



CITY OF NOVI
Administrative ePacket
January 15, 2026

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For Your Information

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MEMORANDUM



TO: MAYOR FISCHER AND CITY COUNCIL
FROM: DANIELLE MAHONEY, ASSISTANT CITY MANAGER
SUBJECT: CITY COUNCIL 2026 DRAFT GOALS
DATE: JANUARY 15, 2026

On January 10, the City Council met to discuss and prioritize strategic, citywide goals intended to guide organizational focus, resource alignment, and policy direction in the coming years. Council discussed a broad range of goals and priorities, which were organized into two primary focus areas: City Services & Community Experience and Infrastructure, Economic and Community Development, and Financial Stewardship.

From that discussion, seven draft goals emerged. Staff subsequently refined and consolidated related items and formatted the goals to align with SMART criteria. These draft goals are being shared for Council review and feedback ahead of the January 26 City Council meeting, at which time Council will take action to finalize the strategic priorities. Council input at this stage will help refine the scope, clarify the outcomes, and ensure alignment with the Council's policy objectives before formal adoption.

City Services & Community Experience

1. *Bi-annual citizen survey:*

By the end of calendar year 2026, bring forward a comprehensive proposal to Council for implementing a new bi-annual citywide citizen survey (similar to the National Citizen Survey Novi previously used) to better measure resident satisfaction and inform City decision-making.

2. *Public Art & Placemaking Strategy*

By the end of FY 2026, develop and present a Citywide Public Art and Placemaking Strategy (in coordination with Planning, Community Development, and Parks, Recreation & Cultural Services and through the Cultural Arts Advisory Committee) that enhances the character of Novi's city centers, expands public art opportunities, and recommends zoning and policy mechanisms to incentivize privately displayed public art as a recognized public benefit.

As part of this effort, establish a dedicated Public Art Fund beginning in FY 2026, funded at approximately \$1 per resident annually from the General Fund with year-to-year rollover, supplemented by grants and private donations where feasible. The Cultural Arts Advisory Committee will develop and forward recommendations on public art locations, project concepts, and funding priorities for City Council review and approval.

3. City–School Collaboration & Community Facilities Planning

By the end of FY 2027, convene at least one joint public meeting between the Novi City Council and the Novi Community School District Board of Education to identify partnership opportunities that maximize community benefit, reduce duplicative services, and inform shared use of facilities, including community access associated with upcoming high school campus renovations.

Building on this collaboration, complete a Community and Recreation Center Needs and Scope Study by 2027 that assesses resident needs and service gaps; inventories existing City, school district, and partner facilities; incorporates structured coordination with the school district regarding recent and planned facility investments; and defines potential facility scope options with high-level, itemized cost estimates for future consideration and implementation.

Infrastructure, Economic and Community Development, and Financial Stewardship

4. Property Development Planning:

By the end of FY27, develop and formally vet a comprehensive property development and reuse strategy for key City-owned sites (including the Bosco “Back 40,” the ITC East property, and the existing Police Station site) to guide future development decisions, align with community and economic objectives, and ensure readiness for implementation once the new police facility is operational.

5. Economic Development Strategy:

By FY 2027, complete and implement a comprehensive reset of Novi's Economic Development Strategy to attract, retain, and grow a diverse mix of businesses, diversify the City's tax base beyond residential growth, and accelerate high-quality commercial and corporate investment - particularly within key opportunity areas such as the Twelve Mile Corridor and the M-5/Haggerty area.

Success will be measured by:

- Short-term (within 12 months): Adoption of a new, data-driven economic development strategy with clearly defined priorities, internal ownership, and staffing alignment.
- Mid-term (18–24 months): Increased business attraction and retention activity, strengthened partnerships (including the Novi Chamber and regional partners), and measurable growth in commercial investment and the non-residential tax base.

6. CIP millage renewal:

Bring forward the necessary planning, financial analysis, and approvals to place a renewal of Novi's current Capital Improvement Program (CIP) millage before voters in August 2026, with options for a 10- or 20-year term, to ensure financial sustainability of the capital program and avoid detrimental impacts to the General Fund.

7. *Five-Year Compensation & Benefits Cost Strategy:*

Develop and present a five-year compensation and benefits cost outlook for the City of Novi, including projected impacts, risk drivers, and recommended strategies to inform budget and labor planning decisions.

Council feedback on these draft goals is requested in advance of the January 26 City Council meeting. Input provided at this stage will help refine scope, confirm priorities, and ensure the goals are clearly defined and achievable. Once approved, staff will finalize the goals and incorporate them into organizational work planning, budget development, and implementation efforts. Council can also expect regular, quarterly progress updates, consistent with past strategic goal-tracking efforts.



CITY COUNCIL

Mayor

Justin Fischer

Mayor Pro Tem

Laura Marie Casey

David Staudt

Brian Smith

Matt Heintz

Priya Gurumurthy

Aaron Martinez

City Manager

Victor Cardenas

City Clerk

Cortney Hanson

City of Novi

45175 Ten Mile Road
Novi, Michigan 48375
248.347.0460
248.347.0577 fax

cityofnovi.org

December 19, 2025

Pulte Homes of Michigan, LLC
2800 Livernois Road, Building D, Ste. 32
Troy, MI 48083

Main Street Partnership, LLC
710 E. Ogden Avenue, Suite 420
Naperville, IL 60563

Luna Properties, LLC
42875 Grand River Avenue, Suite 201
Novi, MI 48375

Diversified Members Credit Union
1480 E. Jefferson Avenue
Detroit, MI 48207

RE: Main Street Area Streetlight Replacement
Rehabilitation Projects

Dear Main Street Property Owners:

This letter follows up on our very positive meeting on October 17, 2025, where we discussed the need for moving forward with a streetlight replacement project in the Main Street area and the *possibility* of combining that project with a coordinated effort to address deficiencies in the maintenance of the streetscape in the area (sidewalk and amenities) as part of one larger project intended to accomplish both things at the same time. More specifically, we talked about the possibility of expanding a lighting Special Assessment District, or SAD, into a *lighting and infrastructure SAD*, under which each of you, as property owners, would be assessed a proportionate share of the costs of the necessary lighting and infrastructure improvements in the area that could then be paid for by you over a period of time (typical SAD in Novi runs for 15 years). The City, as a property owner in the area, would bear its proportionate share of those improvements as well, outside of the SAD process.

FOLLOW UP FROM OCTOBER 17 MEETING

There appeared to be significant interest on the part of each of the property owners present at the meeting. Representatives of Pulte, unfortunately, were not present at the meeting, but were included in the original correspondence about this issue that resulted in the October 17 meeting, and are copied on this letter.

Mayor and Council –

Please see a correspondence sent to the owners of Main Street, following up on a meeting back in October regarding a concept of creating an SAD for new lighting and redoing the ROW/Sidewalks in that area. Staff met with them on 1/13 to review the numbers shared (attached). There was some pushback on the estimates shared. The owners asked for 2 weeks to provide the City with an answer, which was 1/30. All work and future obligations will be considered by the Corridor Improvement Authority (CIA).

- Victor

When we left the meeting, the City promised to get more information about the scope of a potential combined project and the cost of improvements. Although it took somewhat longer than we had hoped, we now have that information and I am attaching it to this letter for your information. Here are the important parts:

1. The lighting portion of the project would include replacement of 109 streetlights, with work to be done by DTE. The materials would include both new posts and new luminaires. **The cost of the improvements would be \$519,587.24.** This would be an "Option 1" municipal streetlight project, which means DTE would not only install the lights, but would provide the ongoing maintenance, including replacement/repair in the future.
2. The City's engineering consultant, AECOM, prepared the estimates for the portion of the project that would include reconstruction of the sidewalk and streetscape amenities. **The total cost for that work amounts to \$1,047,897.75.** As part of its task to estimate that cost, we had AECOM prepare some drawings to indicate what actually is happening and where within the right-of-way adjacent to your respective properties (and the City's fire station area property). All of that is color-coded in a manner that is hopefully clear to you in the attached document.

The bottom line from a cost point of view for each of the property owners, and for the City with respect to its property, is as follows:

Stakeholder Breakdown

DTE Fixture Count/Frontage	Single 39w LED Acorn Luminaires	Dual Crossarm 39w LED Acorn Luminaires	Square Post 149w LED Area Lights	Total Luminaires	DTE Estimate \$6747.88/Luminaire	AECOM Sidewalk/Streetscape	Total Per Stakeholder
Diversified Credit Union	4			4	\$26,991.52	\$64,683.04	\$91,674.56
Pulte	13	14		27	\$182,192.76	\$264,394.83	\$446,587.59
Mainstreet Partnership	10	9	5	24	\$161,949.12	\$237,952.05	\$399,901.17
City on Novi	12	4		16	\$107,966.08	\$316,899.51	\$424,865.59
Luna	6			6	\$40,487.28	\$163,968.32	\$204,455.60
Total	45	27	5	77	519,586.76	\$1,047,897.75	\$1,567,484.51

Note that the City—which has the maintenance obligations for the street between the curbs—will also be undertaking a mill and fill street repair from essentially Novi Road to Grand River. While not included in the materials attached, the City expects that project to cost around \$500,000. So, with that cost plus the City's streetscape/lighting costs for its property, the City would be participating in the total cost of the improvements in the areas in a rough amount of \$925,000—a significant investment in the area by the City.

As a last note on the topic of the SAD concept generally, I want to remind you of the other aspect of this project that we talked about as a potential and significant investment in the area by the City, which is the possibility that, at the end of the 15 year SAD period, when each of you as property owners/stakeholders has paid off your portion of the streetlight replacement and the sidewalk/amenity replacement, the City could take over responsibility for the entire right-of-way area—meaning not just the pavement between the curbs, but the streetlighting and the sidewalk/amenities. Hopefully, this is something that could be done through our existing Corridor Improvement Authority (CIA), but if not, the City itself could assume that responsibility if this project moves forward and we all agree on its specifics.

Each of you is aware of the document entitled “Exchange Agreement” from the late 1990s that is what makes you all individually responsible for the sidewalks and other amenities within the City’s right-of-way in front of your properties; although it has been amended over the years, it is still the source of your obligation to make and fund these improvements. If this SAD moves forward and the City determines to go ahead and take over all responsibility for the right-of-way and the streetscape improvements, your obligations under that Exchange Agreement would come to an end.

NEXT STEPS/SAD PROCESS

If the group decides to continue moving in this direction, approval of an SAD requires the Novi City Council to pass five (5) separate resolutions:

- **Resolution No. 1** directs the City Manager to have a registered professional engineer prepare preliminary plans, specifications, and costs of a proposed assessment district. Some of that work has obviously been done already to assist in your determination whether to move forward, but this information would be updated and formalized to a significant degree.
- **Resolution No. 2** is a determination of the necessity of the project by the City Council. Before the City Council can pass Resolution No. 2, it conducts a public hearing on the subject of necessity.
- **Resolution No. 3** comes after such a public hearing, and is a final determination of the necessity of the project and a direction to the City Assessor to make the special assessment roll.
- **Resolution No. 4** is the Council's acceptance of the special assessment roll, and a direction by the City Council to the City to schedule a public hearing on that assessment roll.

- **Resolution No. 5**, the final resolution, is an approval of an assessment roll following the public hearing.

As part of an SAD approval, there would be a written agreement that laid out the terms of payment, the nature of the assessment, penalties for non-payment, etc.

SUGGESTION FOR SECOND MEETING OF STAKEHOLDERS

My suggestion at this point is that we schedule another Zoom/Teams/in-person meeting to talk about the information attached to this letter and the potential continued interest by you as property owners in the Main Street area to proceed with the special assessment process. Again, I want to make clear that the **City does in fact intend to go through with the streetlight replacement SAD process regardless of whether we also do the sidewalks/amenities improvement project.** We are hoping to fold all of this together in one SAD, however, as opposed to conducting separate enforcement activity individually as to each property owner area under the Exchange Agreement. Financing that work over time, coupled with the (potential) eventual release of all of you from the Exchange Agreement is intended to be an incentive toward the overall SAD; but even if that fails, some work and enforcement activity will happen regardless.

I propose gathering for a meeting on Tuesday January 6th or January 13th at 4 p.m. Please contact me at your earliest convenience to either confirm which date works best for your schedule or provide some alternative potential meeting dates that you will be available.

I look forward to hearing from you and continuing our positive conversation from October.

Very truly yours,

A handwritten signature in black ink, appearing to read "Victor Cardenas", with a long, sweeping horizontal stroke extending to the right.

Victor Cardenas
City Manager

City of Novi
Main Street Full Reconstruct Sidewalk - Baseline Removals and Sidewalk Meeting the 1/4" or 10% Threshold.
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 67,626.63	\$ 67,626.63
2	Pre-Construction Audio-Visual	LS	1	\$ 2,500.00	\$ 2,500.00
3	Sidewalk, Rem, Modified	Syd	2846	\$ 10.00	\$ 28,460.00
4	Sidewalk, Conc, 4 inch	Sft	35334	\$ 5.00	\$ 176,670.00
5	Brick Pavers, Salv and Replace	Sft	1360	\$ 20.00	\$ 27,200.00
6	Brick Pavers, Rem	Syd	1115	\$ 20.00	\$ 22,297.78
7	Pavt, Rem, Modified	Syd	1266	\$ 15.00	\$ 18,990.00
8	Curb and Gutter, Rem, Modified	Ft	80	\$ 18.00	\$ 1,440.00
9	Excavation, Earth	Cyd	82	\$ 50.00	\$ 4,100.00
10	Rem, Salv, Replace Fence	Ft	115	\$ 100.00	\$ 11,500.00
11	Curb Ramp Opening, Conc	Ft	80	\$ 40.00	\$ 3,200.00
12	Aggregate Base, Conditioning	Syd	3002	\$ 5.00	\$ 15,010.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	1315	\$ 13.00	\$ 17,093.56
14	Granular Material, CI II	Cyd	71	\$ 40.00	\$ 2,840.00
15	Bollard, Rem	Ea	8	\$ 55.00	\$ 440.00
16	Masonry and Conc Structure, Rem	Cyd	35	\$ 85.00	\$ 2,975.00
17	Curb Ramp, Conc, 6 inch	Sft	1620	\$ 10.00	\$ 16,200.00
18	Detectable Warning Surface	Ft	85	\$ 60.00	\$ 5,100.00
19	DPW Structure Cover, Adj, Case 1	Ea	5	\$ 850.00	\$ 4,250.00
20	Tree, Grate Salv, Replace	Ea	35	\$ 500.00	\$ 17,500.00
21	Tree, Grate, Salv, Adj, Reinstall	Ea	8	\$ 1,000.00	\$ 8,000.00
22	Tree, Grate 5 x 5	Ea	37	\$ 4,500.00	\$ 166,500.00
23	Bench, Rem, Salv, Reinstall	Ea	3	\$ 1,500.00	\$ 4,500.00
24	Conc Bench, Rem	Ea	2	\$ 1,500.00	\$ 3,000.00
25	Bench	Ea	2	\$ 2,000.00	\$ 4,000.00
26	Tree	Ea	80	\$ 800.00	\$ 64,000.00
27	Tree Rem, Rem, 6 inch to 18 inch	Ea	85	\$ 300.00	\$ 25,500.00
28	Irrigation Work	LS	1	\$ 3,000.00	\$ 3,000.00
29	Hydraulic Cement for Patching	LS	1	\$ 5,000.00	\$ 5,000.00
30	Maintaining Traffic	LS	1	\$ 10,000.00	\$ 10,000.00
31	Surface Restoration	LS	1	\$ 5,000.00	\$ 5,000.00
	DTE Luminaires	Ea	77	\$ 6,747.88	\$ 519,586.76
	Base Bid Construction Cost				\$ 743,892.97
	Misc Items	10%			\$ 74,389.30
					\$ 818,282.26
	Design Engineering	9.50%			\$ 77,736.82
	Geotechnical	1.25%			\$ 10,228.53
	Design Contingency	10%			\$ 7,773.68
					\$ 95,739.02
	Construction Engineering	8.00%			\$ 65,462.58
	Materials Testing	2.00%			\$ 16,365.65
	Crew Days	\$ 800	55		\$ 44,000.00
	Construction Contingency	10%			\$ 6,546.26
					\$ 132,374.48
	SIDEWALK / STREETSCAPE COST				\$ 1,046,395.77
	TOTAL COST WITH DTE				\$ 1,565,982.53

Assumptions and Clarifications:

Full removal of all brick paver and stamped concrete sidewalk. Also full removal of sidewalk in the SE quad of Main & Novi, SW quad of Main & Grand River, SE quad of Main & Grand River. Uniform removal of sidewalk flags adjacent to existing tree grates and all dyed concrete to the ROW line. Spot removal of sidewalk that is deflected greater than 1/4" or cracked/deteriorated in more than 10% of the panel. Assumed DTE needs to remove 5x5 at each light pole location, which is to be replaced under this project.

Traffic control can be managed by closing parking lanes and managing two way traffic like with neighborhood roads when working in a lane.

Salvaging brick pavers for border around existing tree grates and new tree gates that will replace the planter boxes. Intersection bricks are staying in place, but some will be salvaged and replaced for damaged and shifted roadway intersection brick.

Conc Pavt, Misc, Nonreinf, 8" Pavt, Rem- This includes the section W side crosswalk concrete pavement section that will be removed and replaced due to cracking at the Main St / Main St intersection.

Curb and gutter Rem/ Curb Ramp includes the existing damaged curb and gutter areas only at sidewalk crossing locations

Masonry Conc Structure, Rem, includes the removal of the above ground planter boxes along with the removal of the two concrete benches and planter boxes.

Tree grates are being used where existing. New grates to replace planter boxes or tree locations that don't currently have them. Plus an estimated 10% miscellaneous quantity for existing grates that may be damaged.

