



CITY OF NOVI
Administrative ePacket
July 16, 2026

Council Action/Attention

[Plante Moran Realpoint Update](#)

[Shockey Consulting Novi 2050 Strategic Plan Update](#)

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Departmental Updates

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[Novi Weekly Road Construction Update \(7/14 - 7/20\)](#)

[Public Safety Year-to-Date Statistics Report \(June 2026\)](#)

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For Your Information



City of Novi - Project Status Overview

Status Summary

Novi City Council Weekly Update #74

As of:

7/15/2026

Overall
Status

In progress

PMR Previous Activities (October 2024 – July 2026)

Design

- Bi-weekly design meetings continue to occur on Mondays

Other

- FS 2 and FS 3 site plan ~~to be discussed for~~ received approval by Planning Commission of “location, character and extent” at its 7/8/26 meeting.

Upcoming Activities

Governance

- City Council’s remaining approvals consist of design development; furniture vendor; contractor bid packages; change orders (CO’s) that exceed project contingency or program budget
- FAC to approve budget transfers between projects (for example, a budget transfer from the PSB to FS 2) and use of contingency

Design

- HED/BRW, City, PMR and Christman have value engineered FS 2 and FS 3 to keep project within schematic design budget parameters; correspondence memorializing this milestone is being written by HED for City distribution.
- Approval of FS 2 and FS 3 Design Development to occur in a September 2026 City Council meeting, with an FAC meeting to be scheduled prior
- PSB is currently in the Conceptual Design phase; current timeline is aiming for Schematic Design approval in September 2026
- Design team/civil engineering has been directed to revise FS 2 and FS 3 site plans with stormwater detention and berm revisions; once revised, design team will meet with Community Development to review
- Materials Testing invite-only RFP to be issued this week

Other

- ~~PMR continues to meet with City Finance Dept. to review financial reporting~~
- The next PMR’s Owner’s Meeting with Novi will be on 8/10/26 ~~7/13/26~~

Areas for Discussion

Site Due Diligence / Budget Items Checklist:

- City of Novi will address any necessary survey and treatment of invasive species for public safety sites

City of Novi Road Project

- Approx. \$18 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
- 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.
- PMR analyzing cost-sharing financial scenarios between Public Safety Project and Road Project activities for items listed above for FAC.
- ~~City planning on bidding road project in Summer 2026~~
- Road Project pre-bid occurred on 7/14, with bid openings scheduled for 7/23. Anticipated Council award date is 8/10.

Procurement and Contracts

- Site work/land clearing for FS 2 and 3 to occur 4th Quarter 2026
- Targeting substantial completion of FS 2 and FS 3 by December 2027, with the PSB starting construction in 2028.
- PMR seeking approval of Mechanical/Electrical Commissioning and Furniture, Fixtures and Equipment (FFE) vendor in ~~3rd~~ 4th Quarter 2026.
- ~~Future procurement services will include Materials Testing.~~



City of Novi – Strategic Plan Status Update

As of: 7/16/2026

Launch	Discovery	Visioning	Scenarios / Strategies	Crafting the Plan
Completed	Completed	Completed	Underway	Jul-Oct

Recent Progress	Upcoming Efforts / Engagements
- Developed initial plan framework, including: - Vision - Mission - Focus Areas - Goals - Strategies - Outcome Measures - Summary of June engagement activities and workshops (Sounding Board, Executive Team, LRSPC, Staff Leadership Team, General Public) - Posted physical fliers at city locations for increased engagements - Launched topic-specific surveys – Community Identity & Housing (open now)	- July Briefing and Plan Framework Review with LRSPC (7/20) - Launch of additional topic-specific surveys (Mobility & Transportation, Responsive Services, Long-Term Funding, Infrastructure) - August In-Person Visit (8/17-18) – Plan Drafting and Revisions

Input Needed
- Finalized times/locations for upcoming in-person visits (August + Final Plan Presentation/Adoption) - Direction on Plan Reveal and Celebration (event, video production, presentations, displays)

MEMORANDUM



TO: ERICK W. ZINSER
DIRECTOR OF PUBLIC SAFETY/CHIEF OF POLICE

FROM: STEVE SNELL, DETECTIVE SERGEANT

SUBJECT: FLOCK CAMERAS

DATE: JULY 13, 2026

In May 2023, Novi City Council approved the purchase and installation of Flock license plate reader cameras to help improve public safety, support criminal investigations, and strengthen information sharing with other law enforcement agencies. The Novi Police Department currently operates 10 Flock cameras located at key roadway entrances, exits, and high-traffic areas throughout the city.

These cameras capture information about vehicles traveling on public roads, including:

- License plate number
- Vehicle make, model, and color
- Distinguishing features, such as decals or roof racks
- Direction of travel
- Date and time
- Camera location

Agencies that use FLOCK can choose to share data access with other participating agencies through mutual agreements. This collaboration allows investigators to search a broader network of FLOCK camera data, enhancing investigative capabilities. When two agencies establish a data-sharing agreement, each becomes part of the other's extended FLOCK network. Data sharing through FLOCK is a common practice among law enforcement agencies.

When searching FLOCK, agencies can select an option to search their entire network of shared agencies' data or just specific agencies they share data with. This option is left up to the specific user when searching data. If an agency selects to search its entire network, all agencies tied to that network will be automatically checked for any corresponding data to the original search criteria. Many agencies choose to search their entire network when conducting FLOCK queries.

The data in FLOCK network is consistently purged. Users can only review data for the last 30 days. The audit data on who queried the network, from which agency, the reason, etc.,

is kept indefinitely (treated as evidence). It's been requested to provide a review of FLOCK data for the past 30 days, which revealed the following:

- Novi personnel searched FLOCK data 549 times
- Outside agency, network-wide queries, which include Novi as just one of many agencies in someone else's network, totaled 783,645 searches
- When adjusting for duplicate agencies represented in the 783,645 number, it dwindles to 1,075 different agencies
- Out of those 1,075 only 5 were outside agency searches (all Michigan-based, metro Detroit agencies) of Novi Flock data specifically

FLOCK data continues to prove itself an invaluable investigative tool for the Novi Police Department and has helped our staff develop investigative leads and solve crimes.

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER
FROM: LINDSAY BELL, AICP, DIRECTOR OF PLANNING
SUBJECT: CAMELOT PARC TOWNHOMES UPPER
DATE: JULY 13, 2026

Mayor and Council –
The Camelot development item is proposed for your July 27th agenda. Please see the following summary of the project to date.

- Victor

KEY HIGHLIGHTS:

- On March 23, 2026, City Council granted tentative approval for the Camelot Parc Townhome development's Planned Suburban Low-Rise (PSLR) Plan
- The Camelot Parc Townhome PSLR Plan is for a vacant parcel totaling 8.24 acres (net) south of the Novi Promenade Shopping Center, east of Wixom Road.
- The plan shows the development of 22 townhome units in five 2-story buildings.
- The units would be for-sale, and each would have a two-car garage.
- The subject property is currently zoned R-1, One Family Residential, with a PSLR Overlay.
- As a benefit to the public, the applicant proposes a donation to fund improvements to the Wildlife Woods Park pavilion and restrooms, as well as conservation easements and enhancements to areas to be preserved.
- The PSLR Agreement has been drafted by the City's attorney and reviewed by the applicant, and is ready to return to City Council for final approval.
- In the site plan submittal, the applicant indicates they will remove one additional unit to further reduce the wetland impact.

BACKGROUND INFORMATION:

The applicant is proposing a Planned Suburban Low-Rise Overlay (PSLR) Concept Plan to construct 22 for-sale townhome units on the east side of Wixom Road, north of Eleven Mile Road. The homes will be in five low-rise (2-story) buildings with a proposed density of 2.7 units per acre. The concept plan indicates the main entrance to the development off Stonebrook Drive, with secondary emergency-only access provided on the west side directly to Wixom Road. The applicant is proposing a trail for residents through the open space areas and proposes wetland preservation and mitigation on-site. Low rise multiple family is considered a Special Land Use in the PSLR overlay.



CITY COUNCIL REVIEWS:

Following the City Council's discussion on December 1, 2025, the applicant revised the PSIR Plan to accommodate additional private and active open space on the site. The plan now shows a 10-ft by 26-ft area behind each unit to be available as private open space, so that the project now exceeds the requirement of the Ordinance. The nature trail has also been connected to Wixom Road, which will permit public access over the majority of the walking path. The requirement for 10% active open space has now been met. However, because the passive open space on the site is so large, the active open space is still below 50% of the total open space requirement. Over 50% of the site is to be preserved in a conservation easement, offering permanent protection to woodland, wetland, and wetland mitigation areas.

Given the proximity of Wildlife Woods Park and the likelihood that new residents will utilize the park, the applicant proposed a financial contribution to help improve the park. In a letter to the City dated November 17, 2025, the applicant proposes to provide funding

(\$30,000) to put toward a list of improvements to Wildlife Woods Park pavilion and restrooms, which were identified as needed:

- New roofing
- Seal and paint the pillars and exterior gutters
- 2 new steel picnic tables
- Improve the lighting and add security cameras
- Epoxy bathroom floor
- Paint restrooms
- Install new faucets
- Repair concrete behind pavilion
- Install bathroom partition wraps

In addition, the developer stated they will enhance the habitat of the remaining natural features to be preserved on the property by removing invasive species, providing native plant seeding to promote the growth of desirable wetland species, placing habitat structures within the emergent wetland areas, and planting additional trees in the mitigation areas.

Following the City Council's discussion at the February 23, 2026, meeting, the applicant has indicated the following changes were provided:

- Adding an additional bench/fitness station
- Revision to the landscape plans adding more trees along the pathway in the mitigation area.

On March 12, the applicant sent an email to staff sharing a detailed document "Contribution for Maintenance and Repair of Private Road" stating the following:

Please find a copy of the agreement presented to the Villas incorporating the percentage contribution and scope of work along with square footage calculations per our agreement. I know the Villas are discussing some other items unrelated to the cost and scope which may be ultimately incorporated into the agreement after we have our zoom meeting which I expect prior to the meeting.

The Villas at Stonebrook HOA has not indicated they have accepted the applicant's offers of a maintenance agreement.

On March 23, City Council granted tentative approval for the Camelot Parc Townhome development's Planned Suburban Low-Rise (PSLR) Plan, subject to conditions and deviations, and directed that the applicant work with the City Attorney's Office to prepare the required Planned Suburban Low-Rise Overlay Agreement and return to the City Council for final approval.

ADDITIONAL UPDATE:

During a recent pre-application meeting with the Michigan Department of Environment, Great Lakes, and Energy (EGLE), the applicant discussed the project history, current plans, wetland impacts and mitigation with representatives from EGLE and City Staff. Staff continued to urge the applicant to resolve the 0.04 acre (1,742 sf) area of deficiency in required wetland mitigation on the site, either by reducing impacts or expanding the area of mitigation. The city's wetland consultant provided a list of suggested alternatives to the applicant's engineer, and other ideas were discussed that would have required deviations from ordinance standards. It was agreed that additional woodland tree impacts were not desirable to create new wetland areas, and staff advised against taking additional deviations to Council for approval at this point in the process. The applicant has indicated they will remove one additional unit from the north side of the property in order to reduce the wetland impact, which will allow the mitigation area to be fully accommodated on site. This will bring the total number of units down to 21 (2.54 du/ac). This change will be reflected in the Site Plan submittal following approval of the PSLR Agreement.

The PSLR Agreement has been drafted by the City's attorney and reviewed by the applicant. The applicant requests to be placed on the next available agenda for consideration for final approval of the proposed PSLR Plan and Agreement.

Following approval of the PSLR Agreement, the site plan process would begin. The applicant will submit a site plan to be reviewed by staff and consultants prior to being scheduled for Planning Commission public hearing for Special Land Use, Preliminary Site Plan, Wetland Permit, Woodland Permit, and Stormwater Management Plan approvals.

TAFT ROAD WATER MAIN CONNECTION

What Is Happening?

The City of Northville will be installing water main on **Taft Rd between W Morgan Blvd and Galway Dr**. This water main will be installed within the public right-of-way on the west side of Taft Rd and will serve as an emergency connection between the City of Northville's and the City of Novi's water systems. **Construction is expected to begin the week of July 20, 2026.** The contractor performing the work is Main Street Contracting, Inc., and the City's engineering consultant, OHM Advisors, will oversee construction activities and project communications.

When Is Work Happening?

Construction is planned to start the week of July 20, 2026, and is expected to be completed by mid-August. Please note that construction is weather dependent and the schedule is subject to change. Once the water main is installed, the impacted areas will be restored.

How Will This Impact You?

Construction work unavoidably generates dust, noise and other inconveniences. However, guidelines are in place to minimize impacts on residents and OHM inspectors will monitor the project daily. Other impacts include:

- **Taft Rd between W Morgan Blvd and Galway Dr will remain accessible.** If temporary lane closures are required, traffic will be maintained with the assistance of a flagger.
- **Temporary water service interruptions** are expected. Impacted residents will be notified 48 hours in advance.
- **Construction activities** are permitted from 7:00 a.m. to 6:00 p.m., Monday through Saturday.
- **Trash, recycling, mail, and deliveries** will continue as normal.
- **Areas within the public right-of-way** impacted during construction will be restored prior to project completion.



Parks, Recreation & Cultural Services

Recreation Center Considerations

April 2025

Mayor and Council –

At the June 22nd Council meeting, a request was made to provide a comprehensive list of all materials gathered regarding a Recreation/Community Center. We believe this summarizes the information developed in the last 6 years.

- Victor



Challenges in providing itemized operational cost

Itemized projections require significant assumptions and may not reflect actual operational realities

- **Shared staffing and services** across amenities make it hard to attribute costs to an individual amenity. Aquatic centers especially vary on staffing depending on usage rate, size, layout, features, standards and regulations, and insurance requirements. Expect 5-8 FTEs for a mid-sized center.
- **Utilities, maintenance, cleaning** are almost always shared across multiple spaces in a building, making it difficult to itemize. Utilities can vary \$1.50-4.00 per square foot and can vary by energy rates, building efficiency, usage patterns, amenities, etc.
- **Technology** is dependent on the specific needs and complexity of the community center's operations and the level of integration with building systems and patron services.
- **Common areas** (lobbies, locker rooms, etc.) are used by all patrons, blurring cost attribution.
- **Misc fixed costs** (admin, depreciation) span the entire facility, and are not itemized. Insurance, for example, reflects the facility's size, use/amenities, risk profile, safety practices, and history. Higher-risk activities or less robust safety protocols typically lead to higher premiums.

Feasibility study and design are needed to develop actual costs for staffing and operations and to develop membership/cost recovery options.

A Menu of Select Amenities

General

Café/concessions	Makerspace/innovation lab
Catering kitchen	Multi-sport gymnasium
Child watch/babysitting	Office space for staff
Climbing wall	Reception/membership desk
Computer lab	Sauna
Conference rooms	Small group training room
Co-working space	Specialty craft rooms (woodworking, etc.)
Crafts room	Steam room
Dance/fitness studios	Storage rooms
Fitness center (weights/cardio)	Teen center/lounge
Game room/e-sports	Theatre/auditorium
Indoor turf space/field	Walking track
Lobby with gathering space	Many more...
Locker rooms	

Aquatics

Diving well
Hot tub
Lap pool
Lazy river
Leisure pool
Spray features
Therapy pool
Warm water pool
Water slides
Wave pool
Zero-depth entry pool

Current Needs and Community Requests

PRCS Identified Needs

- Gymnasium
Multi-purpose athletic space for basketball, volleyball, pickleball, etc.
- Multi-purpose activity space
Gathering space for seniors, dance classes, fitness classes, rentals, etc.
- Theatre expansion
- Storage space

This information is based on current trends PRCS is experiencing with space constraints and increasing community demand for programming and rentals.

Community Requests

- Indoor walking track
- Warm water pool
- Leisure & lap pool
- Dedicated space for older adults
- Indoor pickleball courts
- Single location community center

This community-sourced information was generated by Older Adults Focus Groups and PRCS Master Plan community surveys in 2023 and 2024, respectively.

Amenity Cost-Impact Matrix (examples)

High Cost-High Impact

Pools
Miscellaneous Aquatic Amenities
Fitness Center
Gymnasium
Locker Rooms
Babysitting/Child Watch
Café/Concessions

High Cost-Low Impact

Sauna
Steam Room
Climbing Wall
Indoor Playground
Game Room/E-sports
Teen Lounge

Low Cost-High Impact

Multi-purpose Spaces
Fitness & Dance Studios
Theatre Auditorium/Community Room
Indoor Walking Track
Lobby/Membership Desk/Lounge
Storage Rooms
Office Space For Staff

Low Cost-Low Impact

Specialty Craft Rooms
Catering Kitchen
Conference Rooms

These items have been categorized based on trends within PRCS, research of other facilities, and focus group and survey responses in the last 2-3 years. Actual impact could vary.

Operational Cost Considerations



Wages & Benefits: Depending on amenities in a community center, wages can account for **30-65%** of operational expenses. Program diversity and volume also play a role.



Occupancy: This includes monthly utilities, maintenance (including in-house and contractors), custodial needs, IT and security infrastructure, and insurance. All items depend heavily on amenities included, facility square footage, and age and efficiency of the facility. This can account for **10-20%** of operational expenses.



Programming: All programming supplies, including marketing and promotions, are in this category. Ranges **10-30%** of operational expenses and will reflect volume and diversity of programming.



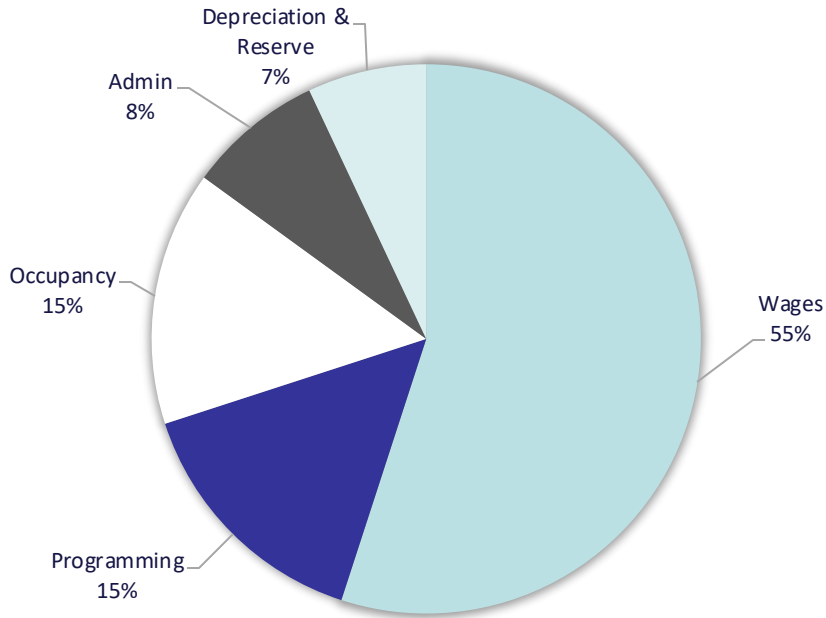
Depreciation, Reserve, Investment: This ranges from **5-15%** and is dependent on the age of the facility, desired capital replacement reserve, and strategic investment allocations.



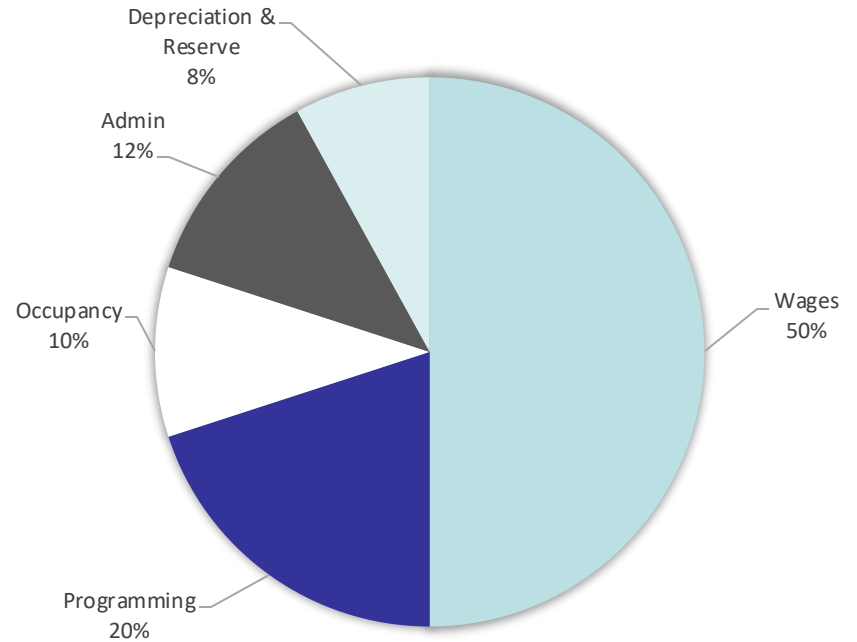
Admin: Includes office expenses, accreditation expenses, professional services/contracts, staff development, volunteer support, etc. Tends to be a catch-all for miscellaneous and incidental expenses. Ranges **5-15%**.

Average Allocation of Cost

With Aquatics

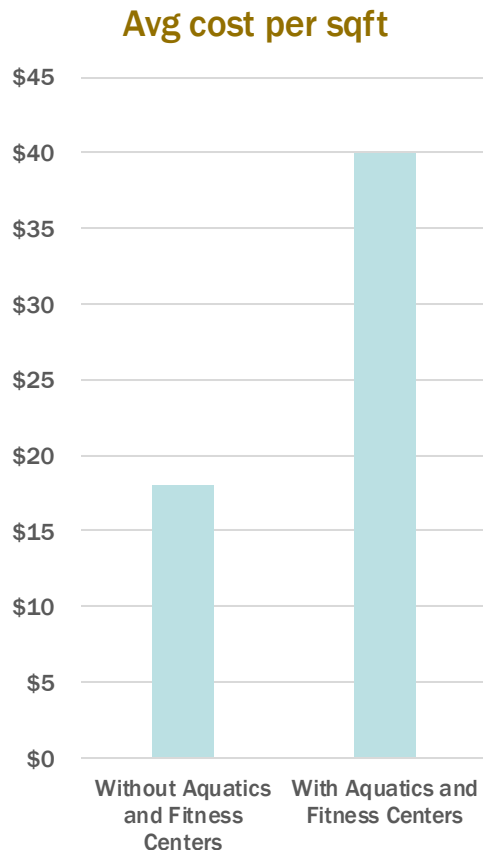


Without Aquatics



Aquatic amenities influence the overall allocation of operational costs, with a larger portion directed toward specialized staffing, utilities, and maintenance.

Estimated Cost per Sqft (of benchmark communities)

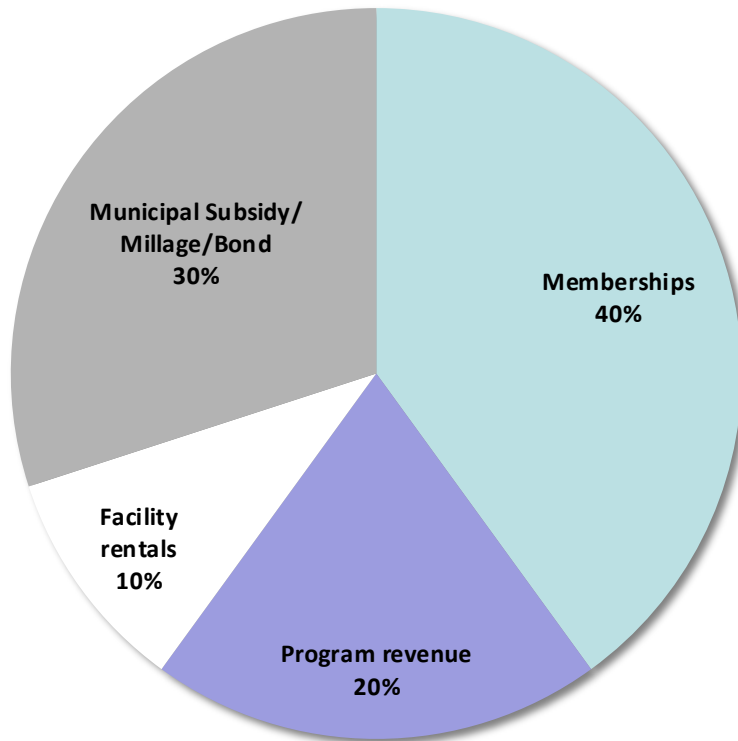


	Annual Ops Cost	Sqft	Cost per Sqft	Membership
Sterling Heights	\$1,720,650	98,000	\$17.56	0.3 mils operating millage
Troy	\$2,795,571	127,000	\$22.01	\$275/yr
Canton	\$5,939,735	95,000	\$62.52	\$382/yr
Livonia	\$4,800,000	135,000	\$35.56	\$265/yr

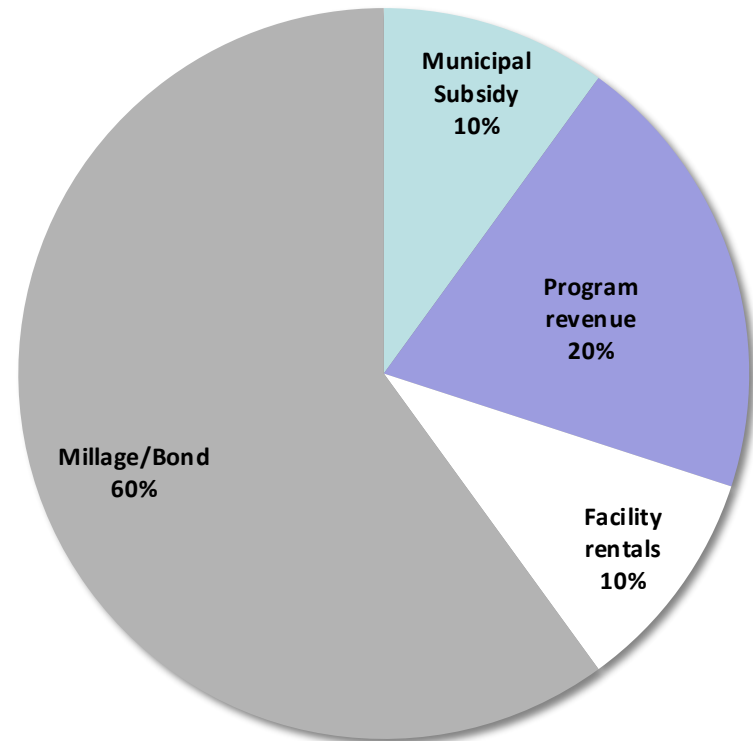
Line items not available for these centers.

Two Possible Cost Recovery Models

WITH MEMBERSHIP FEES



NO MEMBERSHIP FEES



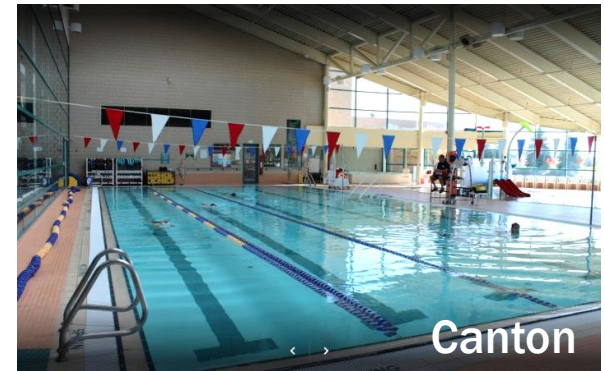
Competition/Lap Pool

Programming – often the primary source of cost recovery for pools. Varies widely depending on frequency, volume, etc. Storage space needed.

