage clustering and open space preservation (density-based, not setbacks)
 - PUD ordinance to facilitate unique and challenging developments.
 - Change the ordinances so that design and construction are environmentally friendly for pedestrians and bikes, etc.
 - Reduce regulatory burden on city businesses
- **Start Master Plan 2009 planning process**
- **Simplify procedures**
 - Review zoning standards to provide for senior resident needs - loading/unloading zones for senior transit, safe access in parking areas
 - Building Department - review what is our institutional approach to application of codes and ordinances
 - Track processing time for planning and building approval processing and commit to yearly reduction in those times
 - Existing ordinances and building code provisions should be sent to Ordinance Review for updating.
 - Provide for administrative discretion in certain areas
 - Seek ways to further automate the community development department
 - Relax the ridged planning review process
 - Credit for or waive fees for businesses expanding or renovating
- **Charter Changes**
 - Begin the process to review the Charter, to make recommendations, to take to the voters.
- **General City Communications**
 - Improve communication with residents regarding activities for older adults. In addition to the P & R brochure (several residents requests)
 - Investigate broadcasting our council meetings live over the Internet.
 - Re-run council meeting on weekdays like the school board (citizen request)
 - Televisе all meetings...including this one (resident request)
 - Implement a plan to continually survey our citizens...what we are doing right, what we are doing wrong
 - Increase awareness of city services especially recreation services
 - Improve communications with residents/creative marketing strategies
 - Do National Citizens Survey

- Create online tools for resident or business initiated service requests (code complaints, potholes, etc.)
- Develop marketing plan to increase awareness of city services (senior, parks and rec, etc) and track progress in resident awareness of services offered across the city
- Explore providing computer "touch screen" kiosks at city hall, mall and parks for resident use to access city information/website and participate in electronic surveys
- Suggestion box for citizenry at civic center and on website and employees on the E-web
- Improve technology awareness within the library
- Increase awareness of library services within the city organization
- Cross promotion of services within city
- Focus attention on improving citizen volunteer recruitment, training and recognition (Boards, Commissions, Elections, Handicap parking, senior center, etc.)
- **Customer Service**
 - Continue to focus on improving customer service in all Departments
 - Create city-wide policy/procedures/training and cross-training to institutionalize customer service throughout the city
 - Explore staffing police lobby/front desk with a police officer/cadet 24 hours a day
 - Staffed information desk at the Civic Center
 - Self-service e-payment (e.g. water, parking tickets, licenses)
 - "Map" of City facilities for services

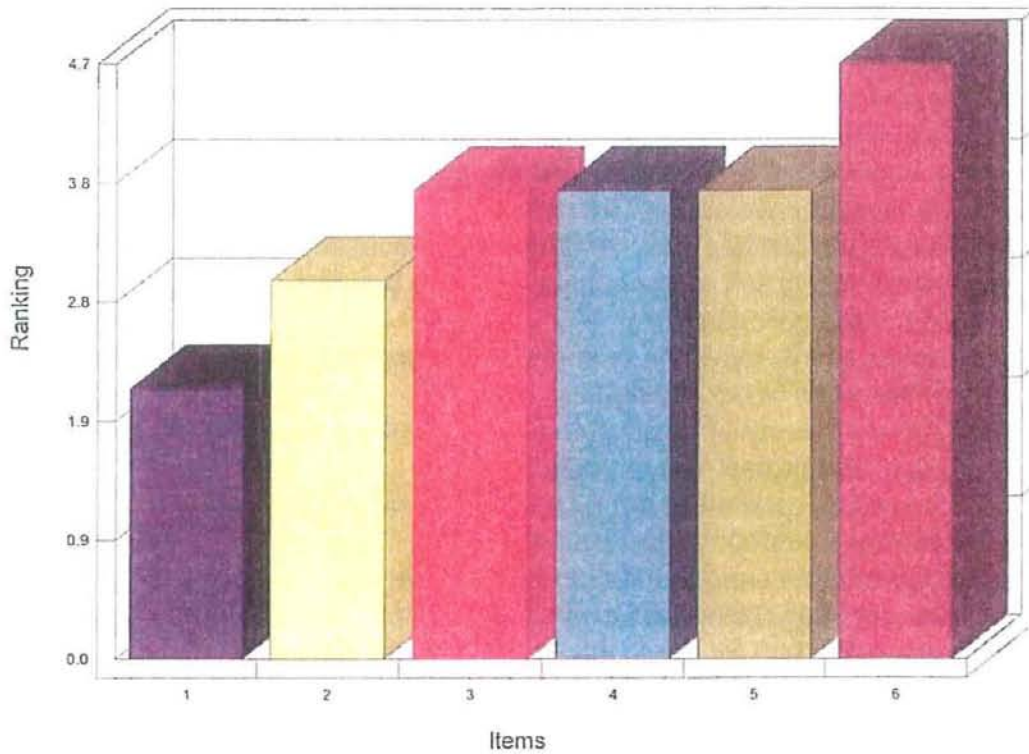
Strategic Theme 4 Broad Category Ranking