All tree replacement species to be determined by the Novi Forester. Included trees in the estimate, but if desired, new trees could be re-planted by the city and timing coordinated with the Contractor. Or planted by the city after the work was done. Not removing and replacing trees done by Pulte.

2 Steel benches are to be replaced were the concrete benches are being removed.

Bench Rem and reinstall is to include the 3 steel benches at the intersection of Main and Main.

No additional considerations for DTE lighting.

Aggregate base conditioning under removed stamped and existing sidewalk items.

No need for signal / pushbutton work at Main / Grand River intersection.

Existing road signs in the sidewalk can be salvaged/not damaged and retained

Replacing all trees that are removed except for the SW and SE quads near the fire station & half of the trees in the east section south of Grand River

Estimated \$3,000 of irrigation work project wide to remove any irrigation pipe and sprinkler heads that are encountered. Will not be replacing

Pulte does the same work on the north side as they did on the south side and no new cracks / deflections need to be addressed.

Pavt, Rem also covers underneath existing brick paver. Locations currently exposed by Pulte have thick concrete base and thin HMA layer underneath.

Currently exposed is 4-6" concrete and 1" HMA base

City of Novi - Diversified Members Credit Union
Main Street Full Reconstruct Sidewalk - Baseline Removals and Sidewalk Meeting the 1/4" or 10% Threshold.
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 4,227.80	\$ 4,227.80
2	Pre-Construction Audio-Visual	LS	1	\$ 114.57	\$ 114.57
3	Sidewalk, Rem, Modified	Syd	33	\$ 10.00	\$ 330.00
4	Sidewalk, Conc, 4 inch	Sft	1301	\$ 5.00	\$ 6,505.00
5	Brick Pavers, Salv and Replace	Sft	102	\$ 20.00	\$ 2,040.00
6	Brick Pavers, Rem	Syd	96	\$ 20.00	\$ 1,913.33
7	Pavt, Rem, Modified	Syd	107	\$ 15.00	\$ 1,605.00
8	Curb and Gutter, Rem, Modified	Ft	0	\$ 18.00	\$ -
9	Excavation, Earth	Cyd	15	\$ 50.00	\$ 750.00
10	Rem, Salv, Replace Fence	Ft	0	\$ 100.00	\$ -
11	Curb Ramp Opening, Conc	Ft	0	\$ 40.00	\$ -
12	Aggregate Base, Conditioning	Syd	45	\$ 5.00	\$ 225.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	107	\$ 13.00	\$ 1,391.00
14	Granular Material, CI II	Cyd	6	\$ 40.00	\$ 240.00
15	Bollard, Rem	Ea	0	\$ 55.00	\$ -
16	Masonry and Conc Structure, Rem	Cyd	6	\$ 85.00	\$ 510.00
17	Curb Ramp, Conc, 6 inch	Sft	0	\$ 10.00	\$ -
18	Detectable Warning Surface	Ft	0	\$ 60.00	\$ -
19	DPW Structure Cover, Adj, Case 1	Ea	0	\$ 850.00	\$ -
20	Tree, Grate Salv, Replace	Ea	2	\$ 500.00	\$ 1,000.00
21	Tree, Grate, Salv, Adj, Reinstall	Ea	0	\$ 1,000.00	\$ -
22	Tree, Grate 5 x 5	Ea	4	\$ 4,500.00	\$ 18,000.00
23	Bench, Rem, Salv, Reinstall	Ea	0	\$ 1,500.00	\$ -
24	Bench	Ea	0	\$ 2,000.00	\$ -
25	Tree	Ea	6	\$ 800.00	\$ 4,800.00
26	Tree Rem, Rem, 6 inch to 18 inch	Ea	6	\$ 300.00	\$ 1,800.00
27	Irrigation Work	LS	1	\$ 137.49	\$ 137.49
28	Hydraulic Cement for Patching	LS	1	\$ 229.15	\$ 229.15
29	Maintaining Traffic	LS	1	\$ 458.29	\$ 458.29
30	Surface Restoration	LS	1	\$ 229.15	\$ 229.15
	DTE Luminaires	Ea	4	\$ 6,747.88	\$ 26,991.52
	Base Bid Construction Cost			\$	46,505.78
	Misc Items	10%		\$	4,650.58
				\$	51,156.35
	Design Engineering	9.50%		\$	4,859.85
	Geotechnical	1.25%		\$	639.45
	Design Contingency	10%		\$	485.99
				\$	5,985.29
	Construction Engineering	8.00%		\$	4,092.51
	Materials Testing	2.00%		\$	1,023.13
	Crew Days	\$ 800	2.52	\$	2,016.50
	Construction Contingency	10%		\$	409.25
				\$	7,541.39
	SIDEWALK / STREETSCAPE COST			\$	64,683.04
	TOTAL COST WITH DTE			\$	91,674.56

City of Novi - Pulte Combined
Main Street Full Reconstruct Sidewalk - Baseline Removals and Sidewalk Meeting the 1/4" or 10% Threshold.
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 16,474.38	\$ 16,474.38
2	Pre-Construction Audio-Visual	LS	1	\$ 1,147.92	\$ 1,147.92
3	Sidewalk, Rem, Modified	Syd	779	\$ 10.00	\$ 7,790.00
4	Sidewalk, Conc, 4 inch	Sft	7474	\$ 5.00	\$ 37,370.00
5	Brick Pavers, Salv and Replace	Sft	612	\$ 20.00	\$ 12,240.00
6	Brick Pavers, Rem	Syd	122	\$ 20.00	\$ 2,440.00
7	Pavt, Rem, Modified	Syd	122	\$ 15.00	\$ 1,830.00
8	Curb and Gutter, Rem, Modified	Ft	8	\$ 18.00	\$ 144.00
9	Excavation, Earth	Cyd	0	\$ 50.00	\$ -
10	Rem, Salv, Replace Fence	Ft	0	\$ 100.00	\$ -
11	Curb Ramp Opening, Conc	Ft	8	\$ 40.00	\$ 320.00
12	Aggregate Base, Conditioning	Syd	835	\$ 5.00	\$ 4,175.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	122	\$ 13.00	\$ 1,586.00
14	Granular Material, CI II	Cyd	1	\$ 40.00	\$ 40.00
15	Bollard, Rem	Ea	0	\$ 55.00	\$ -
16	Masonry and Conc Structure, Rem	Cyd	0	\$ 85.00	\$ -
17	Curb Ramp, Conc, 6 inch	Sft	0	\$ 10.00	\$ -
18	Detectable Warning Surface	Ft	0	\$ 60.00	\$ -
19	DPW Structure Cover, Adj, Case 1	Ea	0	\$ 850.00	\$ -
20	Tree, Grate Salv, Replace	Ea	23	\$ 500.00	\$ 11,500.00
21	Tree, Grate, Salv, Adj, Reinstall	Ea	7	\$ 1,000.00	\$ 7,000.00
22	Tree, Grate 5 x 5	Ea	6	\$ 4,500.00	\$ 27,000.00
23	Bench, Rem, Salv, Reinstall	Ea	0	\$ 1,500.00	\$ -
24	Bench	Ea	0	\$ 2,000.00	\$ -
25	Tree	Ea	36	\$ 800.00	\$ 28,800.00
26	Tree Rem, Rem, 6 inch to 18 inch	Ea	36	\$ 300.00	\$ 10,800.00
27	Irrigation Work	LS	1	\$ 1,377.50	\$ 1,377.50
28	Hydraulic Cement for Patching	LS	1	\$ 2,295.84	\$ 2,295.84
29	Maintaining Traffic	LS	1	\$ 4,591.68	\$ 4,591.68
30	Surface Restoration	LS	1	\$ 2,295.84	\$ 2,295.84
	DTE Luminaires	Ea	27	\$ 6,747.88	\$ 182,192.76
	Base Bid Construction Cost			\$	181,218.15
	Misc Items	10%		\$	18,121.82
				\$	199,339.97
	Design Engineering	9.50%		\$	18,937.30
	Geotechnical	1.25%		\$	2,491.75
	Design Contingency	10%		\$	1,893.73
				\$	23,322.78
	Construction Engineering	8.00%		\$	15,947.20
	Materials Testing	2.00%		\$	3,986.80
	Crew Days	\$ 800	25.25	\$	20,203.37
	Construction Contingency	10%		\$	1,594.72
				\$	41,732.09
	SIDEWALK / STREETSCAPE COST			\$	264,394.83
	TOTAL COST WITH DTE			\$	446,587.59

City of Novi - Mainstreet Partnership
Main Street Full Reconstruct Sidewalk - SE and SW Quads of Main St Intersection
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 15,518.85	\$ 15,518.85
2	Pre-Construction Audio-Visual	LS	1	\$ 450.22	\$ 450.22
3	Sidewalk, Rem, Modified	Syd	570	\$ 10.00	\$ 5,700.00
4	Sidewalk, Conc, 4 inch	Sft	6965	\$ 5.00	\$ 34,825.00
5	Brick Pavers, Salv and Replace	Sft	340	\$ 20.00	\$ 6,800.00
6	Brick Pavers, Rem	Syd	229	\$ 20.00	\$ 4,584.44
7	Pavt, Rem, Modified	Syd	267	\$ 15.00	\$ 4,005.00
8	Curb and Gutter, Rem, Modified	Ft	6	\$ 18.00	\$ 108.00
9	Excavation, Earth	Cyd	36	\$ 50.00	\$ 1,800.00
10	Rem, Salv, Replace Fence	Ft	0	\$ 100.00	\$ -
11	Curb Ramp Opening, Conc	Ft	6	\$ 40.00	\$ 240.00
12	Aggregate Base, Conditioning	Syd	607	\$ 5.00	\$ 3,035.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	267	\$ 13.00	\$ 3,473.89
14	Granular Material, CI II	Cyd	15	\$ 40.00	\$ 600.00
15	Bollard, Rem	Ea	0	\$ 55.00	\$ -
16	Masonry and Conc Structure, Rem	Cyd	15	\$ 85.00	\$ 1,275.00
17	Curb Ramp, Conc, 6 inch	Sft	540	\$ 10.00	\$ 5,400.00
18	Detectable Warning Surface	Ft	30	\$ 60.00	\$ 1,800.00
19	DPW Structure Cover, Adj, Case 1	Ea	3	\$ 850.00	\$ 2,550.00
20	Tree, Grate Salv, Replace	Ea	10	\$ 500.00	\$ 5,000.00
21	Tree, Grate, Salv, Adj, Reinstall	Ea	1	\$ 1,000.00	\$ 1,000.00
22	Tree, Grate 5 x 5	Ea	10	\$ 4,500.00	\$ 45,000.00
23	Bench, Rem, Salv, Reinstall	Ea	0	\$ 1,500.00	\$ -
24	Conc Bench, Rem	Ea	0	\$ 1,500.00	\$ -
25	Bench	Ea	0	\$ 2,000.00	\$ -
26	Tree	Ea	21	\$ 800.00	\$ 16,800.00
27	Tree Rem, Rem, 6 inch to 18 inch	Ea	22	\$ 300.00	\$ 6,600.00
28	Irrigation Work	LS	1	\$ 540.26	\$ 540.26
29	Hydraulic Cement for Patching	LS	1	\$ 900.43	\$ 900.43
30	Maintaining Traffic	LS	1	\$ 1,800.87	\$ 1,800.87
31	Surface Restoration	LS	1	\$ 900.43	\$ 900.43
	DTE Luminaires	Ea	24	\$ 6,747.88	\$ 161,949.12
	Base Bid Construction Cost			\$	170,707.40
	Misc Items	10%		\$	17,070.74
				\$	187,778.14
	Design Engineering	9.50%		\$	17,838.92
	Geotechnical	1.25%		\$	2,347.23
	Design Contingency	10%		\$	1,783.89
				\$	21,970.04
	Construction Engineering	8.00%		\$	15,022.25
	Materials Testing	2.00%		\$	3,755.56
	Crew Days	\$ 800	9.90	\$	7,923.82
	Construction Contingency	10%		\$	1,502.23
				\$	28,203.86
	SIDEWALK / STREETScape COST			\$	237,952.05
	TOTAL COST WITH DTE			\$	399,901.17

City of Novi - Novi Combined
Main Street Full Reconstruct Sidewalk - SE and SW Quads of Main St Intersection
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 20,833.43	\$ 20,833.43
2	Pre-Construction Audio-Visual	LS	1	\$ 460.00	\$ 460.00
3	Sidewalk, Rem, Modified	Syd	751	\$ 10.00	\$ 7,510.00
4	Sidewalk, Conc, 4 inch	Sft	10877	\$ 5.00	\$ 54,385.00
5	Brick Pavers, Salv and Replace	Sft	238	\$ 20.00	\$ 4,760.00
6	Brick Pavers, Rem	Syd	474	\$ 20.00	\$ 9,471.11
7	Pavt, Rem, Modified	Syd	500	\$ 15.00	\$ 7,500.00
8	Curb and Gutter, Rem, Modified	Ft	27	\$ 18.00	\$ 486.00
9	Excavation, Earth	Cyd	22	\$ 50.00	\$ 1,100.00
10	Rem, Salv, Replace Fence	Ft	115	\$ 100.00	\$ 11,500.00
11	Curb Ramp Opening, Conc	Ft	27	\$ 40.00	\$ 1,080.00
12	Aggregate Base, Conditioning	Syd	793	\$ 5.00	\$ 3,965.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	532	\$ 13.00	\$ 6,910.22
14	Granular Material, CI II	Cyd	29	\$ 40.00	\$ 1,160.00
15	Bollard, Rem	Ea	0	\$ 55.00	\$ -
16	Masonry and Conc Structure, Rem	Cyd	9	\$ 85.00	\$ 765.00
17	Curb Ramp, Conc, 6 inch	Sft	630	\$ 10.00	\$ 6,300.00
18	Detectable Warning Surface	Ft	35	\$ 60.00	\$ 2,100.00
19	DPW Structure Cover, Adj, Case 1	Ea	1	\$ 850.00	\$ 850.00
20	Tree, Grate Salv, Replace	Ea	0	\$ 500.00	\$ -
21	Tree, Grate, Salv, Adj, Reinstall	Ea	0	\$ 1,000.00	\$ -
22	Tree, Grate 5 x 5	Ea	14	\$ 4,500.00	\$ 63,000.00
23	Bench, Rem, Salv, Reinstall	Ea	3	\$ 1,500.00	\$ 4,500.00
24	Conc Bench, Rem	Ea	0	\$ 1,500.00	\$ -
25	Bench	Ea	0	\$ 2,000.00	\$ -
26	Tree	Ea	14	\$ 800.00	\$ 11,200.00
27	Tree Rem, Rem, 6 inch to 18 inch	Ea	17	\$ 300.00	\$ 5,100.00
28	Irrigation Work	LS	1	\$ 552.00	\$ 552.00
29	Hydraulic Cement for Patching	LS	1	\$ 920.00	\$ 920.00
30	Maintaining Traffic	LS	1	\$ 1,839.99	\$ 1,839.99
31	Surface Restoration	LS	1	\$ 920.00	\$ 920.00
	DTE Luminaires	Ea	16	\$ 6,747.88	\$ 107,966.08
	Base Bid Construction Cost			\$	229,167.75
	Misc Items	10%		\$	22,916.77
				\$	252,084.52
	Design Engineering	9.50%		\$	23,948.03
	Geotechnical	1.25%		\$	3,151.06
	Design Contingency	10%		\$	2,394.80
				\$	29,493.89
	Construction Engineering	8.00%		\$	20,166.76
	Materials Testing	2.00%		\$	5,041.69
	Crew Days	\$ 800	10.12	\$	8,095.97
	Construction Contingency	10%		\$	2,016.68
				\$	35,321.10
	SIDEWALK / STREETScape COST			\$	316,899.51
	TOTAL COST WITH DTE			\$	424,865.59

City of Novi - Luna Combined
Main Street Full Reconstruct Sidewalk - SE and SW Quads of Main St Intersection
Sidewalk Removal and Replacement
Preliminary Estimate of Cost
11/20/2025