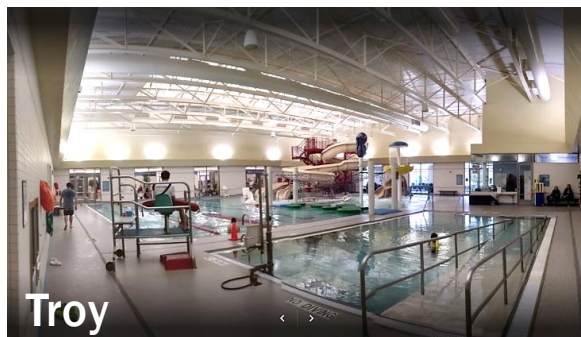
Utilities – water, heat, electricity, HVAC (ventilation), sewer all dependent on volume of use, amenities, and are intertwined with entire community center facility.

Staffing – requires skilled/experience facilities and program staff; lifeguards required recurring training.

Maintenance – daily cleaning, chemical monitoring, inspections, PMs, specialized pump/filter equipment, chemical monitoring. Dedicated storage needed.



Leisure Pools



Water playground features – largest diversity of amenities in this area. Most common and in-demand is warm water and zero-depth entry. Large impact on cost variability.

Programming – often the primary source of cost recovery for pools. Varies widely depending on frequency, volume, etc. Storage space needed.

Utilities – water, heat, electricity, HVAC (ventilation), sewer all dependent on volume of use, amenities, and are intertwined with entire community center facility.

Staffing – requires skilled/experience facilities and program staff; lifeguards required recurring training.

Maintenance – daily cleaning, chemical monitoring, inspections, PMs, specialized pump/filter equipment, chemical monitoring. Dedicated storage needed.

Example Facility – Aquatics/Natatorium Only



Lap pool – 82F, 75ft x 48ft, 6 lap lanes, 25 yards, competition-ready

Leisure pool – warm water (90F), zero-depth entry, spa jets, splash features



Example facility – aquatics/natatorium only

	Annual Ops Cost
Utilities	\$89,000*
Chemicals	\$11,000
Maintenance	\$35,000
License/permits	\$2,000
Est Staffing	\$250,000
Est Total Ops	\$387,000
Natatorium Sqft	6,000
Cost per Nat Sqft	\$64.50

*estimated

Lap pool – 82F, 75ft x 48ft, 6 lap lanes, 25 yards, competition-ready

Leisure pool – warm water (90F), zero-depth entry, spa jets, splash features

- Does not include any other square footage in building.
- Staffing includes recreation supervisor for aquatics (with a pool operator's certification), lifeguards for all hours (97 hours/week + in-services),
- Cost recovery/revenue earnings for this facility meet majority operations costs.



Fitness Center

Equipment and Maintenance –

- An entire buildout can vary widely. A **6,000 sqft** fitness center can range from **\$300,000-\$600,000**. (includes equipment, flooring, AV equipment, storage, etc.)
- **PMs** are typically contracted with the manufacturer or local vendor. Cost varies widely. Estimated **5,000-\$10,000/yr** with parts and labor covered for first 3 years of the life of the equipment.
- **Cardio equipment** can last **3-7 years**, depending on use volume and PMs. Avg cost of high-end commercial treadmill is **\$3,000-\$8,000 per item**.
- **Machine weight** equipment can last **10-20 years** of heavy use, with regular replacement of wear components. Avg cost of high-end commercial is **\$4,000-\$8,000**.
- **Free weight** equipment can last **20+ years**, depending on use volume and care. Avg cost of high-end commercial is **\$300-\$6,000**.

Programming – Fitness centers are primarily use for self-directed recreation. They are considered a major driver for membership fees. Personal training is the most common method of cost recovery via programming. Current fee for personal training averages \$60-80/hr. Storage space needed.

Utilities – Cable, internet, heat, electricity, HVAC are intertwined with entire community center facility. Dependent on facility specifications.

Staffing – shared use staff for custodial and maintenance; PT staff can be used during high volume times to monitor for safety, cleanliness, etc.



Gymnasium



Typical gym is 110ft x 70ft; includes 2 end baskets, 4 side baskets, and 1 divider curtain.

Maintenance –

- Recoat every 1-2 years at ~\$10,000.
- Refinish/repaint every 5-10 years at ~\$30,000
- Full replacement approx. every 30 years at ~\$90,000
- Daily cleaning shared across staffing and contract.
- Curtains, baskets/backboards, and corresponding mechanics replaced as needed.

Programming – provides cost recovery across multiple programs, sports, membership types. Can be lined for multitude of sports, including basketball, volleyball, pickleball, badminton, etc.

Utilities – heat, electricity, HVAC are intertwined with entire community center facility. Dependent on facility specifications.

Staffing – shared use staff for programming, custodial, maintenance

Studio Space



Maintenance –

- Similar to gymnasium but depends on type of flooring.
- 2,500 sqft hardwood needs recoat every 1-2 years, refinish every 5-10. \$1000-\$4000
- 2,500 sqft Rubber flooring needs replaced every 10-15 years at \$10,000-\$20,000
- 2,500 sqft Vinyl flooring needs replaced every 7-10 years at \$15,000-\$30,000

Programming – Studios are frequently multi-use and primarily used for instructor-led, group-based programming. The most common method of cost recovery is through class fees and membership fees (when present). Depending on flooring, classes range from Cardio Drumming to Ballet.

Utilities – Heat, electricity, HVAC are intertwined with entire community center facility. Dependent on facility specifications.

Staffing – shared use staff for custodial and maintenance. Program instructors are typically the primary or only staff in the space.

Lobby and Common Areas

Amenities –

- **Reception desk and check-in; serves as the control center for the entire facility.** Amenities vary widely:

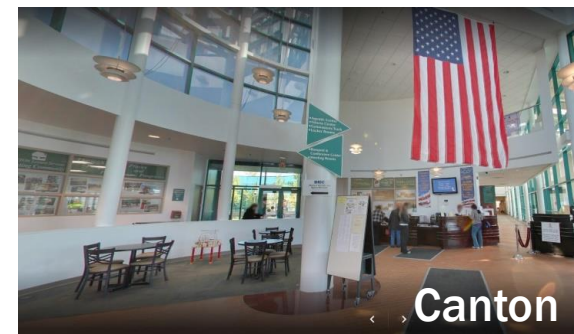
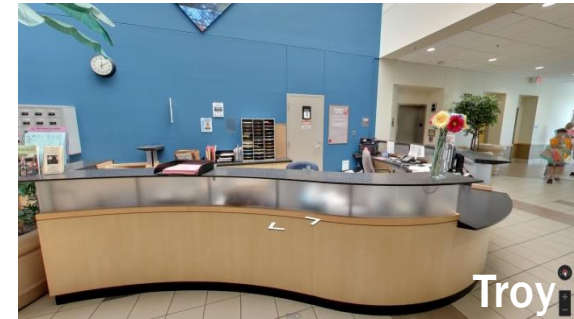
Wayfinding signage
Locker rooms (traditional & universal)
Café
Restrooms
Retail/merchandise

Display cases
Child watch/babysitting
Art gallery
Water fountain/bottle filling
Public computers
Party room (rental)

Staffing – Serves as a homebase for frontline clerical staff. Shared use staff for custodial and maintenance.

Programming – Typically unprogrammed, but can be used for promotional gathering, and general social space.

Utilities/Maintenance – Cable, internet, heat, electricity, HVAC are intertwined with entire community center facility. Dependent on facility specifications. Maintenance is dependent on usage volume and amenities.



Theatre / Auditorium/ Community Room



Maintenance –

- Dependent upon amenities: flooring type, tables and chairs, movable walls.
- Sound and lighting equipment for stage programs.

Staffing – Program staff here as needed.

Programming – Large multipurpose room. Programming can include larger community events, theatre and music performances, larger fitness classes, etc. Popular for rental space. Storage space needed.

Utilities/Maintenance – heat, electricity, HVAC are intertwined with entire community center facility. Dependent on facility specifications. Maintenance is dependent on usage volume and amenities.



Questions?



Findings

Our study group found, in order to continue to improve the experiences of Older Adult Services, we can adopt items that we observed in three different stages. The first group of items can be done with low-cost, low risk, and mostly done through the administration (Implement). The second group may need some budget attention or more planning and goal setting (Tactical). Finally, the third area would be where we want the Older Adults Service program and department to go (Direction).

One item we want to focus on is improving the socialization of our Seniors. Improving socialization can be the gateway for more interaction and building of relationships which also opens doors for being aware of and utilizing City of Novi programs. Some of the items we want to implement right of way are:

Implement

- Comfortable and welcoming space(s) for seniors to gather and socialize before and after programs
- Centralized all senior programming information (Should this be defined more? Kathy is going to advocate for a monthly newsletter)
- Videos of interest specifically for older adults
- Opportunity to promote gathering at Library in mornings for socialization/café.

Tactically, we can move forward items that will take some planning, designing or budgetary focus. Some of the items we want to tactically start moving are:

Tactical

- Additional program employees as we increase older adult programs
- Bocci Ball court outside Civic Center or Meadowbrook Commons
- Pickleball courts at Meadowbrook Commons with gathering space and shade
- Senior Home Assistance Repair Program (SHARP)

Finally, with a clear direction, we can move forward items that will require City Council Direction and public input. Some of the items with Directional focus are:

Direction

- Additional City owned Senior Housing
- Warm water therapy pool
- Indoor Pickleball Courts
- Staffing to facilitate and maintain additional spaces/amenities and programs

Introduction:

This report is a snapshot of a multi-month endeavor to evaluate where our Older Adult Services (OAS) division ranks comparably to the best senior facilities/programs across the State of Michigan. Additionally, we looked at staffing models and local government-operated housing for the OAS population. I engaged Kathy Crawford to assist due to her decades of committed advocacy for all things related to the OAS population. To round out our team, our Director of Parks, Recreation & Cultural Services (PRCS), Jeff Muck, added his expertise with almost 30 years of programming, managing facilities, and overseeing staff working with populations of all ages.

The process started with Mrs. Crawford selecting five (5) of the top agencies/facilities in the State of Michigan to visit, inspect and learn from and compare to. I then requested Director Muck to select three (3) additional programs/facilities that he would see as comparable. The first five (5) are listed in the order of visits selected by Mrs. Crawford, and the next three (3) are the ones selected by Director Muck:

[Hartland Senior Activity Center](#), 9525 E Highland Rd, Howell, MI 48843
[Loose Senior Center in Linden](#), 707 N Bridge St, Linden, MI 48451
[Auburn Hills Community Center](#), 3350 E. Seyburn Dr. Auburn Hills, MI 48326
[Oceana County Council On Aging](#), 4250 W Tyler Rd, Hart, MI 49420
[Charles & Lynn Zhang Portage Senior Center](#), 203 E Centre Ave, Portage, MI 49002
[OPC \(Older Persons Commission\) Rochester](#), 650 Letica Dr, Rochester, MI 48307
[Troy Community Senior Center](#), 3179 Livernois Rd, Troy, MI 48083
[Senior Friendship Center Westland](#), 1119 N Newburgh Road, Westland, MI 48185=

Due to each community being different, the process of recording and blending our observations was simplified by each member turning in notes after the visits with Likes, Dislikes, and Other Observations. This allowed the combination of items into the three distinct buckets. The dislikes are important but, at this point, don't add value, and after review of the items, we found seven (7) categories that make sense when we perform an overview of Novi OAS, where we are at and help us continue to improve on where we are going. Those categories are:

- Facilities
- Programs
- Personnel
- Boards/Advisory Committee
- Transportation
- Housing

Facilities

Common observations and characteristics from visiting each facility:

- Parking that is adequate and close to the building. Covered drop-off area. No step entries.
- Aesthetics and design are welcoming and not oversized, with a fireplace, nice seating/gathering space, views of nature, and large restrooms.
- Most popular features included a billiard/game room, fitness equipment, indoor walking track, pickleball courts, and a warm water pool. The building easily flows to outdoor spaces for programming. No need for computer rooms.
- Sufficient storage.
- Patio, meeting/program rooms, and spaces that can be utilized for banquets and conferences, as well as private events that bring revenue to the center.
- Members have learned how to use the online scheduling system for the pool and classes. (OPC, Portage)
- Private multi-story senior housing facility next door to OPC. Residents don't use OPC much as they have their own amenities in their complex. (Much like the amenities that our private sector housing provides in Novi)
- Large crafts room for pottery, basket weaving, and wood carving
- Water Aerobics and water therapy
- Well-equipped exercise room
- Large areas of the property that could be used for outdoor activities such as Bocce Ball etc.
- All rooms had large windows with lots of natural light
- A small greenhouse maintained by seniors was attached to the center.
- Park grounds with pavilion, picnic area, and room for having Hot Dogs on the grill, Walking path, cornhole, and programable space. Area for socialization outdoors.
- Outside bocce ball court and shuffleboard with shade areas

How does Novi Compare?

- The city's OAS Housing (Meadowbrook Commons) has a covered drop-off area. Novi Civic Center, Library, and Lakeshore Park facilities have closed parking but are not covered.
- Civic Center, Library, Lakeshore Park, and Meadowbrook Commons all have no step entries and large restrooms.
- We do not have a "Sr. Center" with a fitness room, but we do have a fitness center available to Meadowbrook Commons residents.

- Currently, the Lakeshore Park building flows into the park with the deck, proximity to the pavilion, and views of Shawood lake. The library has a patio that opens to Fuerst Park. Meadowbrook Commons has an open courtyard for residents and exercise equipment for all abilities, with a nearby gazebo.
- While restrained from building banquet facilities by city charter, the city still has a steady revenue stream by renting out meeting rooms for private events at the library, the Civic Center, Township Hall/Fuerst Park, and park shelters. Currently, the policy at Lakeshore Park is no renting of the building space.
- Warm water pools, fitness centers, and indoor pickleball courts are provided by the private sector.
- Novi seniors utilize online registration for our programs and services.

Programs

Program and Service observations:

- Comprehensive programming: special events, classes, social services, travel, opportunities to socialize and volunteer, center meals and home delivered, leagues and fitness programs.
- Open Mic night for musical instruments.
- Utilize surveys to assess senior needs.
- Opportunities to facilitate inter-generational programs.
- Senior Home Assistance Repair Program (SHARP) at Auburn Hills and Troy. The SHARP program provides home repair to senior and disabled residents. The labor is free; the homeowner pays for the cost of the materials. Trained volunteers will provide miscellaneous home repairs and maintenance.
- Adventure-type activities (Kayaking, biking, Cross-Country skiing) and an out-of-state travel program (ex: white water rafting) have positive revenue for the center (Oceana).
- Counselors on site for assistance with Medicare, and Medicaid.
- Support groups were provided.
- Adult Day Care on site, beneficial to users but was not staffed by or licensed at the State level. (Oceana)
- On-site health programs (BP, Pulse, Oxygen) are provided by Ascension Health(OPC). Collaboration with the private sector to provide Physical Therapy and Sports Medicine on site

- Collaboration with the Nature Center and Troy Historic Village for free enrichment events such as Autumn Jewels, Preservation Conversations, and Michigan's Native Americans.
- Large, equipped computer center for classes and use by seniors
- Intergenerational programming
- Considerable focus on providing Cable TV shows of interest to older adults...particularly information related to Medicare and Medicaid scams. (Westland)
- Friends of Troy Seniors group organized tax prep, Document shredding, Monthly Brunch & Learn, Health screenings, Community Garage Sale and Flea Market, Senior Indoor Picnic, Ice Cream Social, and other programs.
- Sell fitness center passes. (Troy)
- Seniors pay full price for classes (Troy)

How does Novi compare?

- Novi provides a full complement of programs and services, including Meals on Wheels and luncheons, Medicare/Medicaid Counseling, social services, transportation, and enrichment. A few that we do not offer are SHARP, white water rafting trips, and open mic night.
- The Novi Concert Band and the Novi Choraliers are two community groups organized under PRCS. Participation is mainly seniors.
- SOS survey conducted in Fall 2021, National Citizens Survey, Parks and Rec Master Plan survey, ongoing program surveys, and after-action reports are all utilized to access programming needs and wants.
- Offer programs such as fitness, crafts, birding, and walking clubs that do not have age ranges. Working with Novi Schools on robotics collaboration for seniors. We are planning to offer several more programs over the next few months, including kayaking.
- Novi contracts with travel companies and offers some staff-led trips. We generate revenue on our travel programs that outpace expenditures.
- Support groups held at Meadowbrook and the Civic Center have included Hearing Loss, Tech Assistance, Bereavement Support, and Care Giver Support. SOS guide provided to the entire community, including links and phone contact for support groups. OAS Social Services Coordinator acts as our city "concierge" to refer those in need of services. Maintain Boomers and Beyond Facebook page that provides messaging on support services and OAS programs.

- We have worked with Ascension for years. They have been reluctant to be in person at our location since Covid and have been offering virtual opportunities.

Personnel

Common observations, and characteristics from visiting each facility:

- Director had passion, drive, professionalism, and knowledgeable.
- The staff seems to be familiar with many of the participants and calls them by name.
- One staff person and one part-time employee are dedicated to the senior program (Troy)
- Full-Time Director and then a few part-time workers who were not necessarily educated regarding seniors but are seniors themselves who need a job to supplement their limited income (Westland).

How Novi compares:

- Novi has 6 Nationally Certified Parks and Recreation Professionals, 1 Certified Dementia Practitioner, and one (1) certified Program Planner through The Learning Resources Network (LERN).
- Staff attend mParks, National Recreation and Park Association, Michigan Alliance of Senior Centers, and National Council On Aging conferences and webinars.
- PRCS/OAS staff are very familiar with clientele that attend cards and fitness classes and Meadowbrook residents. Madison and Judy have explicitly been complimented by participants for their work at lunches and events.

Boards/Advisory Committee

Observations from other communities:

- Their eleven-person volunteer board was diverse in their passion, active in the center, and had very specific areas of expertise in different activities offered by the center. (Hartland)
- There is a FRIENDS of the Portage Senior Center that has a 501(c)3 status that fundraises for the center, active in fundraising, including golf outings and purse exchange events.
- No advisory board for some agencies.

How Novi compares:

- Nine (9) member PRCS Commission (includes two [2] student reps). OAS Programs and Services is a standing agenda item monthly.
- OAS Advisory Board has six (6) members. Meets bi-monthly. Acts in an advisory capacity but does not actively volunteer or lead activities
- Novi Parks Foundation has contributed to pickleball courts and ITC Trail. Novi Rotary Club built a gazebo at Meadowbrook Commons

Transportation

Observations from other communities:

- Hartland offers transportation. Employs one full-time van driver. Transportation M-F 8 am to 5 pm, no service when school is closed or inclement weather. \$1.50 to \$3.00 per one-way trip.
- OPC- Transportation is provided with a one mill levy that does not cover the annual cost of the system. There is a nominal fee on weekdays from 8:15-4:30 and Saturdays from 9-4 pm. They average 200/day (for reference, Novi around 50-60 per day). Own 28 vehicles, 14 on the road every day. Supported by one mill levy across three (3) communities just for this transportation, but this program runs on deficit spending.
- Transportation via Troy R.Y.D.E, separate from Parks or Seniors.
- Transportation is provided for seniors and non-seniors for a cost and offset with CDBG Funds. (Oceana)

How Novi compares:

- Transportation is available 8am-7pm Monday-Friday (last pick-up is at 6:30pm in Novi or 6:00pm out of Novi) and 9am-3pm Saturday (last pick-up is at 2:30pm).
- Free rides within the City of Novi and border shopping areas.
- \$5 one way outside the city limits within a 10-mile range (begins at the Novi Civic Center).
- Seven (7) vehicles, three (3) PT schedulers, and an average of 12 PT drivers
- Average 50-60 rides per day

Housing

- Novi is the only community we visited that supplies Older Adult Housing supported by the city. Most rely on the private sector to provide. We currently have approximately 2,000 Older Adult apartments in Novi and additional 500 beds for older adults with specialized care.

Extra/Comments

- Local business and vendor support- OAS has support from local businesses such as O'Brien Sullivan, Walton Woods, Anthology Senior Living, Maple Manor, and Mission BBQ for specific program sponsorships, but not to the scope in other communities we visited where this was a major source of funding.
- Newsletter/ Quarterly Programming guide/ Yearly calendar. This ran the gamut based on different factors in the communities; some mailed to members and available at the center, some monthly, most quarterly, and the common phrase of "Residents know to look for it." (Similar to Engage).
- Senior/Recreation Department lost \$700k last year. Projected to lose 1.7 million this year (Troy) for operations.
- "Why are you visiting us? You guys have what we want."
- We are trying to be "Not your parent's senior center"
- Many of these centers are attempting to attract more users by dropping the age to age 50

Conclusion

The good news is we are not off track on the intergenerational programming that we are doing, and it is what other agencies are attempting to implement. That being said, we also witnessed the preverbal solid wall built between different municipal work groups. Silos between Parks and Recreation and Senior Departments. Some with their own HR and finance personnel, etc. We also witnessed other agencies with very limited hours for Senior centers, E.g. open from 9 am to 3 pm, limited weekends.

Our team of three spent a lot of time traversing the State in a car, which gave us the opportunity time to explore the likes and dislikes of what we saw, what we thought we might

be able to implement, and some ideas for long-term strategies for Older Adult Services. We also discussed what type of output or recommendation we could make to city council. We thought of a three-prong agenda that city council may choose to prioritize. The first would be low-hanging fruit, or items we could implement quickly. These items could be implemented quicker with fewer planning or budgetary changes. The second were more tactical or short-range items that may cause us to shift or change some direction and need budgetary priority. The third would be more directional or longer-range items that may be transitory in nature.

Implement

- Comfortable space for seniors to gather and socialize before and after programs
- Centralized all senior programming information
- Videos of interest specifically for older adults
- Opportunity to promote gathering at Library in mornings for socialization/café.

The above items, and other similar ideas, would be lower in cost and low risk in which we could easily measure and adapt to acceptance or rejection by the older adult population.

Tactically, we can move forward items that will take some planning, designing or budgetary focus. Some of the items we want tactically start moving are:

Tactical

- Additional program employees as we increase older adult programs
- Bocci Ball court outside Civic Center or Meadowbrook Commons
- Pickleball court at Meadowbrook Commons
- Senior Home Assistance Repair Program (SHARP)

We are already seeing positive feedback and growth of new programming that is being implemented such as nature walks, bird watching and different in-house travel programs. If this trend continues, additional staffing to support these endeavors could be necessary and we should plan on, including up to a managing director of OAS.

We visited places that had Bocci Ball courts, and these could be added to some of our facilities. We have also witnessed the growth of Pickleball in the last decade and since placing courts at Wildlife Woods Park see that demand increasing. The SHARP program is a great way for people to donate their time to help those who need minor things done around their households. This would take some organizational time to get up and running, then help to oversee operations.

Finally, with a clear direction and vision, we can move forward items that will require City Council Direction and public input. Some of the items with Directional focus are:

Direction

- Additional City owned Senior Housing
- Warm water therapy pool
- Indoor Pickleball Courts
- Staffing Opportunities to facilitate and maintain

Anecdotally, we hear of people in the Older Adult population that are looking for affordable ranch style housing. A result of our good governance creates some friction as the property values are higher than those properties outside the City of Novi. This makes “affordable” developments difficult as the private sector developers must recoup their investment and cost. If the city wants to pursue addition subsidized housing, we could look at existing city own properties or acquiring other land to develop under this portfolio.

Other communities find their Older Adults appreciate a warm water therapy pool to stay active with low impact. Likewise, indoor Pickleball courts could allow active OAS programs year long. Depending on the speed and growth of facilities and programming the city will have to adapt staffing to help ensure OAS success. We did recognize many of the communities we visited did not do this and are now struggling to operate how they envisioned.



Novi, MI

Resident Recreation Survey Key Findings 2020



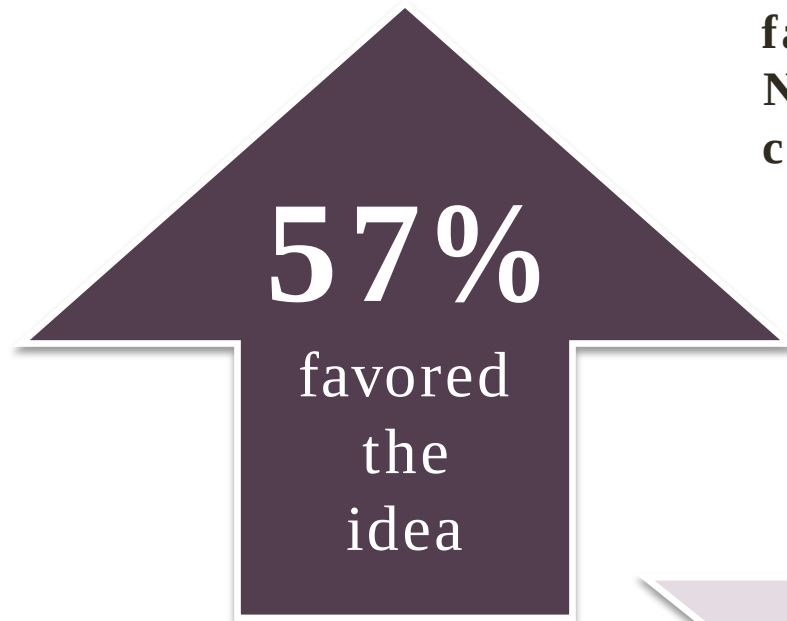
Leaders at the Core of Better Communities

The NRC & Novi

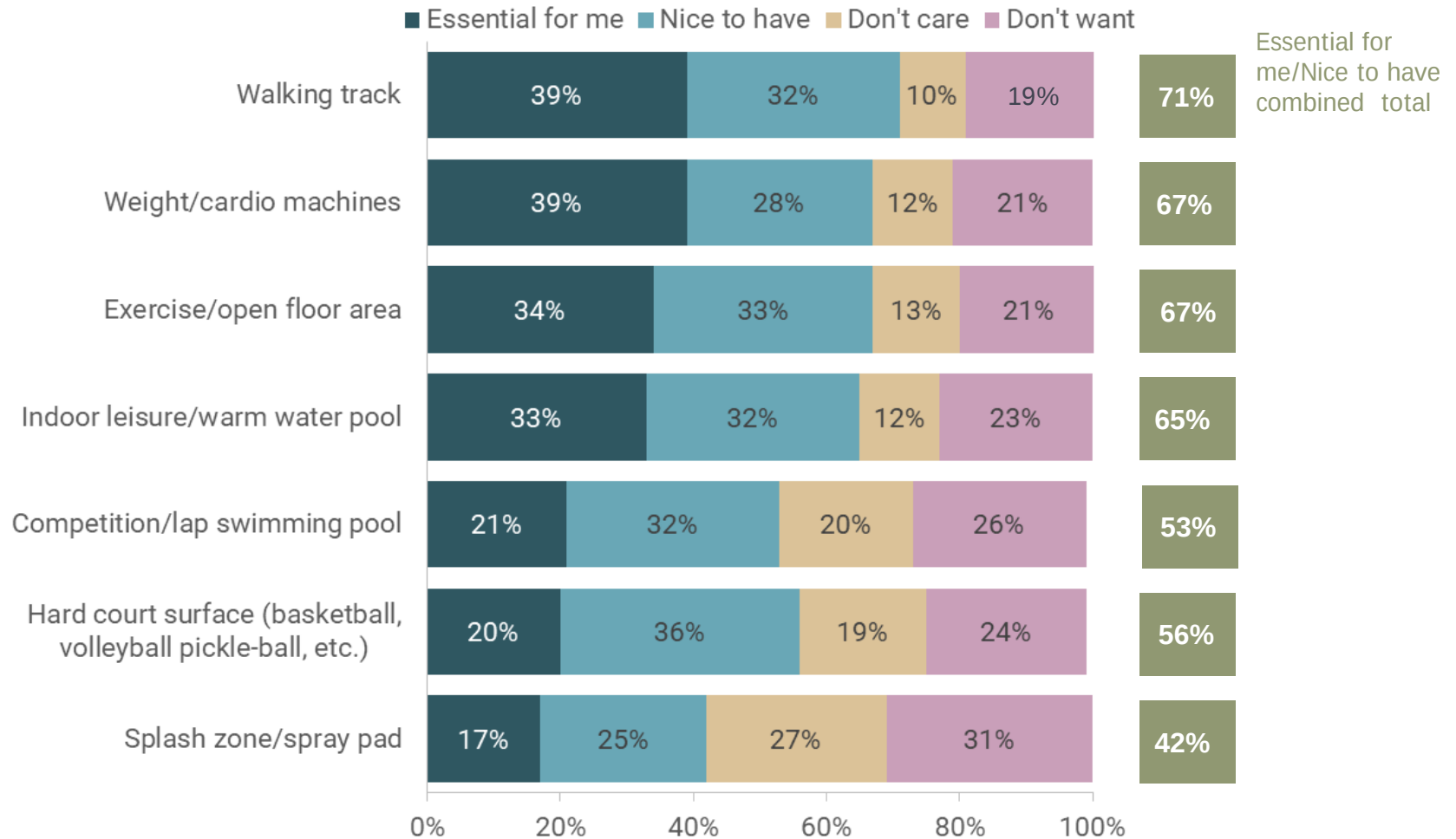
- Participant in The NCS since 2006
 - 2006, 2008, 2010, 2012, 2014, 2016, 2018
 - Random scientific sample of 1,600 households
 - 417 completed surveys; 27% response rate
 - $\pm 5\%$ margin of error
- Resident Recreation Survey
 - 2020
 - Random scientific sample of 5,000 households
 - 1,269 completed surveys; 26% response rate
 - $\pm 2.8\%$ margin of error