4. Develop government structure and staff skills for effective delivery of customer services and communication with community

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 4 Ranked Broad Categories



(7 responses)

Broad Categories	Average Ranking	Variability
1. Simplify procedures	2.1	54%
2. General City Communications	3.0	42%
3. City Ordinance, Zoning, Process, etc. Changes	3.7	66%
4. Charter Changes	3.7	69%
5. Customer Service	3.7	66%
6. Start Master Plan 2009 planning process	4.7	59%

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5. Be a community that values natural areas and natural features

- **Wildlife Habitat, Woodlands, Wetlands, and Conservation**
 - Explore possibilities of acquiring easements/land along Rouge River corridor for floodplain, habitat, water quality protection
 - Investigate incentives for preservation of natural resources, update optional development incentives and review current woodland ordinance
- **Green Policies, Alternative Energy and LEED Standards**
 - Support alternative energy and energy conservation with city gov't. promoting and using such services in buildings, transportation, etc.(LED lighting, alternative fuels)
 - Update Wildlife Habitat Plan (last update 1996)
 - Inform potential developers/builders about the green building resolutions by Council and the LEED standards
 - Low-impact development incentives
 - Investigate flex fuel and hybrid vehicle options for City vehicle fleet
 - Ensure that green space is balanced with the cost
 - Encourage green building
 - Explore grants available to improve and continue greenways and energy conservation in our buildings
 - Promote the use of LEED standards for public buildings
 - Define and protect 'green corridors'
 - Incorporate greenness in and around the new library - internal practices, pathways, outdoor patio, programs, etc.
 - Implement an energy management program
 - Increase teen awareness and involvement in "green" initiatives
 - Information hub for green info to our community
 - Recognize that additional environmental/green restrictions, fees, reviews, etc. equals unhappy developers
 - Information citizenry on green building, energy efficiency and conservation

***The council did not do a ranking vote for Strategic Theme 5 since there were only 2 Broad Categories

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6. Maintain a fiscally responsible government

- **Health Care/Retiree Health Care Fund/Union Negotiations**
 - Investigate self-funding as a mechanism to reduce health care costs
 - Manage legacy costs by providing adequate funding for health care and pension legacy liabilities and reducing those liabilities through negotiations
 - Commit to making payments annually to the retiree health care fund to cover both the current liability and the actuarial estimated liability
 - Explore the possibility of adding a one-time COLA payment for retirees.
 - Explore the possibility of beginning a Wellness program for the city.
- **Cost recovery**
 - Users of City Facilities, including Parks and Recreation, to be charged a standardized fee reflecting actual costs pursuant to a policy adopted by City Council.
 - License, permit, inspection, application and user fees are to be standardized reflecting actual costs pursuant to a policy adopted by City Council.
- **Aggressively partner with the school system to use their facilities**
- **Explore matching funds for all capital improvement contributions (i.e., Naming Rights, etc**

