

LONG RANGE STRATEGIC PLANNING COMMITTEE

NOVI 2050 PLAN FRAMEWORK

How to read this document

This document represents the earliest draft of the strategic plan, which serves as a framework for building the final document. It includes draft Vision and Mission statements, a section for each Focus Area, and the cross-cutting themes that run through all of the focus areas. Each focus area includes a revised goal statement, as well as five elements for reference and consideration:

Strategies grouped as:

- Provide – Things the City can directly provide (services, facilities, programs, etc.)
- Partner – Efforts where the city can partner with other municipalities, businesses, and nonprofits on shared solutions to shared problems or goals
- Advocate – Areas in which the city can influence or advocate for things at the regional, state, and federal level

Outcome Measures derived from existing data points and some recommended for future use

Existing Plan Recommendations relating to the focus area

VISION STATEMENT

By 2050, Novi is:

- *Welcoming to people of all cultures, ages, and abilities, a place they choose to stay.*
- *Caring for its neighborhoods, parks, and natural spaces.*
- *Building businesses and government on innovation and talent.*
- *Designed to meet residents' evolving needs, now and for generations to come.*

MISSION STATEMENT

A mission statement is a short, present-tense statement of purpose. It says who an organization serves, what it does for them, and why that work matters, essentially answering "what are we here to do, right now."

It's distinct from a vision statement, which points forward to a future aspiration ("where we're headed"), and from goals or strategies, which lay out the specific, measurable actions to get there.

Mission Statement Drafts for Consideration

1. *"Novi works together to deliver responsive services, resilient infrastructure, and sound stewardship that keep our community thriving for every resident, today and tomorrow."*
2. *"The City of Novi provides forward-thinking infrastructure, housing, mobility, and services, guided by sound fiscal stewardship and shaped by the people who call it home."*
3. *"We serve the Novi community by investing in the infrastructure, housing, mobility, and services that meet today's needs while building lasting value for future generations."*

FOCUS AREA 1: INFRASTRUCTURE

Vision: In 2050, Novi has a Seamless, reliable, efficient infrastructure supporting everyday life.

Goal: Invest in and maintain infrastructure utilizing technology and strategic partnerships.

Strategies

Provide

- Move to predictive infrastructure modeling and a preventative maintenance program.
- Implement technology when it improves efficiency and effectiveness (sensors, smart systems, data-driven asset management).
- Invest in and adequately staff in-house teams, with ongoing training.
- Incorporate climate resiliency into infrastructure planning.

Partner

- Partner with other agencies and communities on shared infrastructure solutions.

Advocate

- Advocate for state and federal resources.

Outcome Measures

- Percentage of infrastructure systems/assets under a preventative/predictive maintenance program vs. reactive repair
- Number of stormwater capital projects meeting updated climate-informed design standards per year.
- Reduction in unplanned service interruptions (water, sewer, electric-coordination incidents) year over year.
- Resident satisfaction data (i.e. parks/facility adequacy over time).

Aligned Recommendations from Existing Plans

Master Plan

- D1 — Continue the annual 6-year Capital Improvement Program identifying the City's infrastructure needs.
- D2 — Conduct a 5-year review of the volume-to-capacity ratio to identify network modifications and potential projects, including Active Mobility Plan impacts.
- D3 — Provide and maintain adequate water and sewer service, reviewing infrastructure capacity carefully when considering higher-density rezonings.
- C1 (Environmental Stewardship) — Evaluate code and ordinances to reduce runoff volume and improve water quality by replicating natural hydrology, directly supporting stormwater resilience.

Strategic Community Recreation & Master Park Plan

- "Regularly evaluate park amenities to continually look for new ways to improve park infrastructure."
- "Build a Community Facility that serves and connects all our residents."
- "Continue to make improvements to parks and facilities addressing accessibility needs (including sensory-inclusive facilities and amenities) to meet all current ADA Compliance Standards, considering universal design in project planning."

FOCUS AREA 2: HOUSING & REDEVELOPMENT

Vision: In 2050, Novi has a Wide range of attractive, affordable, and accessible housing that supports the community’s evolving needs.

Goal: Expand and diversify the range of housing options using existing tools and new ideas about redevelopment.