Key Findings

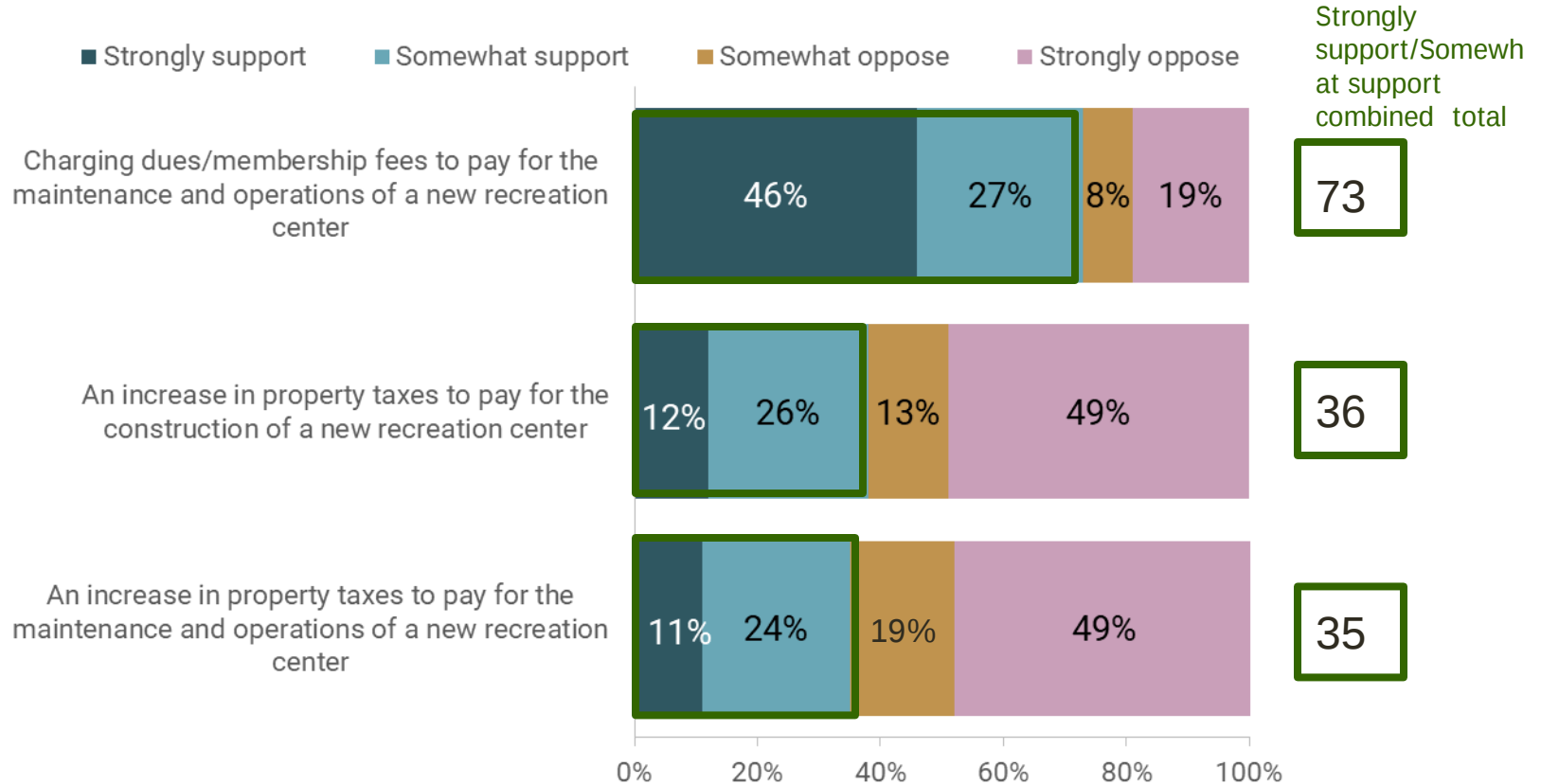
A majority of respondents favored the idea of the City of Novi building a recreation center.



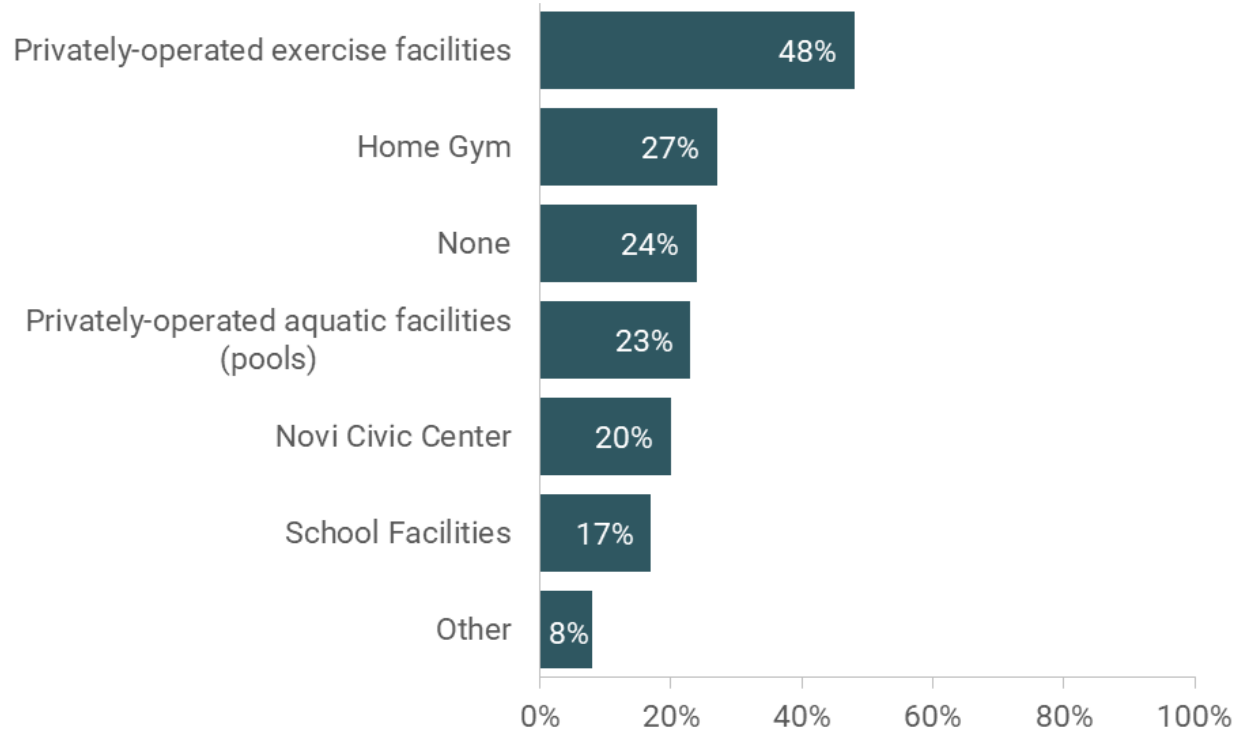
Most popular options for inclusion if a new recreation center was built



Support or opposition to various funding mechanisms



Respondents who report utilizing various indoor recreation facilities



Observations

- The majority of residents do not support a tax increase for construction nor maintenance/operating cost of a new City Recreation Center.
- Novi residents currently have and are utilizing multiple opportunities for fitness and recreation.
- Residents who want to pay monthly membership fees for indoor recreation do so to private organizations for most popular options listed for inclusion.

Discussion



City of Novi Resident Recreation Survey Summary of Results

2020

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Highlights of Survey Results

Survey Background

The City of Novi, MI desired to gather input from a representative sample of residents as they explore the possibility of building a new recreation center. The City contracted with National Research Center, Inc. (NRC) to conduct the survey on their behalf.

A total of 5,000 addresses were randomly selected from a list of all residential addresses in Novi based on the United States Postal Service Delivery Sequence File. (This list does not include addresses for those in group quarters such as dormitories or nursing homes. Each of these selected households was contacted two times with a half-page postcard survey that could be returned postage-paid in the mail. About 2% of the mailed invitation postcards (80) were returned because they either had incorrect addresses or were received by vacant housing units. Of the estimated 4,920 remaining households, 1,269 completed the survey, providing a response rate of 26%. The margin of error for this survey, with 1,269 respondents, is $\pm 2.8\%$.

The survey data were statistically weighted to adjust for non-response among certain demographic groups, a survey research best practice. The dataset of survey responses were analyzed using the Statistical Package for the Social Sciences (SPSS).

Some of the major findings of the study are presented below. The full frequencies of responses to each survey question can be found in [Appendix A](#). Breakdowns of results of by respondent characteristics are provided in [Appendix B](#). Additional details about the survey methodology can be found in [Appendix C](#) while the survey materials and questionnaire are provided in [Appendix D](#).

Key Findings

- **A majority (57%) of respondents favored the idea of the City of Novi building a recreation center. However, 43% were opposed to the idea.**

Figure 1: Percent of respondents who would or would not like to see the City of Novi build a new recreation center

Would you like the City of Novi to build a new public recreation center?

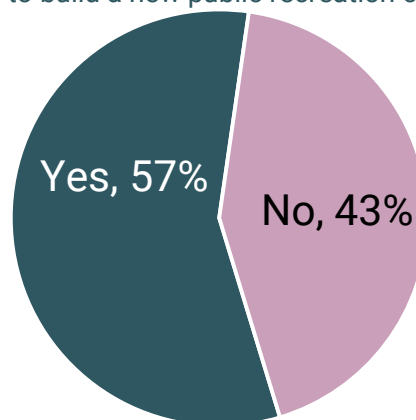
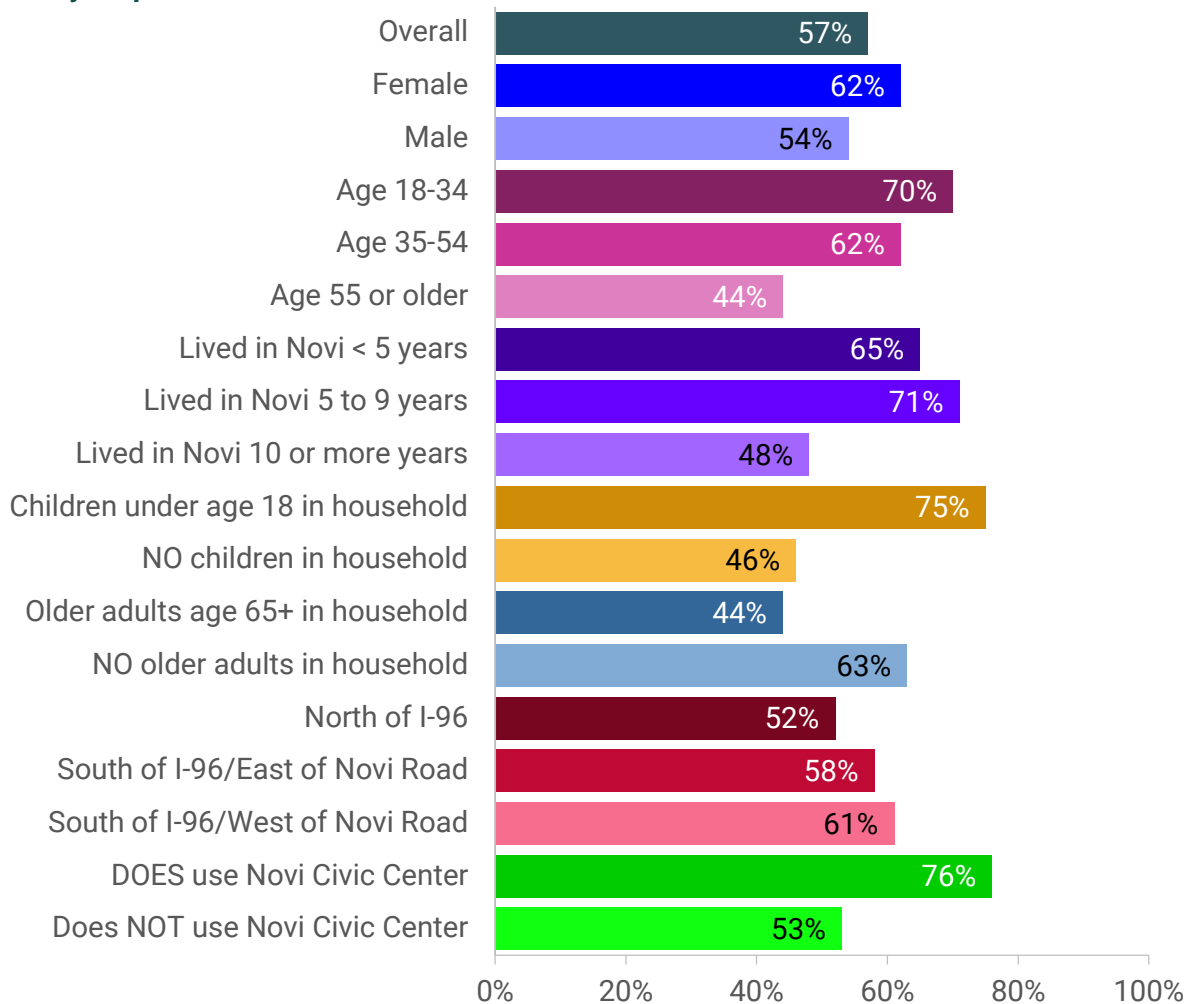


Figure 2: Percent of respondents who would like to see the City of Novi build a new recreation center by respondent characteristics

Support for building a recreation center was lowest among residents North of I-96, where only 52% favored the idea, within the margin of error to be too close to call. About 6 in 10 of those South of I-96 wanted to see the City of Novi build a recreation center.

Less than half of respondents who were age 55 or older, who had lived in Novi for more than 10 years, who lived in a household that did not include children or who lived in a household that did include adults age 65 and over supported the City building a new recreation center. However, 62% or more of their counterparts (respondents who were under age 18, who had lived in Novi for less than 10 years, who lived in a household that included children, who lived in a household in which no members were age 65 or older) did support the City building a new recreation center.

While over half of males and females supported building a recreation center, a greater proportion of females than males did so. Those who said they utilize the Novi Civic Center were much more likely to favor building a recreation center than those who did not say they utilize the Novi Civic Center, although just over half of these respondents (53%) did support building the recreation center.

- **The most popular options for inclusion in a new recreation center were a walking track and weight/cardio machines, considered essential by about 4 in 10 respondents.**

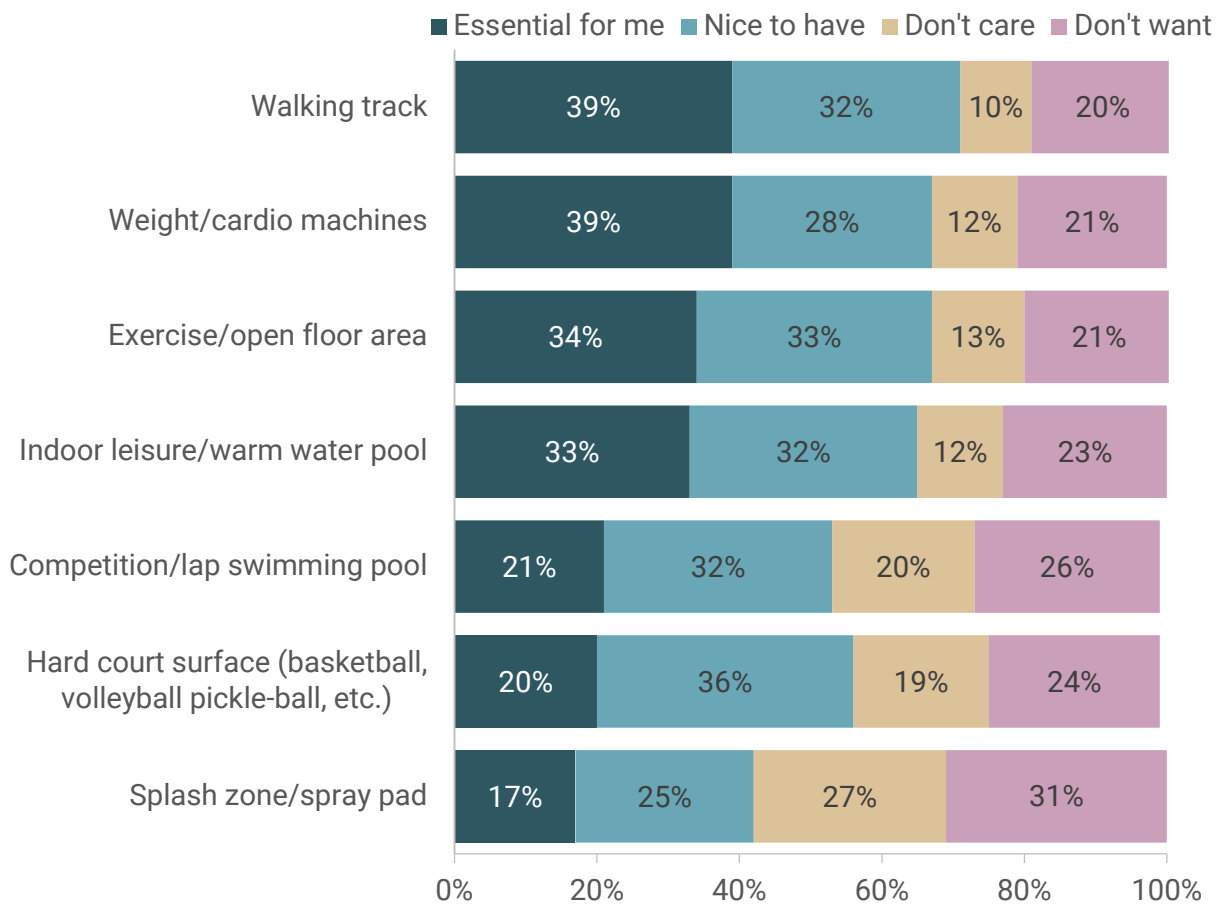
An exercise open floor area and an indoor leisure/warm water pool were considered essential by about a third of respondents. About 2 in 10 respondents thought a competition/lap swimming pool or a hard court surface were essential. These items were considered essential or nice to have by more than half (53% or more) of respondents.

A splash zone/spray pad was considered essential by 17% of respondents, but fewer than half of respondents felt it was essential or nice to have, while 58% did not care if this item was included, or did not want the item to be included.

About a number of people said they were “other” items they wanted to have included in the

Figure 3: Percent of respondents who considered various possibilities to be included in a new recreation center as essential, nice to have, don't care or don't want.

If a new recreation center was built, what would you like to see included in the building?



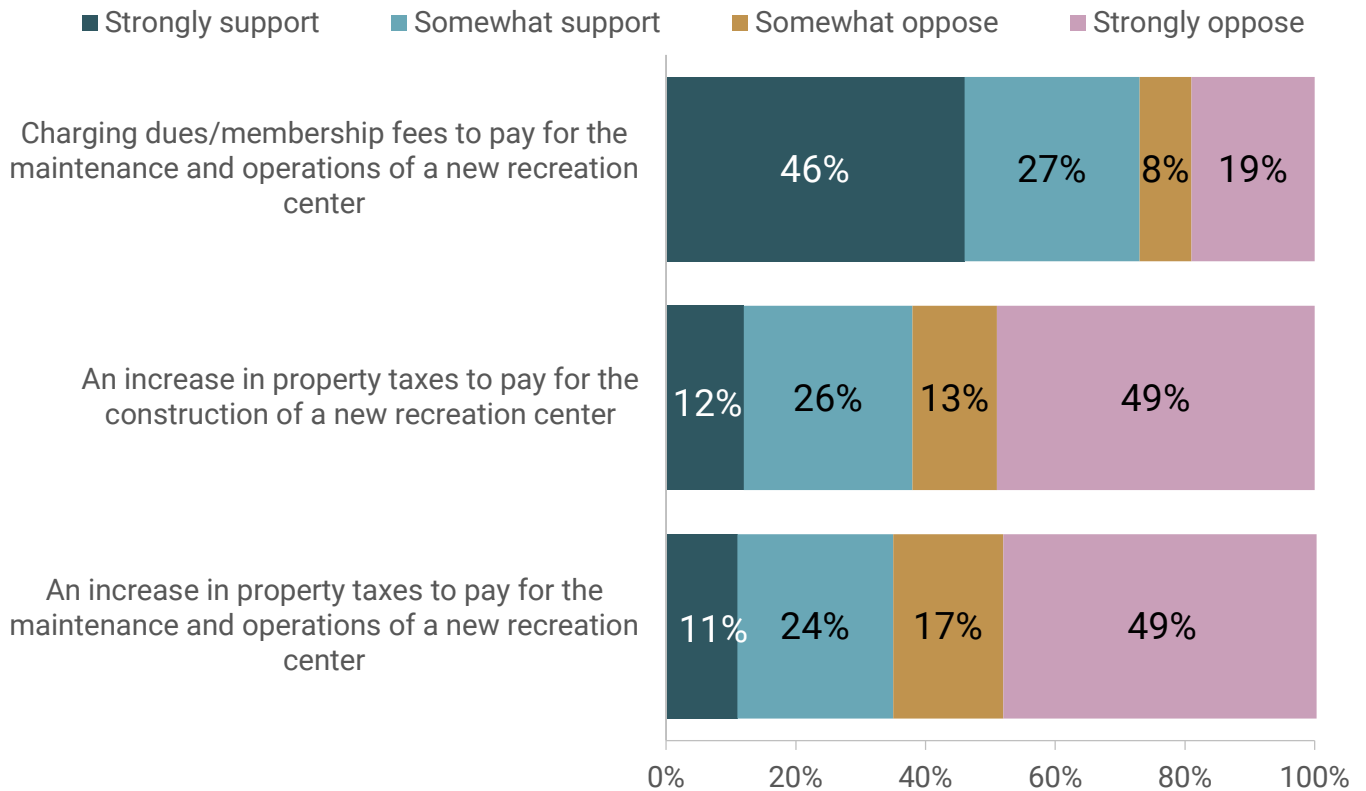
- **Less than half of respondents supported the idea of an increase in property taxes to pay for the construction of a new recreation center or to pay for the maintenance and operations of a new recreation center.**

And, in fact, nearly half strongly opposed the idea of an increase in property taxes to pay for the construction or for the maintenance and operations of a recreation center.

Nearly 7 in 10 respondents would support charging dues or membership fees to pay for the maintenance and operations of a new recreation center, with only 27% opposing this.

Figure 4: Support for or opposition to various funding mechanism

How much would you support or oppose each of the following?



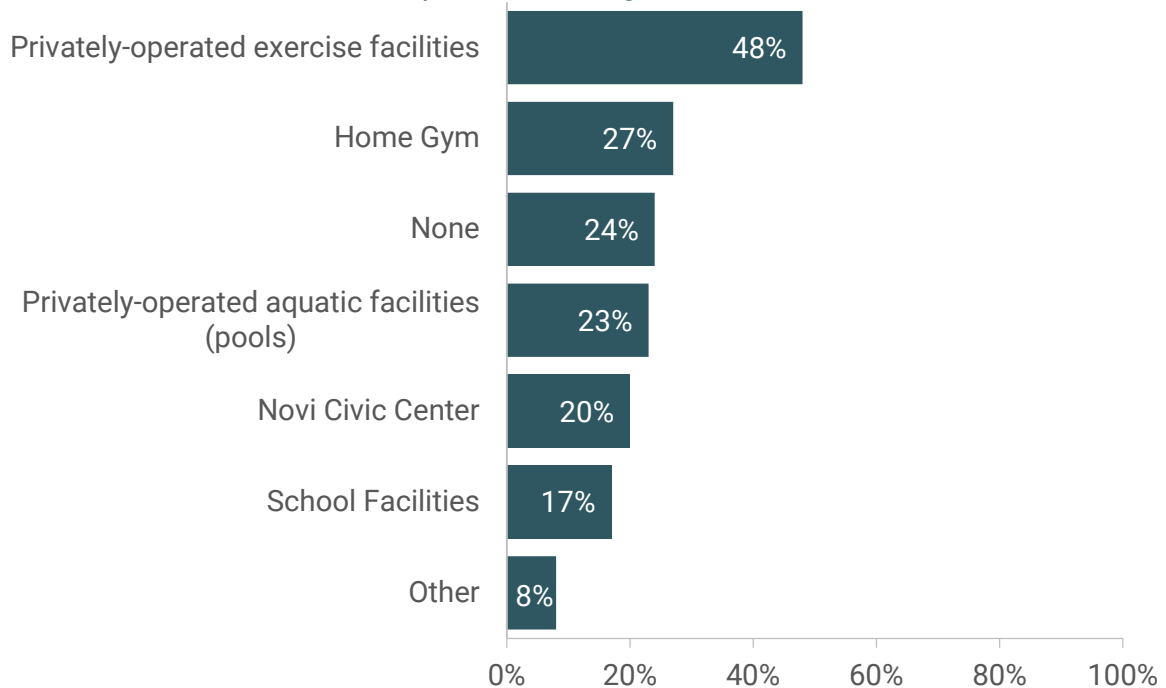
➤ **About one-quarter of respondents reported that they did not use any indoor recreation facilities.**

About half of respondents said they use privately-operated exercise facilities. Almost 3 in 10 (27%) said they use a home gym. Nearly a quarter (23%) use a privately-operated aquatic facility. About 2 in 10 use the Novi Civic Center, and 17% use school facilities. About 1 in 10 use some other kind of facility.

Figure 5: Percent of respondents who report utilizing various indoor recreation facilities

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply)

Percents add to more than 100% as respondents could give more than one answer.



Appendix A: Full Set of Responses to Each Survey Question

The full set of responses from the respondents to resident survey for each survey question are displayed in the tables in this appendix. Some questions included a “don’t know” response option. For these questions, two sets of tables are provided in this appendix: the first with the “don’t know” responses excluded, to show the proportion of respondents with an opinion giving a response and the second with the “don’t know” responses included, to allow examination of the magnitude of unfamiliarity with certain items.

Each table displays the proportion of respondents (% or Percent) and number of respondents (N or Number) who gave each response.