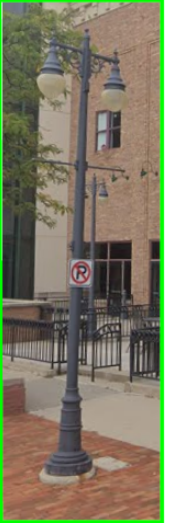
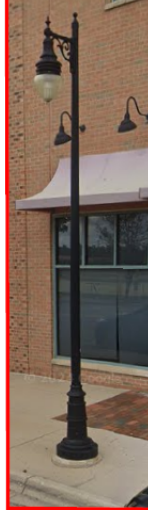
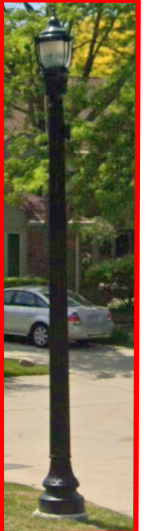
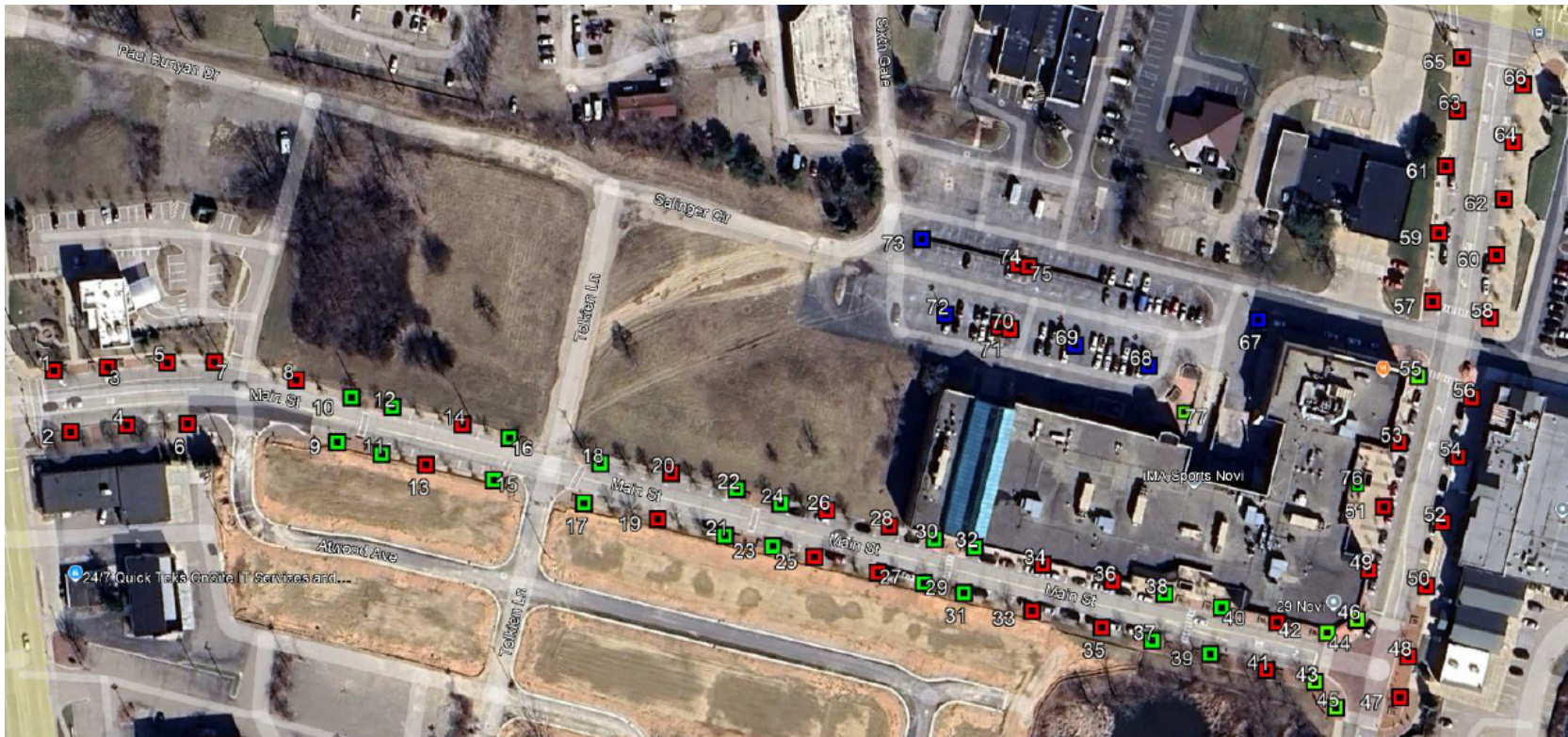
Item No.	Item Description	Unit	Quantity	Unit Price	Total Cost
1	Mobilization (10%)	LS	1	\$ 10,677.13	\$ 10,677.13
2	Pre-Construction Audio-Visual	LS	1	\$ 324.24	\$ 324.24
3	Sidewalk, Rem, Modified	Syd	730	\$ 10.00	\$ 7,300.00
4	Sidewalk, Conc, 4 inch	Sft	8821	\$ 5.00	\$ 44,105.00
5	Brick Pavers, Salv and Replace	Sft	51	\$ 20.00	\$ 1,020.00
6	Brick Pavers, Rem	Syd	266	\$ 20.00	\$ 5,326.67
7	Pavt, Rem, Modified	Syd	272	\$ 15.00	\$ 4,080.00
8	Curb and Gutter, Rem, Modified	Ft	44	\$ 18.00	\$ 792.00
9	Excavation, Earth	Cyd	11	\$ 50.00	\$ 550.00
10	Rem, Salv, Replace Fence	Ft	0	\$ 100.00	\$ -
11	Curb Ramp Opening, Conc	Ft	44	\$ 40.00	\$ 1,760.00
12	Aggregate Base, Conditioning	Syd	747	\$ 5.00	\$ 3,735.00
13	Aggregate Base, 21AA Limestone, 4 inch	Syd	272	\$ 13.00	\$ 3,540.33
14	Granular Material, CI II	Cyd	16	\$ 40.00	\$ 640.00
15	Bollard, Rem	Ea	8	\$ 55.00	\$ 440.00
16	Masonry and Conc Structure, Rem	Cyd	5	\$ 85.00	\$ 425.00
17	Curb Ramp, Conc, 6 inch	Sft	360	\$ 10.00	\$ 3,600.00
18	Detectable Warning Surface	Ft	20	\$ 60.00	\$ 1,200.00
19	DPW Structure Cover, Adj, Case 1	Ea	1	\$ 850.00	\$ 850.00
20	Tree, Grate Salv, Replace	Ea	0	\$ 500.00	\$ -
21	Tree, Grate, Salv, Adj, Reinstall	Ea	0	\$ 1,000.00	\$ -
22	Tree, Grate 5 x 5	Ea	3	\$ 4,500.00	\$ 13,500.00
23	Bench, Rem, Salv, Reinstall	Ea	0	\$ 1,500.00	\$ -
24	Conc Bench, Rem	Ea	2	\$ 1,500.00	\$ 3,000.00
25	Bench	Ea	2	\$ 2,000.00	\$ 4,000.00
26	Tree	Ea	3	\$ 800.00	\$ 2,400.00
27	Tree Rem, Rem, 6 inch to 18 inch	Ea	4	\$ 300.00	\$ 1,200.00
28	Irrigation Work	LS	1	\$ 389.09	\$ 389.09
29	Hydraulic Cement for Patching	LS	1	\$ 648.48	\$ 648.48
30	Maintaining Traffic	LS	1	\$ 1,296.96	\$ 1,296.96
31	Surface Restoration	LS	1	\$ 648.48	\$ 648.48
	DTE Luminaires	Ea	6	\$ 6,747.88	\$ 40,487.28
	Base Bid Construction Cost			\$	117,448.38
	Misc Items	10%		\$	11,744.84
				\$	129,193.22
	Design Engineering	9.50%		\$	12,273.36
	Geotechnical	1.25%		\$	1,614.92
	Design Contingency	10%		\$	1,227.34
				\$	15,115.61
	Construction Engineering	8.00%		\$	10,335.46
	Materials Testing	2.00%		\$	2,583.86
	Crew Days	\$ 800	7.13	\$	5,706.63
	Construction Contingency	10%		\$	1,033.55
				\$	19,659.50
	SIDEWALK / STREETScape COST			\$	163,968.32
	TOTAL COST WITH DTE			\$	204,455.60

Stakeholder Breakdown

DTE Fixture Count/Frontage	Single 39w LED Acorn Luminaires	Dual Crossarm 39w LED Acorn Luminaires	Square Post 149w LED Area Lights	Total Luminaires	DTE Estimate \$6747.88/Luminaire	AECOM Sidewalk/Streetscape	Total Per Stakeholder
Diversified Credit Union	4			4	\$26,991.52	\$64,683.04	\$91,674.56
Pulte	13	14		27	\$182,192.76	\$264,394.83	\$446,587.59
Mainstreet Partnership	10	9	5	24	\$161,949.12	\$237,952.05	\$399,901.17
City on Novi	12	4		16	\$107,966.08	\$316,899.51	\$424,865.59
Luna	6			6	\$40,487.28	\$163,968.32	\$204,455.60
Total	45	27	5	77	519,586.76	\$1,047,897.75	\$1,567,484.51

Existing Lighting

Proposed Lighting





October 22, 2025

City of Novi
26300 Lee BeGole Dr
Novi, MI 48375

Re: Proposed Streetlighting-Main St

I have completed the review of your request for the proposed lighting and have prepared a cost estimate for the installation of one hundred and seven (109) streetlights. I am proposing the installation of forty-five (45), 12’ decorative fiberglass posts with forty-five (45) 39w LED acorn luminaires. Twenty-seven (27), 12’ decorative fiberglass posts with dual crossarm and fifty (54) 39w LED acorn luminaires. Five (5), 20’ square posts mounted on high-band foundations and ten (10), 149w LED Area lights. Posts and luminaires to have a black finish. Streetlights to be fed by underground cable.

The costs are based on the Option 1 Municipal Street Light rate, where DTE Energy installs, owns, and maintains the lighting system. The rate requires a portion of the construction costs be paid by the customer, which is determined by the following formula.

Underground fed (109) LED Luminaires

Annual Operating Cost	\$26,760.92
Costs to Construct	\$599,870.00
3yr Revenue Credit	(\$80,282.76)
Contribution from the City of Novi	\$519,587.24

The price quoted shall be in effect for a period of six months from the date of this letter, after which these costs will no longer be valid.

Please contact me for a streetlighting agreement if you would like to proceed with the above installation.

Please call if you have questions, 734-397-4017.

Sincerely,
Brandon R. Faron
Brandon R. Faron
Account Manager
Community Lighting

Landscaping boxes:
8' x 8' w/ 1' cap
22" tall
6" thick wall
1' wide x 4" tall cap

- Full brick removal
- Full sidewalk removal
- Full stamped removal
- Pavement removal

- Brick rehab
- Spot sidewalk removal*

* Spot sidewalk removal thresholds: more than 0.25" deflection between panels and/or significant cracking or deterioration of more than 10% of an individual panel.

Uniform removals not pictured:
- 5' square at all street light locations.
- All existing raised tree boxes and tree grates. All trees grates to be moved to be adjacent to the back of curb with a 1' brick border surrounding them.
- All dyed concrete to the ROW line.



1/4 - 3/8" def
5 x 5

3/8" def
5 x 5

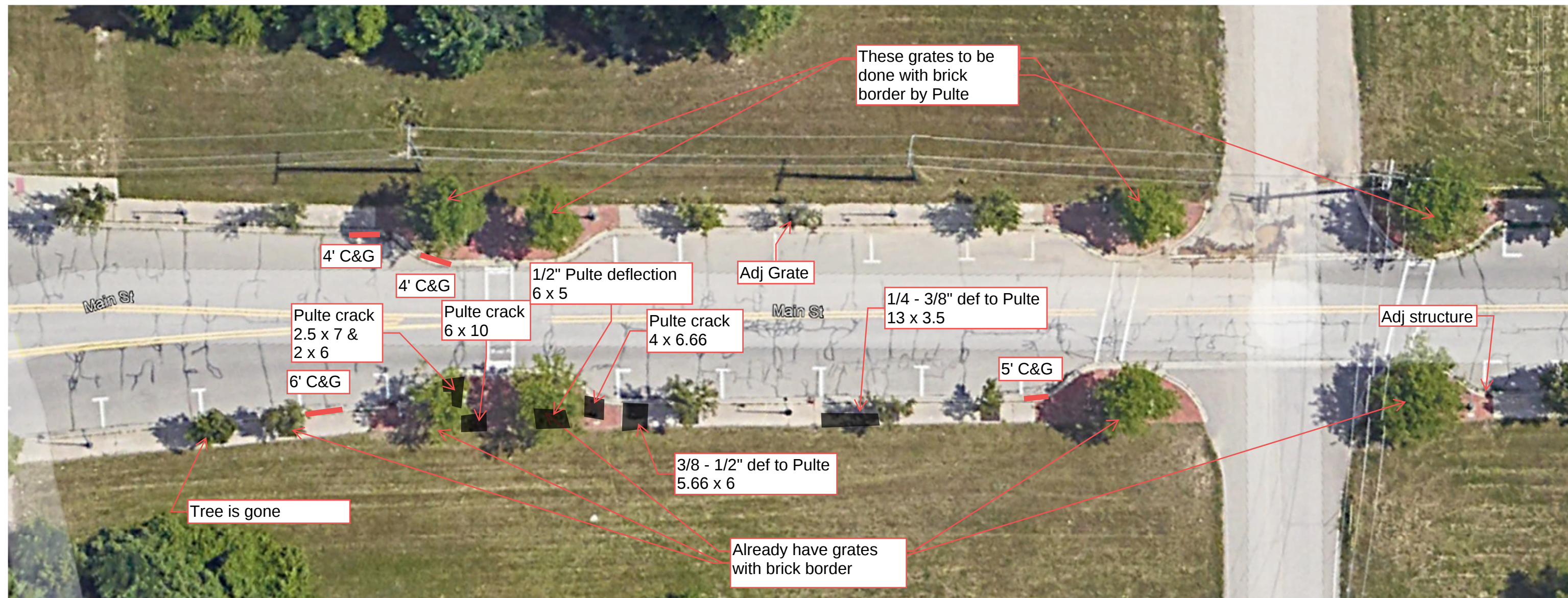
1/4" def
5 x 9.66

1/4" def
5 x 9.66

5' x 5.5' panel w/
crack. Will be
done by Pulte?

6' C&G

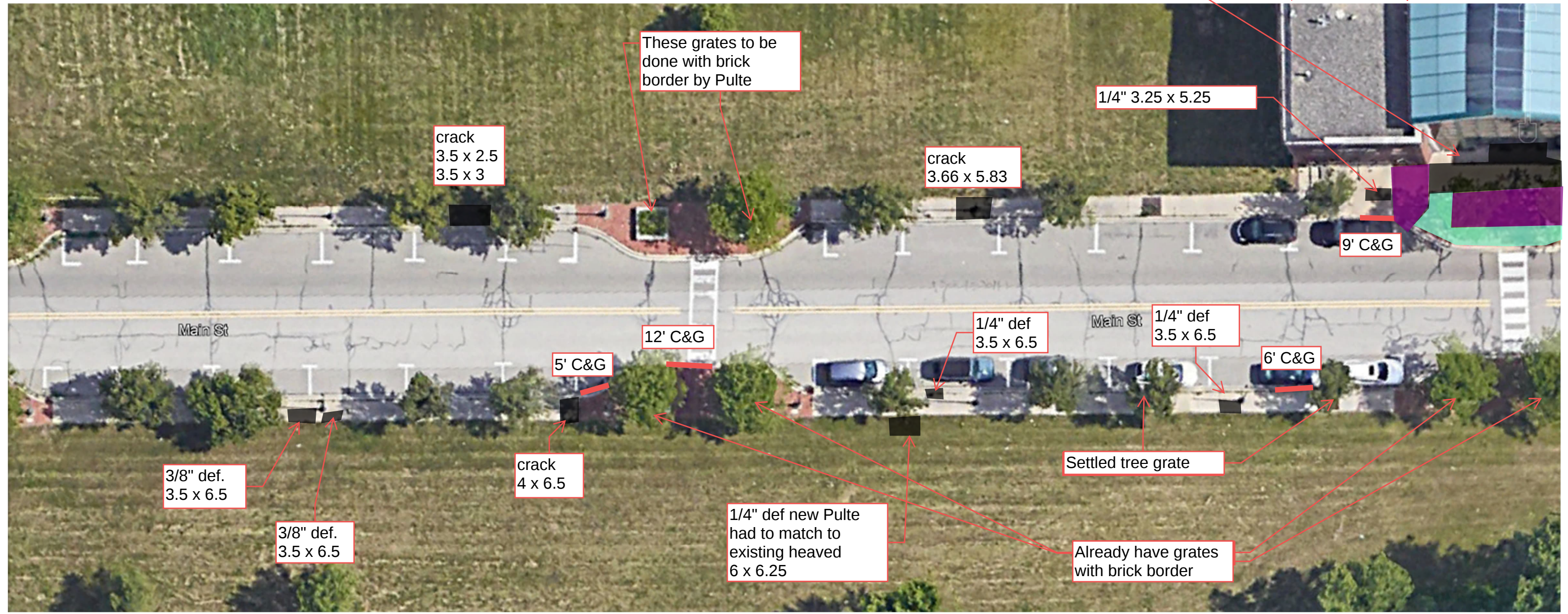
Cracked & deflected
Pulte
4.5 x 8.33 &
27 x 9 &
6.5 x 4.33 &
9 x 9 triangle



8' 4" x 4'
& 2' 2" x 4'
& 2' 2" x 4' triangle
minimum on inset @ building face.