Strategies

Provide

- Modernize zoning and land use tools to enable the desired housing mix in appropriate locations (missing-middle types, ADUs, mixed-use redevelopment).
- Regularly monitor housing-type supply against market demand to inform timely policy and zoning adjustments.
- Shift toward a more proactive approach to identifying and pursuing redevelopment opportunities, rather than responding only as proposals come in.

Partner

- Incentivize and partner with the development community to achieve the desired housing mix.

Advocate

- Educate the public about the importance of this housing mix and its appropriate location.

Outcome Measures

- Net new housing units permitted/completed per year, tracked against SEMCOG projections.
- Housing-type diversity: share of units that are missing-middle, attached, senior, or mixed-use vs. single-family detached.
- Cost-burden rate for owner and renter households, tracked over time (requires establishing a current baseline).
- Accessible housing: share and number of units with a first-floor primary bedroom (including multifamily units with zero-step entry)
- Units created or preserved through public-private partnerships or incentives.

Aligned Existing Plan Recommendations

Master Plan

- A2 — Implement a general PUD option encouraging “missing middle” housing typologies and mixed-use development on the same site.
- A5 — Amend the zoning ordinance to encourage “age-in-place” housing types, including lower-maintenance detached, attached single-family, and townhouses.
- A6 — Explore increasing housing density in the proposed mixed-use PUD area to create “walkable density.”
- A8 — Consider ordinance changes permitting attached accessory dwelling units in limited, appropriate areas.

- A3 — Continue investing federal CDBG funds in target neighborhoods for housing rehabilitation.
- E3 (Economic Development) — Evaluate federal and state programs (e.g., Michigan housing TIF, residential housing districts) to create affordable-housing opportunities.

Older Adult Needs Committee Final Report

- Promote Meadowbrook Commons as city-owned and affordable.
- Work with local realtors to understand why seniors are moving out of Novi.
- Review ordinances impacting accessory dwelling units (ADUs) and additions.
- Encourage Planning Commission/City Council to pursue first-floor living units (houses or condos) to help retain residents.
- Identify areas in the Master Plan for older adult living near shopping, recreational, and medical facilities.
- Add a "reason for moving to Meadowbrook Commons" field to the intake form to understand in-migration demand. (in progress)
- Maintain the list of current housing stock targeting older adults and senior living facilities.
- Continue finding new ways to reach older adults with information on programs and aging-in-place assistance.
- Promote existing home repair/maintenance service platforms.

FOCUS AREA 3: MOBILITY & TRANSPORTATION

Vision: In 2050, Novi has an Integrated transportation system that makes it easy to get around quickly and safely, regardless of how you travel.

Goal: Transition from traditional traffic management to holistic mobility planning.

Strategies

Provide

- Use technology to reduce congestion and improve traffic flow (access management, signal optimization, operational strategies).
- Plan the community to improve mobility for all modes of transportation.
- Coordinate infrastructure investments with development and redevelopment planning.
- Launch public education to improve mobility.
- Integrate planning efforts across land use, infrastructure, and mobility rather than treating them separately.

Partner

- Combine advocacy efforts with neighboring communities on shared mobility priorities.
- Strengthen partnerships to provide better regional mobility (transit, microtransit, inter-community pathways).

Advocate

- Consider traffic impact fees to fund transportation improvements (requires policy adoption and, potentially, state enabling authority).

Outcome Measures

- Annual microtransit and transit ridership (PEX and SMART).
- Miles of active-transportation network completed vs. Active Mobility Plan targets/recommendations.
- Volume-to-capacity ratio on priority corridors.
- Share of residents within a defined distance of a transit stop or microtransit service zone.
- Mode of Transportation to Work (American Community Survey, US Census Bureau)

Aligned Existing Plan Recommendations

Master Plan

- C4 — Implement the Active Mobility Plan's Near-Term Network: neighborhood greenway network, connection to transit, and improved access to shopping and dining.
- C5 — Implement Active Mobility Plan recommendations focused on reducing vehicle miles traveled and providing alternative modes.