Table 1: Question #1

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	Percent	Number
Novi Civic Center	20%	N=241
Privately-operated exercise facilities	48%	N=595
Privately-operated aquatic facilities (pools)	23%	N=288
None	24%	N=292
School Facilities	17%	N=211
Home Gym	27%	N=333
Other	8%	N=96

Table 2: Question #2

Would you like the City of Novi to build a new public recreation center?	Percent	Number
Yes	57%	N=688
No	43%	N=509
Total	100%	N=1197

Table 3: Question #3

If a new recreation center was built, what would you like to see included in the building?	Essential for me		Nice to have		Don't care		Don't want		Total	
Indoor leisure/warm water pool	33%	N=384	32%	N=376	12%	N=147	23%	N=272	100%	N=1180
Splash zone/spray pad	17%	N=190	25%	N=284	27%	N=306	31%	N=346	100%	N=1125
Competition/lap swimming pool	21%	N=246	32%	N=366	20%	N=232	26%	N=303	100%	N=1146
Exercise/open floor area	34%	N=390	33%	N=375	13%	N=147	21%	N=239	100%	N=1151
Weight/cardio machines	39%	N=461	28%	N=326	12%	N=140	21%	N=243	100%	N=1170
Walking track	39%	N=455	32%	N=375	10%	N=112	20%	N=229	100%	N=1172
Hard court surface (basketball, volleyball pickle-ball, etc.)	20%	N=231	36%	N=419	19%	N=224	24%	N=278	100%	N=1152
Other*	27%	N=123	11%	N=49	10%	N=44	52%	N=233	100%	N=450

***Other responses: essential to me**

- AFFORDABLE
- BADMINTON COURT
- BIKE TRAILS, ACCESS IST PROVIDE PARKING AND SIDEWALK ACCESS 10 MI. TRAILS
- BUILD A DECENT SENIOR CENTER!
- CAFETERIA, READING AREA, CLIMBING WALL
- CHILD CARE, KIDS AREA
- CHILDCARE
- CLASSES
- CLASSES-FITNESS, CLASSROOMS
- DIVING W.
- EDUCATION ROOM
- EVERYTHING
- EXERCISE CLASSES
- EXERCISE CLASSES
- FITNESS CLASSES
- FITNESS/YOGA CLASSES
- FOOD COURT AND COFFE BAR. OFFSET MAINT. COSTS WITH PROFITS
- GOLF SIMULATOR
- GOLF SIMULATOR
- GROUP CLASSES
- HIKING TRAILS
- HOCKEY
- HOT TUB/SAUNA
- INDOOR PLAYGROUND FOR KIDS
- INDOOR SOCCER
- INDOOR TENNIS
- INLINE HOCKEY
- JACUZZI AND SAUNA
- KITCHEN
- LONG COURSE POOL
- MASSAGE
- OUTDOOR PLAY GROUND A RENTAL AREA FOR KIDS BIRTHDAY PARTYS
- OUTDOOR POOL
- OUTDOOR POOL FACILITY
- PING PONG TABLE
- PING PONG, POOL TABLE
- PLAY AREA FOR KIDS
- RACQUETBALL
- RACQUETBALL
- RACQUETBALL
- RACQUETBALL
- RACQUETBALL COURT
- RACQUETBALL COURT, TENNIS COURT
- RIVER WALK
- ROCK CLIMBING
- ROCK CLIMBING
- ROCKWALL
- ROLLER RINK/BLADE ICE RINK
- RUNNING MACHINES
- RUNNING TRACK
- SAUNA
- SAUNA
- SAUNA
- SAUNA, STEAM ROOM
- SAUNA, STEAM ROOM
- SAUNA, STREAM ROOM, HOT TUB
- SHOWER
- SNACK BAR/FOOD COURT AND HOT TUB. AND COMBO INDOOR/OUTDOOR POOL WITH WATER SLIDES
- SPACE FOR CLASSES
- SPINNING
- SQUASH COURTS
- TABLE TENNIS
- TENNIS
- TENNIS
- TENNIS
- TENNIS COURT
- TENNIS COURT, SOCCER FIELD
- TENNIS COURTS
- THEATRE COURT
- THERAPY POOL
- WATER SLIDES, TENNIS COURTS
- WHIRPOOL
- WOMENS WORKOUT CLASSES
- YOGA
- YOGA CLASSES
- YOGA ROOM
- YOGA STUDIO
- YOGA STUDIO
- YOGA STUDIO
- YOGA STUDIO
- YOGA, EXERCISE CLASSES
- YOGA/PILATES STUDIO

***Other responses: nice to have**

- | | | |
|---|---------------------------------------|---|
| • CAFÉ | • PARTY ROOM | • TENNIS COURTS |
| • CHILD CARE FOR PARENTS WITH SMALL CHILDREN | • RACQUETBALL | • TENNIS COURTS, INDOOR |
| • CLASSES. YOGA ETC. | • RACQUETBALL CLIMBING AREA | • TENNIS COURTS, INDOOR |
| • CLIMBING AREA | • REC. ROOM HOCKEY, POOL TABLES, ETC. | • TENNIS COURT, OUTDOOR COURTS NOT NEAR SCHOOLS. NOVI DOES NOT HAVE ENOUGH COURTS |
| • CLIMBING WALL | • ROCK CLIMB | • TENNIS, SAUNA, SPA, CHILDCARE |
| • DUAL USE ROOMS | • ROCK CLIMBING | • WE NEED RECREATION OPTION FOR CHILDREN, PEOPLE WITH DISABILITIES |
| • EXTERIOR COMMUNITY GARDEN AND WALKING PATHS | • ROCK CLIMBING | • YOGA CLASSES |
| • ICE ARENA | • ROCKWALL | |
| • INDOOR CHILDRENS PLAYGROUND | • ROOMS TO RENT | |
| • JACUZZI | • SAND VOLLEYBALL | |
| • MODERN SPACE FOR BABY SHOWERS, ETC. | • SAUNA | |
| | • TENNIS | |
| | • TENNIS | |

***Other responses: don't want**

- | | | |
|-----------------|------------------------------|-------------------|
| • REC. FACILITY | • USE THE MONEY TO FIX ROADS | • USE THE SCHOOLS |
|-----------------|------------------------------|-------------------|

Note: While 52% of 450 people said they don't want "other" in the grid above, only 3 wrote something in. Likely the others were expressing that they did not to see a recreation center built by the City.

Table 4: Question #4 (excluding don't know)

How much would you support or oppose each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
An increase in property taxes to pay for the construction of a new recreation center	12%	N=144	26%	N=308	13%	N=154	49%	N=577	100%	N=1184
An increase in property taxes to pay for the maintenance and operations of a new recreation center	11%	N=130	24%	N=280	17%	N=200	49%	N=575	100%	N=1184
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	46%	N=541	27%	N=323	8%	N=93	19%	N=222	100%	N=1179

Table 5: Question #4 (including don't know)

How much would you support or oppose each of the following?	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
An increase in property taxes to pay for the construction of a new recreation center	12%	N=144	25%	N=308	12%	N=154	46%	N=577	5%	N=62	100%	N=1245
An increase in property taxes to pay for the maintenance and operations of a new recreation center	10%	N=130	23%	N=280	16%	N=200	46%	N=575	5%	N=56	100%	N=1241
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	44%	N=541	26%	N=323	8%	N=93	18%	N=222	5%	N=56	100%	N=1235

Table 6: Question #5

How many years have you lived in Novi?	Percent	Number
Less than 5 years	31%	N=393
5 to 9 years	18%	N=232
10 or more years	50%	N=636
Total	100%	N=1262

Table 7: Question #6

Do you own or rent your home?	Percent	Number
Rent	31%	N=385
Own	69%	N=866
Total	100%	N=1252

Table 8: Question #7

What is your gender?	Percent	Number
Female	52%	N=643
Male	48%	N=588
Total	100%	N=1231

Table 9: Question #8

In which category is your age?	Percent	Number
18-34	23%	N=283
35-54	46%	N=571
55 or older	31%	N=392
Total	100%	N=1246

Table 10: Question #9

Is anyone in your home under 18 years old?	Percent	Number
Yes	41%	N=514
No	59%	N=730
Total	100%	N=1244

Table 11: Question #10

Is anyone in your home age 65 or older?	Percent	Number
Yes	23%	N=288
No	77%	N=954
Total	100%	N=1241

Table 12: Area of Residence

Area of Residence	Percent	Number
North of I-96	29%	N=362
South of I-96/East of Novi Road	33%	N=412
South of I-96/West of Novi Road	38%	N=481
Total	100%	N=1255

Appendix B: Comparisons of Selected Survey Results by Selected Respondent Characteristics

Understanding the Tables

The subgroup comparison tables contain the crosstabulations of the resident survey questions by various respondent demographic characteristics. Chi-square or ANOVA tests of significance were applied to these breakdowns of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent “real” differences among those populations. As subgroups vary in size and each group (and each comparison to another group) has a unique margin of error, statistical testing is used to determine whether differences between subgroups are statistically significant.

Each column in the following tables is labeled with a letter for each subgroup being compared. The letters start over with “A” for each different characteristic. (For example, for housing tenure, renters and owners are marked “A” and “B”, and then for type of housing unit, those in detached home and attached homes are marked “A” and “B”).

For each pair of subgroup ratings within a characteristic within a row that has a statistically significant difference, an uppercase letter denoting significance is shown in the cell with the larger column proportion. The letter denotes the subgroup with the smaller column proportion from which it is statistically different. Subgroups that have no uppercase letter denotation in their column and that are also not referred to in any other column were not statistically different.

For example, in Table 13 on the next page, 31% of those who lived South of I-96/West of Novi Road (Column C) said they use a privately-operated aquatic center, while only 20% of those South of I-96/East of Novi Road (Column B) said they did, and only 17% of those who lived North of I-96 (Column A) did. The difference between those who live South of I-96/West of Novi Road and those in the other two areas was statistically significant, indicated by the A and B in the cell for the responses of those South of I-96/West of Novi Road. However, there is no A or B in the cells of those North of I-96 or those South of I-96/East of Novi Road, indicating that those results are not statistically significantly different.

In that same table, looking at those who use school facilities, those South of I-96/West of Novi Road were the most likely to use school facilities, and that proportion was higher than those in the other two areas, indicated by the A and B in that cell. In this case, though, there is an A in the cell for South of I-96/East of Novi Road, indicating that the proportion of those who use school facilities in this area is statistically significantly higher than the proportion who do so in the area North of I-96.

Crosstabulations by Area of Residence

Table 13: Question #1 by Area of Residence

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	North of I-96	South of I-96/East of Novi Road	South of I-96/West of Novi Road	Overall
	(A)	(B)	(C)	
Novi Civic Center	19%	18%	21%	20%
Privately-operated exercise facilities	50%	46%	49%	48%
Privately-operated aquatic facilities (pools)	17%	20%	31% A B	23%
None	27% C	27% C	18%	24%
School Facilities	11%	16% A	23% A B	17%
Home Gym	17%	26% A	36% A B	27%
Other	5%	8%	10% A	8%

Table 14: Question #2 by Area of Residence

Would you like the City of Novi to build a new public recreation center?	North of I-96	South of I-96/East of Novi Road	South of I-96/West of Novi Road	Overall
	(A)	(B)	(C)	
Yes	52%	58%	61% A	57%
No	48% C	42%	39%	43%
Total	100%	100%	100%	100%

Table 15: Question #3 by Area of Residence

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	North of I-96	South of I-96/East of Novi Road	South of I-96/West of Novi Road	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	34%	30%	33%	33%
Splash zone/spray pad	15%	15%	19%	17%
Competition/lap swimming pool	22%	16%	26% B	21%
Exercise/open floor area	36%	33%	33%	34%
Weight/cardio machines	40%	39%	40%	39%
Walking track	39%	38%	39%	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	19%	21%	20%	20%

Table 16: Question #3 by Area of Residence

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	North of I-96	South of I-96/East of Novi Road	South of I-96/West of Novi Road	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	59%	60%	72% A B	64%
Splash zone/spray pad	33%	43% A	48% A	42%
Competition/lap swimming pool	54%	50%	56%	53%
Exercise/open floor area	69%	63%	68%	66%
Weight/cardio machines	66%	66%	69%	67%
Walking track	72%	71%	71%	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	56%	56%	57%	56%

Table 17: Question #4 by Area of Residence

How much would you support or oppose each of the following? How much would you support or oppose each of the following? Percent strongly or somewhat support	North of I-96	South of I-96/East of Novi Road	South of I-96/West of Novi Road	Overall
	(A)	(B)	(C)	
An increase in property taxes to pay for the construction of a new recreation center	38%	37%	40%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	32%	33%	38%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	71%	71%	77%	73%

Crosstabulations by Length of Residency in Novi

Table 18: Question #1 by Length of Residency

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	Less than 5 years	5 to 9 years	10 or more years	Overall
	(A)	(B)	(C)	
Novi Civic Center	17%	24% A	20%	20%
Privately-operated exercise facilities	51%	46%	48%	48%
Privately-operated aquatic facilities (pools)	20%	35% A C	21%	23%
None	27%	20%	22%	24%
School Facilities	13%	25% A C	16%	17%
Home Gym	15%	33% A	32% A	27%
Other	6%	7%	9%	8%

Table 19: Question #2 by Length of Residency

Would you like the City of Novi to build a new public recreation center?	Less than 5 years	5 to 9 years	10 or more years	Overall
	(A)	(B)	(C)	
Yes	65% C	71% C	48%	57%
No	35%	29%	52% A B	43%
Total	100%	100%	100%	100%

Table 20: Question #3 by Length of Residency

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	Less than 5 years	5 to 9 years	10 or more years	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	36% C	41% C	27%	33%
Splash zone/spray pad	22% C	20% C	13%	17%
Competition/lap swimming pool	25% C	24%	18%	21%
Exercise/open floor area	38% C	39% C	29%	34%
Weight/cardio machines	44% C	43% C	35%	39%
Walking track	43% C	38%	36%	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	18%	25%	19%	20%

Table 21: Question #3 by Length of Residency

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	Less than 5 years	5 to 9 years	10 or more years	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	66%	72% C	60%	64%
Splash zone/spray pad	45% C	51% C	37%	42%
Competition/lap swimming pool	62% C	57% C	46%	53%
Exercise/open floor area	76% C	70% C	59%	66%
Weight/cardio machines	76% C	69% C	61%	67%
Walking track	77% C	76% C	65%	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	61% C	66% C	50%	56%

Table 22: Question #4 by Length of Residency

How much would you support or oppose each of the following? Percent strongly or somewhat support	Less than 5 years	5 to 9 years	10 or more years	Overall
	(A)	(B)	(C)	
An increase in property taxes to pay for the construction of a new recreation center	43% C	45% C	33%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	37% C	44% C	30%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	77% C	76%	70%	73%

Crosstabulations by Gender of Respondent

Table 23: Question #1 by Gender of Respondent

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	Female	Male	Overall
	(A)	(B)	
Novi Civic Center	25% B	14%	20%
Privately-operated exercise facilities	49%	48%	48%
Privately-operated aquatic facilities (pools)	24%	23%	23%
None	21%	25%	24%
School Facilities	20% B	14%	17%
Home Gym	29%	26%	27%
Other	8%	8%	8%

Table 24: Question #2 by Gender of Respondent

Would you like the City of Novi to build a new public recreation center?	Female	Male	Overall
	(A)	(B)	
Yes	62% B	54%	57%
No	38%	46% A	43%
Total	100%	100%	100%

Table 25: Question #3 by Gender of Respondent

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	Female	Male	Overall
	(A)	(B)	
Indoor leisure/warm water pool	34%	32%	33%
Splash zone/spray pad	22% B	13%	17%
Competition/lap swimming pool	20%	24%	21%
Exercise/open floor area	39% B	30%	34%
Weight/cardio machines	41%	38%	39%
Walking track	45% B	33%	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	17%	24% A	20%

Table 26: Question #3 by Gender of Respondent

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	Female	Male	Overall
	(A)	(B)	
Indoor leisure/warm water pool	71% B	58%	64%
Splash zone/spray pad	50% B	35%	42%
Competition/lap swimming pool	54%	53%	53%
Exercise/open floor area	73% B	61%	66%
Weight/cardio machines	71% B	64%	67%
Walking track	77% B	66%	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	59%	54%	56%

Table 27: Question #4 by Gender of Respondent

How much would you support or oppose each of the following? Percent strongly or somewhat support	Female	Male	Overall
	(A)	(B)	
An increase in property taxes to pay for the construction of a new recreation center	41%	36%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	37%	33%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	75%	72%	73%

Crosstabulations by Age of Respondent

Table 28: Question #1 by Age of Respondent

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	18-34	35-54	55 or older	Overall
	(A)	(B)	(C)	
Novi Civic Center	17%	23% C	17%	20%
Privately-operated exercise facilities	57% C	52% C	37%	48%
Privately-operated aquatic facilities (pools)	24% C	31% A C	13%	23%
None	22% B	15%	35% A B	24%
School Facilities	3%	32% A C	6% A	17%
Home Gym	19%	37% A C	18%	27%
Other	4%	9% A	8% A	8%

Table 29: Question #2 by Age of Respondent

Would you like the City of Novi to build a new public recreation center?	18-34	35-54	55 or older	Overall
	(A)	(B)	(C)	
Yes	70% B C	62% C	44%	57%
No	30%	38% A	56% A B	43%
Total	100%	100%	100%	100%

Table 30: Question #3 by Age of Respondent

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	18-34	35-54	55 or older	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	42% B C	35% C	23%	33%
Splash zone/spray pad	28% B C	18% C	6%	17%
Competition/lap swimming pool	25% C	25% C	13%	21%
Exercise/open floor area	44% B C	37% C	22%	34%
Weight/cardio machines	50% C	43% C	26%	39%
Walking track	39%	41%	37%	39%
Hard court surface (basketball, volleyball pickleball, etc.)	24% C	24% C	11%	20%

Table 31: Question #3 by Age of Respondent

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	18-34	35-54	55 or older	Overall
	(A)	(B)	(C)	
Indoor leisure/warm water pool	66% C	70% C	57%	64%
Splash zone/spray pad	52% C	47% C	26%	42%
Competition/lap swimming pool	64% C	58% C	38%	53%
Exercise/open floor area	81% B C	68% C	54%	66%
Weight/cardio machines	79% B C	70% C	55%	67%
Walking track	78% C	73% C	65%	71%
Hard court surface (basketball, volleyball pickleball, etc.)	65% C	64% C	39%	56%

Table 32: Question #4 by Age of Respondent

How much would you support or oppose each of the following? Percent strongly or somewhat support	18-34	35-54	55 or older	Overall
	(A)	(B)	(C)	
An increase in property taxes to pay for the construction of a new recreation center	40%	42% C	33%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	36%	38% C	31%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	81% B C	72%	70%	73%

Crosstabulations by Presence of Children or Adults Aged 65 or Older in Home

Table 33: Question #1 by Presence of Children Under Age 18 in Household

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	Children under age 18 in household	NO children in household	Overall
	(A)	(B)	
Novi Civic Center	28% B	14%	20%
Privately-operated exercise facilities	54% B	44%	48%
Privately-operated aquatic facilities (pools)	37% B	14%	23%
None	11%	32% A	24%
School Facilities	34% B	6%	17%
Home Gym	40% B	18%	27%
Other	9%	7%	8%

Table 34: Question #2 by Presence of Children Under Age 18 in Household

Would you like the City of Novi to build a new public recreation center?	Children under age 18 in household	NO children in household	Overall
	(A)	(B)	
Yes	75% B	46%	57%
No	25%	54% A	43%
Total	100%	100%	100%

Table 35: Question #3 by Presence of Children Under Age 18 in Household

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	Children under age 18 in household	NO children in household	Overall
	(A)	(B)	
Indoor leisure/warm water pool	43% B	25%	33%
Splash zone/spray pad	33% B	5%	17%
Competition/lap swimming pool	26% B	18%	21%
Exercise/open floor area	41% B	29%	34%
Weight/cardio machines	44% B	37%	39%
Walking track	42%	37%	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	28% B	15%	20%

Table 36: Question #3 by Presence of Children Under Age 18 in Household

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	Children under age 18 in household	NO children in household	Overall
	(A)	(B)	
Indoor leisure/warm water pool	80% B	53%	64%
Splash zone/spray pad	65% B	25%	42%
Competition/lap swimming pool	62% B	48%	53%
Exercise/open floor area	75% B	61%	66%
Weight/cardio machines	74% B	63%	67%
Walking track	78% B	67%	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	66% B	50%	56%

Table 37: Question #4 by Presence of Children Under Age 18 in Household

How much would you support or oppose each of the following? Percent strongly or somewhat support	Children under age 18 in household	NO children in household	Overall
	(A)	(B)	
An increase in property taxes to pay for the construction of a new recreation center	45% B	35%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	41% B	31%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	78% B	71%	73%

Crosstabulations by Presence of Children or Adults Aged 65 or Older in Home

Table 38: Question #1 by Presence of Older Adults Age 65+ in Household

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	Older adults age 65+ in household	NO older adults in household	Overall
	(A)	(B)	
Novi Civic Center	23%	19%	20%
Privately-operated exercise facilities	33%	53% A	48%
Privately-operated aquatic facilities (pools)	14%	26% A	23%
None	36% B	19%	24%
School Facilities	9%	20% A	17%
Home Gym	17%	30% A	27%
Other	9%	7%	8%

Table 39: Question #2 by Presence of Older Adults Age 65+ in Household

Would you like the City of Novi to build a new public recreation center?	Older adults age 65+ in household	NO older adults in household	Overall
	(A)	(B)	
Yes	44%	63% A	57%
No	56% B	37%	43%
Total	100%	100%	100%

Table 40: Question #3 by Presence of Older Adults Age 65+ in Household

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	Older adults age 65+ in household	NO older adults in household	Overall
	(A)	(B)	
Indoor leisure/warm water pool	22%	36% A	33%
Splash zone/spray pad	7%	20% A	17%
Competition/lap swimming pool	10%	25% A	21%
Exercise/open floor area	19%	38% A	34%
Weight/cardio machines	21%	45% A	39%
Walking track	34%	41% A	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	11%	23% A	20%

Table 41: Question #3 by Presence of Older Adults Age 65+ in Household

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	Older adults age 65+ in household	NO older adults in household	Overall
	(A)	(B)	
Indoor leisure/warm water pool	56%	68% A	64%
Splash zone/spray pad	28%	46% A	42%
Competition/lap swimming pool	34%	59% A	53%
Exercise/open floor area	53%	71% A	66%
Weight/cardio machines	50%	73% A	67%
Walking track	61%	75% A	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	43%	61% A	56%

Table 42: Question #4 by Presence of Older Adults Age 65+ in Household

How much would you support or oppose each of the following? Percent strongly or somewhat support	Older adults age 65+ in household	NO older adults in household	Overall
	(A)	(B)	
An increase in property taxes to pay for the construction of a new recreation center	34%	40%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	29%	37% A	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	67%	75% A	73%

Crosstabulations by Whether Respondent Utilizes the Novi Civic Center

Table 43: Question #1 by Whether Respondent Utilizes Novi Civic Center

Which, if any, of the following indoor recreation facilities do you or members of your household currently utilize? (Please check all that apply) Percents add to more than 100% as respondents could give more than one answer.	DOES use Novi Civic Center	Does NOT use Novi Civic Center	Overall
	(A)	(B)	
Novi Civic Center	100%	0%	20%
Privately-operated exercise facilities	49%	48%	48%
Privately-operated aquatic facilities (pools)	29% B	22%	23%
None	0%	29% A	24%
School Facilities	38% B	12%	17%
Home Gym	31%	26%	27%
Other	12% B	7%	8%

Table 44: Question #2 by Whether Respondent Utilizes Novi Civic Center

Would you like the City of Novi to build a new public recreation center?	DOES use Novi Civic Center	Does NOT use Novi Civic Center	Overall
	(A)	(B)	
Yes	76% B	53%	57%
No	24%	47% A	43%
Total	100%	100%	100%

Table 45: Question #3 by Whether Respondent Utilizes Novi Civic Center

If a new recreation center was built, what would you like to see included in the building? Percent essential for me	DOES use Novi Civic Center	Does NOT use Novi Civic Center	Overall
	(A)	(B)	
Indoor leisure/warm water pool	45% B	29%	33%
Splash zone/spray pad	27% B	14%	17%
Competition/lap swimming pool	23%	21%	21%
Exercise/open floor area	41% B	32%	34%
Weight/cardio machines	42%	38%	39%
Walking track	48% B	36%	39%
Hard court surface (basketball, volleyball pickle-ball, etc.)	24%	19%	20%

Table 46: Question #3 by Whether Respondent Utilizes Novi Civic Center

If a new recreation center was built, what would you like to see included in the building? Percent essential for me or nice to have	DOES use Novi Civic Center	Does NOT use Novi Civic Center	Overall
	(A)	(B)	
Indoor leisure/warm water pool	85% B	59%	64%
Splash zone/spray pad	61% B	37%	42%
Competition/lap swimming pool	63% B	51%	53%
Exercise/open floor area	77% B	63%	66%
Weight/cardio machines	76% B	65%	67%
Walking track	82% B	68%	71%
Hard court surface (basketball, volleyball pickle-ball, etc.)	67% B	53%	56%

Table 47: Question #4 by Whether Respondent Utilizes Novi Civic Center

How much would you support or oppose each of the following? Percent strongly or somewhat support	DOES use Novi Civic Center	Does NOT use Novi Civic Center	Overall
	(A)	(B)	
An increase in property taxes to pay for the construction of a new recreation center	56% B	34%	38%
An increase in property taxes to pay for the maintenance and operations of a new recreation center	50% B	30%	35%
Charging dues/membership fees to pay for the maintenance and operations of a new recreation center	67%	75% A	73%

Appendix C: Survey Methodology

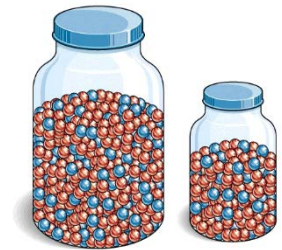
About the Survey

The City of Novi, MI desired to gather input from a representative sample of residents as they explore the possibility of building a new recreation center. The City contracted with National Research Center, Inc. (NRC) to conduct the survey on their behalf. Questions about this survey can be directed to Sheryl Walsh at 248-735-5628.

Selecting Survey Recipients

One of the first steps taken to ensure survey results are representative of the target population is to use a source from which survey recipients are selected that provides adequate to good "coverage" of the target population. This source is referred to as the "sampling frame" in survey research lingo. For a survey of residents, a list of addresses based on the United States Postal Service delivery sequence file is the most comprehensive list of households. For this survey, the list was purchased from Go-Dog Direct.

Since it is cost prohibitive to survey every household in Novi, a random selection of records from the sampling frame was made. An example that may be familiar from a math or statistics class is the jar or bowl of marbles of various colors. If the jar has two-thirds red marbles and one-third blue marbles, a random selection of marbles from that jars should result in a similar proportion of red and blue marbles as in the original jar.



The addresses were geocoded (mapped to a specific latitude and longitude) and compared to the boundaries of Novi. Addresses identified as being outside of the city limits of Novi were excluded. A total of 5,000 households were selected to receive the survey. Multi-family housing units were oversampled to compensate for single-family housing unit residents' tendency to return surveys at a higher rate.

Administering the Resident Survey

Households randomly selected to receive the statistically valid survey were contacted two times by mail in January 2020; each mailing consisted of a tear-off postcard survey (see *Appendix D: Survey Materials* for a copy of the postcards). In total, 80 of these addresses were vacant or otherwise undeliverable and 1,269 completed surveys were returned for a response rate of 26%. This method of calculating the response rate is in accordance with the AAPOR's response rate #2 for mailed surveys of unnamed persons.¹

Confidence Intervals

The 95% confidence interval (or "margin of error") quantifies the "sampling error" or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any number of respondents, and indicates that in 95 of 100 surveys conducted like this one, for a particular item, a result would be found that is within a certain number of percentage points of the result that would be found if everyone in the population of interest was surveyed. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite the

¹ See AAPOR's Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information

best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (referred to as non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

The margin of error for this survey, with 1,269 respondents, is $\pm 2.8\%$. In essence, this means that, 95% of the time, any statistic given in this report will be within 2.8 percentage points of what the entire adult population would have given had they all been surveyed.

