

Staff Leadership Workshop – Focus Area Identification

Date: Tuesday, April 28, 2026

Time: 2:00-4:00pm ET

Location: In-person

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



AGENDA

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

NOVI 2050

SHAPING TOMORROW, TOGETHER

STRATEGIC ISSUES

City Strategic Direction — Staff Leadership Team Agenda Packet

April 28, 2026 • Long-Range Strategic Planning Committee

City of Novi Community Strategic Plan | cityofnovi.org

The Strategic Lens

Novi 2050 is a long-range strategic plan for the community of Novi—but it is also, and more directly, a plan for the City as an organization, community facilitator, and leader. The Environmental Scan and trend analysis describe conditions shaping Novi's future; this document translates those conditions into the strategic choices the City will need to make.

Each strategic issue is paired with a single strategic question oriented around the levers the City actually controls or influences: **policy and regulation** (zoning, land use, design standards, ordinances), **organizational capacity** (staffing, technology, governance, HPO), **service delivery** (what the City provides and at what level), **infrastructure and facility investment** (CIP, bonds, millages, partnerships), and **partnerships and convening** (NCSD, Oakland County, DTE, MDOT, healthcare systems, state and federal programs).

The Staff Leadership Team's task is to begin to think about: What should the City do? Where should it lead, facilitate, or partner? What should it fund, build, or change? What tradeoffs is it willing to make?

This document concludes with ten "Cross-Cutting Strategic Questions." These ten questions integrate themes from all nine previous sections. Each one touches multiple departments, policy areas, and capital decisions, and cannot be resolved within any single section of this plan. They are the strategic-direction questions that will define Novi's choices through 2050.

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SECTION 01

1. Community Identity & Demographics

Novi's demographics are changing faster than the City's systems have adapted. Growth has outpaced SEMCOG forecasts, the population is aging, diversity is expanding, and educational attainment is among the highest in the region. The strategic question for the City is how its planning, service delivery, engagement, and partnership structures evolve to reflect—and lead for—who Novi is becoming.

TREND DATA

Novi's population and households are projected to grow faster than Oakland County through 2050. By 2050, older adults will make up a significantly larger share of residents while the working-age population declines as a share. People of color now represent over 45% of the population, and nearly 30% of residents speak a language other than English at home. Childcare costs have risen sharply, with monthly averages increasing from \$786 to \$1,061 between 2019 and 2024. Approximately 96% of residents hold at least a high school diploma, and nearly 60% have a bachelor's degree or higher.

Figure 1: Rapid Growth Over Six Decades – Population Growth (1970-2024)