Whole frontage is settled from
main sidewalk area. > 1/4"
6.5 x 45

33.5' W. Takada DDS 40' Atrium of Novi



3/8" def.
3.5 x 6.5

3/8" def.
3.5 x 6.5

crack
4 x 6.5

5' C&G

12' C&G

1/4" def new Pulte
had to match to
existing heaved
6 x 6.25

1/4" def
3.5 x 6.5

Settled tree grate

Already have grates
with brick border

6' C&G

1/4" def
3.5 x 6.5

Main St

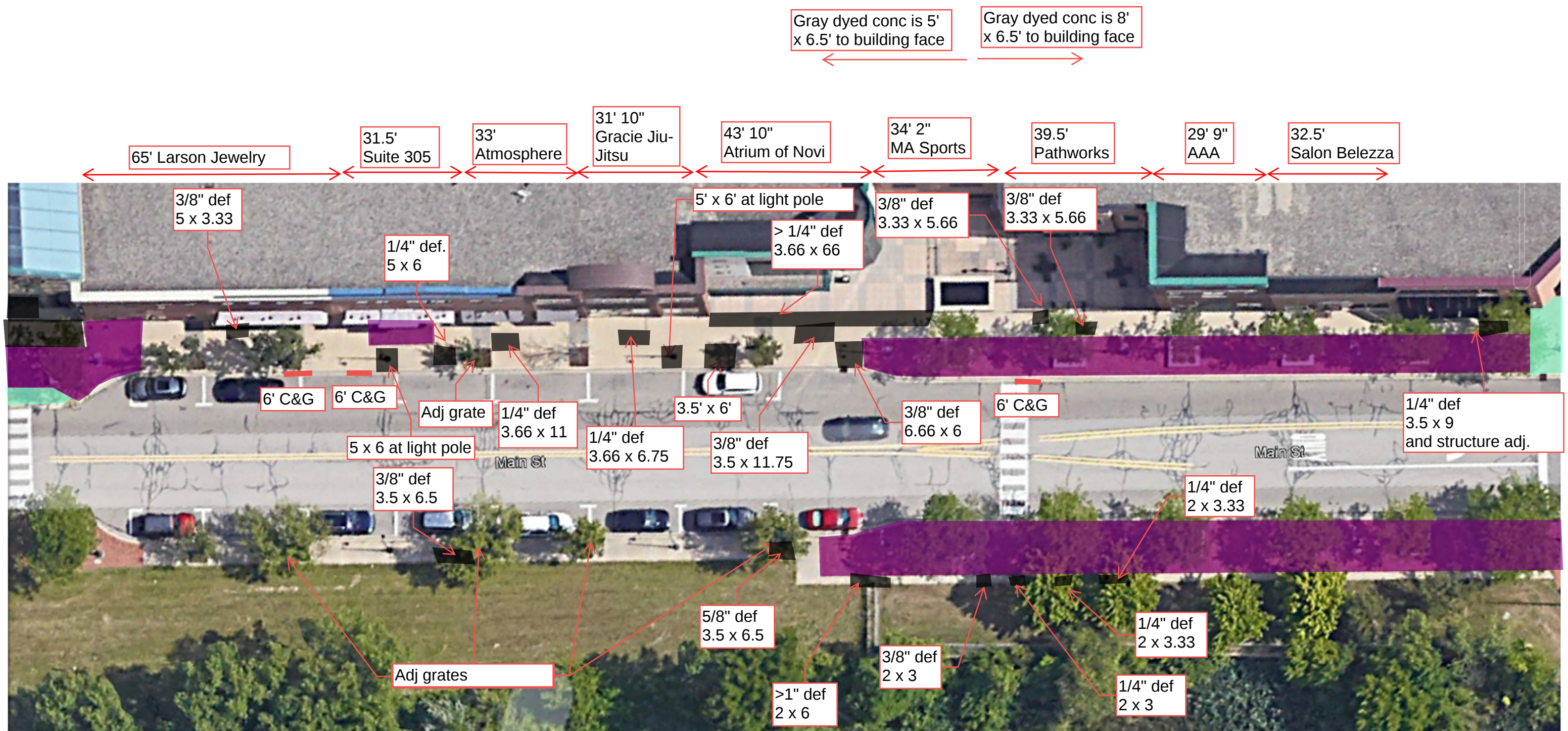
1/4" 3.25 x 5.25

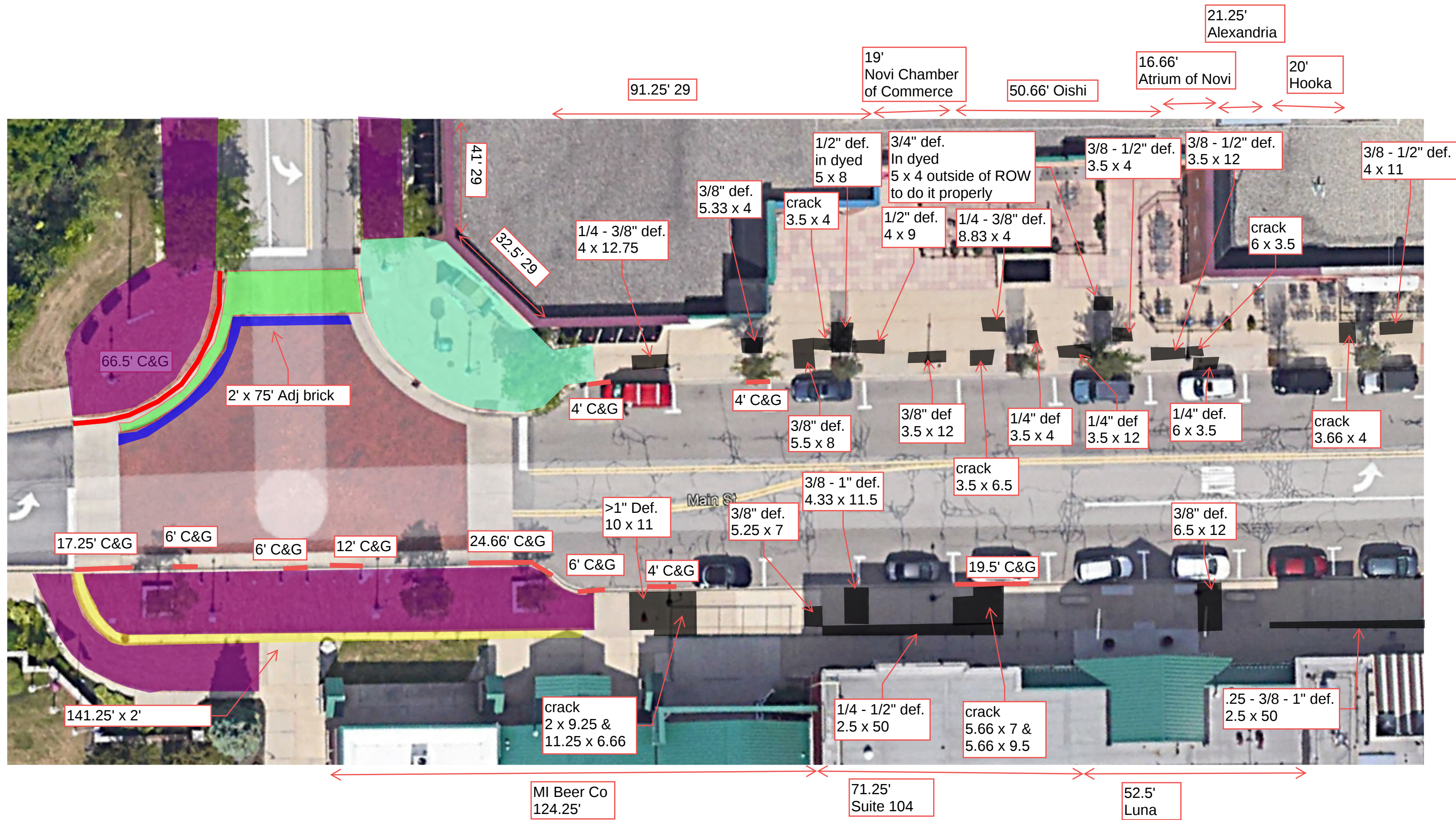
9' C&G

crack
3.5 x 2.5
3.5 x 3

These grates to be
done with brick
border by Pulte

crack
3.66 x 5.83





41.25'
Hyderabaad

3/4" def.
dyed
5 x 7.66

1/4" def.
5 x 7.66

crack
5.5 x 4
and structure adj

53' C&G

9.5' C&G

1/4" def.
4 x 6.5

10.5' M

Main St

crack
6.25 x 7.5

11.33' C&G

6.33' C&G

12' C&G

6' C&G

67.25'
Broadway Salon



City of Novi - Project Status Overview

Status Summary

Novi City Council Weekly Update #48

As of:

1/14/2026

Overall
Status

In progress

PMR Previous Activities (October 2024 – December 2025)

PMR Procurement Activities

- ~~Technology Consultant mandatory pre-proposal meeting occurred on 1/6/26. Guidepost Solutions, Commtech Design, Howell Design Group and Convergent were in attendance.~~
- Proposals due 1/20/26

Design

- ~~City of Novi provided design feedback to PMR re Dallas public safety tours.~~
- Bi-weekly design meetings continue to occur on Mondays

Other

- ~~Owner's Meeting between City/PMR occurred on 1/5/26.~~
- Christman contract executed 1/12/26
- PMR has revised budget to reflect expenditures to date and future projections.

Upcoming Activities

Governance

- City Council's anticipated approvals consist of ~~1) Owner's Rep;~~ 2) A/E firm; ~~3) CM firm (complete);~~ 4) Technology firm; 5) Governance Documents/Program budget; 6) Schematic design; 7) Design development; 8) Furniture vendor; 9) Contractor bid packages; 10) Change orders in excess of \$100,000 and/or CO's that exceed project contingency or program budget.
- This discussion item will occur at a FAC meeting on January 20, 2026.

Design

- A/E team will be in Novi on 1/28/26.
- City would like HED to coordinate a community Neighbors Meeting for the new FS 2 and FS 3 sites.
- Tentative Design Timeline:
 - Program Validation & Concept Design: Dec 2025 – March 2026
 - Schematic Design: March 2026 – August 2026
 - Design Development: August 2026 – January 2027
 - Construction Documents: February 2027 – June 2027

Bond

- PMR and City to meet with PFM to discuss bond schedule on 1/16/26

Areas for Discussion

Site Due Diligence / Budget Items Checklist:

- City / PMR to review Due Care Plan and strategize path forward.
- C. Boulard identifying potential woodlands issues with sites.

City of Novi Road Project

- Approx. \$20 million, which includes property acquisition and utilities (\$11.5 million "construction cost" for the road itself)
- PMR's assumption is that it is responsible for activities within the project sites, and that utilities are available at lot line; if not, City/OHM coordination needed with road project to ensure PSB and FS project sites are ready with utilities.
- City will be responsible for wetlands, contaminated soils and land clearing of the identified spoils pile at the Public Safety Building Site (if needed), and relocation and/or improvements of public utilities adjacent at Lee Begole Drive to facilitate the road improvements and PSB project.
- City planning on bidding road project in Spring 2026.
- Follow-up meetings between PMR, City, HED and OHM are currently being scheduled.

Procurement and Contracts

- One year of design leading to a package for bid in Fall 2026 and construction in 2027.
- Site work/land clearing to occur 3rd Quarter 2026 (some tree clearing and dirt removal is currently underway at PSB site)
- Fire Stations to be completed before PSB.
- PMR seeking approval of Technology Consultant in February, and Furniture, Fixtures and Equipment (FFE) in 1st Quarter 2026.

Other

- The next PMR Owner's Meeting with Novi will be on 2/2/26.
- City to tour Lansing Public Safety project with Christman in Q1 2026.

Public Safety Buildings Project (continued)

In addition to the activities reported by PMR, please see the additional updates:

Public Safety HQ Site

January 19, 2025





City of Novi – Strategic Plan Status Update

As of: 1/15/2026

Launch	Discovery	Visioning	Scenarios / Strategies	Crafting the Plan
Completed	Underway	Mar-Apr	May-Jun	Jul-Oct

Recent Progress	Upcoming Efforts / Engagements
- Completed demos with three digital engagement platforms - Finalized dates for first in-person visit (February 9-10), including - Internal Project Team Workshop - Council Update and Presentation - Senior Leadership Team Meeting - Long Range Planning Committee Meeting - Began planning for roll-out of initial public-facing engagement, including: - first general public survey, - stakeholder questionnaire, - Sounding Board (previously Pulse Panel) invitations and membership - e-newsletter announcement	- Review environmental scan draft - Engagement invitations and communications - Draft workshop agendas - Preview of Council presentation with LRPC - Invitations to Sounding Board members - Draft Questionnaire for key stakeholders and general public - Digital engagement hub build-out (vendor or in-house)

Input Needed
Finalized dates for all in-person events (workshops, presentations, pop-ups, plan reveal/celebration)

Buzz Report

January 15, 2026



Hot Topics:

- **Tree Removals on 14 Mile Rd**

We have received some resident concern regarding the Great Lakes Water Authority (GLWA) has marked a large number of large trees in the County Right-of-Way along the south side of 14 Mile Road west of M-5 for removal as part of the upcoming water main project. Our [Woodland Protection Ordinance Section 37-27\(9\)](#), exempts them from the usual tree replacement requirement as the work is in connection with an essential utility. Additionally, Oakland County has purview over the permitting of this Right-of-Way. **GLWA has indicated that they plan to replace the trees in accordance with the Novi Woodland Protection Ordinance as part of their overall restoration work in the spring.**

- **Emergency Assistance Food Distribution**

The City of Novi serves as a front-line distribution site for emergency food assistance through organizations like Focus: HOPE and the USDA's TEFAP (The Emergency Food Assistance Program). Food assistance programs overall have been significantly impacted by the recent federal government shutdown. Staffing reductions, transportation disruptions, and delivery delays have slowed operations. In addition, the federally allocated program budget has decreased, despite rising food costs and increased community need. As a result, sites (including Novi) are receiving fewer food items per distribution. This is a widespread issue affecting all participating locations.

- **Eight Mile Bridge over CSX Railroad**

City staff recently attended a virtual pre-construction conference with the Wayne County Department of Public Services (WCDPS) and their contractor, E. C. Korneffel Company, regarding the \$3M bridge deck replacement project on 8 Mile Road over the CSX Railroad. The tentative schedule is to close the bridge completely on March 2, 2026, and to reopen for traffic on August 15, 2026 (5 ½ months). Access from Novi Road and to Brickscape Drive will remain open throughout the construction.

Community and Economic Development Project Updates:

Map of Development projects

- **Economic Development Efforts**

With the new City Council Goal, we'll begin to share more regularly our efforts in this area:

As the North American Auto Show kicks off in Detroit, a few Novi Companies have held Technology Showcases, bringing customers onsite to showcase demos and more. It was shared with the City of Novi staff that, having become more common, they can avoid the cost of a costly display at the Consumer Electronics Show (CES) by simply bringing it to their home offices and achieving the same goals. Two showcases were attended this week by Novi staff:

- **KPIT - 21333 Haggerty Rd #100 (full first floor)**

<https://www.kpit.com/>

200 employees here in Novi

KPIT is reimagining the future of mobility, forging ahead with group companies and partners to shape a world that is cleaner, smarter, and safer. With over 25 years of specialized expertise in Mobility, KPIT is accelerating the transformation towards Software and AI-Defined Vehicles through its advanced solutions, platforms, and products—propelled by mobility-infused AI frameworks, software craftsmanship, and systems integration mastery. Fueled by 2000+ vehicle production programs and powering 20+ million vehicles on the road with KPIT software, our experience is unmatched. At the same time, **they push boundaries, developing solutions that enable Mobility OEMs to innovate at speed and scale.**

- **Harman - 30001 Cabot Dr**

<https://www.harman.com/>

At the recent Harman Tech Showcase event they stated 1,000 employees, and have previously reported over 800 employees for our 2024/25 Audit.

HARMAN designs and manufactures consumer and professional audio products, automotive electronics and audio systems -- but they also do so much more. They are engineering the future of connectivity—where every interaction is smarter, faster, and more immersive. In Novi, their base of operations in North America they concentrate on their automotive infotainment system.

A video what they presented on last year is similar to what staff saw is [here](#)

- **Paradise Entertainment Resort**

Many staff members and Council members have received a correspondence from Chief David Tomby regarding a potential substantial development that would include an Amphitheater/ Convention Center, two luxury hotels attached to the opposite sides of the amphitheater, and a modest-sized "Virtual Theme Park. Chief Tomby says he has been working with the Whitmer Administration for the last 7 years and needs to get the project across the line prior to the Governor's term ending. The land he has identified in Novi is in the Haggerty Corporate park where the zoning is not conducive and has some significant wetland implications. All of this has been shared with Chief Tomby this week. If you have any questions regarding this matter, please reach out to Victor.

- **Former Bar Louie**

The space recently vacated by Bar Louie is set to become a new revolving sushi restaurant, called **Supra Revolving Sushi**. The developers of this space continue to work with Community Development personnel to obtain the necessary permits for this new use, currently non-structural interior demolition only is approved and underway. No timeline for when they plan to open.

- **Central Park South – Beck Road, South of Grand River Ave**

The former Central Park Estates project has been redesigned and is being treated as a new project by planning. New multiple-family development with 106 units in a single 5-story building. The site improvements include parking on the first level of part of the building, garages, and related open spaces. Undergoing preliminary plan review.

- **Providence Meadows – Grand River Ave, West of Providence Parkway**

Proposed rezoning of 31 acres from Light Industrial to High Density Multiple Family to develop 161 townhome units. Next steps will be initial PRO Plan consideration by ~~Planning Commission~~ and City Council. *At the January 14th Planning Commission meeting this project received initial feedback (no votes were taken) and will come before Council soon for their initial input (again, not for action, just initial feedback).*

- **Grand-Beck Development – Grand River east of Beck Road**

Fuel station, convenience store, and Clean Express car wash to be built on a vacant parcel. Preliminary Site Plan has been approved by the Planning Commission. Next steps are Zoning Board of Appeals for building height and loading zone variance, then Final Site Plan submittal. Estimated Completion Date: Unknown

- **Taft Knolls III – Taft Rd, north of 10 Mile Rd**

The Site plan for a Single-Family Residential Development of 13 new homes is now under construction. <https://cityofnovi.org/media/ryra1v4p/241211jsp19-34.pdf>

- **Culvers** - Novi Road and West Oaks

Now Open

- **North Eight Kitchen & Cocktails** (Former Border Cantina) – Novi Road north of Eight Mile

New restaurant by the owners of Benstein Grille in Commerce. Modified site plan with building additions and remodel has been approved by Planning Commission and Zoning Board. Interior Demolition work has commenced as of September. A Foundation-only permit has been issued for the exterior additions.

Estimated Completion Date: Unknown

- **Novi 10 (10 Mile and Novi Road)**

Similarly, the applicant for the proposed development at 10 Mile and Novi Road has also returned with a revised concept for their proposal.