Analyzing the Results

Weighting the Data

The primary objective of weighting survey data is to make the survey respondents reflective of the larger population of the community. This is done by comparing the demographic profile of survey respondents to that of the target population, which was all adults living in Novi. Weighting is a statistical adjustment where more weight is given to groups who responded at a lower rate than other groups, and less weight is given to those who responded at a higher rate. For example, in almost all surveys, younger people respond at a lower rate than older people. Weighting rebalances the profile. The theory behind this weighting is that younger people (or other groups who tend to underrespond) who did participate in the survey are more like the younger people who did NOT participate than they are like the older people who did respond to the survey.²

Initial weights were calculated using an Iterative Proportional Fitting model via a python raking algorithm plug-in to SPSS. The control variables used were housing tenure and age. These initial weights were trimmed so that no case was given a weight greater than 5.

² An example of how weighting works may be helpful. Hypothetically, suppose the population norm for gender was 50%/50%, but 70% of the surveys received were from females, and 30% were from males. The weights that would need to be applied to make the sample representative of the population would be 0.7143 for females (thereby giving each response **less** weight in the overall ratings) and 1.6667 for males (giving each response **more** weight overall). If it is further supposed that these two groups had very different ratings of streets; if for example, females felt very favorably, with 80% of females giving a positive rating, and males felt much less favorable, with only 40% giving a positive rating. Given that we had more responses from women, if we did NOT weight the results, we would be left with a rosier picture of the perception of streets by residents than if we did weight the data. The unweighted average rating is 68% ($80\% \times 70\% + 40\% \times 30\%$), while the weighted average is 60% ($80\% \times 50\% + 40\% \times 50\%$).

Characteristic	Percent in Population	Percent in Sample	Weight to bring to 50%	Unwt'd Rating of Streets	Streets rating with proper weights
Female	50%	70%	0.714	80	(80 * .50)
Male	50%	30%	1.666	40	(40 * .50)
TOTAL	100%	100%	----	68	60

No adjustments were made for design effects. The results of the weighting scheme are presented in the table below.

Table 48: Weighting Table 2019

Characteristic	Population Norm	Unweighted Data	Weighted Data
Housing Tenure¹			
Rent home	33%	11%	31%
Own home	67%	89%	69%
Sex²			
Female	53%	55%	52%
Male	47%	45%	48%
Age²			
18-34 years of age	25%	7%	23%
35-54 years of age	45%	35%	46%
55+ years of age	30%	58%	31%

¹Source of Population Norm: 5-year estimates from the 2017 American Community Survey

²Source of Population Norm: 2010 U.S. Census, adult population in households

Statistical Analysis

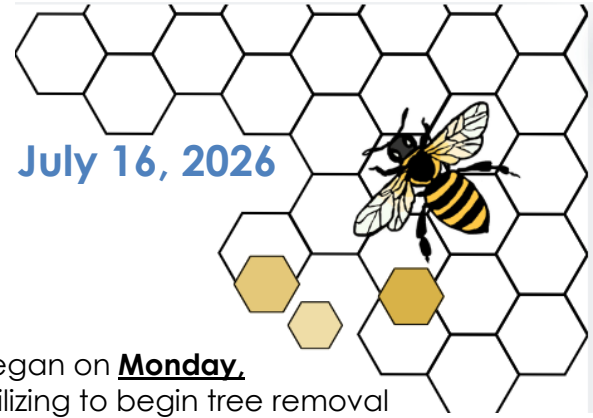
The electronic dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions are presented in the body of the report. The complete sets of frequencies for each survey question are presented in *Appendix A: Full Set of Responses to Each Survey Question*. Also included are selected survey results by selected respondent characteristics in *Appendix B: Comparisons of Selected Survey Results by Selected Respondent Characteristics*. Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent “real” differences among those populations. Where differences between subgroups are statistically significant, they have been marked in the appendices.

Appendix D: Survey Materials

The following pages contain a copy of the survey materials postcard invitation that were sent to the randomly selected survey recipient households.

Buzz Report

July 16, 2026



Hot Topics:

- **Start of 2026 NSRP and Associated Tree Removals**

Work for the 2026 NSP (Neighborhood Sidewalk Program) began on **Monday, July 13th, 2026**. The initial work will be contractor PPM mobilizing to begin tree removal in previously marked and notified locations where tree removals are to occur as part of the NSP program throughout the City of Novi.

The subdivision of WESTRIDGE DOWNS will not have any work being executed within it, this includes all sidewalk and tree work along WESTRIDGE LN, and GALWAY Dr.

Once the tree removals are complete, contractor Major Construction Group will begin sidewalk/concrete work. The first three subdivisions that Major will be working in will be North Haven Woods, Haverhill, and Woods of Novi. Once completed in these three developments, Major will continue working through the remaining subdivisions included in this years NSP program. Sidewalk panel marking / notifications via door hangers and yard signs will occur 2-3 weeks ahead of Major beginning work, with a final notification flyer being distributed approximately one week ahead of concrete work beginning.

Community Relations, in coordination with the Department of Public Works (DPW), sent an informational letter to addresses in the following subdivisions where a tree is marked for removal to help explain the program, the reason trees are being removed, and the possibility of trees being replaced once the program is completed: North Haven Woods, Haverhill Farms, Woods of Novi, Whispering Meadows, Westridge Downs, Royal Crown Estates, Addington, Broadmoor Park, Mockingbird, Simmons Orchard, Cedarspring Estates, Settlers Creek, Camborne, and Homestead Condos.

In addition to the letter, the DPW team will stick to the following communications process as closely as possible:

- Approximately 3 weeks prior to work beginning: Yellow yard signs will be placed at the ends of the work zone.
- Approximately 3 weeks prior to work beginning: Yellow door hangers will be placed at homes with sidewalk panels that are going to be replaced.
- As needed: A green and white Street Tree Removal door hanger will be placed at addresses with a City-owned tree that has been determined to have contributed to the damage to the existing sidewalk and is scheduled to be removed.

The Sidewalk Repair Program webpage has also been updated with the latest information. You can see example of the signage and door hangers to be used on the webpage:

<https://cityofnovi.org/sidewalkrepairprogram/>

- **Food Waste/Compost Bins**

The Food Scrap Composting Program is now active! Collection Bins, alongside instructional signage regarding what [acceptable materials](#) have been placed at the rear parking lot for Ella Mae Power Park. Some issues have been identified with the current placement and so a relocation within the Civic Center campus is being considered. Our account manager from [My Green Michigan](#) has confirmed that our collection/service day going forward will be Tuesdays. Two bins have now also been placed at MSU Tollgate Farm. Social Media posts and other educational promotion are planned in addition to the dedicated webpage: <https://cityofnovi.org/trash/food-scrap-composting-program/>



- **Villa Barr Pathway Project**

The contractor began the Villa Barr pathway paving and extension project the week of June 17th, it is anticipated to take 1-2 weeks to complete. [The pathway has now been Completed](#) and opened to the public.



Great Lakes Water Authority (GLWA) Status Update:

14 MILE TRANSMISSION WATER MAIN REPLACEMENT: The contractor continues to grade out and pour new concrete curbing along the south side of 14 Mile Road, between Novi Road and M-5. For this week, the contractor will be paving the top course of new asphalt west of Novi Road. They also have approximately 20 existing structures that will need to be cored out after the pavement is placed, adjusted, and poured back with a concrete collar. Some of this work may take place during very early hours or very late due to contractor availability and high temperatures.

<https://www.glwater.org/14milemainproject/>

Road Construction Projects:

At City Council's request the Administrative ePacket will now include the Weekly Road Construction Updates put together by our Department of Public Works engineering team. This same information is used to update the Better Roads Ahead section of the City webpage in a more easily digestible format for the public <https://cityofnovi.org/betterroadsahead/>

Community and Economic Development Project Updates:

[Map of Development projects](#)

[Development Projects Webpage](#)

- **Stars + Honey**

Locally founded protein bar company is opening a manufacturing facility in Novi after expanding its distribution from direct sales to contracts with Target and Costco. Sales have grown roughly 300% over the past 14 months, and the company expects \$50 million in revenues this year.

- **Townes at Haggerty** – Haggerty Road just south of 9 Mile
175 townhouses across 26 buildings are proposed on the west side of Haggerty. A public hearing was held before the Planning Commission on May 6th, for their initial review. The hearing was continued and City Council will most likely see the project sometime in June/July if the applicant intends to proceed.

- **Hotels at the Adell Center**

The two remaining hotels at the Adell Center are working to post financial guarantees and schedule pre-construction meetings. A Home 2 Suites (5-story hotel with 141 rooms) and a TownePlace (5-story hotel with 129 guest rooms)

- **Supra Revolving Sushi** (Former Bar Louie) – 12 Mile Crossing

The space recently vacated by Bar Louie is set to become a new revolving sushi restaurant. Permits have been issued and rough inspections are underway. There is not yet a 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. Awaiting submission of Final Site Plan for 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. At the January 14th Planning Commission meeting this project received initial feedback (no votes were taken) and went before Council on May 4th for their initial input. The applicant is now deciding on next steps.

- **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. Awaiting submission of a revised Final Site Plan for review. 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.

- **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. Permits have been issued and work is underway. *Estimated Completion Date: Summer 2026*

- **Novi 10** - 10 Mile and Novi Road
Staff sent the developers a draft of the PRO Agreement in early April. Comments have not received any comments back from them so far.
- **Novi Acres (FKA Station Flats)**
The owners of the property between Target and Sam's recently submitted a new Preliminary Site Plan (61 townhome units and a 6,529-square-foot retail building) 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). They last went before City Council on [February 23rd](#) for a tentative approval of their PSLR Agreement and Concept plan. [The development will come before Council at their July 27th meeting.](#)
- **El Car Wash # 2** (former Original \$6 Car Wash) - Novi Road and 96
Permits have been issued. *Estimated Completion Date: August 17, 2026, however they have several permits that need to be finalized.*
- **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. Permits issued and rough inspections are underway. *Estimated Completion Date: Late 2026 [News Articles Claim an opening set for August 3rd](#)*
- **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. Construction continues for all 3 future tenants. *Estimated Completion Date: August 1, 2026 (for Dicks House of Sport)*
- **Nagase America, LLC**
The Mobility Solutions office for Nagase America moved this spring from Novi's Crystal Glen Office Centre (9112 sq ft), near Eight Mile and Hagerty, to the 211 West Fort St. office tower in downtown Detroit. According to an [article in MSN](#), 25 employees will work in the new Detroit office.

Ordinance Enforcement Updates:

- **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.

Frequently Asked Questions:

1. **Does the City of Novi have a Policy or Ordinance regarding e-bikes/electric scooters/electric minibikes (especially on sidewalks)?**

Answer: No, The City of Novi does not *currently* have an ordinance regarding e-bikes or similar toys/vehicles. However, we are aware of the increase in such modes of transport and the safety concerns of pedestrians and non-motorized bikers sharing the sidewalk. Policy/Ordinance options regarding the matter are currently being explored.

2. Does the City of Novi have Flock Cameras installed/in-service?

Answer: Yes, The City has had several Flock Automated License Plate Reader (ALPR) cameras positioned at strategic roadway intersections throughout the City since the approval of their purchase and installation in 2023.

Detective Sergeant Snell recently provided a memorandum regarding their use in Novi and surrounding communities and can be reviewed [HERE](#).

Additionally, on the morning of Sunday, July 5th, Novi PD discovered someone had tampered with our Flock cameras located at **southbound Novi Road at I-96** and **northbound Novi Road at I-96**. Based on the preliminary investigation, the damage appears to have been intentional. It appears the suspect was unsuccessful in removing the northbound camera on Novi Road, as only three of the four mounting bolts had been loosened. The southbound camera only sustained damage to its solar panel.

During a check of other Flock camera locations, officers identified another incident at the **westbound Eight Mile Road and Haggerty Road** location, where the mounting bolts had been loosened.

MEMORANDUM



TO: VICTOR CARDENAS, CITY MANAGER
FROM: REGINA SWICK, ECO DEV MANAGER
SUBJECT: NEW BUSINESS: STARS + HONEY
DATE: JULY 15, 2026

[Stars + Honey](#) has selected Novi as the location for its new manufacturing facility, representing a significant economic development investment and the addition of a rapidly growing Michigan-based consumer packaged goods company to the community.

Founded in 2023, Stars + Honey produces clean-label, high-protein snack bars. The company initially sold its products directly to consumers and has since expanded into national retail distribution, including Target, Costco, and Amazon.



The company has experienced substantial growth, reporting sales growth of approximately 300 percent over the past 14 months. According to company representatives, Stars + Honey expects to exceed \$50 million in revenue this year, reflecting the rapid expansion of its retail and e-commerce business.

The new manufacturing facility will be located at **46480 Magellan Drive**, north of Twelve Mile Road and east of Beck Road. The project includes construction of a 60,000-square-foot manufacturing facility, represents an estimated **\$8.5 million capital investment**, and is expected to create approximately **50 new jobs** in Novi.

To support its continued expansion, the company recently secured \$24 million in investment funding from VMG Partners. The funding will support retail expansion, marketing initiatives, and construction of the Novi manufacturing facility.

The City has worked with the company by offering expedited plan review and building inspection assistance to help support the project timeline, as well as assistance with workforce recruitment efforts. In addition, the company has been offered **\$885,000** in support through State of Michigan programs related to job creation and investment incentives, workforce development, and research and development tax credits.

This project represents a strong addition to Novi's business community, bringing a growing Michigan company, new manufacturing investment, and additional employment opportunities to the city.



2026 WEEKLY CONSTRUCTION UPDATE

July 14 through July 20

*Please note: Any indication of a project's schedule is only an estimate.
Construction work could be delayed by many factors, such as inclement weather.



PROJECT STATUS

YELLOW	- NOT STARTED	GREEN	- ACTIVE
RED	- STOPPED OR DELAYED	BLACK	- COMPLETE

COUNTY PROJECTS

Project: **NOVI ROAD RECONSTRUCTION/REHABILITATION (8 MILE TO 9 MILE ROADS)**

Prime Contractor: Dan's Excavating, Inc.
Start: April 15, 2025
End: November 15, 2026
Consultant: RCOC - In-House Project Management

Description: See attached link to the right for RCOC construction updates. <https://www.rcocweb.org/2025/Novi-Road-8-Mile-Road-to-9-Mile-Road>
The Road Commission for Oakland County (RCOC), in partnership with the cities of Novi and Northville, will rehabilitate and reconstruct Novi Road, from 8 Mile to 9 Mile Roads. Phase 1 - relocate utilities (DTE, Consumers, AT&T, etc.) in spring of 2025 - **COMPLETE**; Phase 2 - reconstruct the 'curve' between 8 Mile Road and Allen Drive in summer/fall of 2025 - **COMPLETE**; and **Phase 3 - rehabilitate the remainder of Novi Road from Allen Drive to 9 Mile Road, in 2026. Plans are also to add a continuous center left turn lane throughout the entire section of Novi Road as well as the installation of a High-Intensity Activated Crosswalk or HAWK pedestrian signals, located just north of Galway Drive.**

Traffic Control/Detours: Pg 4 of 9 - Detour map attached as an appendix
Phase 3 - The contractor will maintain one-way, southbound traffic only. Northbound traffic will be detoured to Beck, 10 Mile, and back to Novi Road.

Work Status:
Construction, closure and detour started on Monday, March 30th. Although, dodging existing utilities along the southbound side slowed progress, the contractor was able to complete the storm sewer, new concrete curbing, and paving of the first two leveling courses of new asphalt. The contractor has flipped traffic onto the newly paved southbound lanes and begun removals on the northbound side.

Project: **BASE LINE OR 8 MILE ROAD/CSX RAILROAD BRIDGE DECK REPLACEMENT**

Prime Contractor: E.C. Kornfeff Co.
Start: March 2, 2026
End: August 15, 2026
Consultant: In-House WCDPS Project Management Staff

Description: See attached link to the right for WCDPS construction updates. <https://www.wcdps.org/2026/Novi-Bridge-Deck-Replacement>
The Wayne County Department of Public Services (WCDPS) will be completing the final stage (Stage 3) of construction on 8 Mile Road between Haggerty and Novi Roads which is the bridge rehabilitation and bridge deck replacement at the CSX/Lake State Railway. Stage 1 was the concrete rehabilitation from Haggerty Road to just west of Meadowbrook Road. Stage 2 was completed late last year, milling the existing concrete and placing new asphalt pavement over the top from just west of Meadowbrook Road to the CSX bridge.

Traffic Control/Detours: Pg 5 of 9 - Detour map attached as an appendix
8 Mile Road will be completely closed in both directions of the CSX/Lake State Railway bridge for the full duration of the project. The detour for westbound traffic will be Haggerty Road, south to 6 Mile Road, to Beck Road, and back to 8 Mile Road. Eastbound traffic will be in the reverse.

Work Status:
The closure and construction began on Monday, March 2nd. The contractor is progressing well and expects to have the bridge reopened by mid-August.

Project: **12 MILE ROAD REHABILITATION (NOVI ROAD TO FARMINGTON ROAD)**

Prime Contractor: Cadillac Asphalt, LLC
Start: July 13, 2026
End: October 30, 2027
Consultant: Internal RCOC Design and Inspection Staff

Description: <https://www.rcocweb.org/2026/12-Mile-Road-Nov-Road-to-Farmington-Road>
The Road Commission for Oakland County (RCOC) in cooperation with the cities of Novi and Farmington Hills will be rehabilitating 12 Mile Road from Novi Road to Farmington Road over the course of two years, in four, distinct stages (see attached 'Staging Plan'). Stage 1 will take place this summer on the concrete portion of 12 Mile Road between Novi and Meadowbrook Roads and the asphalt portion between just east of Halsted Road and Farmington Road. The plan is to repair the outer lanes first, then repair the inner lanes.

Traffic Control/Detours: Pg 6 of 9 - Staging plan attached as an appendix.
The contractor will maintain at least one lane, in each direction throughout the duration of the first stage.

Work Status:
Stage 1 has been divided into two separate phases. Stage 1A started on July 14th in Farmington Hills, from just east of Halsted Road to Farmington Road milling and paving the existing asphalt along with some spot, curb repairs. Stage 1B will start on August 3rd in Novi, between Novi and Haggerty Roads, removing and replacing existing concrete sections of roadway.

Project: **GLWA's 14 MILE TRANSMISSION WATER MAIN REPLACEMENT**

Prime Contractor: Ric-Man Construction, Inc.
Start: January 12, 2026
End: August 15, 2026
Consultant: Brown & Caldwell and DLZ Corporation

Description: <https://www.gwater.org/14miletransmain/>
The Great Lakes Water Authority (GLWA) in cooperation with the Road Commission for Oakland County (RCOC) and the cities of Novi, Walled Lake, Commerce Township, Wixom, and Farmington Hills will be replacing and/or rehabilitating the 42-inch water transmission main along 14 Mile Road from roughly East Lake Drive to M-5. This construction will constitute rehabilitation of certain portions with a Carbon Fiber Reinforced Polymer (CFRP) repair, mainly through the Walled Lake and Wixom areas. All other areas will be an outright replacement pipe.

Traffic Control/Detours: Pg 7 of 9 - Closure and Detour plans attached as an appendix
14 Mile Road (East Lake Drive to M-5) is still currently closed to eastbound traffic while maintaining westbound traffic.

Work Status:
As road restoration work continues on 14 Mile Road between M-5 and Walled Lake, motorists should expect traffic impacts during the weeks of July 13 and July 20. During this time, paving crews will remove the existing asphalt and install new pavement in both the eastbound and westbound lanes. Temporary traffic control will be in place to allow crews to safely complete the work. Westbound traffic will remain open, but flagging operations will be used to direct vehicles through the work zone. While every effort will be made to minimize disruptions, motorists should expect delays. To avoid congestion, drivers are encouraged to use 13 Mile Road or West Maple Road as alternate east-west routes whenever possible.

Project: **2026 BRIDGE PREVENTATIVE MAINTENANCE PROGRAM - NOVI ROAD OVER THE CSX RAILROAD**

Prime Contractor: C.A. Hull Construction Company
Start: July 15, 2026
End: August 15, 2026
Consultant: Internal RCOC Design and Inspection Staff

Description: See attached link to the right for RCOC construction updates. <https://www.rcocweb.org/2026/Bridge-Preventative-Maintenance>
The Road Commission for Oakland County (RCOC) has developed a Preventative Maintenance Program for several of their bridges that does not warrant rehabilitation or replacement. These programs are less intrusive while also extending the usable life of the bridge which is more cost-effective in the long term. One of the bridges selected is the Novi Road bridge over the CSX Railroad tracks, just south of the Main Street/Bond Street intersection.

Traffic Control/Detours: N/A - Detour map is attached as an appendix
The County's contractor will maintain one lane in each direction for the duration of the project.

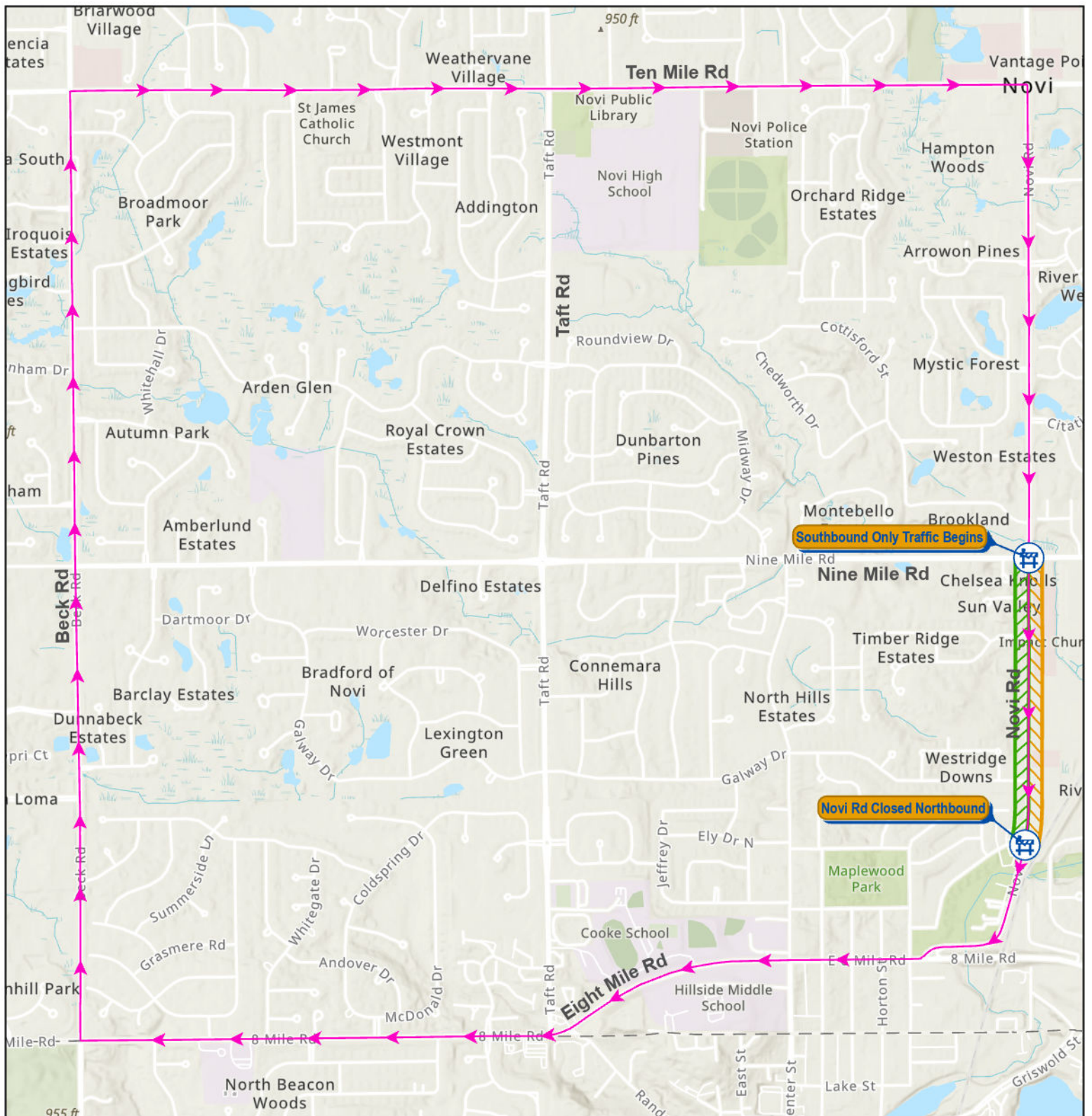
Work Status:
A contractor has been awarded and we are awaiting a schedule to see where the Novi Road bridge falls.

CITY PROJECTS

Project: BECK ROAD RECONSTRUCTION (GRAND RIVER AVENUE TO 11 MILE ROAD)	
Prime Contractor: Dan's Excavating, Inc.	
Start: April 6, 2026	
End: November 1, 2026	
Consultant: AECOM-Great Lakes	
Description: Through MDOT's Local Agency Project office and federal funding program (\$3.6 Million), the City will be reconstructing and widening Beck Road from Grand River Avenue to 11 Mile Road to five lanes. The plan is to first locate and lower the existing 16-inch and 24-inch water mains in order to install a new large diameter culvert under Beck Road, just south of Heritage Drive. The contractor will begin installing a new storm sewer network along the western edge of Beck Road before construction begins on the road widening. There will also be improvements made to the signalized intersection to the hospital and ADA sidewalk upgrades throughout.	
Traffic Control/Detours:	Pg 8 of 9 - Detour map attached as an appendix
Most of the preparatory work will be performed off the edge of the roadway. Drivers can expect to see minor lane closures or lane shifts under flag control for this work. Once the actual road work begins, Beck Road will be open to southbound traffic only; most northbound traffic will be detoured using 10 Mile, Novi Road, and Grand River Avenue. Local traffic will still be able to use northbound Beck Road north of 10 Mile, but there is a hard closure just south of 11 Mile Road.	
Work Status: All the mainline paving of the southbound half of Beck Road from 11 Mile Road to Grand River Avenue is nearly complete. The concrete subcontractor is finishing some of the last concrete pours of each drive approach on the west side (i.e., Providence Drive North, South, Heritage Drive, and Everbrook Drive). The contractor is in line for switching traffic over to the newly paved southbound side and beginning construction on the northbound side by July 20th. Once traffic is shifted, we will be opening the northbound closure up to 11 Mile Road.	
Project: NOVI ROAD MEDIAN ISLAND CONVERSION (12 MILE TO 13 MILE)	
Prime Contractor: Merlo Construction Company	
Start: July 20, 2026	
End: September 1, 2026	
Consultant: Spalding DeDecker	
Description: The City will be providing improvements to the center median islands on Novi Road, between 12 Mile and 13 Mile Roads. Improvements will be to deconstruct the current, natural, sunken islands with newly raised, decorative concrete islands along with planter boxes for small bushes and trees.	
Traffic Control/Detours:	N/A - Detour map attached as an appendix
One lane of traffic in each direction (outer lanes) will be provided at all times during construction. No closures or detours are expected for this work.	
Work Status: Once contracts are approved and signed, the contractor expects to start construction the week of July 20th. Much of the traffic control has already been placed.	
Project: VILLAGE WOOD ROAD RECONSTRUCTION (CRANBROOKE DRIVE TO HAGGERTY ROAD)	
Prime Contractor: Fanson Company, Inc.	
Start: June 8, 2026	
End: September 30, 2026	
Consultant: AECOM-Great Lakes	
Description: The City's contractor, Fanson Company, Inc., will reconstruct Village Wood Road from Cranbrooke Drive to Haggerty Road with new asphalt, concrete curb and gutter, enclosing the ditches, improved storm sewer network, and adding a new, 6-foot wide concrete sidewalk along the north side of the roadway.	
Traffic Control/Detours:	Pg 9 of 9 - Detour map attached as an appendix
Eastbound traffic will be maintained at all times, no matter which side of the roadway is being worked on. Westbound traffic will be detoured south on Haggerty Road, west on 9 Mile Road, north on Cranbrooke Drive, and back to Village Wood Road for the duration of the project.	
Work Status: All of the new storm sewer has been installed on the south side of Village Wood Road from Cranbrooke Drive to Haggerty Road. The contractor has also completed a majority of grading and new aggregate base for the south side as well. Over the next couple weeks, the contractor expects to place the new concrete curb and gutter and first two lifts of new asphalt before shifting traffic over and starting construction of the storm sewer on the north side.	
Project: 2026 NEIGHBORHOOD ROAD PROGRAM - ASPHALT STREETS	
Prime Contractor: TBD	
Start: July 27, 2026	
End: November 15, 2027 (Overall Program Completion)	
Consultant: OHM-Advisors	
Description: This will be the first year of a 2026-27 program whereby the City of Novi will be performing asphalt road work (full reconstruction, rehabilitation, and/or repair) in the following asphalt street developments: Vistas of Novi; Meadowbrook Glens; Nottingham Woods/Pebble Ridge; and Echo Valley/Andover Pointe/Edinborough subdivisions. A full list of streets will be provided on the City's 'Better Roads Ahead' web page once contracts and budgets are finalized.	
Traffic Control/Detours:	N/A - detour map attached as appendix
Although, no detours will be necessary for this work, local traffic and directly affected residents should expect delays in access while the contractor is working on their street or directly in front of their homes and driveways. The engineering consultant and contractor will have constant contact with each resident as construction progresses. Parking on the street will not be allowed during actual construction.	
Work Status: Plans and specifications are currently out to bid. Hope to have a contractor on board and beginning construction by the end of July or early August.	
Project: 2026 NEIGHBORHOOD ROAD PROGRAM - CONCRETE STREETS	
Prime Contractor: TBD	
Start: July 27, 2026	
End: November 15, 2026 (Overall Program Completion)	
Consultant: OHM-Advisors	
Description: This will be the first year of a 2026-27 program whereby the City of Novi will be performing concrete road work (full reconstruction, rehabilitation and/or repair) in the following developments: Fairfield Farms; Chase Farms; Mystic Forest; Arden Glen; Broadmoor Park; Bradford of Novi; Westmont; and Yorkshire Place. A full list of streets will be provided on the City's 'Better Roads Ahead' web page once contracts and budgets are finalized.	
Traffic Control/Detours:	N/A - Detour map attached as an appendix
No detours will be necessary for this work. Construction will take place on one half of the street at a time and for the most part, traffic flow will be maintained in one direction. Residents located on the half being worked on will need to find another location to park vehicles as no access will be provided during this time. The consulting engineer and contractor will be in constant contact with those affected residents.	
Work Status: Plans and specifications are currently out to bid. Hope to have a contractor on board and beginning construction by the end of July or early August.	

