

Focus Area Identification

Long-Range Strategic Planning Committee Workshop

MONDAY, APRIL 27, 2026

6:00 – 8:00 PM · Mayor's Conference Room

Shaping Tomorrow, Together

Meeting Objectives

Two hours to review what we've learned — and sharpen what the plan must tackle.

01

Review synthesized engagement input

Hear what the community, stakeholders, and staff have told us so far.

02

Review the initial vision input

Discuss methods and strategies to increase the response and participation in defining the vision for the community

03

Prioritize strategic issues

Sort issues by urgency and importance to surface Focus Areas.

04

Discuss cross-cutting questions

Examine the big choices that span multiple topics.

05

Refine engagement questions

Sharpen what we ask the community at the Community Workshop.

06

Request additional information

Identify any gaps staff can help close before next steps.

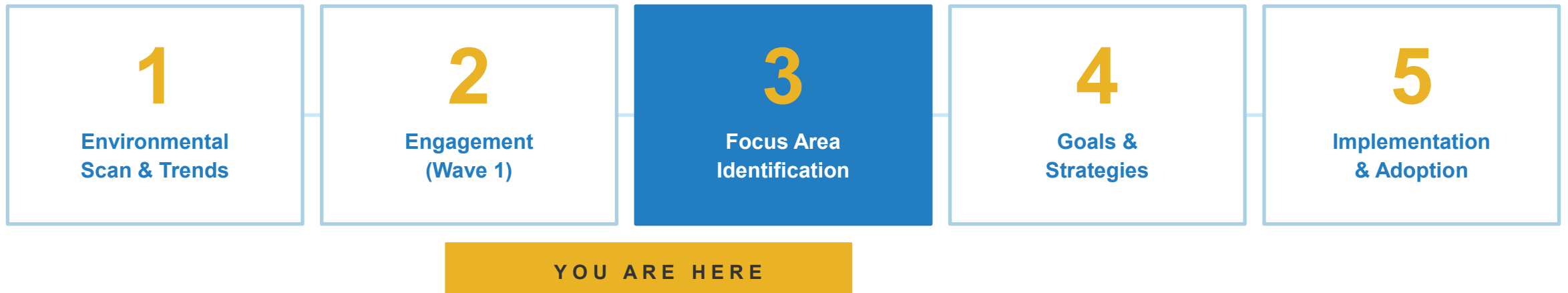
Our Two Hours Together

A flow from context → discussion → decisions.

6:00	Welcome & Objectives	Why we're here and what we need to accomplish.
6:10	What We've Heard	Synthesized engagement input & initial vision statement.
6:30	Strategic Issues Overview	Nine topic areas drawn from the Environmental Scan.
6:45	Prioritization Exercise	Sort issues by Urgency × Importance into four quadrants.
7:25	Cross-Cutting Questions	The big choices that span multiple topic areas.
7:45	Focus Areas & Next Steps	Agree on Focus Areas; refine engagement questions.
8:00	Adjourn	

Where We Are Tonight

Tonight we move from listening to prioritization — setting the frame for the Focus Areas.



Why this matters. Focus Areas are the organizing structure for everything that follows — goals, strategies, implementation priorities, and how the plan is measured.

What We've Heard So Far

Input across committees, staff, stakeholders, and the online Vision Questionnaire.



What Residents Value

- Safe, high-quality neighborhoods and schools
- Parks, trails, and natural areas
- Strong public services and responsiveness
- Cultural diversity and vibrant local economy



What's Top of Mind

- Traffic, congestion, and mobility options
- Housing cost and variety across life stages
- Corridor redevelopment and placemaking
- Services for an aging population



Tensions & Tradeoffs

- Growth vs. neighborhood character
- Service expectations vs. fiscal constraints
- Auto-orientation vs. multimodal future
- Preservation vs. reinvestment

Note. *This is a working synthesis — Community Workshop #1 and online input will continue to refine these themes.*

Novi at a Glance

Why the issues ahead need careful prioritization.