<https://cityofnovi.org/media/y4nju5wq/241216matter5.pdf>

<https://eweb.cityofnovi.org/media/5hinzqyn/251016pro.pdf>

- **Novi Acres (FKA Station Flats)**

The owners of the property in between Target and Sam's recently submitted a new Preliminary Site Plan, under the new name of Novi Acres. The previously planned project, known as Station Flats, has been scuttled.

- **Camelot Parc/Avalon** by Village of Stonebrook
Townhomes for sale with garages, fewer units (currently zoned PSLR so a special land use approval will come before council for a decision). A memo was included in the 11/20/25 Packet.
- **El Car Wash** (Former PNC Bank) – Grand River Ave/12 Mile Rd
Complete and now open.
- **El Car Wash # 2** (former Original \$6 Car Wash) - Novi Road and 96
Permits have been issued
- **Cantaritos Fiesta Mexican Restaurant** (Former Chili's Grill & Bar) – 8 Mile/Haggerty Road
The former Chili's location in the City's southeast corner is planned to soon become a new Mexican restaurant following necessary renovations and upgrades to the interior of the building. *Estimated Completion Date: Winter/early spring 2026*
- **Raising Cane's Chicken Fingers** (Former Wendy's) – Novi Rd/Grand River Ave
The Louisiana-based fast food chain Raising Cane's is planning to take over the space in the near future. Planning Commission and Zoning Board of Appeals case are both now complete, finishing up final site plan. Anticipating a 2026 start and completion later in the year.
*Estimated Completion Date: **Late 2026***
- **Primrose School** (Former Whitehall nursing home) – 10 Mile/Novi Road
The former Whitehall nursing home at 43455 Ten Mile Rd has been demolished and Primrose School, a 13,586 square feet private preschool and daycare center, is [now completed](#).
- **Transformco (Former Sears at Twelve Oaks)**
Spaces for [a Dicks House of Sport, Round 1 Arcade and Bowling, and Primark](#). Nearly all the external work has been completed. A Revised Structural package has been received for review. *Estimated Completion Date: **Spring/Summer 2026***

Ordinance Enforcement Updates:

- **121 Faywood:** [Permits have been issued with conditions](#)
- **DICE (24555 Novi Rd):** Community Development continues to work with them to clean up graffiti on the back of the building. Their plans for a car wash are set to expire very soon.
- **11/11 Burger and Crispy Chicken (Grand River/Haggerty)** has closed; the new business has painted its half of the building without façade approval. Community Development is addressing the matter accordingly.

Frequently Asked Questions:

None at current

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER
FROM: JAN ZIOZIOS, ASSESSOR
SUBJECT: YEAR-END 2025 RESIDENTIAL REAL ESTATE MARKET OVERVIEW
DATE: JANUARY 15, 2025

The 2026 March Board of Review will be held March 9, 10 & 11. Notices of Assessment will be mailed to property owners mid-to-late February.

This month's real estate market update includes residential data from Realcomp, the State of Michigan and our friends at Oakland County Equalization.

Realcomp Update – November 2025
Supply

The Realcomp reports for Novi and Oakland County for November 2025 are attached for your review. At the end of November, Novi had a 1.6-month supply of non-condominium home inventory, a 5.9% decrease over the prior year. Oakland County reflected a 2.2-month supply in November, a 10% increase over 2024.

Novi's condominium supply in November was 2.5 months, a 66.75% increase over November 2024. This compares to the county's November supply of 3.0 months, a 42.9% increase over 2024. On average, Novi's non-condominium homes are marketed for an average of 25 days before sale and condominium homes are on the market for 26 days.

A snapshot of current inventory in Novi is presented below:

Active Listings:

Listing Type	No. of Active Listings	Listed for: Low	Listed for: High
Stand Alone	24	\$175,350	\$1,950,000
Condo	40	\$172,000	\$700,000

Pricing

For Novi's non-condo homes, the November average percent of list price received was 98.7% compared to the prior year average of 99.1%. Novi's median sale price was \$529,350, compared to the prior year's median price of \$475,000.

Novi's condominium home sales in November had an average percent of list price received of 98.8% compared to 98.4% in the prior year. The median sale price was \$434,900, compared to \$352,000 in November 2024.

Novi's housing market reflects continued stability, with signs of persistent undersupply of non-condominium homes. Novi's condominium market reflects the absorption of new units coming online, including The Townes at Main Street (58% of the first 127 planned units have sold) and Gateway Townhomes (72% sold). The Residences at Sakura also provide competition to attached condominium units. Phase 1 of The Residences is 96% occupied, with two units serving as models. Phase 2 is 42% occupied.

Mortgage Rates

According to FreddieMac, the average 30-year mortgage rate is 6.16% and the average 15-year rate is 5.46%.

Sales Volume

Nineteen (19) non-condo homes sold in Novi in November 2025, a 38.7% decrease over the prior year, and 9 condo sales closed, a 30.8% decrease over the previous year. Several factors have likely contributed to the sales decline, including:

- The "frozen" existing home market due to numerous homeowners enjoying their in-place existing low mortgage rates coupled with their capped taxable value,
- Lack of affordable and moderately priced new inventory,
- Uncertainty in the job market

Michigan Labor Force Estimates

Michigan's unemployment rate increased from 4.6 percent in September 2025 to 5.0 percent in November 2025. October data was unavailable due to the shutdown of the Federal government from October 1 through November 12.

Michigan (Data in Thousands)

	Sep. 2025	Aug. 2025	Sep. 2024	Over the Month		Over the Year	
				Numeric	Percent	Numeric	Percent
Civilian Labor Force	5,055	5,057	5,091	-2	0.0%	-36	-0.7%
Employed	4,821	4,806	4,859	15	0.3%	-38	-0.8%
Unemployed	234	251	233	-17	-6.8%	1	0.4%
Unemployment Rate	4.6	5.0	4.6	-0.4	XXX	0.0	XXX

Source: Michigan Department of Technology, Management & Budget

Michigan
Labor Force Estimates
Seasonally Adjusted
(Data in Thousands)

	Nov. 2025	Oct.* 2025	Nov. 2024	Over the Month		Over the Year	
				Numeric	Percent	Numeric	Percent
Civilian Labor Force	5,043	-	5,081	-	-	-38	-0.7%
Employed	4,791	-	4,818	-	-	-27	-0.6%
Unemployed	252	-	263	-	-	-11	-4.2%
Unemployment Rate	5.0	-	5.2	-	XXX	-0.2	XXX

*Unavailable due to interruption in household survey data collection

Source: Michigan Department of Technology, Management & Budget

Housing Permit Data

Source: Oakland County Equalization

The following permit-related data is provided by the **HBA of Southeastern Michigan**.

Housing Permits No. (Excl. Rentals) – Comparing January thru September 2025 and September 2025 Only

The following tables reflect housing permits, excluding rental property related permits.

4-Year Housing Permit No. (Excl. Rentals) – January thru September 2025 and September 2025 Only

The first table reflects housing permits, excluding rental property related permits, with data from January through September of 2025 compared to the same period the 3 prior years. The second table is a comparison of only the month of September of 2025 compared to the same period for the prior 3 years.

4-YEAR HOUSING PERMIT COMPARISON (EXCLUDING RENTALS)					PERMIT TOTALS - EXCLUDING RENTALS (CURRENT MONTH ONLY)				
JANUARY - SEPTEMBER					SEPTEMBER				
COUNTY	2022	2023	2024	2025	COUNTY	2022	2023	2024	2025
OAKLAND	1,395	1,143	1,449	1,134	OAKLAND	146	125	190	134
MACOMB	951	720	897	806	MACOMB	82	88	145	96
WASHTENAW	580	495	644	529	WAYNE	53	61	62	70
WAYNE	567	455	470	520	LIVINGSTON	57	37	60	59
LIVINGSTON	500	308	365	354	WASHTENAW	63	83	52	45
GENESEE	275	169	248	268	GENESEE	23	17	31	39
ST CLAIR	133	111	152	150	MONROE	7	14	19	24
LAPEER	166	98	125	128	ST CLAIR	13	10	17	24
MONROE	108	118	131	108	LAPEER	18	5	18	23
Grand Total	4,675	3,617	4,481	3,997	Grand Total	462	440	594	514

Average Housing Permit Values (Excl. Rentals) – Comparing January thru September 2025 and September 2025 Only

The following tables reflect the average housing permit values (i.e., costs), excluding rental property related permits. The first table reflects the average housing permit values using data from January through September of 2025 compared to the same period in 2024. The second table is a comparison of only the month of September of 2025 versus the same month in 2024.

AVG. PERMIT VALUE COMPARISON BY YEAR (EXCLUDING RENTALS)					AVG. PERMIT VALUE - EXCLUDING RENTALS (CURRENT MONTH ONLY)				
JANUARY - SEPTEMBER					SEPTEMBER				
COUNTY	2025	2024	+/-	%	COUNTY	2025	2024	+/-	%
OAKLAND	\$449,989	\$418,304	\$31,685	7.6%	OAKLAND	\$419,209	\$422,147	(\$2,938)	-0.7%
MACOMB	438,622	414,702	23,919	5.8%	MACOMB	409,250	436,172	(26,922)	-6.2%
WASHTENAW	432,784	374,927	57,857	15.4%	WAYNE	286,843	303,323	(16,480)	-5.4%
WAYNE	277,358	315,136	(37,778)	-12.0%	LIVINGSTON	288,356	288,167	189	0.1%
LIVINGSTON	292,520	292,871	(351)	-0.1%	WASHTENAW	425,933	532,423	(106,490)	-20.0%
GENESEE	286,511	287,258	(747)	-0.3%	GENESEE	205,462	302,710	(97,248)	-32.1%
ST CLAIR	270,127	260,849	9,278	3.6%	MONROE	220,208	262,158	(41,950)	-16.0%
LAPEER	330,375	294,952	35,423	12.0%	ST CLAIR	293,958	361,882	(67,924)	-18.8%
MONROE	252,259	287,504	(35,245)	-12.3%	LAPEER	400,826	240,389	160,437	66.7%
Grand Total	382,130	370,452	11,678	3.2%	Grand Total	352,710	390,705	(37,995)	-9.7%

Novi Public Safety

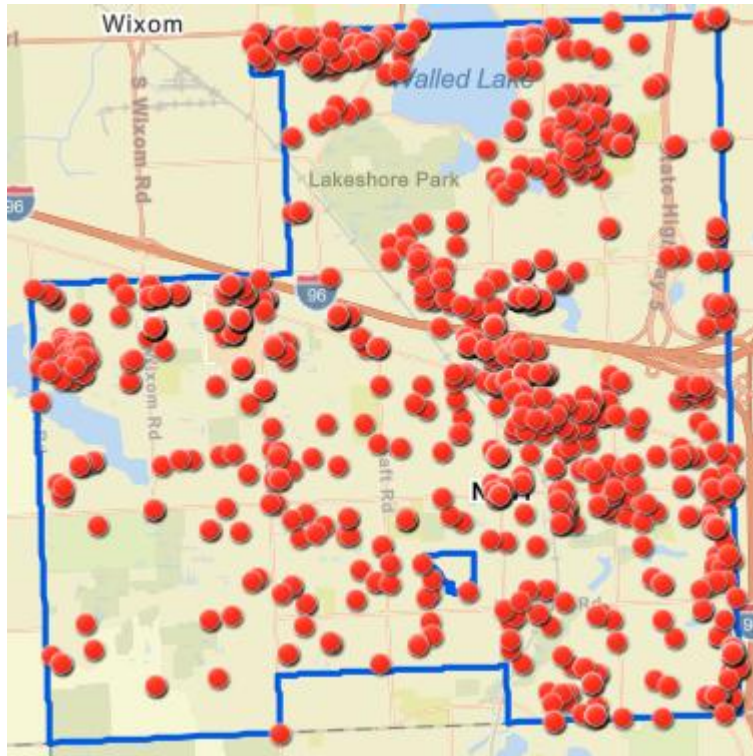
Police and Fire Departments 2025 v. 2024 Year-to-Date Statistics
January – December

January 2026

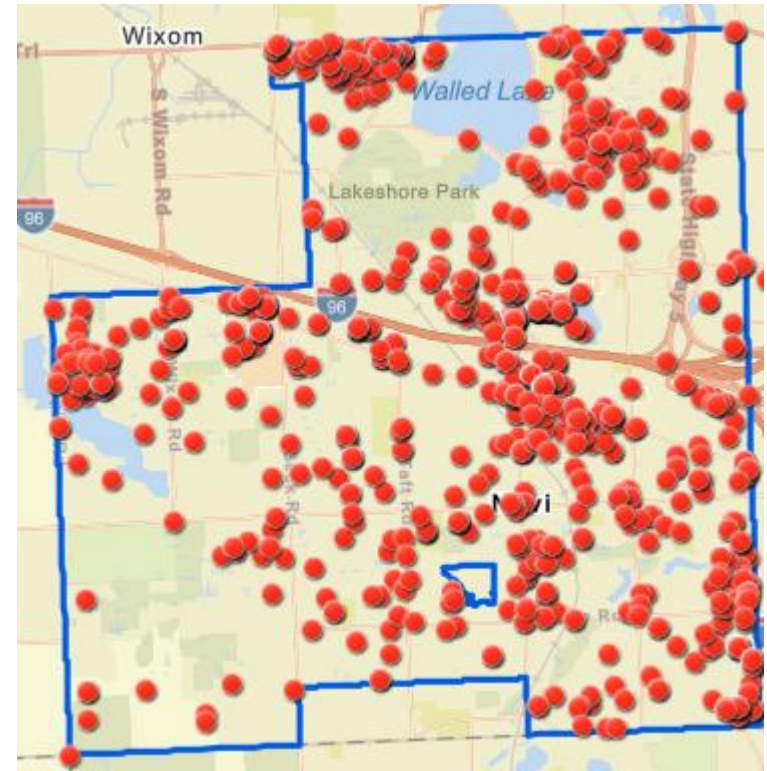


Part A Crimes by Location

2025



2024

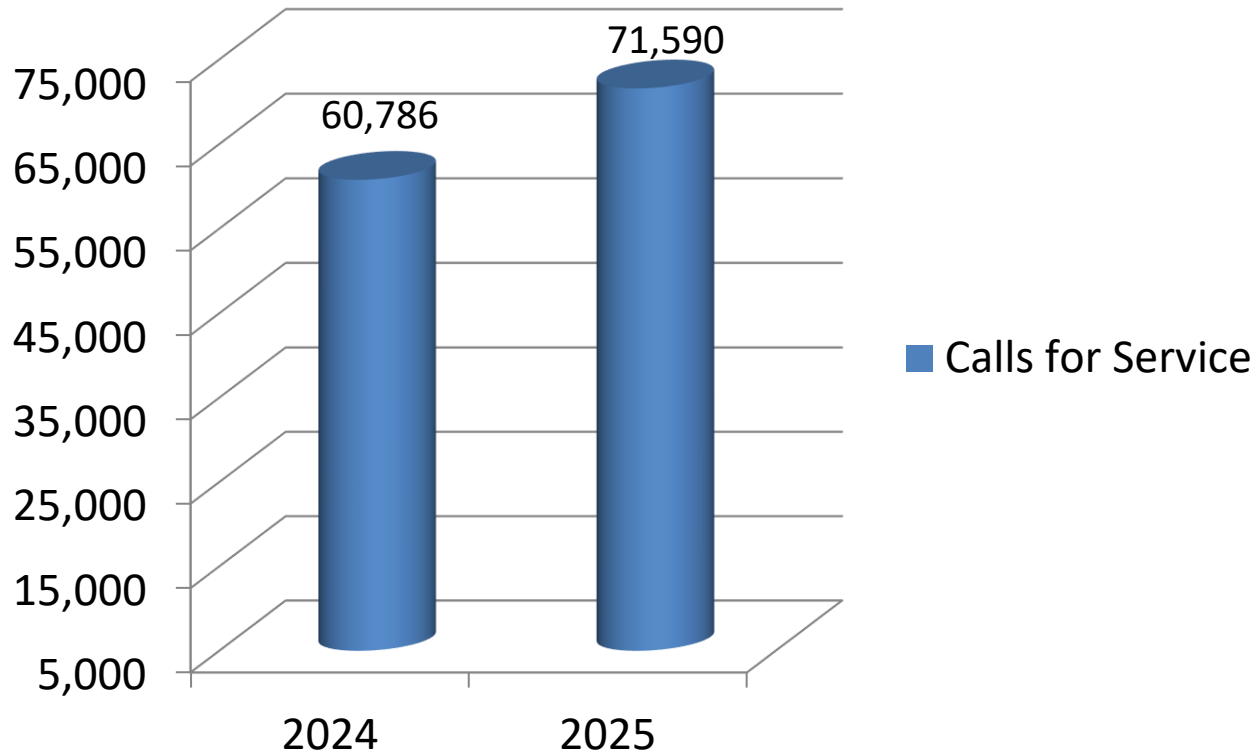


PART A CRIMES

Description	25 YTD	24 YTD	23 YTD	Arrests/ Multiple 25 YTD	Arrests/ Multiple 24 YTD	Arrests/ Multiple 23 YTD	% Cleared 25 YTD	% Cleared 24 YTD	% Cleared 23 YTD
Murder	0	1	0	0	0	0	0.00%	0.00%	0.00%
Negligent Homicide	1	0	0	0	0	0	0.00%	0.00%	0.00%
Kidnapping/Abduction (Parental)	1	0	0	0	0	0	0.00%	0.00%	0.00%
Crim. Sexual Conduct	7	11	11	4	9	11	57.14%	81.82%	100.00%
Robbery	1	2	2	1	1	1	100.00%	50.00%	50.00%
Assault (Aggravated)	47	46	43	43	41	35	91.49%	89.13%	81.40%
Assault (Non-Aggravated)	244	242	235	197	226	228	80.74%	93.39%	97.02%
Threats/Stalking	32	25	25	21	16	15	65.63%	64.00%	60.00%
Arson	0	0	0	0	0	0	0.00%	0.00%	0.00%
Extortion	0	1	0	0	1	0	0.00%	100.00%	0.00%
Burglary	20	31	31	11	12	11	55.00%	38.71%	35.48%
Larceny	109	138	224	32	34	36	29.36%	24.64%	16.07%
Motor Vehicle Theft	30	53	57	12	16	11	40.00%	30.19%	19.30%
Forgery/Counterfeiting	13	6	5	8	6	2	61.54%	100.00%	40.00%
Fraud	98	77	104	31	28	22	31.63%	36.36%	21.15%
Retail Fraud	210	232	237	120	125	168	57.14%	53.88%	70.89%
Embezzlement	25	19	22	20	15	18	80.00%	78.95%	81.82%
R&C Stolen Property	4	2	3	4	2	2	100.00%	100.00%	66.67%
Vandalism	41	52	69	15	18	15	36.59%	34.62%	21.74%
Narcotics	45	41	32	41	39	27	91.11%	95.12%	84.38%
Obscenity	1	1	1	0	1	0	0.00%	100.00%	0.00%
Gambling	0	0	0	0	0	0	0.00%	0.00%	0.00%
Prostitution & Vice	2	1	1	1	1	1	50.00%	100.00%	100.00%
Weapons	37	14	24	34	14	23	91.89%	100.00%	95.83%
Animal Cruelty	1	2	0	0	2	0	0.00%	100.00%	0.00%
Total Part A Incidents	969	997	1126	595	607	626	61.40%	60.88%	55.60%
Compared to Previous Year:	↓ 2.81%						↑ 0.52%		
Violent Crimes	57	60	56	48	51	47			