CITY PROJECTS

Project: CEDAR SPRING ESTATES WATER MAIN LINING		
Prime Contractor: FER-PAL Construction USA, LLC		
Start: June 15, 2026		
End: August 15, 2026		
Consultant: OHM-Advisors		
Description: The Cedar Spring Estates subdivision has experienced numerous water main breaks over the last decade due to corrosion and deterioration of the existing ductile iron pipe. Instead of a full replacement of the water main which would involve significant excavation and disturbance to the adjacent lands and roadways, the City will be undertaking a placement of a cured-in-place pipe (CIPP) lining of approximately 5,000 feet of 8-inch and 600 feet of 12-inch water main. The project will also involve the replacement of existing valves and hydrants. A temporary water service will be provided to the residents prior to and during construction.		
Traffic Control/Detours:	N/A	- Detour map attached as an appendix
Depending on the locations of work which will vary, there may be some minor lane closures, but two-way traffic will be maintained at all times.		
Work Status: The contractor has completed setting up temporary water services for the Stage 1 of the project. Most residents at this time have been connected to the temporary services. Once everyone is connected and all the lining pits have been established, the contractor will begin lining the existing water main in Stage 1.		
Project: SOUTHWEST WATER MAIN LOOP (BECK, 8 MILE & NAPIER)		
Prime Contractor: TBD		
Start: June 15, 2026		
End: October 15, 2026		
Consultant: OHM-Advisors		
Description: The 2014 Water Master Plan Update identified a large area of the southwest quadrant of the City as having low or insufficient water pressure and fire protection. Therefore, this project will expand the "Island Lake Pressure District" by providing a 'looped' water main connection between 8 Mile Road, Napier Road, 10 Mile Road, and Beck Road. The project will involve constructing approximately 16,800 feet of 12-inch ductile iron water main between 8 Mile Road and 10 Mile Road, through the ITC Sports Park, along Beck Road, and Napier Road.		
Traffic Control/Detours:	N/A	- Detour map attached as an appendix
No detours will be necessary for this project, but will involve a moving or 'rolling' lane closure as the work progresses along the roadway. The lane closures will be protected along with flagging personnel.		
Work Status: Plans are currently being finalized and still negotiating easements with a few property owners. Plan is still to go out to bid this summer with a late fall construction.		
Project: MAIN STREET SIDEWALK, LIGHTING & ROAD IMPROVEMENTS (GRAND RIVER AVENUE TO NOVI ROAD)		
Prime Contractor: TBD		
Start: September 1, 2026		
End: July 15, 2027		
Consultant: AECOM-Great Lakes		
Description: In cooperation with the Corridor Improvement Authority (CIA), the City is moving forward with a plan to make significant improvements to the existing sidewalk, lighting, and road pavements on both the east/west and north/south portions of Main Street from Grand River Avenue to Novi Road.		
Traffic Control/Detours:	N/A	- Detour map attached as an appendix
No detours will be necessary for this project, but may involve small, distinct lane closures at the specific work areas. The lane closures will be protected with traffic cones and barrels along with flagging personnel while the work is actively in progress.		
Work Status: The City is finalizing plans and specifications with the CIA for approval and looking to go out to bid by the end of this month.		
Project: VILLA BARR PARK CONCRETE PATHS		
Prime Contractor: Mattoli Cement Company, Inc.		
Start: June 17, 2026		
End: July 6, 2026		
Consultant: AECOM-Great Lakes		
Description: City Council requested the paving of the pathways at Villa Barr Park to increase accessibility. Concrete will be placed over the existing aggregate paths as well as providing a new concrete loop around the existing pond.		
Traffic Control/Detours:	N/A	
No detours will be necessary for this work. The park will be closed during the duration of this project which is approximately 30 to 45 days.		
Work Status: The contractor made quick and short work of this project. All of the new concrete paths have been poured and achieved proper strength on the sidewalk. The park has now been reopened to the public. The contractor also spread topsoil and straw mulch along the sides of the new path network. These newly restored areas will need time to fully grow in. We ask that the walking public please stay on the sidewalk and refrain from stepping on the newly seeded grass areas.		
Project: ITC PATHWAY AND BOARDWALK CONNECTION TO BOSCO FIELDS		
Prime Contractor: L.J. Construction Company		
Start: April 25, 2026		
End: July 31, 2026		
Consultant: AECOM-Great Lakes		
Description: Through MDOT's Local Agency Project office and federal funding program through SEMCOG (\$230,000), the City will be constructing a pathway between the existing ITC Trail and Bosco Fields Park. Construction will involve the placement of a hot-mix asphalt shared use path from the existing ITC Trail, south of 11 Mile Road, easterly to Bosco Fields Park, connecting to Beck Road, including approximately 600 feet of a 14-foot-wide boardwalk.		
Traffic Control/Detours:	N/A	- Detour map attached as appendix
No detours or closures will be necessary for this project. A small area of the southwestern portion of Bosco Fields will be quartered-off for staging of contractor equipment.		
Work Status: All of the helical piers have been installed for the substructure of the boardwalk. Over the next four weeks, the contractor will be building the boardwalk. Once complete, they will begin grading and excavating the pathway at both ends of the boardwalk in preparation for new asphalt pavement.		



Novi Rd is **closed to northbound traffic** from Allen Dr to 9 Mile Rd for the duration of this project.

Northbound traffic should navigate around this closure using 8 Mile Rd to Beck Rd to 10 Mile Rd and back to Novi Rd.

- Detour Route
- CLOSED to Traffic
- OPEN to Traffic

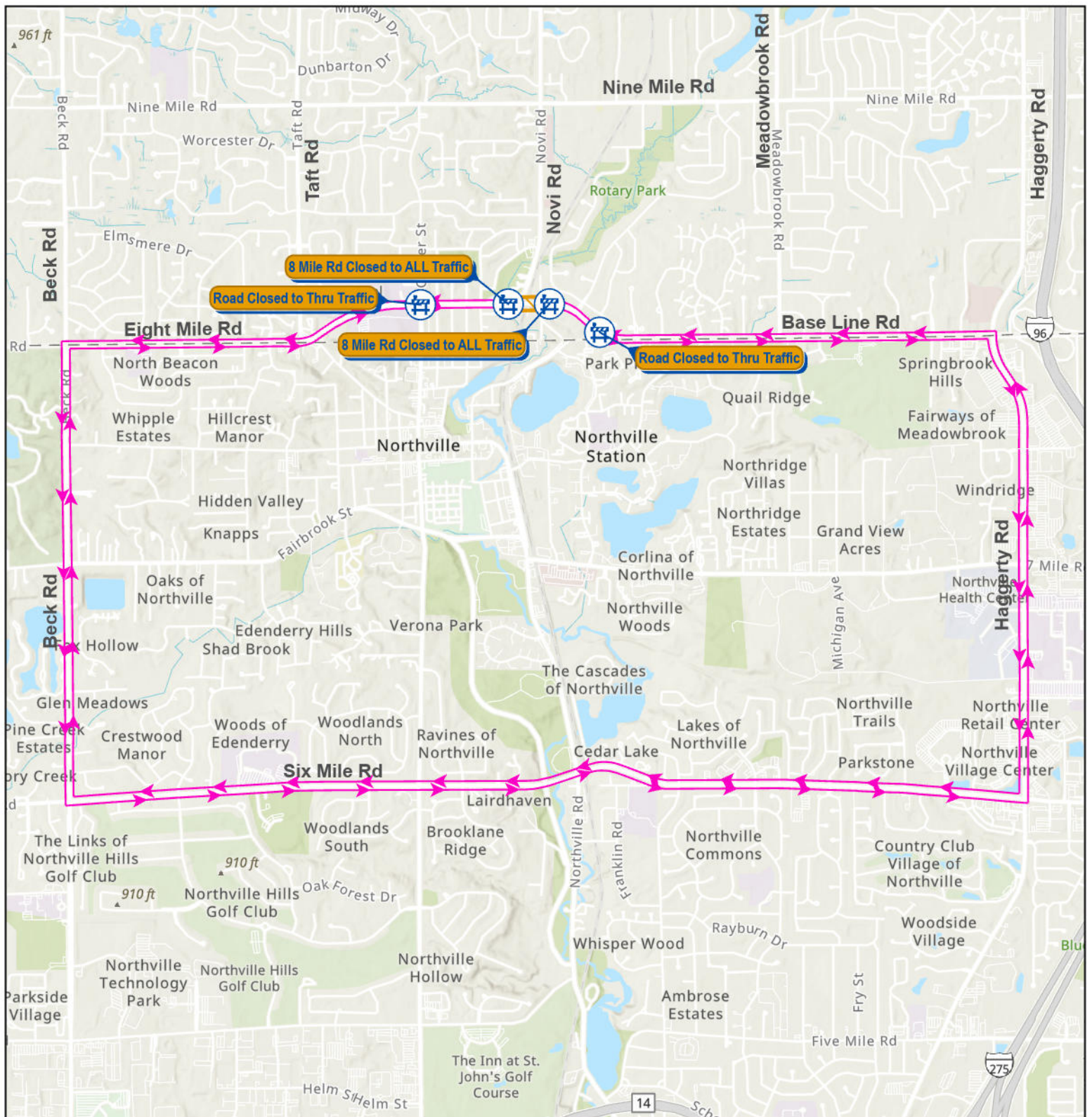


Novi Rd Reconstruction Allen Dr to Nine Mile Rd

0 750 1,500 3,000 4,500 Feet



Map Print Date: 2/24/26
Map Author: K. Blough



8 Mile Rd/Base Line Rd over the CSX railroad tracks will be **closed to ALL traffic** for the duration of the project while the bridge repairs are underway.

The designated detour is 8 Mile Rd to Haggerty Rd to 6 Mile Rd to Beck Rd back to 8 Mile Rd and vice versa.

 Detour Route
 CLOSED to Traffic

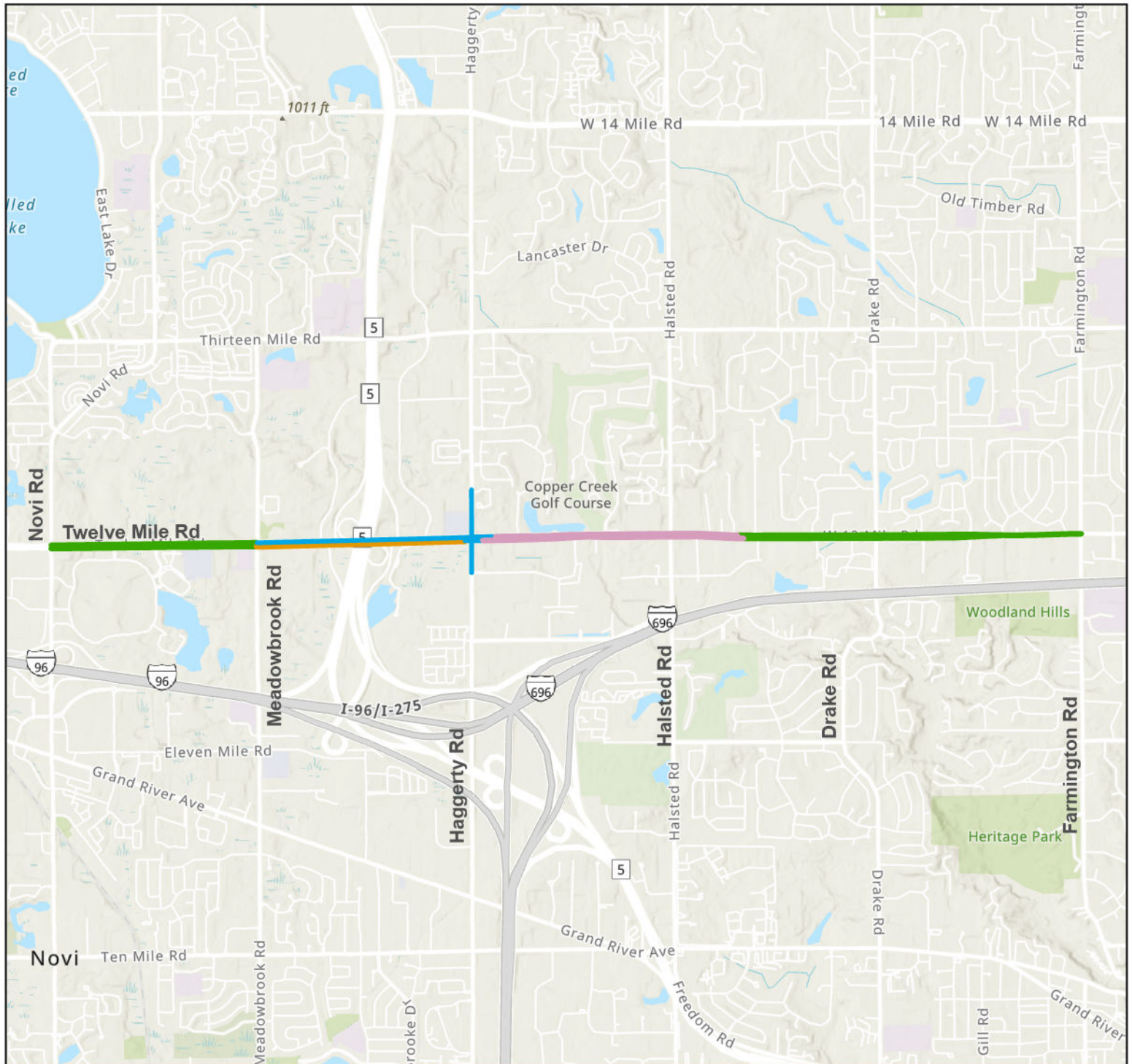


8 Mile Rd at CSX Railroad Bridge Novi Rd to Brickscape Dr

0 1,500 3,000 6,000 9,000 Feet



Map Print Date: 3/14/25
Map Author: K. Blough



Staging Plan

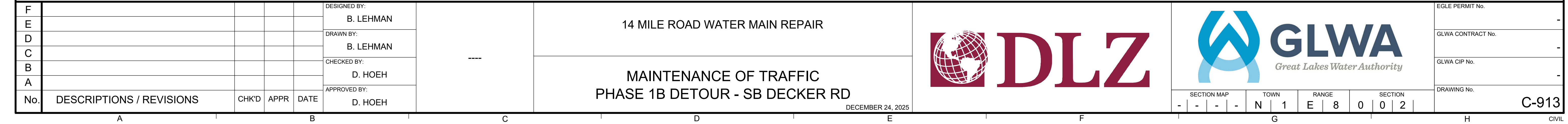
- Stage 1 (Summer 2026): Novi Rd to Meadowbrook Rd & Investment Dr to Farmington Rd
- Stage 2 (Fall 2026): Eastbound from Meadowbrook Rd to Haggerty Rd
- Stage 3 (Spring & Summer 2027): Westbound from Meadowbrook Rd to Haggerty Rd & Haggerty Rd Intersection
- Stage 4 (Fall 2027): Haggerty Rd to Investment Dr

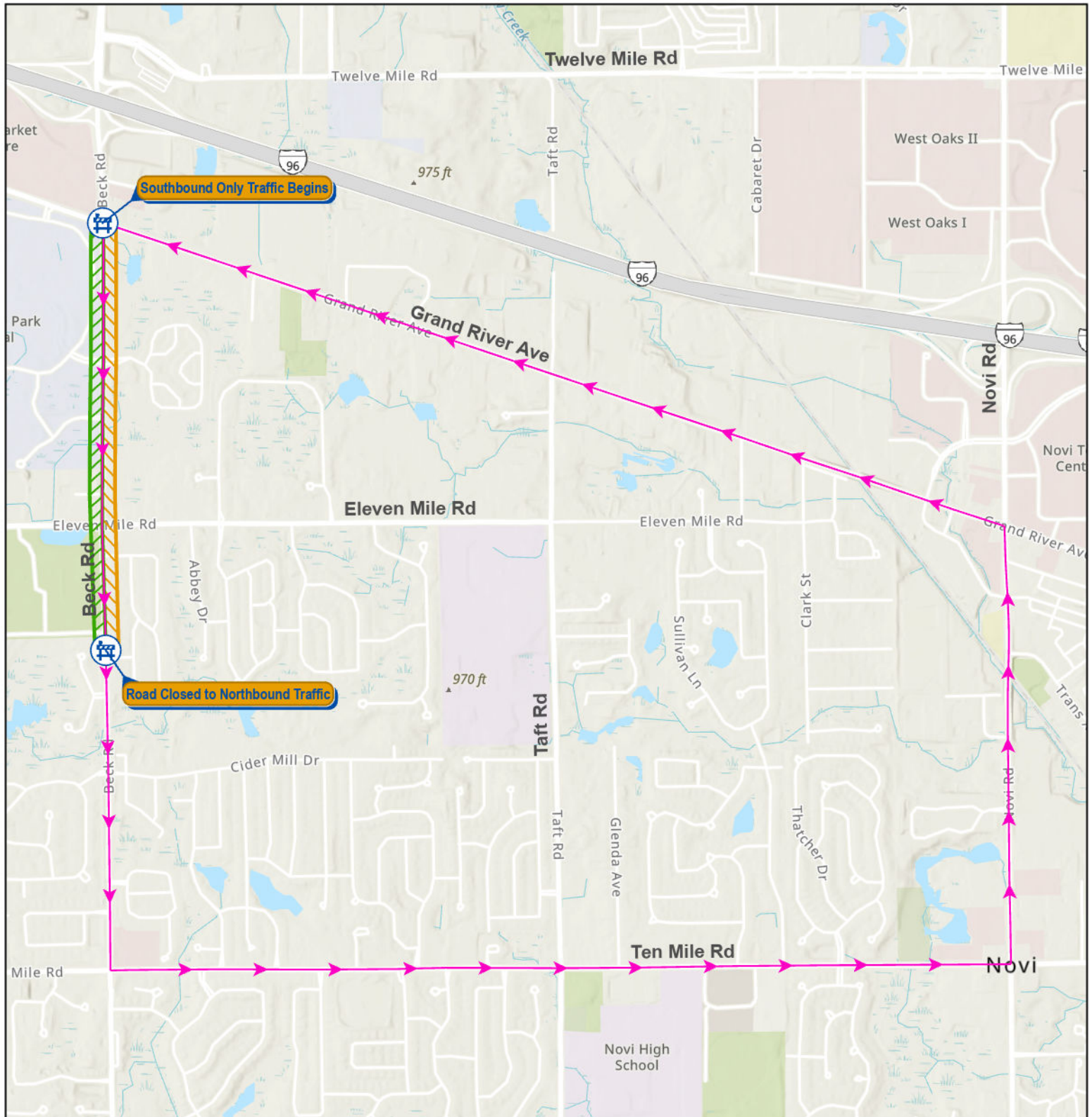


Twelve Mile Rd Rehabilitation Novi Rd to Farmington Rd



Map Print Date: 2/24/26
Map Author: K. Blough





Beck Rd is **closed to northbound traffic** from Sanford Dr to Grand River Ave for the duration of this project.

Northbound traffic should navigate around this closure using 10 Mile Rd to Novi Rd to Grand River Ave and back to Beck Rd.

-  Detour Route
-  CLOSED to Traffic
-  OPEN to Traffic

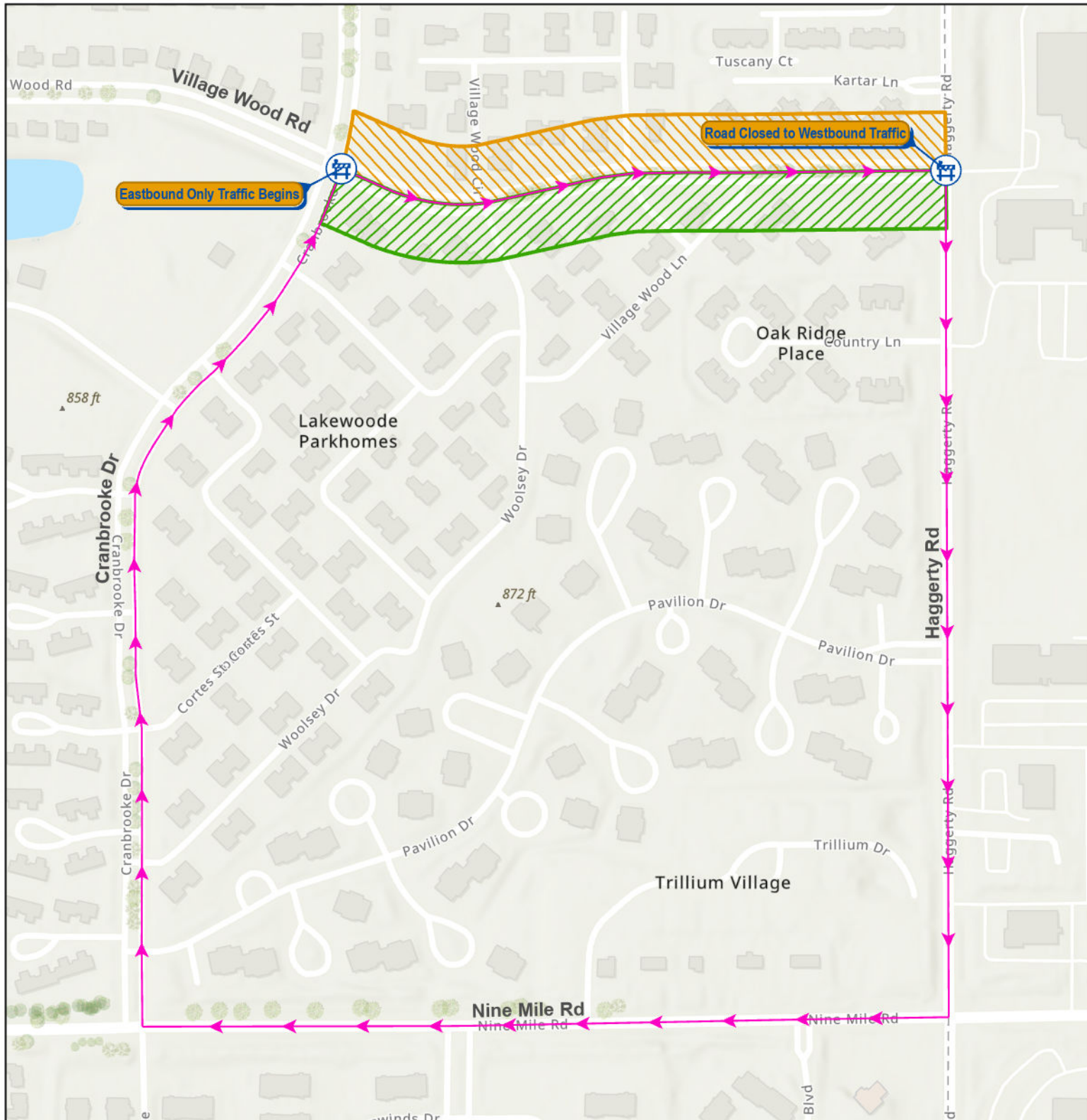


Beck Road Widening 11 Mile Rd to Grand River Ave

0 800 1,600 3,200 4,800 Feet



Map Print Date: 4/7/26
Map Author: K. Blough



Village Wood Rd is **closed to westbound traffic** from Haggerty Rd to Cranbrooke Dr for the duration of this project.

Westbound traffic should navigate around this closure using Haggerty Rd to 9 Mile Rd to Cranbrooke Dr and back to Village Wood Rd.

