

Novi 2050

Strategic Plan

April 2026 Visit Summary

(Detailed summaries are linked below where applicable)

Monday, April 27

- 9:30am-12:00pm - Novi City Tour and Team Lunch
- 2:00-2:30pm - "Now You Novi" Podcast Recording
- 6:00-8:00pm - [LRSPC Workshop](#)

Tuesday, April 28

- 10:00am - Executive Team Meeting
- 1:00-1:30pm – Library Tour
- 2:00-4:00pm - [Staff Leadership Team \(Novi 2050 Project Team\) Workshop](#)
- 6:00-8:00pm - [Community Workshop](#)

LRSPC Workshop – Focus Area Identification

Date: Monday, April 27, 2026

Time: 5:00-6:30pm ET

Location: Mayor's Conference Room

Meeting Purpose: Review community input and finalize plan focus areas.

AGENDA

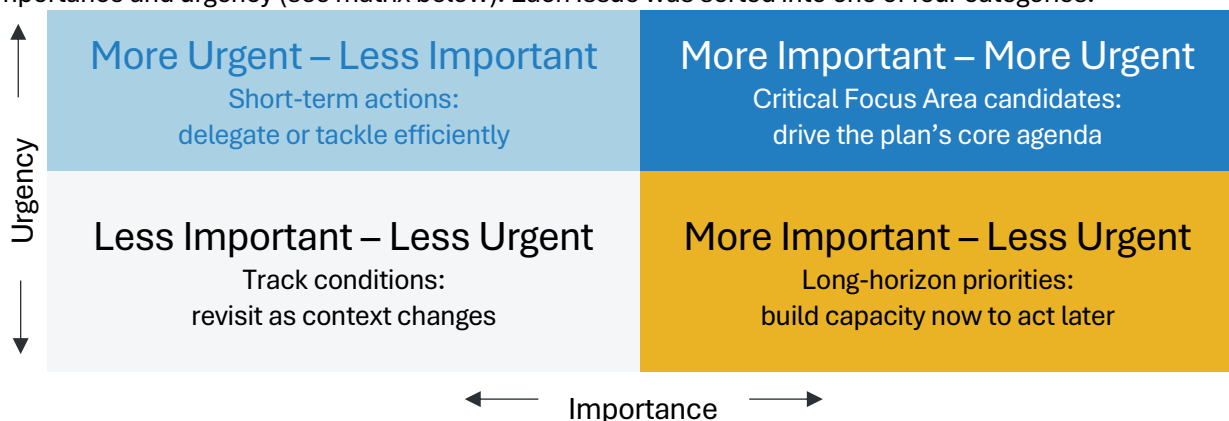
6:00 pm	Welcome & Meeting Objectives
6:10 pm	Review synthesized engagement input
6:30 pm	Strategic issues overview
6:45 pm	Prioritize strategic issues
7:25 pm	Discuss cross-cutting questions
7:45 pm	Focus Areas & Next Steps
8:00 pm	Adjourn

Overview

The Long Range Strategic Planning Committee met on April 27th, 2026 for the primary purposes of prioritizing identified strategic issues (see agenda packet) and defining focus areas for the Novi 2050 Plan. The workshop began with a high-level overview of the strategic planning focus, as well as updates to previously presented engagement efforts through two surveys:

- The Community Vision Survey (General Public)
- Key Stakeholders Survey (Council, Board, and Commission Members)

After this review, the Committee prioritized each of the key issues along a two-dimensional matrix - importance and urgency (see matrix below). Each Issue was sorted into one of four categories:



Prioritization Outcomes

The framing of this activity began with consideration for what the City's role is in each specific issue. At times, the City may be able to tackle the issues directly through regulation or provision of services. For others, the City may need to use its influence, as in weighing in on state-level policy decisions. Alternatively, the City can also act as a convener, bringing together government agencies, non-profits, and businesses to tackle regional problems or those that fall outside the typical scope of municipal government.