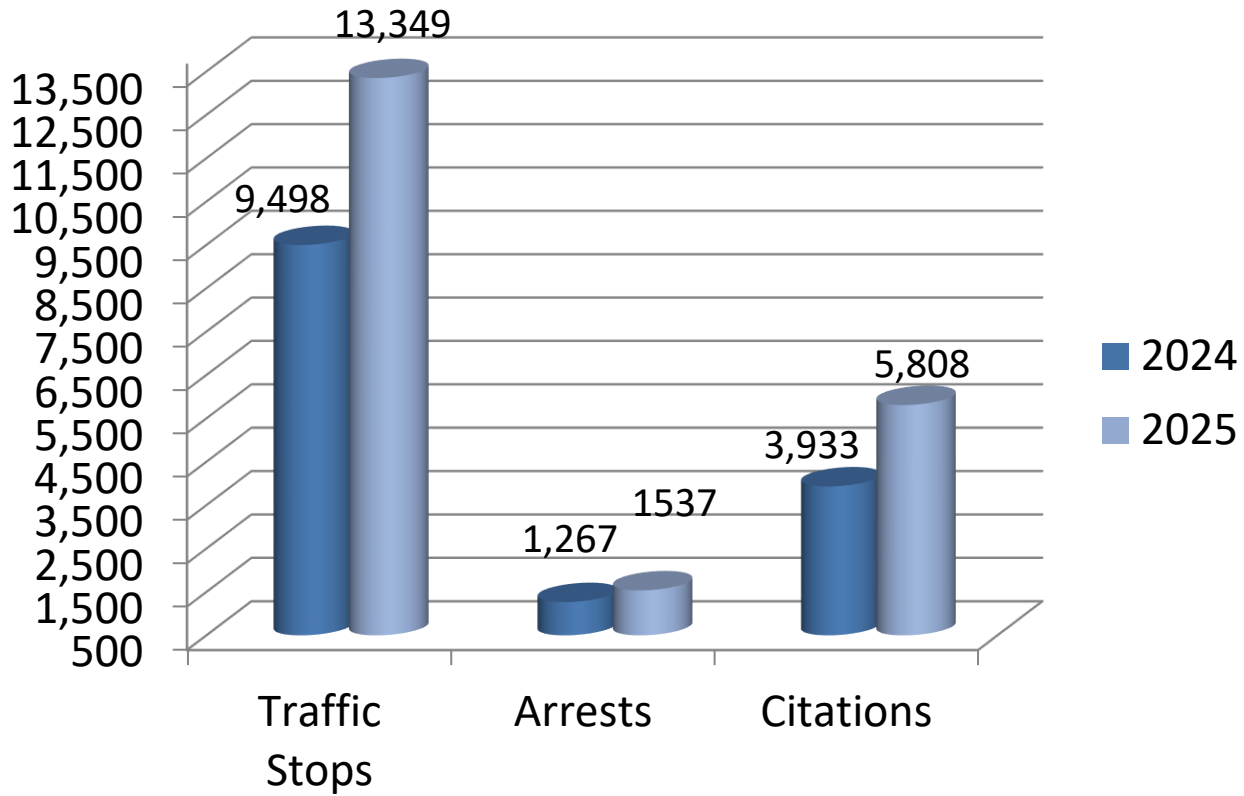
Police Total Calls for Service*



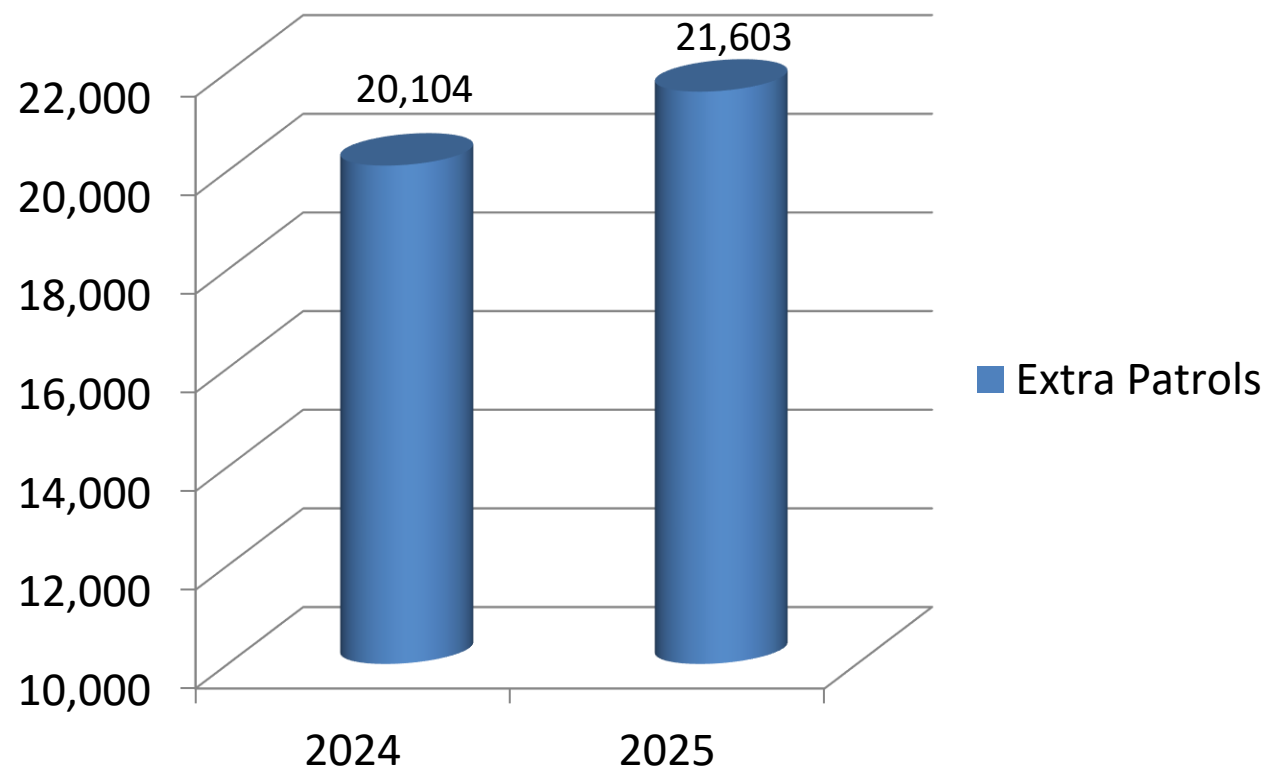
*includes all traffic stops, self initiated activity, routine and priority calls for service, etc.



Officer Productivity



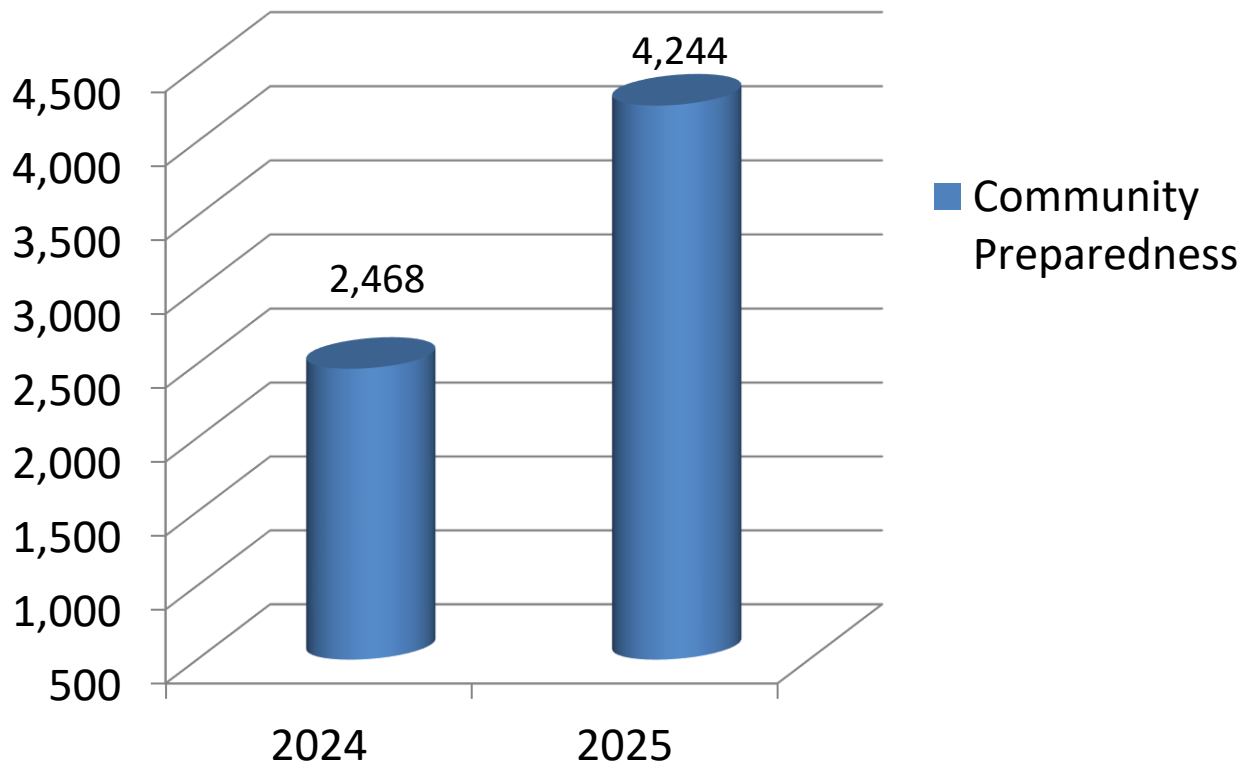
Extra Patrol Numbers* – Self Initiated



*Officers providing additional patrols at various locations above and beyond routine patrol.



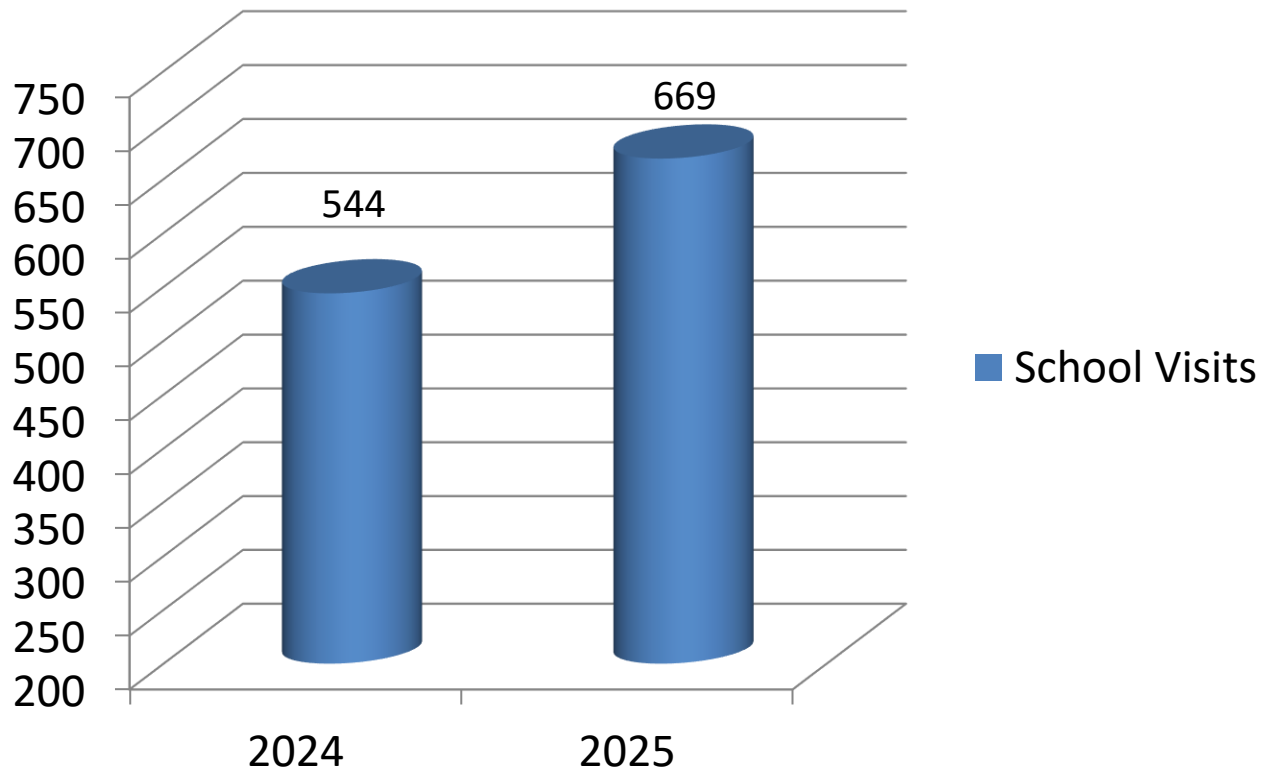
Community Preparedness Numbers* – Self Initiated



*Extra patrols at critical infrastructure (ie. ITC Transmission, US Energy Distribution, Henry Ford Providence Park Hospital, Water Treatment Facility, etc.) within the city.



School Visit Numbers* – Self Initiated



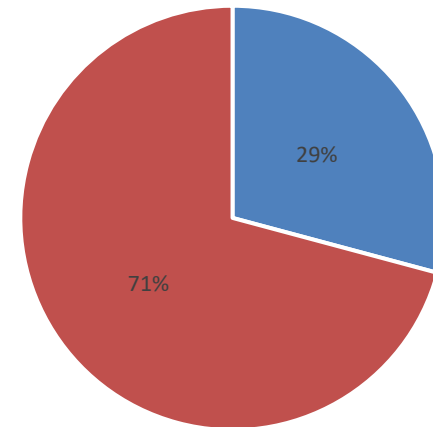
*Additional patrols at area schools where officers typically walk inside.