-  Detour Route
-  CLOSED to Traffic
-  OPEN to Traffic



Village Wood Rd Reconstruction Cranbrooke Dr to Haggerty Rd

0 175 350 700 1,050 Feet



Map Print Date: 2/23/26
Map Author: K. Blough

Novi Public Safety

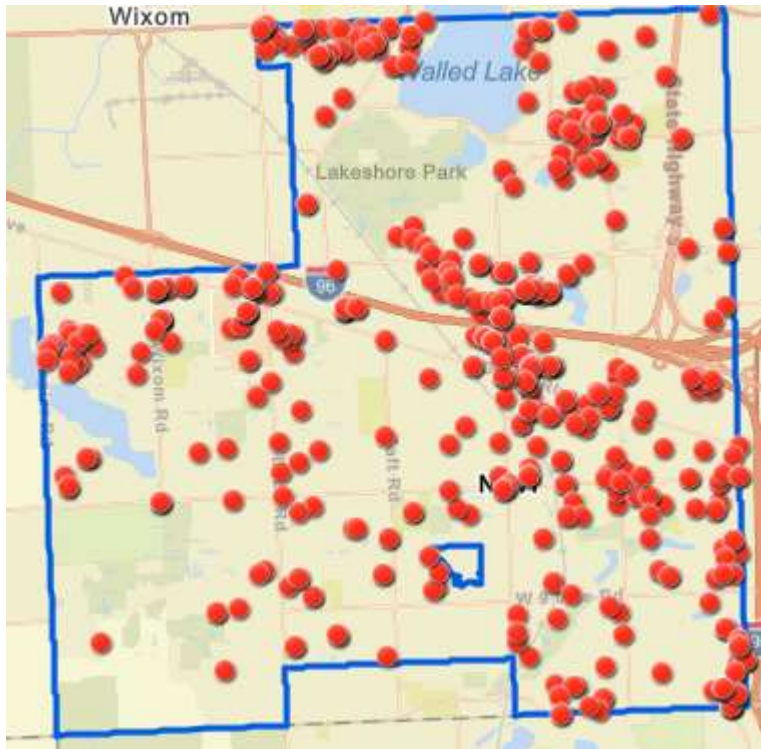
Police and Fire Departments 2025 v. 2026 Year-to-Date Statistics
June 2026

July 2026

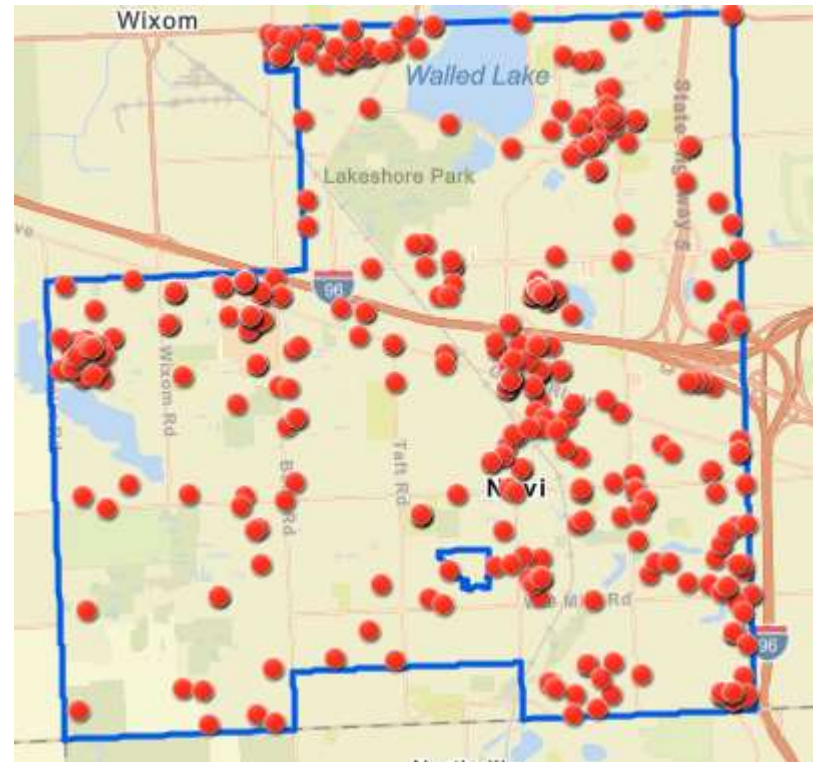


Part A Crimes by Location

2025



2026



PART A CRIMES

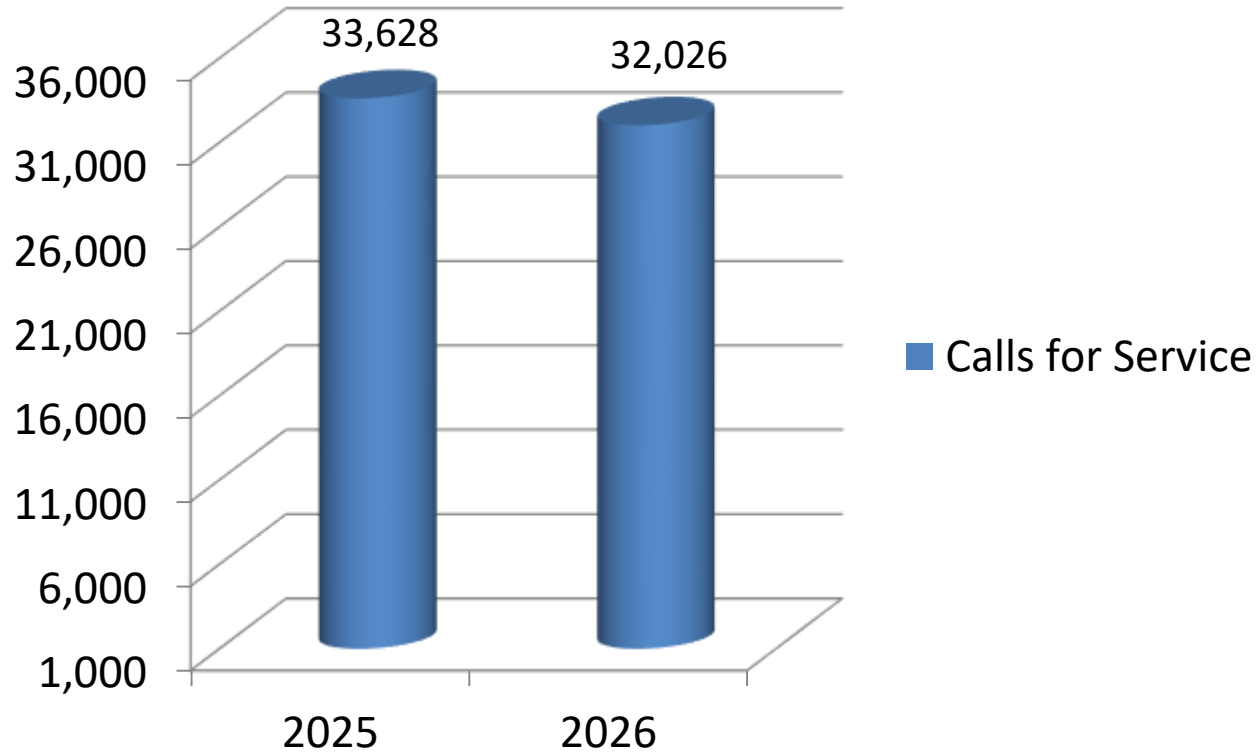
2026 CLEARANCE RATE COMPARISON

JAN 1 - JULY 6

Description	26 YTD	25 YTD	24 YTD	Arrests/ Multiple 26 YTD	Arrests/ Multiple 25 YTD	Arrests/ Multiple 24 YTD	% Cleared 26 YTD	% Cleared 25 YTD	% Cleared 24 YTD
Murder	0	0	0	0	0	0	0.00%	0.00%	0.00%
Negligent Homicide	0	0	0	0	0	0	0.00%	0.00%	0.00%
Kidnapping/Abduction (Parental)	0	0	0	0	0	0	0.00%	0.00%	0.00%
Crim. Sexual Conduct	9	3	10	8	2	9	88.89%	66.67%	90.00%
Robbery	2	1	1	2	0	0	100.00%	0.00%	0.00%
Assault (Aggravated)	25	26	20	22	24	17	88.00%	92.31%	85.00%
Assault (Non-Aggravated)	142	111	112	117	94	106	82.39%	84.68%	94.64%
Threats/Stalking	20	13	13	16	5	9	80.00%	38.46%	69.23%
Arson	0	0	0	0	0	0	0.00%	0.00%	0.00%
Extortion	0	0	1	0	0	1	0.00%	0.00%	100.00%
Burglary	9	13	14	5	8	5	55.56%	61.54%	35.71%
Larceny	41	59	78	17	20	15	41.46%	33.90%	19.23%
Motor Vehicle Theft	8	15	30	4	5	11	50.00%	33.33%	36.67%
Forgery/Counterfeiting	5	7	4	4	3	4	80.00%	42.86%	100.00%
Fraud	56	41	32	12	19	11	21.43%	46.34%	34.38%
Retail Fraud	93	79	103	47	44	68	50.54%	55.70%	66.02%
Embezzlement	4	14	7	3	13	7	75.00%	92.86%	100.00%
R&C Stolen Property	3	4	1	3	4	1	100.00%	100.00%	100.00%
Vandalism	21	23	20	10	10	9	47.62%	43.48%	45.00%
Narcotics	15	21	27	12	19	26	80.00%	90.48%	96.30%
Obscenity	0	1	0	0	0	0	0.00%	0.00%	0.00%
Gambling	0	0	0	0	0	0	0.00%	0.00%	0.00%
Prostitution & Vice	0	2	1	0	1	1	0.00%	50.00%	100.00%
Weapons	16	14	5	13	13	5	81.25%	92.86%	100.00%
Animal Cruelty	2	0	1	2	0	1	100.00%	0.00%	100.00%
Total Part A Incidents	471	447	480	297	284	306	63.06%	63.53%	63.75%
Compared to Previous Year:	↑ 5.37%			↓ 0.48%					
Violent Crimes	36	30	31	32	26	26			



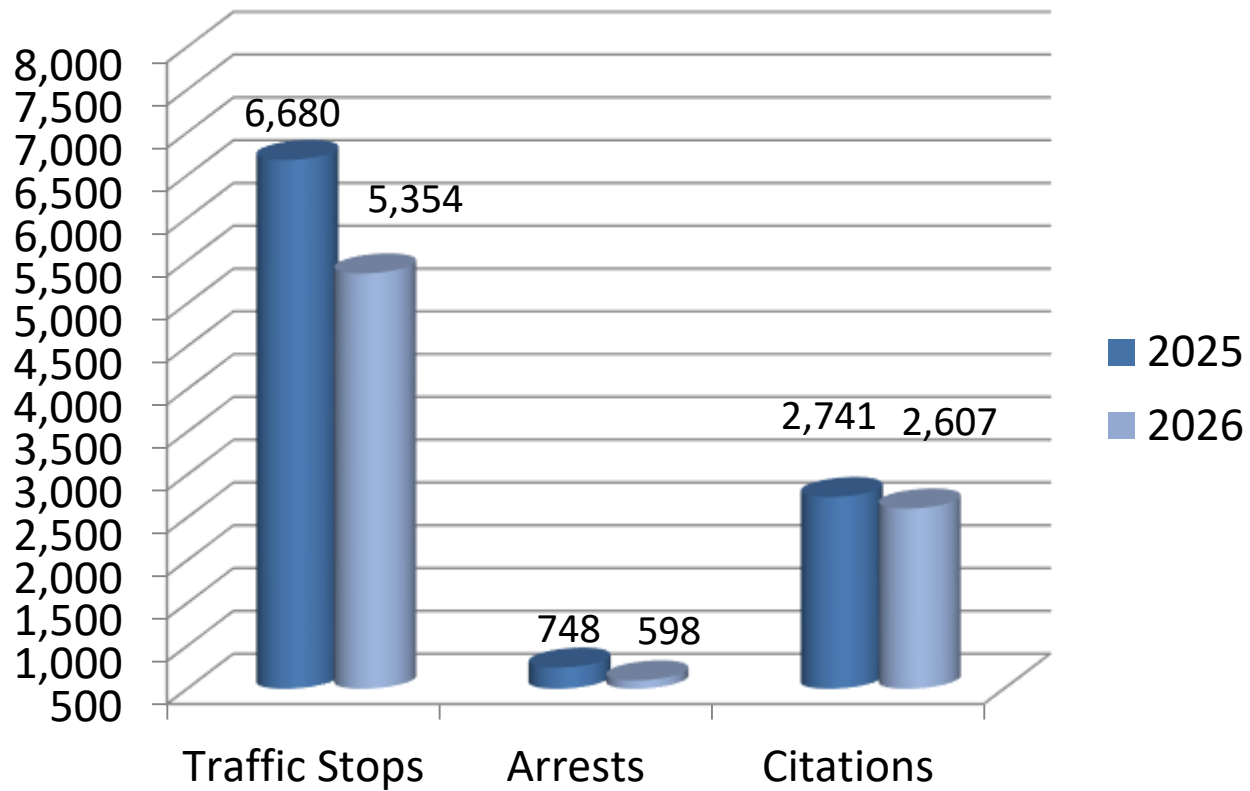
Police Total Calls for Service*



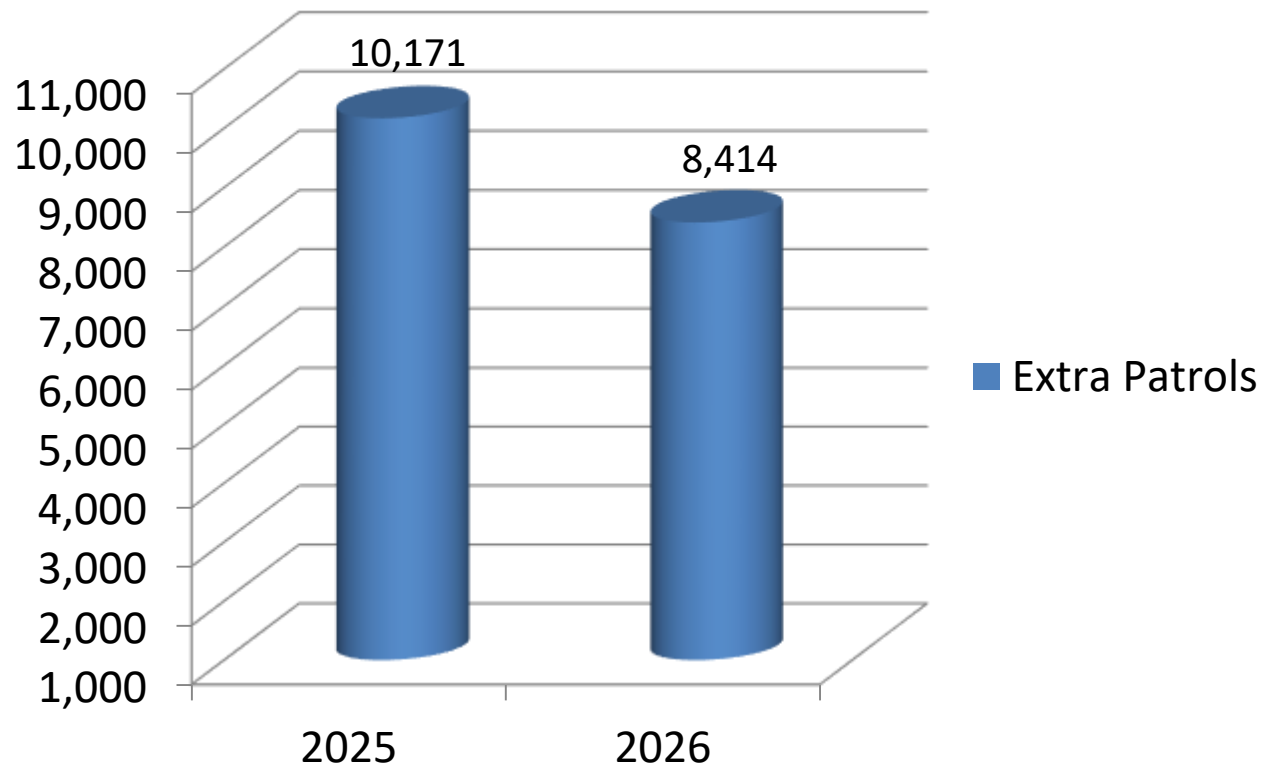
*includes all traffic stops, self initiated activity, routine and priority calls for service, etc.



Officer Productivity



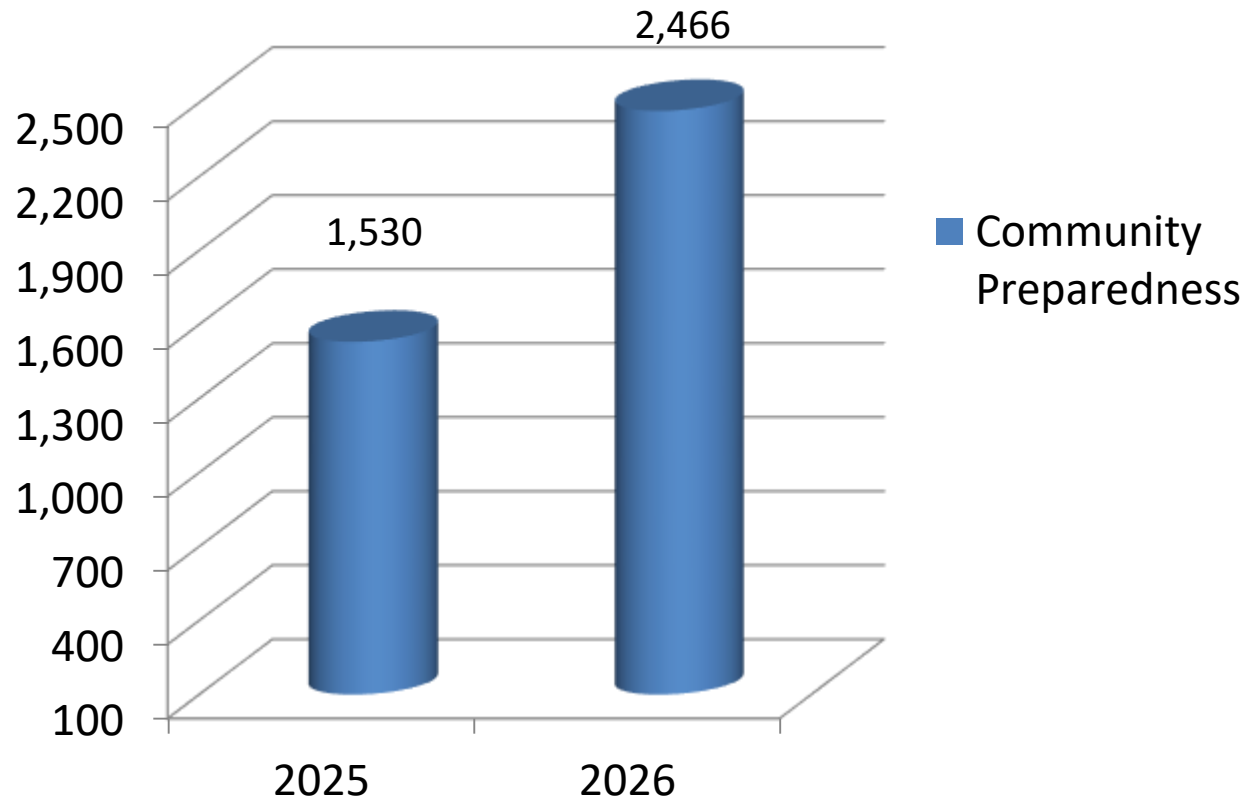
Extra Patrol Numbers* – Self Initiated



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



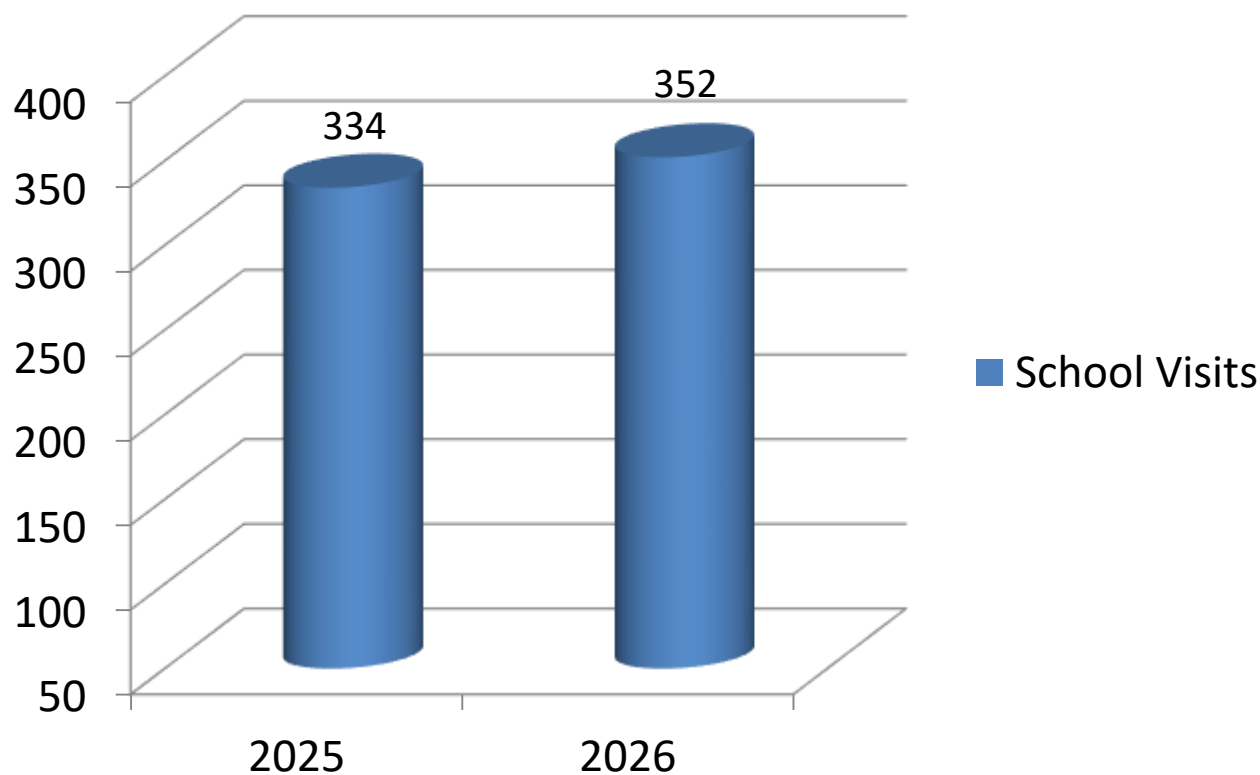
Community Preparedness Numbers* – Self Initiated



*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.

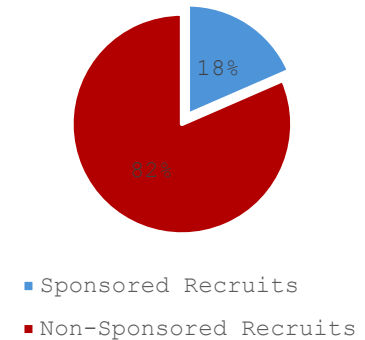


Police Staffing Levels

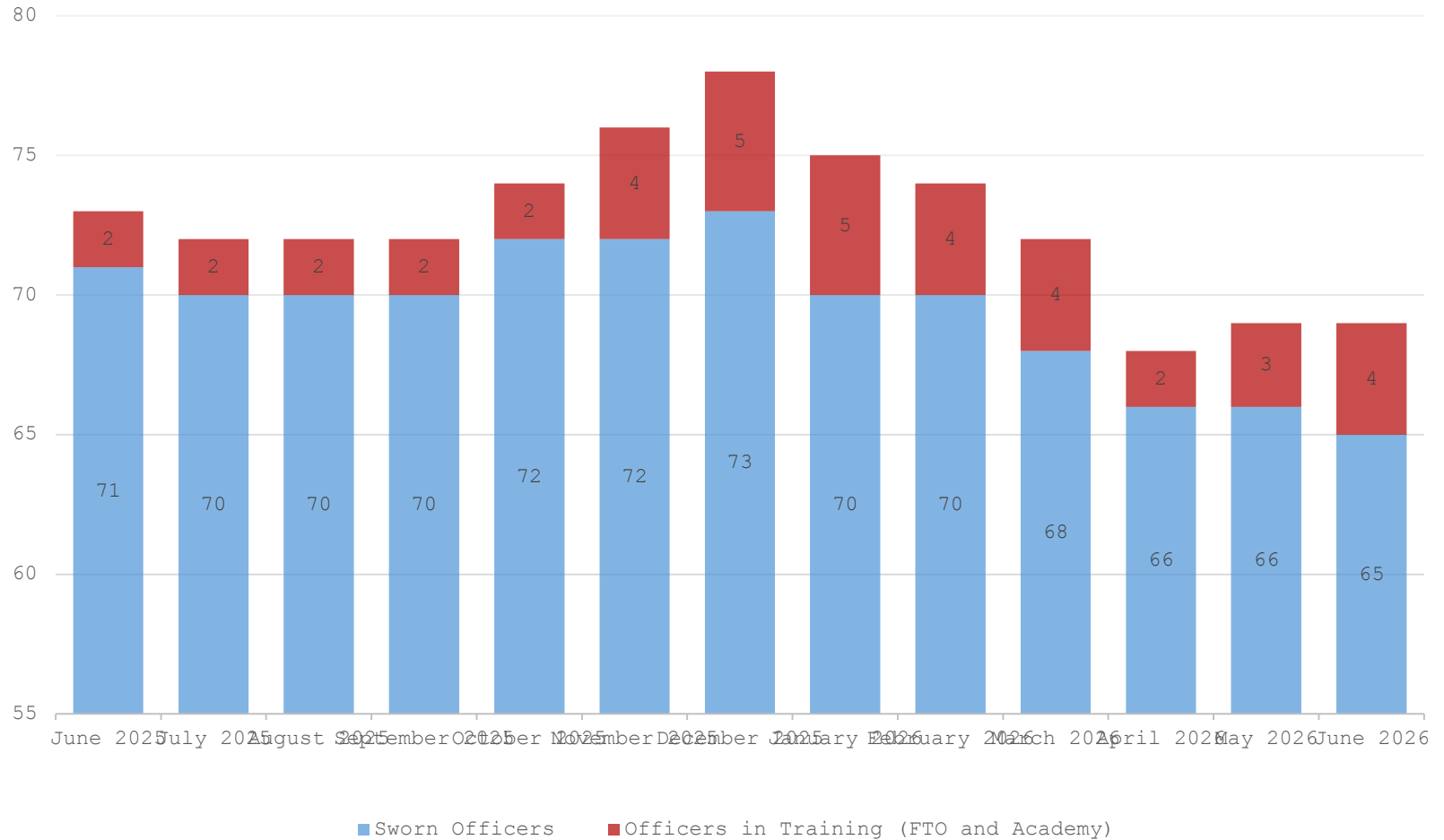
May 2025 - May 2026 Police Officer Hiring Data		
	Total Sworn	Total Budgeted
June 2025	71	73
July 2025	70	73
August 2025	70	73
September 2025	70	73
October 2025	72	73
November 2025	72	73
December 2025	73	73
January 2026	70	73
February 2026	70	73
March 2026	68	73
April 2026	66	73
May 2026	66	73
June 2026	65	70

*total sworn

June 2026



Police Staffing Levels



Fire Response Times

FIRE OPERATIONS AVERAGE RESPONSE TIMES PRIORITY RESPONSES ONLY						
TEAM / STATION	June	Total Calls	2026	Total Calls	2025	Total Calls
	2026		YTD		YTD	
TEAM 'A':						
STATION 1	4:47	99	4:35	567	4:20	532
STATION 2	4:47	95	4:35	554	4:39	551
STATION 3	4:53	23	4:56	228	4:57	165
STATION 4	4:54	23	5:11	142	4:42	160
TEAM 'A' AVERAGE:	4:50	240	4:49	1491	4:39	1408
TEAM 'B':						
STATION 1	4:56	99	4:55	610	4:44	681
STATION 2	5:21	96	5:31	607	5:20	589
STATION 3	5:26	51	5:27	308	5:56	281
STATION 4	5:46	36	5:44	197	5:26	204
TEAM 'B' AVERAGE:	5:22	282	5:24	1722	5:21	1755
TEAM. AVERAGE	5:06	522	5:06	3213	5:00	3163



Fire Priority Calls

INCIDENT ACTIVITY REPORT				
Summary Comparison YTD				
Priority Calls for Service				
Incident Type	2026	2025	Difference	% Change
Fire (All Fires)	40	40	-4	0%
EMS (Medicals, Rescues & PIAs)	2775	2796	-21	-1%
Hazardous Condition (Haz-Mat, Wires)	85	42	43	102%
Service Call (Pub.Assist, Unauth.Burn)	39	49	-10	-20%
Good Intent (Haz not found, CNX call)	88	84	-5	5%
False Calls	186	151	-31	23%
Power Outage Invst.(Severe Weather Assess)	0	1	-1	0%
TOTAL	3213	3163	50	2%