At the conclusion of the activity, the issues were prioritized as follows:

More Important – More Urgent Issues

Critical Focus Area candidates: drive the plan's core agenda

Issue Area	Issue
Community Identity & Demographics	Issue 4: Serving a Multilingual, Multicultural Community
	Issue 5: Strengthening the City-School Relationship
	Issue 6: Building Social Cohesion Across Cultures and Generations
Housing & Neighborhoods	Issue 5: Mixed-Use Redevelopment as a Housing Strategy
	Issue 6: Reinvestment in Aging Neighborhoods
Economic Development & Fiscal Health	Issue 1: The Growth-Revenue Gap
	Issue 8: Fiscal Impact as a Planning Tool
Public Services, Staffing & Governance	Issue 2: Recruitment for Specialized and Municipal Roles
	Issue 5: Aligning Governance with Long-Range Direction
Infrastructure & Utilities	Issue 1: Sustaining Capital Investment Through the CIP Millage
	Issue 5: Climate-Informed Infrastructure Design
	Issue 7: Leveraging Smart Infrastructure and Data-Driven Asset Management
Mobility & Transportation	Issue 2: Building on Transit and Microtransit Momentum
	Issue 3: Completing the Active Mobility Network
	Issue 5: Inter-Community Pathway Connections
Parks, Recreation, Arts & Cultural Assets	Issue 4: Culturally Responsive Programming
	Issue 6: Overcoming the Collaboration Barrier with Schools
	Issue 7: Grant Funding and the Affluence Perception
Public Safety & Emergency Services	Issue 1: Rising EMS Demand from an Aging Population
	Issue 2: Maximizing the Public Safety Facilities Investment
	Issue 4: Recruiting and Retaining Public Safety Professionals
	Issue 5: Climate-Related Preparedness
	Issue 6: Community Risk Reduction
	Issue 7: Leveraging the Integrated Public Safety Model and New Facilities
Environmental Resilience & Sustainability	Issue 1: Stormwater System Capacity and Climate Adaptation
	Issue 2: Invasive Species Management and Funding
	Issue 3: Green Infrastructure as Standard Practice
	Issue 6: Unifying Sustainability Efforts Across Departments

More Important – Less Urgent Issues

Long-horizon priorities: build capacity now to act later

Issue Area	Issue
Community Identity & Demographics	Issue 1: Managing Growth That Has Already Outpaced Projections
	Issue 2: Preparing for an Aging Community
Housing & Neighborhoods	Issue 1: Closing the Housing Production Gap
	Issue 2: Affordability for the Workforce and Essential Workers
	Issue 3: Missing-Middle and Lifecycle Housing
	Issue 7: Balancing Neighborhood Character with Needed Change
Economic Development & Fiscal Health	Issue 3: Talent Attraction in a Competitive Region
	Issue 6: Protecting and Leveraging Foreign Investment
	Issue 7: Corridor Redevelopment as Economic Strategy
Public Services, Staffing & Governance	Issue 10: Retail Recovery and Evolving Consumer Markets
	Issue 6: Aging Facilities Across Departments
Infrastructure & Utilities	Issue 2: Road Network Reinvestment
Mobility & Transportation	Issue 1: Managing Congestion Without Road Expansion
	Issue 6: Rethinking Corridors for Redevelopment and Multimodal Access
Parks, Recreation, Arts & Cultural Assets	Issue 1: The Community Center Question
	Issue 2: Facility Capacity and Modernization

More Urgent – Less Important Issues

Short-term actions: delegate or tackle efficiently

Issue Area	Issue
Public Services, Staffing & Governance	Issue 1: Modernizing Human Resources Technology
	Issue 3: Staying Competitive on Compensation
	Issue 4: Staff Capacity and Organizational Resilience
	Issue 7: Scaling the High-Performance Organization (HPO) Model
Parks, Recreation, Arts & Cultural Assets	Issue 3: Older Adult Services Beyond Recreation
	Issue 8: Public Art, Gathering Spaces, and Placemaking
Environmental Resilience & Sustainability	Issue 4: Heat Island Mitigation
	Issue 5: Aligning with State Climate Policy
	Issue 8: Parks and Natural Areas as Resilience Infrastructure
	Issue 9: Establishing Resilience Metrics and Performance Tracking