66K+

Residents in 2020

20% growth since 2010 — already ahead of SEMCOG 2025 forecast

91%

Built out

Future growth comes through reinvestment, not expansion

26%+

Foreign-born

One of Oakland County's most diverse communities

7,300

New jobs by 2050

Projected growth concentrated in service, health, knowledge

29K

Housing units needed

Up from 26K — vs. 208 units/year recent pace

\$474K

Median home value

More than doubled since 2014; 40% of renters cost-burdened

Nine Topic Areas

Issues are organized by the nine topic areas examined in the Environmental Scan.



01

Community Identity
& Demographics



02

Housing &
Neighborhoods



03

Economic Development
& Fiscal Health



04

Public Services, Staffing
& Governance



05

Infrastructure
& Utilities



06

Mobility &
Transportation



07

Parks, Recreation, Arts
& Cultural Assets



08

Public Safety &
Emergency Services



09

Environmental Resilience
& Sustainability

Strategic Issues at a Glance

Community, Housing, and Economy — three areas shaping who Novi is and who stays in the community.

01 Community Identity & Demographics



1. Managing Growth That Has Already Outpaced Projections
2. Preparing for an Aging Community
3. Lifecycle Retention Across Age Groups
4. Serving a Multilingual, Multicultural Community
5. Strengthening the City–School Relationship
6. Building Social Cohesion Across Cultures and Generations
7. Civic Engagement Gaps
8. Leveraging Educational Attainment as a Strategic Asset

02 Housing & Neighborhoods



1. Closing the Housing Production Gap
2. Affordability for the Workforce and Essential Workers
3. Missing-Middle and Lifecycle Housing
4. Manufactured Housing
5. Mixed-Use Redevelopment as a Housing Strategy
6. Reinvestment in Aging Neighborhoods
7. Balancing Neighborhood Character with Needed Change
8. Addressing Rental Market Pressures

03 Economic Development & Fiscal Health



1. The Growth-Revenue Gap
2. Healthcare as an Economic Anchor
3. Talent Attraction in a Competitive Region
4. Repositioning the Office Market
5. Auto Industry Transformation
6. Protecting and Leveraging Foreign Investment
7. Corridor Redevelopment as Economic Strategy
8. Fiscal Impact as a Planning Tool
9. Sustaining Industrial and Logistics Sector Strength
10. Retail Recovery and Evolving Consumer Markets

Strategic Issues at a Glance

Services, Infrastructure, and Mobility — the systems that deliver Novi every day.

04 Public Services, Staffing & Governance



1. Modernizing Human Resources Technology
2. Recruitment for Specialized and Municipal Roles
3. Staying Competitive on Compensation
4. Staff Capacity and Organizational Resilience
5. Aligning Governance with Long-Range Direction
6. Aging Facilities Across Departments
7. Scaling the High-Performance Organization (HPO) Model

05 Infrastructure & Utilities



1. Sustaining Capital Investment Through the CIP Millage
2. Road Network Reinvestment
3. Electric Reliability and Grid Modernization
4. Closing the Broadband Gap
5. Climate-Informed Infrastructure Design
6. Skilled Trades Workforce Gaps
7. Leveraging Smart Infrastructure and Data-Driven Asset Management

06 Mobility & Transportation



1. Managing Congestion Without Road Expansion
2. Building on Transit and Microtransit Momentum
3. Completing the Active Transportation Network
4. I-96 as a Connectivity Barrier
5. Inter-Community Pathway Connections
6. Rethinking Corridors for Redevelopment and Multimodal Access
7. Improving Neighborhood Connectivity

Strategic Issues at a Glance

Parks & Culture, Safety, and Environment — quality of life and long-term resilience.

07 Parks, Recreation, Arts & Cultural Assets



1. The Community Center Question
2. Facility Capacity and Modernization
3. Older Adult Services Beyond Recreation
4. Culturally Responsive Programming
5. Population Health Through Public-Private Partnerships
6. Overcoming the Collaboration Barrier with Schools
7. Grant Funding and the Affluence Perception
8. Public Art, Gathering Spaces, and Placemaking

08 Public Safety & Emergency Services



1. Rising EMS Demand from an Aging Population
2. Maximizing the Public Safety Facilities Investment
3. Emerging Technology and Energy Risks
4. Recruiting and Retaining Public Safety Professionals
5. Climate-Related Preparedness
6. Community Risk Reduction
7. Leveraging the Integrated Public Safety Model and New Facilities