- C6 — Advance the Regional Trail Network by working with neighboring communities toward a connected 30-mile loop (Partner + Advocate).
- D2 — Conduct a 5-year volume-to-capacity review to identify network modifications and Active Mobility Plan impacts.
- D6 — Apply AMP best practices to major corridors to promote complete streets during reconstruction or widening.
- D7 — Implement the recommendations of the Active Mobility Plan.

Active Mobility Plan

Long-Term Network – Greenways

- ITC Trail to the Michigan Air Line Trail
- ITC Trail to Hines Park Trail
- Taft Road Alternative

Long-Term Network – Local Road Routes

- Low-stress bicycle routes following neighborhood roads, identified on bicycle maps and reinforced with pavement markings.
- Ensure new developments provide pedestrian and bicycle links to adjacent neighborhoods and local destinations.
- Provide safe routes for walking and biking to schools from nearby neighborhoods
- Build short pathway links that connect neighborhoods away from major road corridors (surfaces may vary and easements may be required).

Near-Term Network – Greenways

- Attractive and sustainable landscapes in the buffer zone
- Community art and interpretive signage
- Links to parks and public buildings with water and restrooms
- Periodic rest areas with benches
- Pedestrian scale lighting
- Enhanced year-round maintenance
- Pet Waste Management
- Provide uniform wayfinding system that integrates with regional trail network and bike routes
- Evaluate use through automatic counters and satisfaction through yearly surveys
- Promote the network through events, group rides, maps and by supporting local bike clubs
- Establish a grant program to improve safety at neighborhood entrances
- Sponsor and adopt-a-greenway or trail amenity
- Upgrade existing facilities to current best practices
- Establish high quality nonmotorized link through the Beck Road overpass
- Integrate major off-road trails into the network, such as the ITC Trail and the I-275 Metro Trail

- Address the critical gaps in sidepath network to provide continuous offroad trail and sidepath system
- Provide warning and detour signs for dead end pathways

Near-Term Network – Connecting to Transit

- Provide direct access to major destinations along the route
- Coordinate crosswalks with transit stops
- Incorporate streetscape amenities to create an inviting and pedestrian-friendly environment at transit locations
- Establish mobility hubs, a place where people can connect to multiple modes of transportation.

Near-Term Network – Improved Access for Shopping & Dining

- Establish a bicycle friendly business program
- Provide grants to help retrofit existing developments with high-quality connections
- Subsidize placing bike racks in existing developments
- Encourage trail centered site development plans
- Provide site plan approval checklist and technical assistance for existing development
- Provide access from the public pathways and bike lanes along the street to the business' front door
- Better access to public sidewalks and transit for visitors at hotels
- Use new developments, such as the City West District, to model pedestrian and bicycle elements

Older Adult Needs Committee Final Report

- Explore further PEX enhancements: stocking shuttles with monthly activity calendars and senior-focused materials, including a social services brochure in new-rider packets, and training drivers in active listening to flag concerns to the Social Services Coordinator.

FOCUS AREA 4: RESPONSIVE SERVICES

Vision: In 2050, Novi has Services that respond and adapt to people of every age and background as Novi changes.

Goal: Improve engagement and analysis to improve the efficiency, effectiveness, and adaptability of City services.

Strategies

Provide

- Invest in facilities and technology to serve changing needs.
- Improve communication, outreach, and accessibility for non-English speakers.
- Recruit, develop, and retain the talent needed to serve a changing community.
- Practice foresight to plan and anticipate future needs.
- Build data analysis capacity and staffing to monitor changing resident needs, including benchmarking against comparable municipalities (e.g., Ann Arbor).
- Make organizational changes needed to provide translation and multilingual access in emergency services.
- Expand public education campaigns on demographic- and season-specific health and safety risks (e.g., a late-fall messaging campaign on safe snow shoveling practices for older adults).

Partner

- Build partnerships and regional models to meet shifting needs (schools, county, healthcare systems, community organizations).
- Partner with local health systems to support data collection and understand the health impacts of more responsive services.

Outcome Measures

- Program users and total park/facility visits per year, tracked as service reach as the population grows.
- Share of key city communications and services available in the community's most-spoken non-English languages.
- Change in EMS call volume compared to demographic data (i.e age ranges).
- Resident satisfaction with services and [existing public trust questions](#), segmented by age, ethnicity, and language spoken at home.
- Demographic data on program participants and service users.