Police Staffing Levels

December 2024 - December 2025 Police Officer Hiring Data

	Total Sworn	Total Budgeted
December 2024	73	73
January 2025	73	73
February 2025	72	73
March 2025	72	73
April 2025	69	73
May 2025	70	73
June 2025	71	73
July 2025	70	73
August 2025	70	73
September 2025	70	73
October 2025	72	73
November 2025	72	73
December 2025	73	73

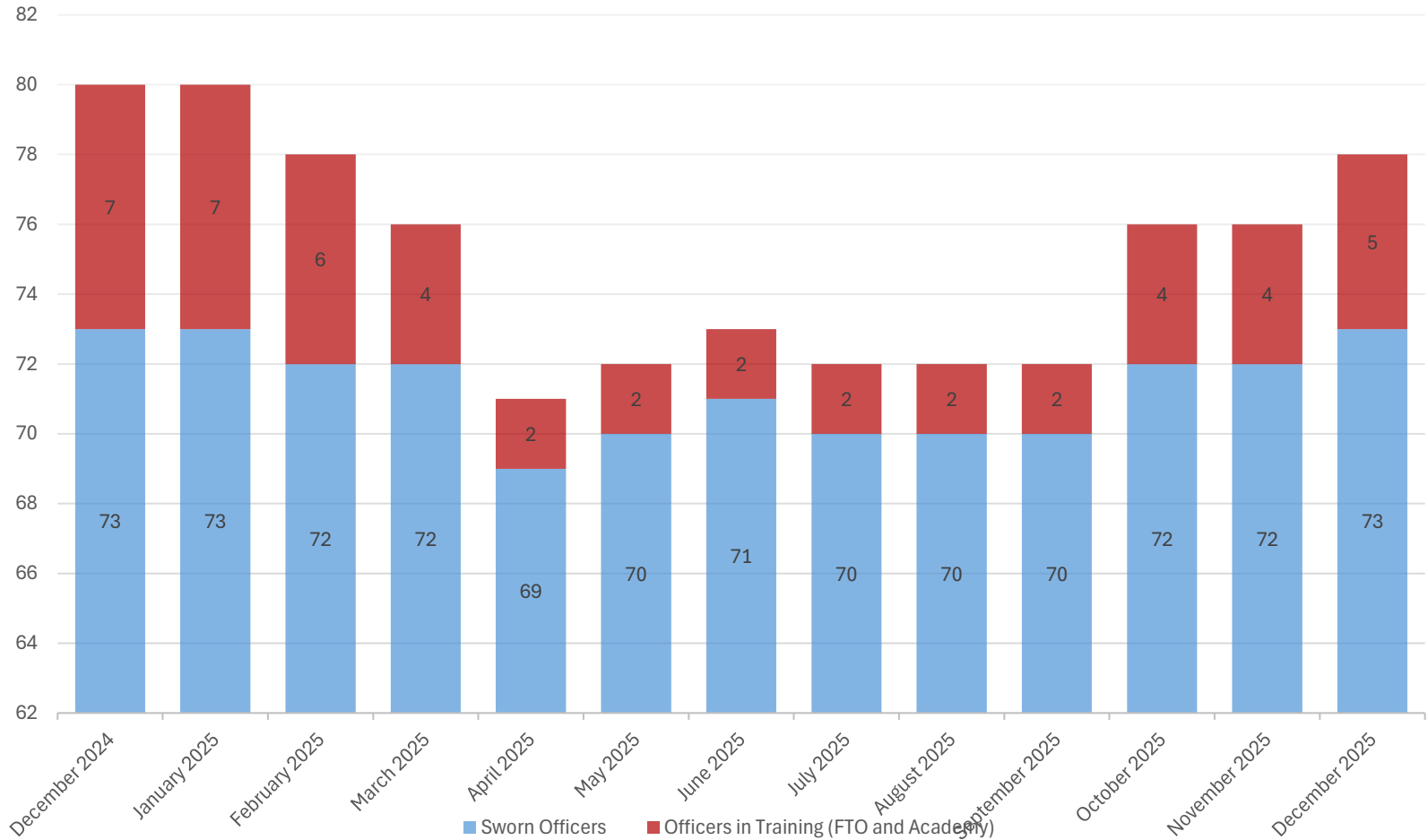


■ Sponsored Recruits ■ Non-Sponsored Recruits

*total sworn



Police Staffing Levels



Fire Response Times

FIRE OPERATIONS AVERAGE RESPONSE TIMES PRIORITY RESPONSES ONLY

TEAM / STATION	December	Total Calls	2025	Total Calls	2024	Total Calls
	2025		Year End		Year End	
TEAM 'A':						
STATION 1	4:28	125	4:21	1160	4:27	1163
STATION 2	4:46	93	4:38	1112	4:52	1084
STATION 3	5:04	44	4:59	372	4:58	409
STATION 4	4:33	33	4:44	334	4:56	374
TEAM 'A' AVERAGE:	4:42	295	4:40	2978	4:48	3030
TEAM 'B':						
STATION 1	5:08	80	4:47	1242	4:56	1136
STATION 2	5:41	97	5:25	1184	5:32	1061
STATION 3	5:41	56	5:45	561	5:40	517
STATION 4	5:17	40	5:32	450	5:49	441
TEAM 'B' AVERAGE:	5:26	273	5:22	3437	5:29	3155
TEAM. AVERAGE	5:04	568	5:01	6415	5:08	6185



Fire Priority Calls

INCIDENT ACTIVITY REPORT				
Summary Comparison YTD				
Priority Calls for Service				
Incident Type	2025	2024	Difference	% Change
Fire (All Fires)	86	77	9	12%
EMS (Medicals, Rescues & PIAs)	5722	5455	267	5%
Hazardous Condition (Haz-Mat, Wires)	65	110	-45	-41%
Service Call (Pub.Assist, Unauth.Burn)	103	82	21	26%
Good Intent (Haz not found, CNX call)	187	150	37	25%
False Calls	247	301	-54	-18%
Other (Inspections, Pub-Ed, Pub-Relations, Car Seats, etc.)	5	10	-5	-50%
TOTAL	6415	6185	230	4%



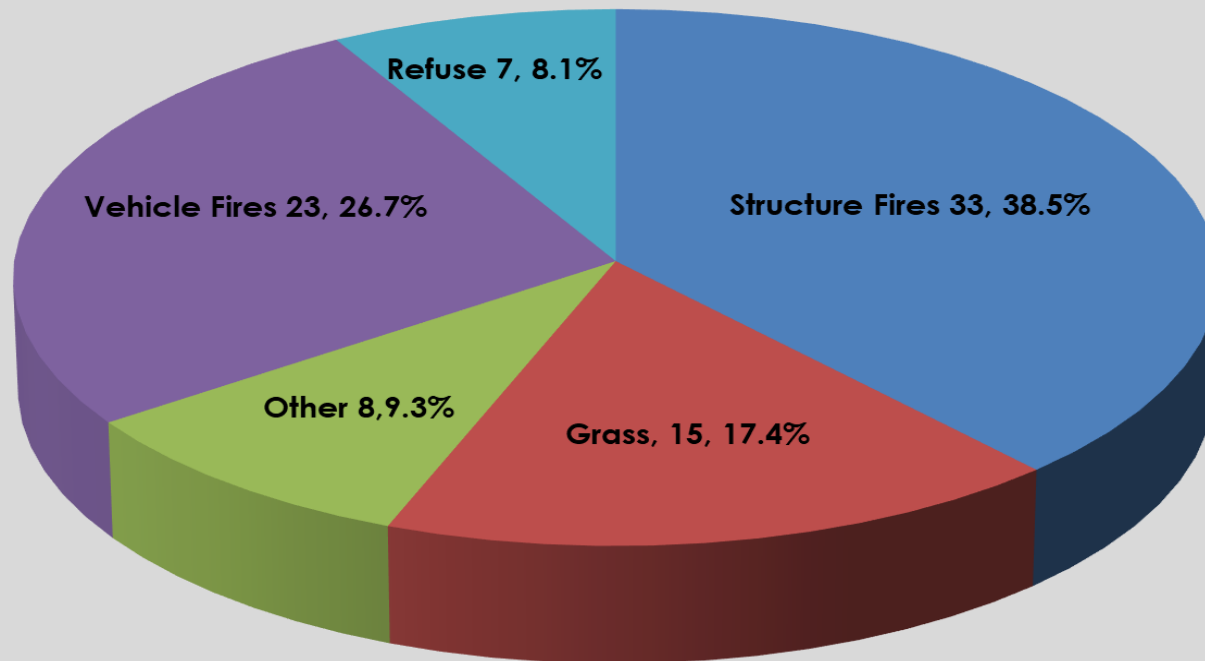
Fire All Calls

INCIDENT ACTIVITY REPORT				
Summary Comparison YTD				
All Calls for Service				
Incident Type	2025	2024	Difference	% Change
Fire (All Fires)	89	90	-1	-1%
EMS (Medicals, Rescues & PIAs)	6597	6085	512	8%
Hazardous Condition (Haz-Mat, Wires)	130	200	-70	-35%
Service Call (Pub.Assist, Unauth.Burn)	1075	1075	0	0%
Good Intent (Haz not found, CNX call)	480	311	169	54%
False Calls	550	618	-68	-11%
Power Outage Invst.(Severe Weather Assess)	11	9	2	0%
Other (Inspections, Pub-Ed, Pub-Relations, Car Seats, etc.)	709	751	-42	-6%
TOTAL	9641	9139	502	5%