☐ Less Important – Less Urgent Issues

Track conditions: revisit as context changes

Issue Area	Issue
Community Identity & Demographics	Issue 3: Lifecycle Retention Across Age Groups
	Issue 7: Civic Engagement Gaps
	Issue 8: Leveraging Educational Attainment as a Strategic Asset
Housing & Neighborhoods	Issue 4: Manufactured Housing
	Issue 8: Addressing Rental Market Pressures
Economic Development & Fiscal Health	Issue 2: Healthcare as an Economic Anchor
	Issue 4: Repositioning the Office Market
	Issue 5: Auto Industry Transformation
	Issue 9: Sustaining Industrial and Logistics Sector Strength
Infrastructure & Utilities	Issue 3: Electric Reliability and Grid Modernization
	Issue 4: Closing the Broadband Gap
	Issue 6: Skilled Trades Workforce Gaps
Mobility & Transportation	Issue 4: I-96 as a Connectivity Barrier
	Issue 7: Improving Neighborhood Connectivity
Parks, Recreation, Arts & Cultural Assets	Issue 5: Population Health Through Public-Private Partnerships
Public Safety & Emergency Services	Issue 3: Emerging Technology and Energy Risks
Environmental Resilience & Sustainability	Issue 7: Energy Transition and Fleet Electrification

Top Six Issues

After prioritization, Committee members were each asked to select two high-urgency, high-importance issues that are their top priorities for the plan. These six issues are provided below with additional context and the guiding strategic question that the remainder of the planning process will seek to answer.

Mixed-Use Redevelopment as a Housing Strategy (Housing & Neighborhoods)

Retail centers are being redeveloped nationally into mixed-use environments. This trend is visible in Novi with Sakura Novi and PD-2 projects near 12 Oaks.

- How should the City use mixed-use redevelopment to add housing while revitalizing aging commercial areas?

The Growth-Revenue Gap (Economic Development & Fiscal Health)

Service costs and infrastructure needs are rising faster than revenues under Michigan's Headlee/Proposal A limitations. Headlee rollbacks have directly impacted parks and police budgets.

- How does Novi sustain high-quality services without overextending fiscal capacity?

Sustaining Capital Investment Through the CIP Millage (Infrastructure & Utilities)

The CIP millage is critical to maintaining Novi's infrastructure, and costs are rising faster than routine budgets due to climate and demand pressures.

- What is needed to ensure millage renewal and align investment with rising system replacement costs?

Leveraging Smart Infrastructure and Data-Driven Asset Management (Infrastructure & Utilities)

Sensors, smart systems, and data analytics offer opportunities to improve infrastructure efficiency, predict maintenance needs, and extend asset life—but require investment in technology, staff capacity, and data systems.

- How should the City integrate smart infrastructure tools into capital planning and operations to reduce long-term costs and improve service reliability?

Rising EMS Demand from an Aging Population (Public Safety & Emergency Services)

EMS call volumes increased by over 17% between 2020 and 2021, and trend projections show older adults will represent a substantially larger share of the population by 2050.

- How should the City scale EMS capacity—through staffing, station coverage, partnerships, and alternative response models?

Community Risk Reduction (Public Safety & Emergency Services)

Moving from reactive response to proactive risk reduction—particularly around aging populations, evolving building types, and emerging technology risks—can improve outcomes and reduce long-term costs.

- What investments in prevention, data, and community education would have the greatest impact?

Summary and Next Steps

The Committee's discussion included important considerations for the duration of the project, including:

- Opportunities to make improvements in climate preparedness alongside infrastructure investments rather than treating the issues as separate and distinct.
- Focusing on issues that could yield additional resources or cost-savings – freeing up capacity to tackle lower-priority concerns.

Based on this prioritization, the emerging focus areas for the plan include:

- Infrastructure
- Redevelopment & Housing
- Aging and Shifting Service Needs
- Long-term Funding Strategies

Immediate Next Steps:

- Engagement Synthesis Memo
- Draft Vision Statement
- Virtual meeting with staff executive team
- Community Identity and Housing Questionnaires

Staff Leadership Team Workshop

Date: Tuesday, April 28, 2026

Time: 2:00-4:00pm ET

Location: Novi Special Conference Room

Meeting Purpose: Review community input and finalize plan focus areas.

AGENDA

2:00 pm	Welcome & Meeting Objectives
2:05 pm	Review synthesized engagement input
2:20 pm	Review Guidance and Prioritized Issues from LRSPC Workshop
2:35 pm	Discuss strategic questions from agenda packet
3:30 pm	Refine Engagement Questions
4:00 pm	Adjourn

Overview

The Staff Leadership Team met on April 28th, 2026 to discuss the strategic issues that LRSPC prioritized the day prior. During this workshop the SLT:

- Reviewed synthesized engagement input
- Discussed strategic issues and cross-cutting questions
- Worked through each of the top-six issues identified by LRSPC in detail

Below are the detailed notes and takeaways from discussions about each issue:

Mixed-Use Redevelopment as a Housing Strategy (Housing & Neighborhoods)

Key Takeaways:

- Twelve Oaks transition to more of an entertainment district concept (similar to Fountain Walk) will be something to watch as a potential model for future projects.
- City West is an in-progress mixed-use project to build upon
- Mass transportation options (i.e. light rail) have been discussed previously and could contribute to this issue
- Apartment / Condo concepts with single floor living provide more options for seniors. Town houses offer downsizing, but aren't necessarily as desirable for people with limited mobility
- North-South divide across interstates creates mobility challenges and potential for perceptions of underserved "sides" of the City

Further information needed:

- Placer.AI data from SEMCOG regarding travel patterns and most visited parts of the City

- Resident willingness to live near retail businesses
- Review “Grand River Vision” document and Corridor Improvement Authority opportunities

The Growth-Revenue Gap

Key Takeaways:

- Openness to new fees for services, especially repeat services with high administrative burden
- Regular review of cost recovery for fees is ongoing, but especially important to continue / monitor going forward
- Fees for community risk reduction activities could dissuade use and decrease intended benefits
- Community engagement:
 - o Improved community engagement in the budget process could improve actual understanding of tax burden vs. quality of services
 - o Misperceptions among the public about comparing tax burdens to nearby cities
 - o Possible opportunities for participatory budgeting (i.e. resident committees, Balancing Act online budgeting tool)
 - o “Dollar Breakdown” graphic is useful and something to build upon
 - o An older adult group (similar to Mayor’s Youth Forum) could help with public perception
 - o “Willingness to support” surveys could be useful ahead of major investments and ballot initiatives

Sustaining Capital Investment Through the CIP Millage

Key Takeaways:

- The City has extensive debt capacity, especially with several existing obligations set to mature in the next few years, including bonds for the library and senior complex.
- AAA bond rating allows for affordable financing of future debt
- Intergenerational equity is a significant concern with cash-funding long-term projects
- Long-term plans for Ice Area are in flux with several options on the table
- Vehicle replacement is increasingly expensive and complicated. The City may want to consider a vehicle/equipment replacement fund and improved asset management planning for this area.

Leveraging Smart Infrastructure and Data-Driven Asset Management

Key Takeaways:

- Improved asset management has the potential to save money in the long-run using predictive models
- Current system is in early stages and has historically relied too heavily on institutional knowledge. Targeted improvements may include:
 - o Department-level inventories of key assets
 - o Creation of a data governance strategy
 - o Connecting or consolidating disparate systems
- “Data-informed decision-making” framing would likely be viewed positively by the public and City Council. Staff would require some culture shift and expectation-setting.

Rising EMS Demand from an Aging Population

Key Takeaways:

- Major drivers include senior living facilities with multiple calls per day

- Many calls don't ultimately require transport, but still require resources during dispatch
- Facility policies often require a 911 call even when on-site medical staff are capable of handling the situation. This may be due to liability concerns.
- Data collection and analysis of these "hot zones" is currently underway
- Co-location could offer significant efficiencies in the near-term
- The future of the private ambulatory care industry is difficult to predict and could create challenges given the City's reliance on these services.
- Demographic shifts will compound these problems, making a near-term solution necessary alongside diligent monitoring of trends.

Community Risk Reduction

Key Takeaways:

- Many of the solutions to this issue are education-based (i.e. providing information about fall prevention for seniors and disabled residents, communicating safe shoveling practices ahead of the winter snow season).
- The City should continually monitor resident risk profiles to be actively responsive to evolving needs. This will be especially important as demographics shift.
- Community Center options explored in the future should focus on community-wide health impacts
- The durable medical equipment (DME) loan closet is highly utilized and provides a good model for similar risk reduction programs
- The changing climate will create new risks from heat events, tornadoes, and excessive rainfall.

Possible ways to monitor this risk include:

- Data collection on how widely air conditioning is installed in residential buildings
- Inventory of which buildings within the city have basements or storm shelters
- Regular updates to regional flood maps to stay up to date on rainfall risk

Summary and Next Steps

This workshop provided extremely valuable insights on the six top-priority strategic issues. The Staff Leadership Team will continue to work through these questions in regular meetings, and integrate other strategic issues into the discussions.