Aligned Existing Plan Recommendations

Master Plan

- A7 — Coordinate planning with Parks & Recreation to ensure convenient non-motorized access to neighborhood parks and natural areas (accessibility of services).
- C6 — Work with neighboring communities and identify funding for a connected regional trail network (regional/partnership service model).

Older Adult Needs Committee Final Report

Senior Center / Community Center

- Investigate renting space in an existing building to develop an "interim" senior center pending a larger community center.
- Investigate a partnership with other local communities for a joint interim senior center.
- Hire a consultant to develop a range of design/cost options for a potential community/senior center for Council's consideration.

Advocacy

- Establish a Commission on Older Adults (7 residents, staff liaison = Older Adult Services manager), replacing the current Advisory Board, with responsibilities including: identifying service/program/resource gaps, community outreach, setting annual/biennial goals, annual reporting to Council, participating in community-center strategy sessions, and recommending Studio No. VI programming.
- Have the future Advocacy body evaluate "Blue Zone" longevity concepts and the Netflix "Live to 100" series for applicable ideas.

Communication

- Launch a dedicated older-adult e-newsletter ("e-enhance"), distinct from PRCS's e-engage, including a monthly activity calendar (electronic and print).
- Develop a City-wide monthly activity calendar combining City and Library events. (flagged as needing additional staff resources)

FOCUS AREA 5: LONG-TERM FUNDING

Vision: In 2050, Novi has Sustainable funding for the quality services residents need today and tomorrow, delivered efficiently through smarter and more innovative approaches.

Goal: Build long-term resiliency through a diverse mix of funding sources and operations that prioritize efficiency and organizational agility.

Strategies

Provide

- Capture the cost of providing services and set fees for services on a regular basis.
- Create innovative, reliable, equitable funding streams.
- Use fiscal impact modeling as a planning tool.
- Finance long-lifespan infrastructure, facilities, and equipment to achieve intergenerational equity.
- Build staffing capacity for fiscal impact modeling, data management, and true-cost analysis.
- Explore alternative funding mechanisms such as expanded franchise fees and use of available debt capacity, informed by fiscal impact analysis of actual cost drivers.
- Educate on the difference between fees, taxes, and debt in terms of fairness and equity.
- Use public works and emergency services site inspections as a way to improve community risk-reduction and public education.

Advocate

- Advocate for changes to state legislation that limit city revenue and available sources.

Outcome Measures

- Revenue diversification: share of General Fund revenue from sources other than property tax, tracked over time (baseline from City ACFR).
- Share of property tax revenue by land-use type (Commercial, Residential, Mixed-use, Industrial).
- Resident satisfaction with value of services for taxes paid.
- Cost-recovery ratio for fee-based services.
- Number of development decisions and fee changes informed by a formal fiscal-impact analysis.

Aligned Master Plan Recommendations

- E1 — Implement PUD mixed-use districts to help transform existing retail centers and remaining undeveloped properties (grows taxable value).

- E4 — Use the Corridor Improvement Authority to implement the Grand River Master Plan corridor concept (redevelopment as fiscal strategy).
- E5 — Focus recruitment on scientific, R&D, architectural, and engineering services (higher-value employment base).
- D1 — Continue the annual 6-year Capital Improvement Program (the primary vehicle for phased, long-lifespan capital funding).

CROSS-CUTTING THEMES

The four cross-department coordination needs from the prior draft (Climate Resilience, Community Health & Risk Reduction, Multicultural & Accessible Service Delivery, and Fiscal Impact Analysis) have been integrated into the focus areas above as key considerations and strategies, rather than standing alone. Their primary homes:

- **Climate Resilience** — Infrastructure (climate-informed design, stormwater) and, where relevant, Mobility and Responsive Services.
- **Community Health & Risk Reduction** — Responsive Services (aging population, EMS demand, accessible facilities).
- **Multicultural & Accessible Service Delivery** — Responsive Services (multilingual access, culturally responsive programming).
- **Fiscal Impact Analysis** — Long-Term Funding (fiscal impact modeling as a planning tool) with ties to Infrastructure and Housing decisions.