09 Environmental Resilience & Sustainability



1. Stormwater System Capacity and Climate Adaptation
2. Invasive Species Management and Funding
3. Green Infrastructure as Standard Practice
4. Heat Island Mitigation
5. Aligning with State Climate Policy
6. Unifying Sustainability Efforts Across Departments
7. Energy Transition and Fleet Electrification
8. Parks and Natural Areas as Resilience Infrastructure
9. Establishing Resilience Metrics and Performance Tracking

EXERCISE

Prioritization Exercise

Sort each strategic issue into one of four quadrants by Urgency × Importance.

HOW IT WORKS

- 1 Work individually first**
Take 5 minutes to place each issue on your own worksheet.
- 2 Compare in small group**
Discuss where you agreed, where you differed, and why.
- 3 Post to the shared matrix**
Add dots to the large matrix; we'll look at the pattern together.
- 4 Discuss the outliers**
Where there's real disagreement, that's what we dig into.

TWO DIMENSIONS



IMPORTANCE → (Horizontal axis)

How consequential is this issue for Novi's long-term success?

Consider: scale of impact · number of residents affected · irreversibility · fiscal or systemic weight



URGENCY ↑ (Vertical axis)

How soon must Novi act before the window narrows?

Consider: cost of waiting · external deadlines · momentum or timing pressure · likelihood of near-term change

EXERCISE

The Four Quadrants

Each issue lands in one box. Where it lands suggests how the plan should treat it.



WATCH FOR...

Too many in "Act Now"

If most issues feel urgent and critical, the plan can't focus — debate the harder calls.

Urgency Outweighing Importance

Long-horizon investments (climate, succession, lifecycle housing) often get under-weighted.

Quick wins still matter

They build credibility and unlock the harder structural work.

Questions That Span Topic Areas

These choices can't be solved in isolation — they cross topic areas and frame the whole plan.

91% Built Out

Shifting from a growth era to a reinvestment era — across every topic.

Who Gets to Stay

Housing cost, childcare cost, lifecycle options — is Novi accessible?

How to Fund the Future

State constraints, Headlee, rising costs — sustainable fiscal strategy.

A Restructuring Economy

Healthcare, knowledge work, auto/EV transition — positioning for 2050.

A Truly Multimodal Future

PEX, SMART, Active Mobility — is Novi ready to invest?

Serving the Community We've Become

Diversity, language, lifecycle — systems were built for a different Novi.

The Right Level of Service

Honest tradeoffs between expectations, cost, and staff capacity.

Reimagining Corridors

Grand River, Novi Rd, Beck Rd — mobility, land use, and placemaking together.

Aligning with MI 2050 Climate Future

State carbon-neutrality policy will increasingly shape local action.

Agreeing on Focus Areas

From many issues to a manageable number of organizing themes for the plan.

WHAT IS A FOCUS AREA?

A Focus Area is an organizing theme that groups related strategic issues under a shared direction.

Focus Areas will drive:

- How goals and strategies are organized
- How the plan communicates with the community
- How progress is measured and reported
- How resources get prioritized year to year

DISCUSSION QUESTIONS

1 Which "Act Now" issues belong together?

Look for clusters of related critical issues.

2 How many Focus Areas is the right number?

Typically 4–6 — enough to cover ground, few enough to stay focused.

3 Do Focus Areas mirror topic areas — or cut across them?

Cross-cutting themes often make stronger organizing frames.

4 What language feels right for our community?

Action-oriented, plain, and distinctively Novi.

5 What would make this plan different from the last?

Where should this plan push further than prior efforts?

WHAT'S NEXT

From Here to Focus Areas

Tomorrow, 2 PM

Staff Leadership Workshop

Review LRSPC direction; refine engagement questions.

Tomorrow, 6 PM

Community Workshop #1

Build shared understanding of issues and trends.

April - May

Engagement Wave 2

Online tools, stakeholder conversations, pop-ups.

Summer

Draft Goals & Strategies

Within agreed Focus Areas.

Thank you. Shaping Tomorrow, Together.