Next steps include:

- Following up on areas that require more information or context
- Initial drafting of goals based on prioritized issues
- Posing clarifying questions to the general public through topic-specific surveys

Community Workshop – Focus Area Identification

Date: Tuesday, April 28, 2026

Time: 6:00-8:00pm ET

Location: Civic Center Atrium

Meeting Purpose: Provide overview of the planning process and conduct Generation/Labor profile exercises.

AGENDA

6:00 pm	Welcome
6:20 pm	Trends overview presentation
6:40 pm	Table activity (two tracks)
7:35 pm	Report-out & synthesis
7:50 pm	Close-out & next steps
8:00 pm	Adjourn

Overview

Approximately 20 community members attended the Workshop on April 28th at 6:00pm. Mayor Pro Tem and Long Range Strategic Planning Committee Chair Laura Marie Casey welcomed the group. Facilitators then presented an overview of the strategic planning process, trends shaping the community (both global and Novi-specific), and key data that informed the creation of strategic issues.

Before beginning the group activity, facilitators posed the evening's key question:

Who will Novi's people be in 2050, and what will they need from their community?

Each table was assigned either a generation or labor profiles exercise, which were conducted in tandem. Community members chose one of the six unique characters, which represent hypothetical Novi residents or workers. They then shared the profile with their group and considered what that fictional Novi resident would need in 2030, 2040, and 2050.

Each table was also assigned a more specific question based on topics identified in the LRSPC and SLT workshops:

- Housing: What housing will be needed?
- Mobility: How will people get around?
- Leisure: What will people do for fun and enrichment? (i.e. Parks, Recreation, Arts, Culture, Entertainment)
- Infrastructure: What types of infrastructure and facilities are needed?

This activity is designed to put residents in the shoes of a Novi neighbor and to think more holistically than they might in a more traditional questionnaire format.

After sharing their character's unique needs, each group discussed common needs or themes that emerged and shared them with the full group. Facilitators then led a discussion about common themes emerging across all tables.

Key Discussion Themes

Overall shared themes:

- Individual needs shift over time as community members age, retire, have children, etc.
- All people benefit from opportunities for connection and belonging.
- The group agreed that Novi should be accessible for all people. This is not limited to mobility and disability concerns, but includes housing availability, access to jobs, and transportation.

Housing Themes:

- Novi currently lacks “starter homes” for younger people given the recent increase in housing prices.
- Additional senior housing will be needed in the coming decades across all formats – downsizing options, single-floor living, assisted living, etc.
- Proximity to family members is a key driver of housing choice. While multi-generational living is not needed for all residents, being close and accessible to parents, grandparents, and children is an important factor in where people choose to live.
- Living in Novi for an entire lifetime requires a diverse array of housing types and price ranges, which may be lacking currently.

Infrastructure:

- Infrastructure affects all parts of life in Novi – including the ability for residents to gather together. This was highlighted using the phrase, “when the streetlights come on” as a reminder for kids to come home for the night.
- Safe, walkable neighborhoods provide independence for children, seniors, and people with limited mobility.
- Universal design allows multiple generations to use the same spaces, providing vital community benefits.
- Mobility choice options are important for all generations.

Leisure:

- Several groups noted the benefits of spaces where people of different generations can gather.
- Having local access to nature and the outdoors provides benefits for all people.
- Novi's diverse community offers opportunities for culture sharing through arts and entertainment.
- The group noted that the City should play a role in providing arts, culture, and entertainment.
- Libraries bring together people with unique interests for a shared purpose – learning and enrichment

Mobility:

- People need access to jobs, education, leisure, and housing through multiple modes. Bike and pedestrian infrastructure needs improvements, especially around safety.

- Mobility needs change over time and seniors are most likely to become isolated given the current mobility landscape.
- Road maintenance and snow removal will continue to be important for efficient transportation.
- Developing technologies may provide mobility benefits (i.e. electric scooters, autonomous vehicles) and should be monitored.
- Public transportation options are not currently realistic due to low frequency, unclear routes, and poor or nonexistent infrastructure at stops.

Summary and Next Steps

Far and away the most important theme from this workshop is the need to consider the needs of Novi residents over their entire lifespan. Decisions made today will have impacts 10, 20, and 50 years from now.

Similarly, the group continually noted the City's role in creating opportunities for resident interaction across generations and cultures. The attendees revealed these insights very clearly, and they will be used as cross-cutting issues to consider throughout the remainder of the process.

The next community workshop in June will focus on evaluating and prioritizing draft goals, which will be created over the next 5-6 weeks.

End of Visit Summary