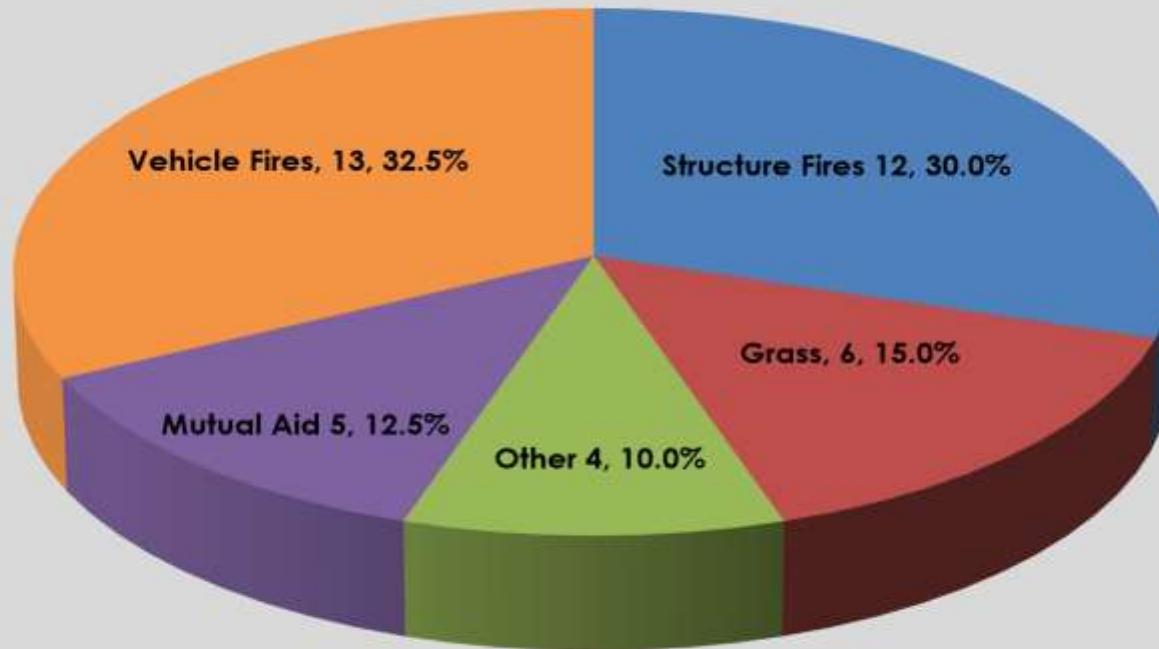
Fire All Calls

INCIDENT ACTIVITY REPORT				
Summary Comparison YTD				
All Calls for Service				
Incident Type	2026	2025	Difference	% Change
Fire (All Fires)	45	41	4	10%
EMS (Medicals, Rescues & PIAs)	3183	3245	-62	-2%
Hazardous Condition (Haz-Mat, Wires)	133	69	64	93%
Service Call (Pub.Assist, Unauth.Burn)	750	594	156	26%
Good Intent (Haz not found, CNX call)	205	170	35	21%
False Calls	351	318	33	10%
Power Outage Invst.(Severe Weather Assess)	0	5	-5	0%
Other (Inspections, Pub-Ed, Pub-Relations, Car Seats, etc.)	32	322	-290	-90%
TOTAL	4699	4764	-65	-1%



Total Fires

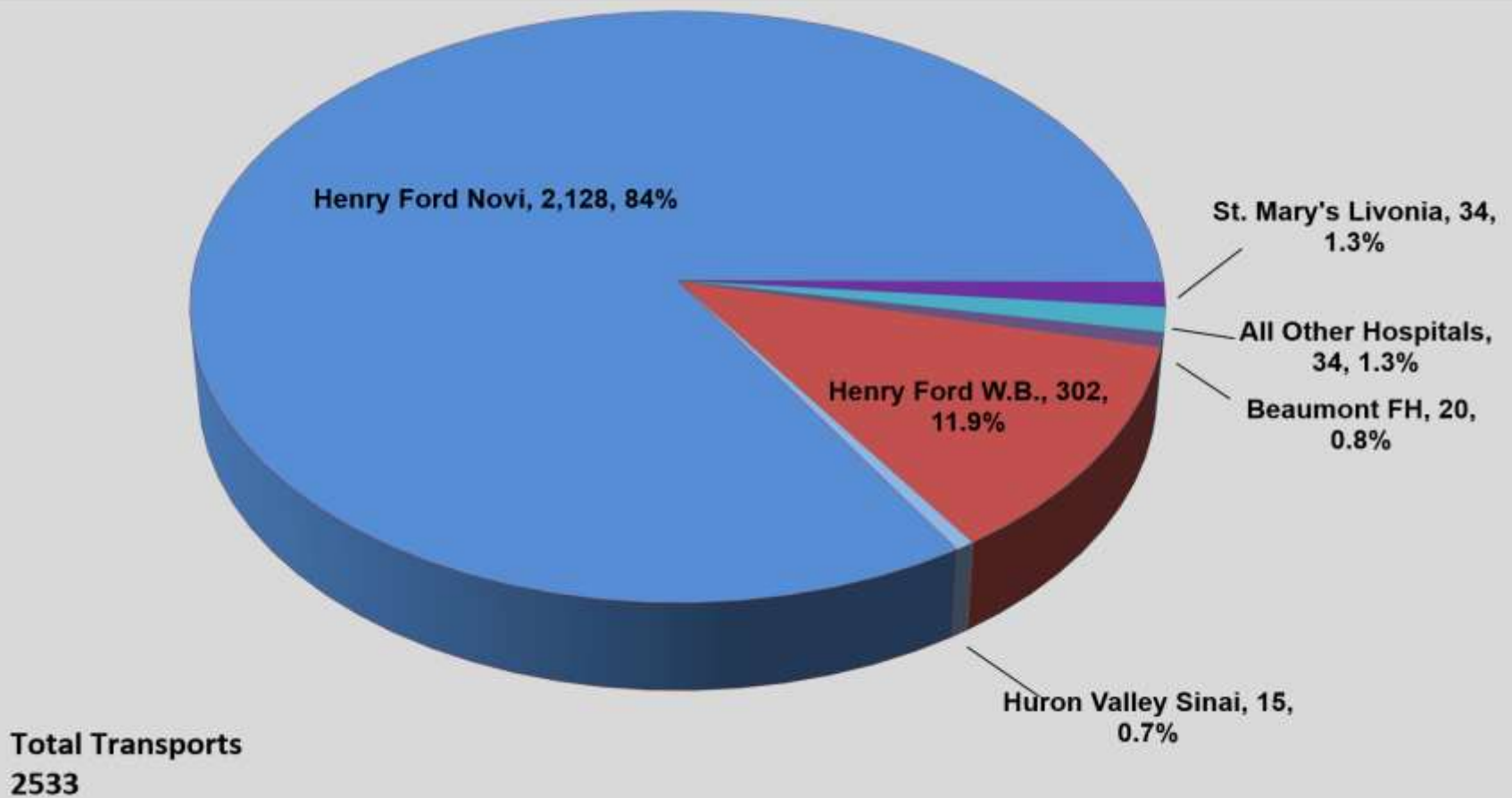
2026 PRIORITY FIRES



TOTAL 40



Hospital Transports 2026



Unstaffed Station Monthly Totals

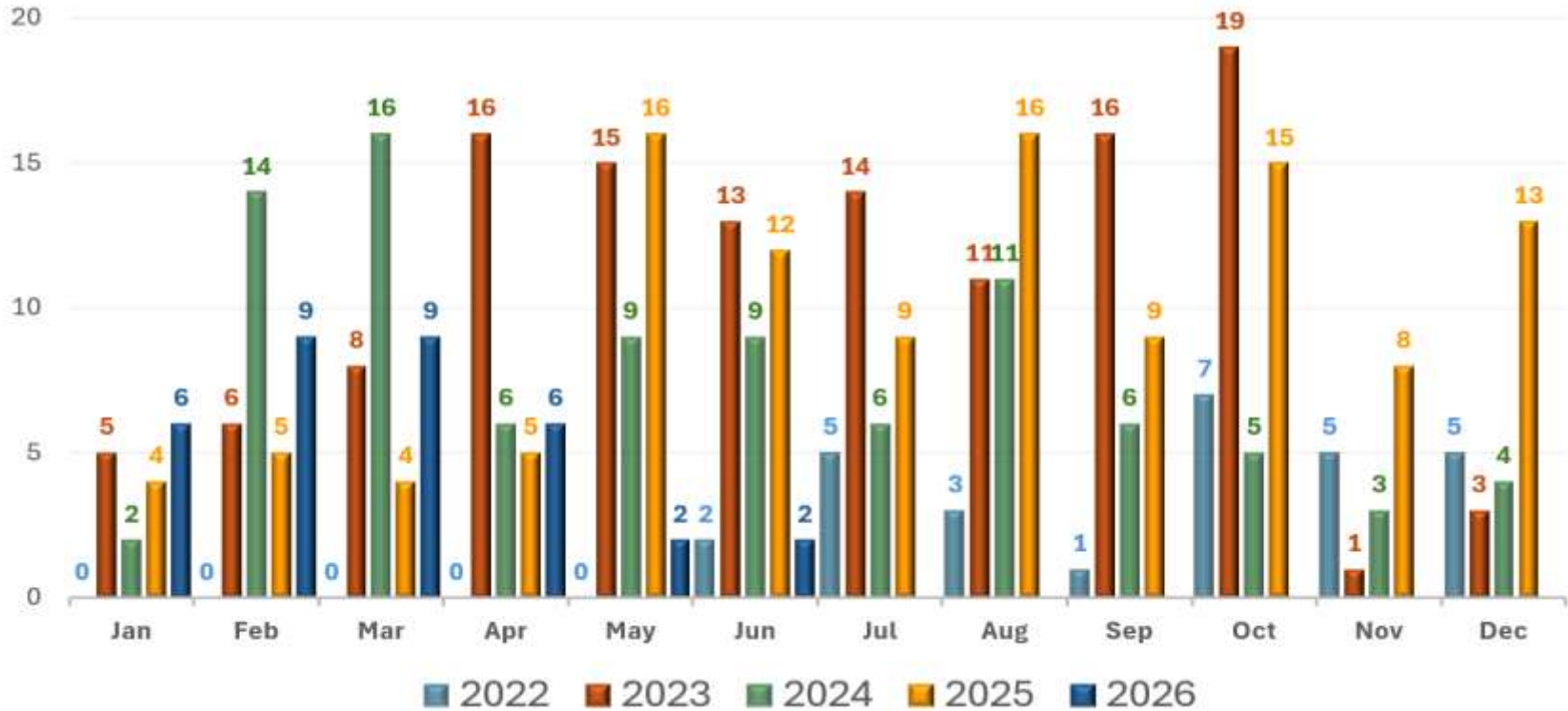
2022 Total: 28

2023 Total: 127

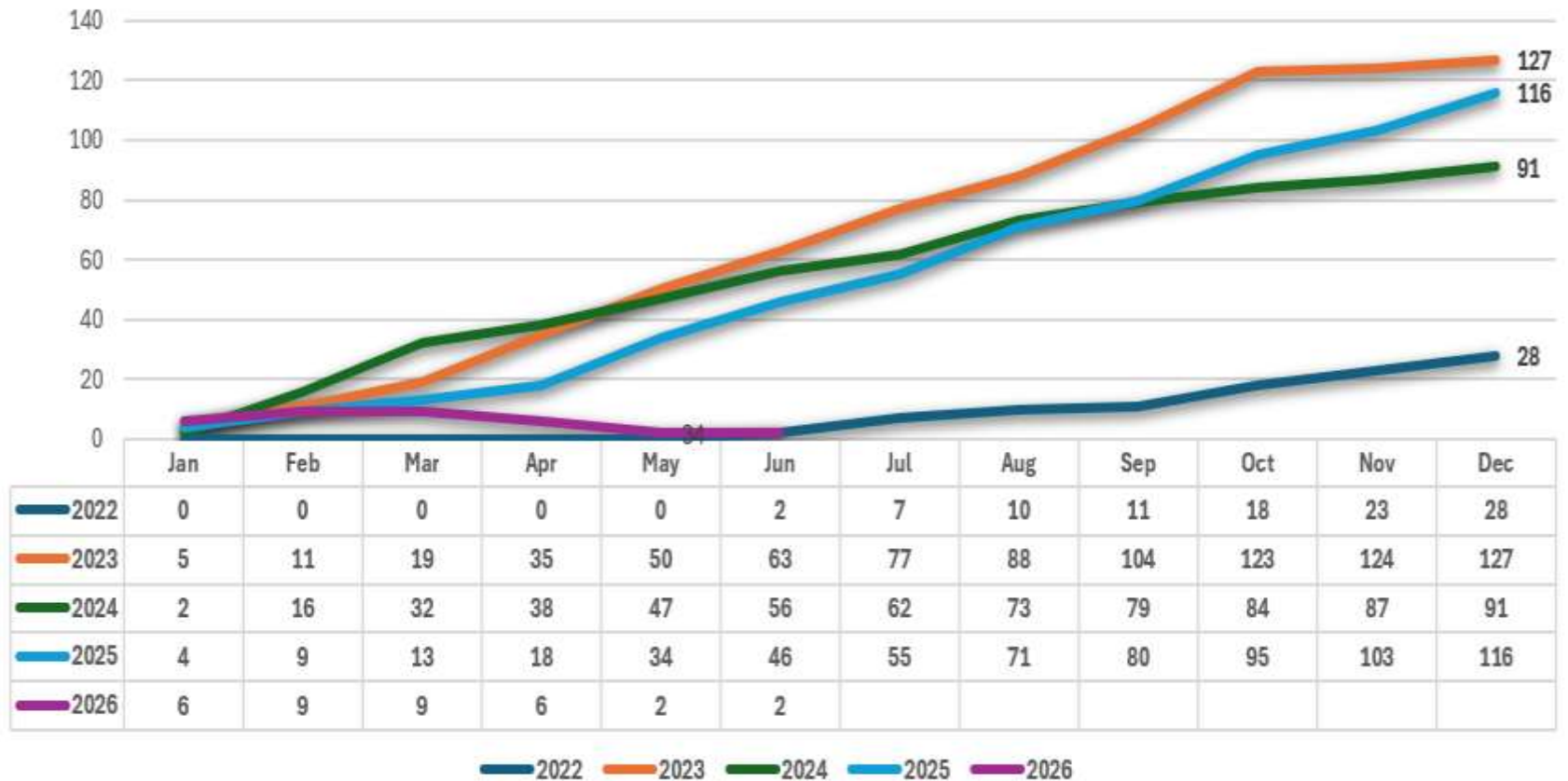
2024 Total: 91

2025 Total: 116

2026 Total: 34



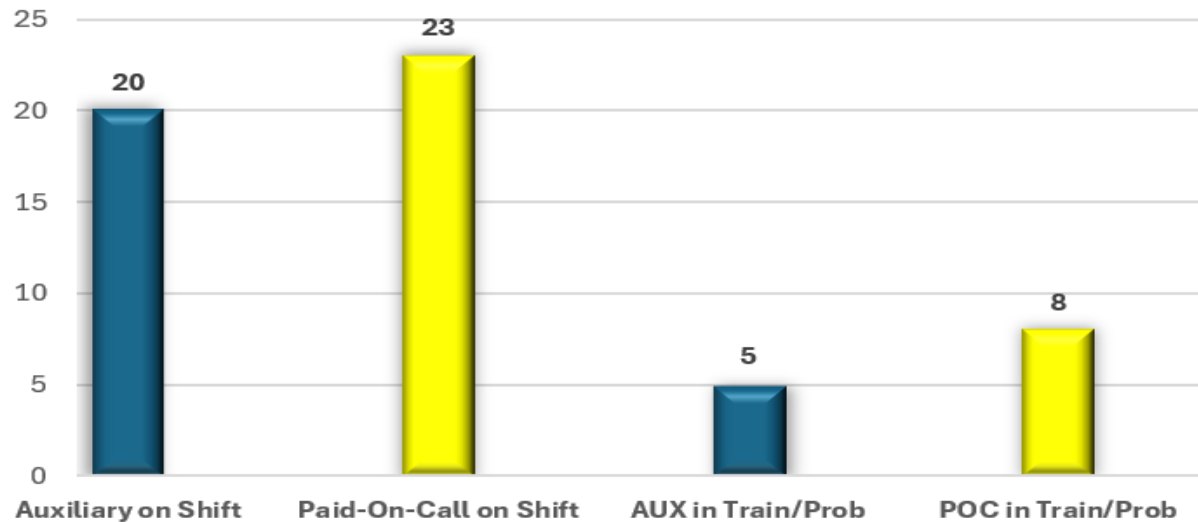
Unstaffed Stations Cumulative Monthly Totals



Part-Time Staffing Levels

June 2026

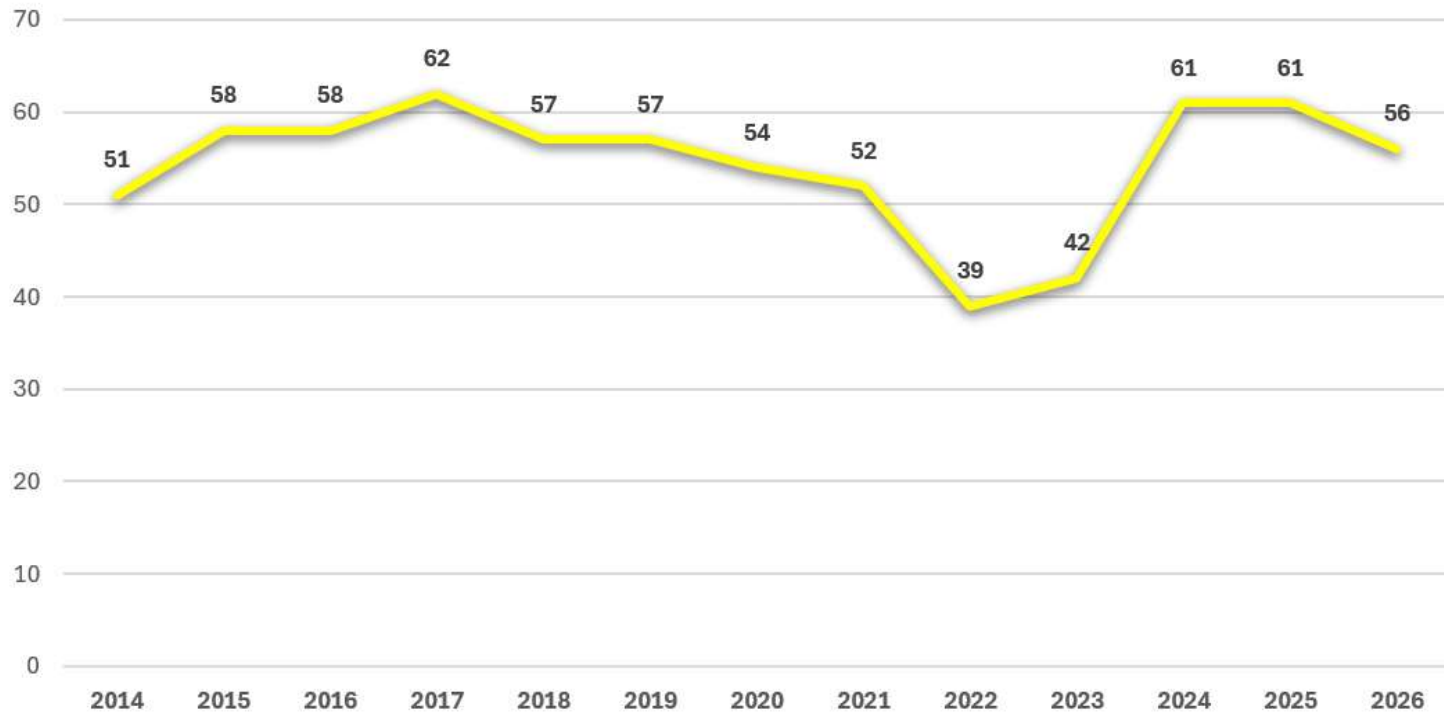
(This includes 3 Auxiliary and 1 POC on Leave of Absence)



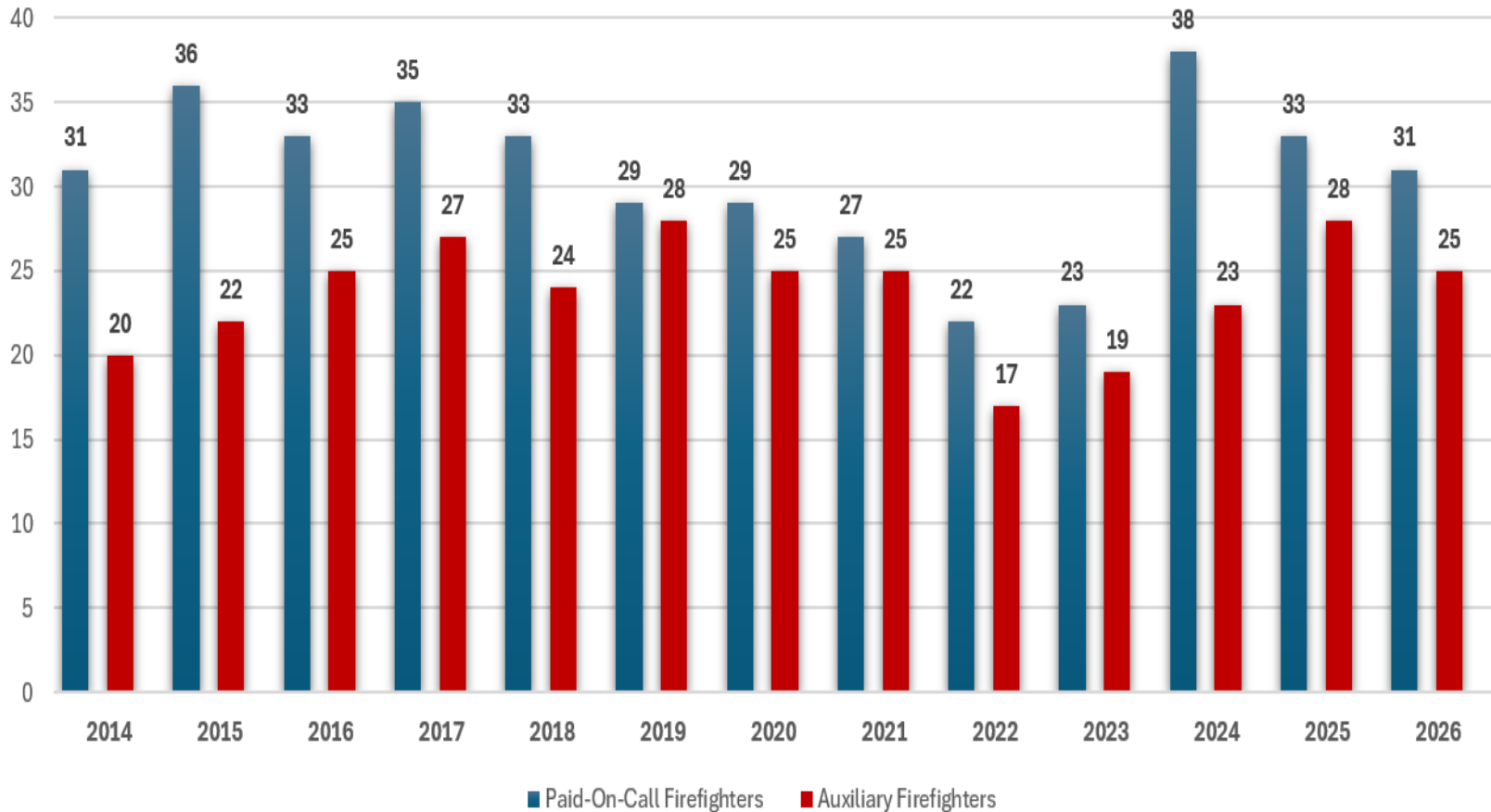
- All Probationary members have completed FF I/II Certification
- All but 1 have obtained thier EMT-B License
- All 13 Probationary members are in various stages of in-house training



Total Number of Part-Time Firefighters Per Year



Part-Time Staffing Levels 2014-2026



MEMORANDUM



TO: MAYOR FISCHER AND CITY COUNCIL
FROM: KIT KIESER, OLDER ADULT SERVICES MANAGER
DANIELLE MAHONEY, ASSISTANT CITY MANAGER
SUBJECT: NOVI DRIVE (HPO) JULY 2026 UPDATE
DATE: JULY 16, 2026

Key Highlights

- On July 8, the City hosted its first **Novi Drive Reconnect** session, bringing together approximately 40 graduates of the various High-Performance Organization (HPO) programs for the next phase of Team Novi's HPO journey. This session builds directly upon the [update shared with Council in April](#).
- The session marked an important shift from leadership **development** to leadership **in action**, challenging participants to help embed Team Novi's culture and values throughout the organization.
- Rather than relying on additional outside facilitation, the session was designed and led entirely by City staff, reflecting our continued focus on **building internal leadership capacity and sustaining this work in a cost-effective manner**.

From Leadership Development to Leadership in Action

Over the past several years, Novi has made a deliberate investment in developing leaders throughout the organization. Through programs such as LEAD, Leading EDGE, and the Senior Executive Institute, employees have gained a shared understanding of what it means to be a high-performing organization and the role each person plays in creating one. As shared with Council in April, our focus has now shifted from learning these concepts to embedding them into the way we work every day.

The purpose of the Reconnect session was to bring these employees back together, not for another training session, but to reaffirm their role in shaping the future of Team Novi. Rather than viewing culture as something driven by leadership alone, participants were challenged to see themselves as active stewards of our organization: modeling our values, strengthening their teams, and helping create an environment where innovation, accountability, trust, and collaboration can continue to thrive.

Highlights from the Session

The two-and-a-half-hour working session emphasized discussion, reflection, and commitment over presentation. Participants spent time:

- Reflecting on how Team Novi has evolved since their original leadership training, where meaningful progress has been made, and where opportunities still exist.
- Discussing the barriers that prevent positive change and challenging themselves to distinguish between true organizational constraints and long-standing habits.
- Receiving the first introduction to the Novi Drive Toolkit, a living resource designed to provide practical tools for coaching, feedback, recognition, onboarding, decision-making, and team development.
- Identifying one of six Novi Drive Ambassador roles (Coach, Facilitator, Storyteller, Connector, Builder, or Recruiter) as a personal commitment for helping carry this work forward.
- Leaving with a specific 90-day commitment to apply one concept with their team and invite another employee to the work. These commitments align with the presentation's emphasis on reconnecting, reflecting, equipping, stepping up, and committing to action.



Perhaps the most important takeaway from the session was a simple reminder shared with participants: Culture work is not separate from our "real" jobs. In many ways, it determines how well the rest of our work gets done.

The group will reconvene this fall to share successes, lessons learned, and opportunities for continued growth. This follow-up reinforces that Novi Drive is not intended to be a one-time initiative, but an ongoing practice of learning, accountability,

and continuous improvement.

What Comes Next

The July session represents the beginning of this next phase of Novi Drive. Over the coming months we will continue to:

- Refine the Novi Drive Toolkit as departments begin using it and employees provide feedback.
- Reconvene participants this fall to share successes, challenges, and lessons learned from applying the toolkit in their daily work.
- Launch **Novi Drive 101**, providing every employee with a consistent introduction to our leadership philosophy and organizational culture.
- Continue integrating Novi Drive into onboarding, employee recognition, leadership development, and other existing organizational processes rather than treating it as a standalone initiative. This aligns with the roadmap introduced in April, including Mile One onboarding and department-level integration.



Closing

The July 8th reconnect session demonstrated an important evolution in our HPO journey. Novi Drive has always been about more than training; it is about creating an organization where leadership exists at every level. The Reconnect session marked another meaningful step in that journey, bringing together employees who have invested in this work over the past several years, equipping them with practical tools, and challenging them to become ambassadors for the culture we are building together.

As we learned through our experience with the City of McKinney and other high-performing organizations, fully embedding this culture into an organization is a long-term commitment that unfolds over years, not months. Lasting cultural change happens through consistent reinforcement, shared ownership, and continued investment in people rather than one-time training events.

By continuing to invest in our people, develop our own internal leaders, and embed these principles into everyday operations, we are strengthening Team Novi from within and ensuring our commitment to innovation, continuous improvement, and exceptional public service remains sustainable for years to come.

We look forward to continuing this work and updating Council as Novi Drive continues to evolve and mature.