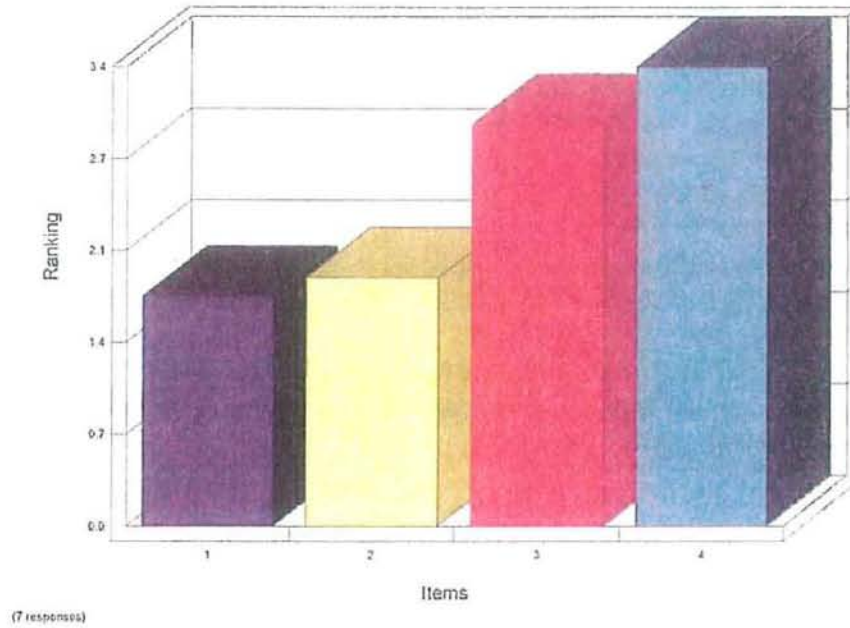
Strategic Theme 6 Broad Category Ranking

6. Maintain a fiscally responsible government

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 6 Ranked Broad Categories



Broad Categories	Average Ranking	Variability
1. Health Care/Retiree Health Care Fund/Union Negotiations	1.7	68%
2. Cost recovery	1.9	55%
3. Aggressively partner with the school system to use their facilities	3.0	35%
4. Explore matching funds for all capital improvement contributions (i.e., Naming Rights, etc	3.4	60%

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7. Enhance park, recreational and cultural services

- Develop a plan for the Fuerst Farm property and begin implementation
- Acquire property and develop a signature park that includes a community recreation center, theater/performing arts, senior, community center(s) and/or active recreation and natural areas.
- Explore valuation of the Landings property
- Update Parks Master Plan

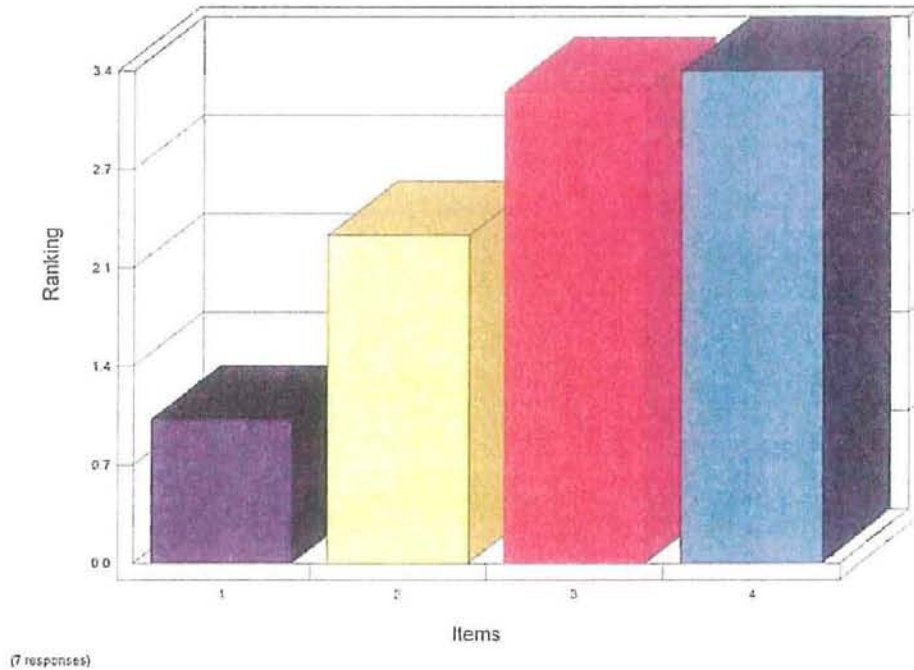
Strategic Theme 7 Broad Category Ranking

7. Enhance park, recreational and cultural services

1 = Highest Priority

Results – the lower the number, the higher the priority

Strategic Theme 7 Ranked Broad Categories



Broad Categories	Average Ranking	Variability
1. Acquire property and develop a signature park that includes a community recreation center, theater/performing arts, senior, community center(s) and/or active recreation and natural areas.	1.0	0%
2. Develop a plan for the Fuerst Farm property and begin implementation	2.3	30%
3. Update Parks Master Plan	3.3	46%
4. Explore valuation of the Landings property	3.4	48%

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