Total Priority Fires

2025 PRIORITY FIRES

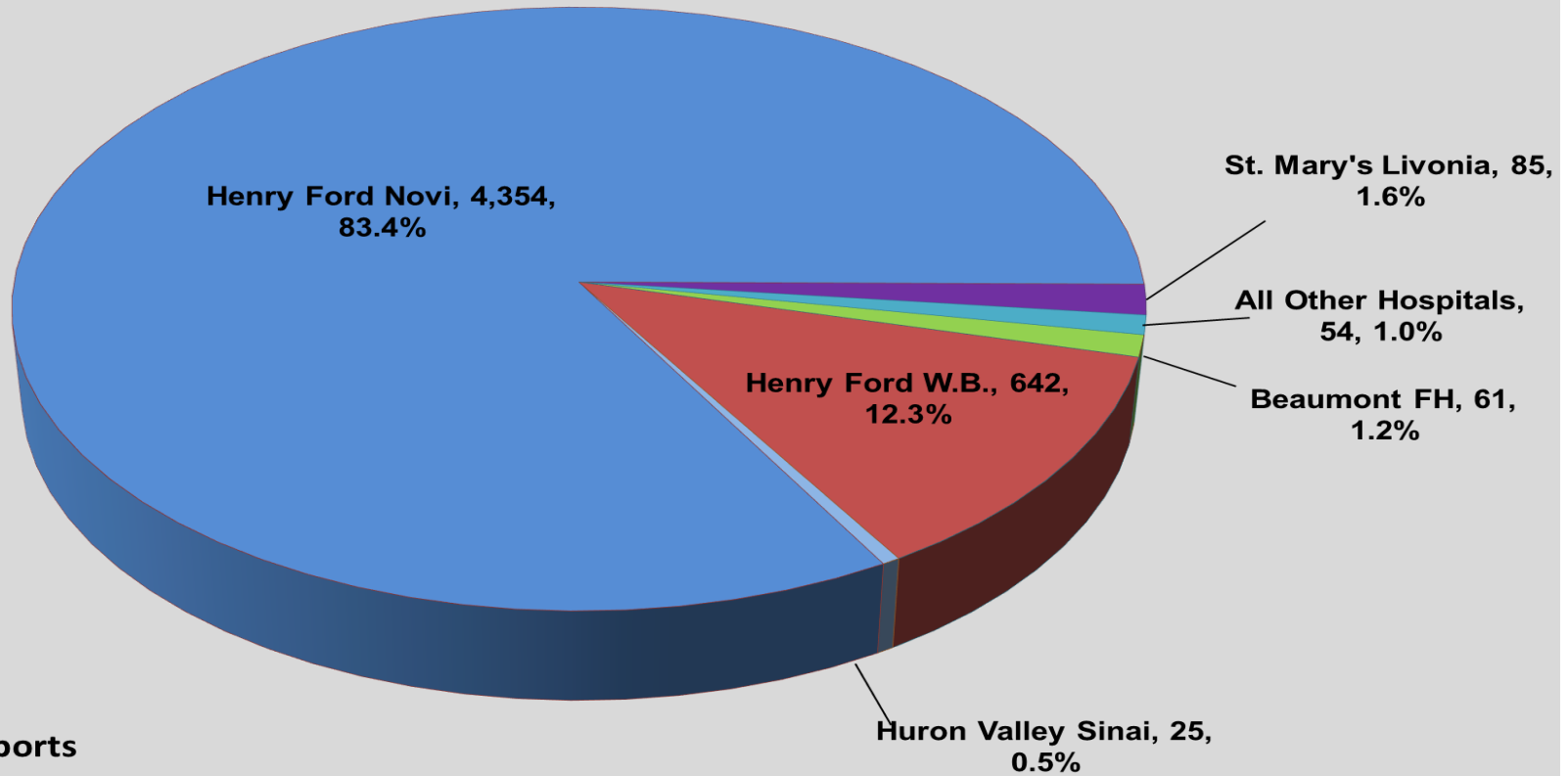


TOTAL 86



Hospital Transports

Hospital Transports 2025

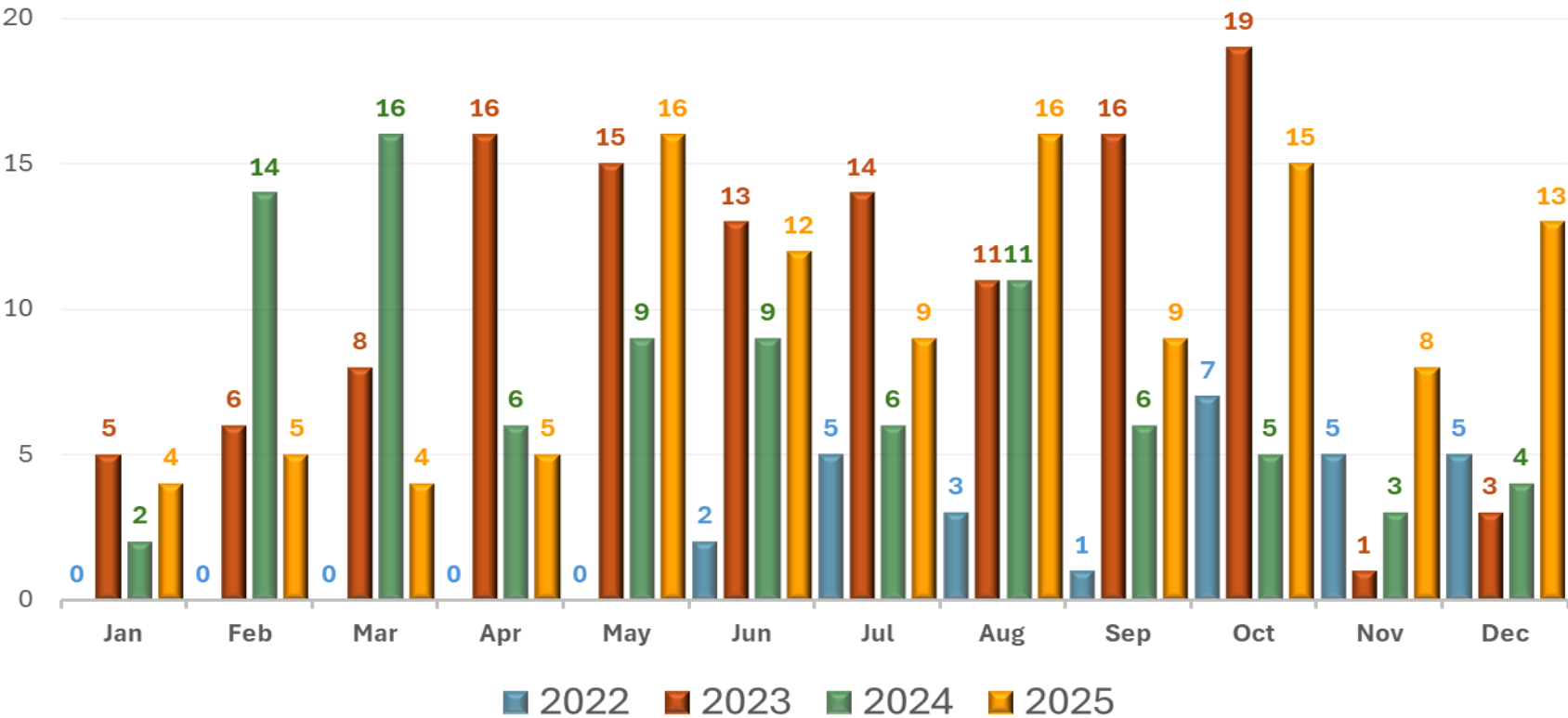


Total Transports
5221

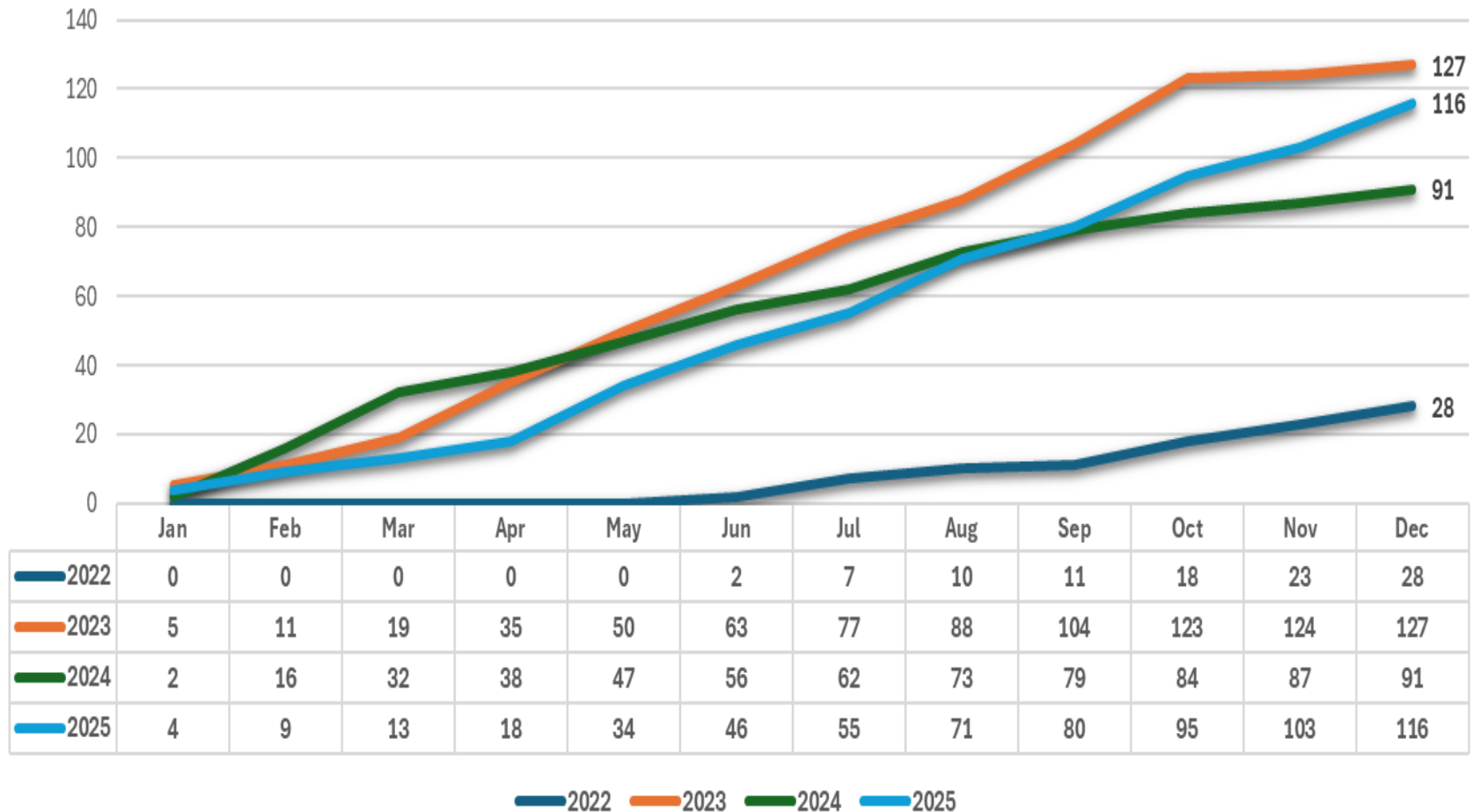


Unstaffed Station Monthly Totals

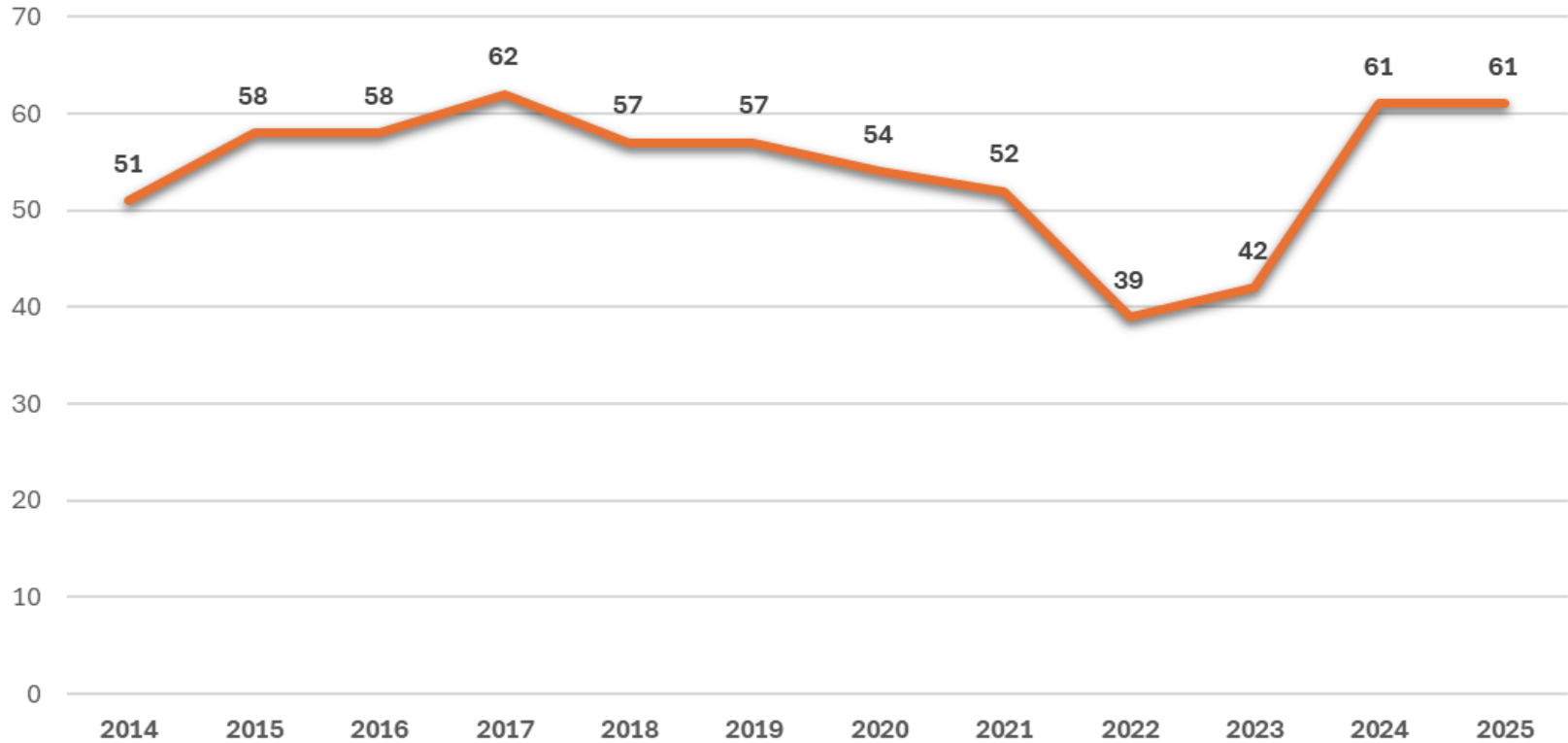
2022 Total: 28 2023 Total: 127 2024 Total: 91 2025 Total: 116



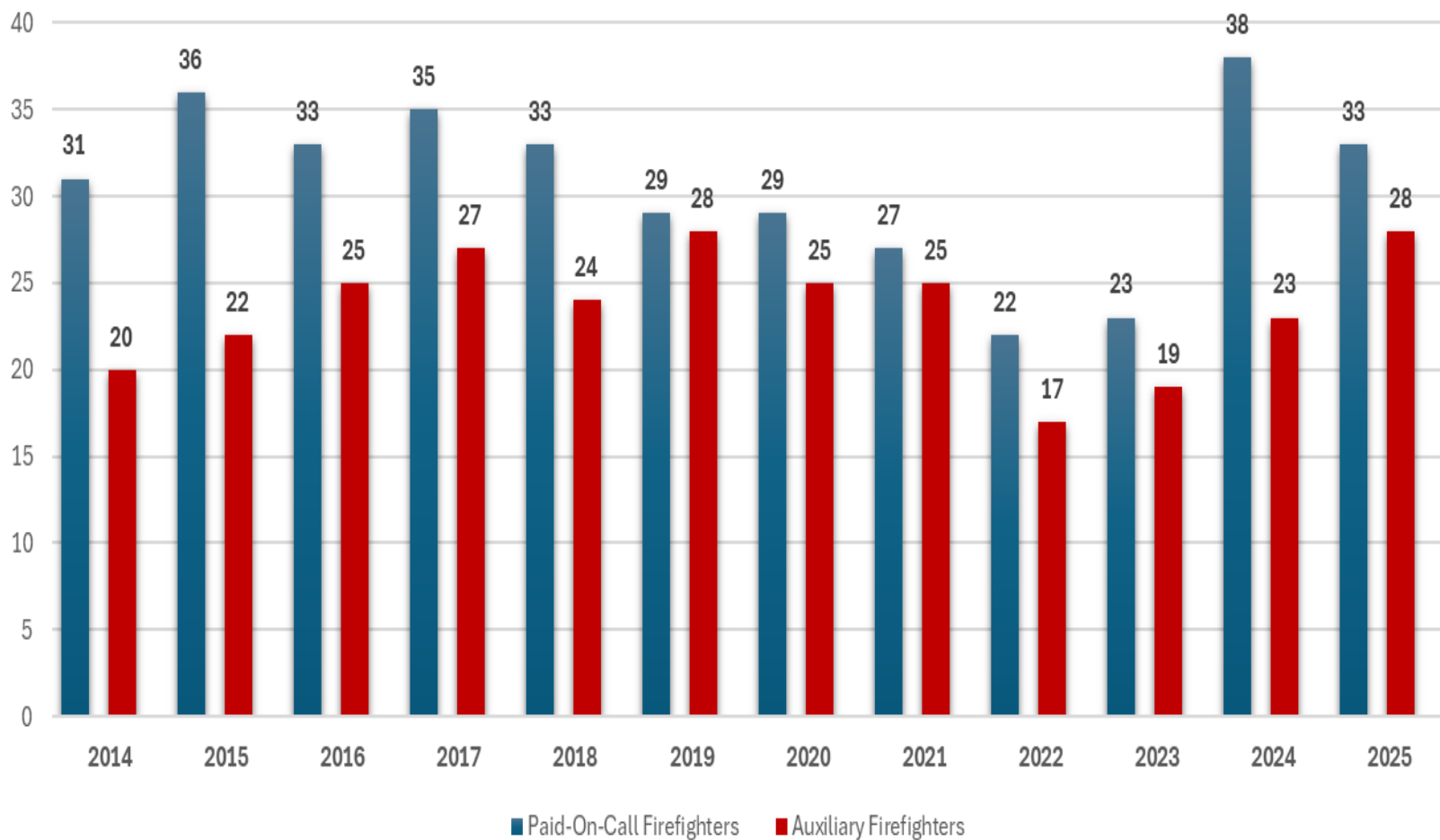
Unstaffed Stations Cumulative Monthly Totals



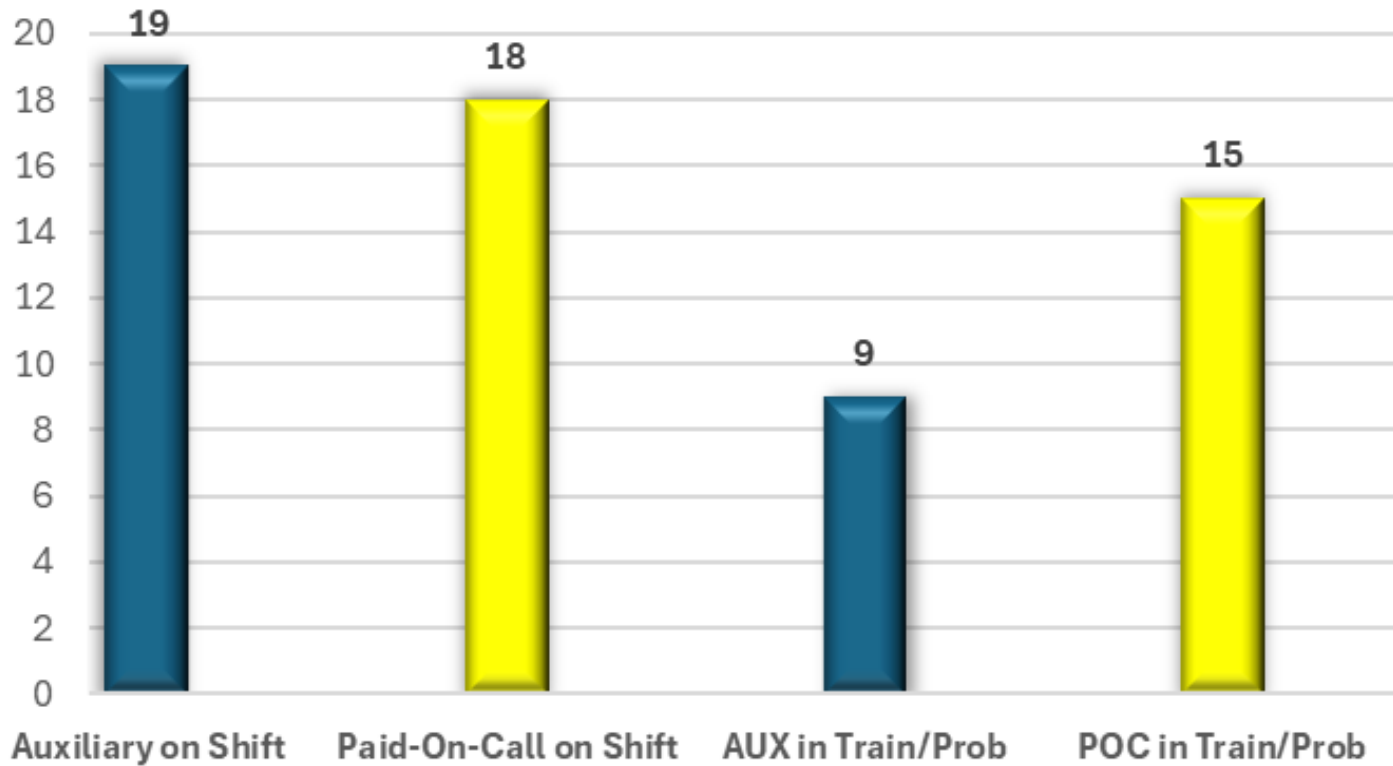
Total Number of Part-Time Firefighters Per Year



Part-Time Staffing Levels 2014-2025

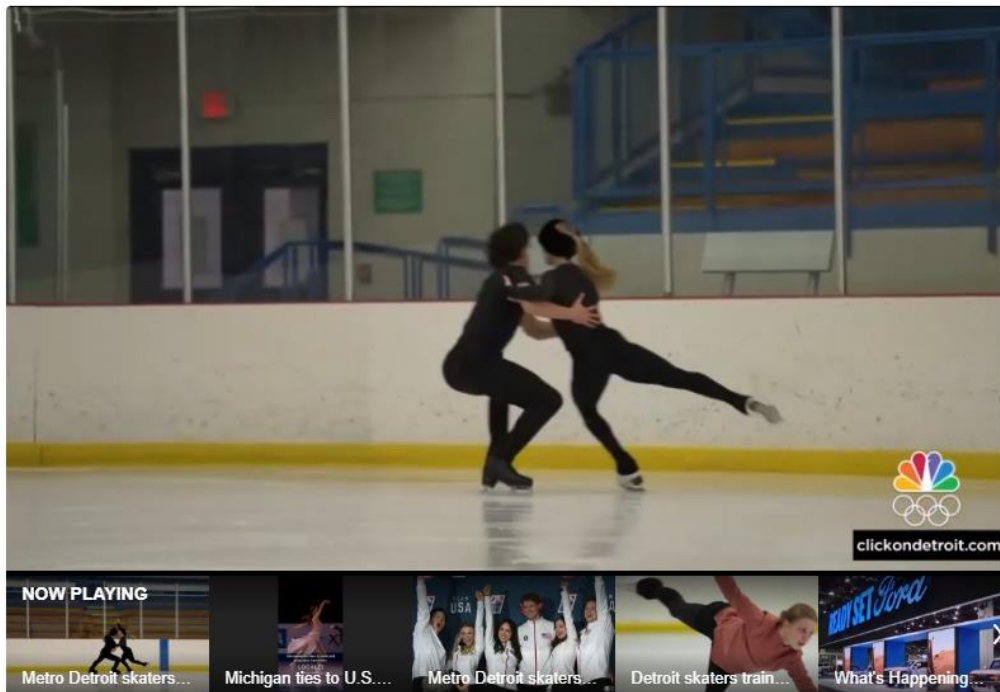


Part-Time Staffing Levels December 2025



Metro Detroit skaters set sights on Olympics at 2026 U.S. Figure Skating Championships

Like the old saying, “if you love what you do, you’ll never work a day in your life”



LOCAL NEWS

Joel Sebastianelli, Sports Reporter

Published: January 7, 2026 at 8:37 PM

Updated: January 9, 2026 at 11:56 AM

Tags: **Metro Detroit, Novi, Oakland County, Grosse Pointe Farms, Olympics**

NOVI, Mich. – Before Olympic dreams dance at the U.S. Figure Skating Championships in St. Louis this week, [Metro Detroiters](#) Emilea Zingas and Vadym Kolesnik sharpen each other in [Novi](#).

“It looks effortless, but to make that mastery, it takes time,” Zingas said. “It takes energy, it takes effort, it takes a lot of dedication and a lot of commitment.”

Training under the watchful eye of figure skating legend Igor Shpilband, the duo sets its sights on one of three spots on Team USA for the Winter Olympics, which will be awarded by Sunday, Jan. 11, 2026.

“You feel such satisfaction after the day is done and you’ve done your job,” Zingas added. “We want to keep doing our job every single day because we see the results and we see the progress.”

They say if you love what you do, you’ll never work a day in your life.

As Zingas discovered growing up, sometimes the best way to figure out what to do is by learning what *not to do*.

“I was a hockey player first,” the 23-year-old [Grosse Pointe Farms](#) native admitted with a laugh. “I started in Mini Mites, was not a fan, and I don’t think I was very good at it. I was just using the stick to push people over and then trying to take it myself. So, yeah, not really something I was naturally gifted at.”

Zingas switched sports with her older sister, Elana, who went on to captain hockey teams at Cornell University.

A love story with figure skating soon began, first as a singles competitor representing her grandfather’s native Cyprus, then as a partner for Ukrainian-born Vadim Kolesnik.

“I came here when I was 15 years old,” Kolesnik recalled. “I just wanted to have a tryout here with Igor because he’s one of the best coaches, not just in modern times, probably in history. He is the one who made figure skating, ice dance specifically, so good in the U.S. Ever since, it’s been like a dream for me.”

After sorting out visa challenges following a visit home to Kharkiv, Kolesnik became an American citizen in August of 2025.

His story personifies the American dream.

Together, they share the Olympic dream, built on a foundation of sacrifice and perseverance.

“These high-pressure events, you have to be on your A-game 24-7, every practice, after practice,” Zingas said before another training session leading up to nationals. “We had a lot of physical limitations last season due to injuries and ongoing health struggles. And in the offseason, Vadym had an operation to fix one of those injuries, and I was able to recover 100 percent. We came together after six or seven weeks off the ice, and we just

decided, if we want to have a shot for the Olympic team, we're going to need to work harder than we have ever worked."

Hard work pays off.

Highlights of the tandem's season included a fourth-place finish at U.S. Nationals one year ago—just one point off the podium—and second place at the Cup of China.

Making the Olympic Games is an accomplishment that would transcend borders.

"It would mean the world to us," Zingas said. "We don't have anything to lose when we take the ice. We want to prove ourselves, and we want that dream so badly. Ultimately, we do this because we love it and because we enjoy the process of being here every single day, skating with each other, sharing those emotions on the ice."

Kolesnik agrees, ready at age 24 to take 2026 by storm.

"I'm just living my dream every single day," he said. "There's nothing I would rather do than be here, skate with Emilea, and do my best on the ice. We're not going to stop until we get it."



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