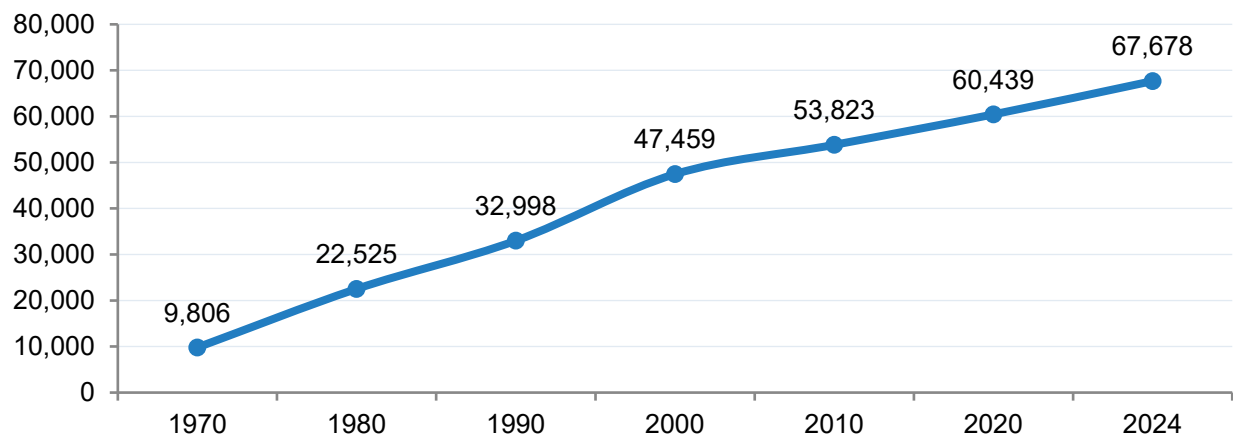


Figure 2: An Aging Community – Senior Population Over Time

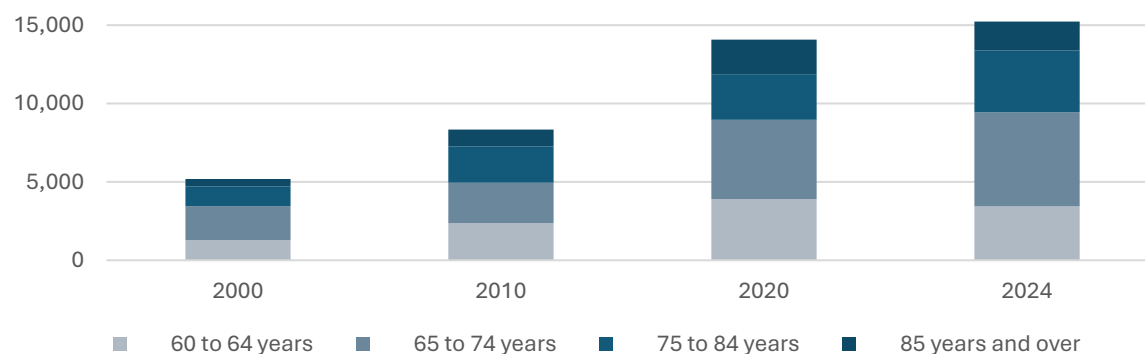
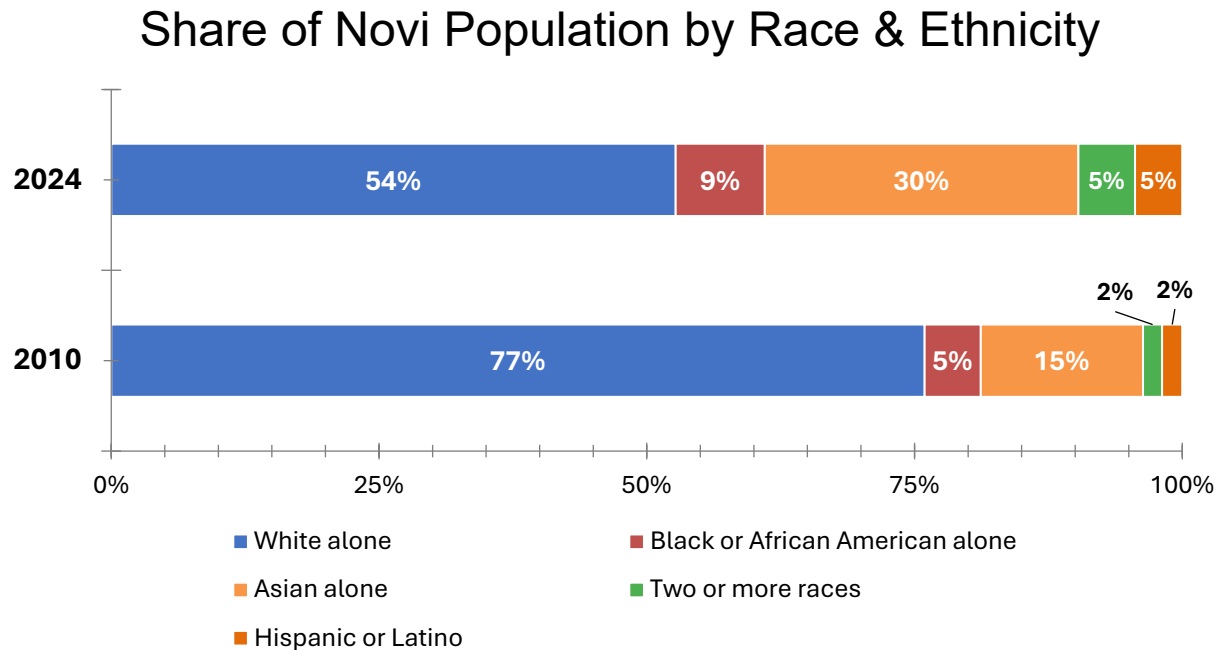


Figure 3: A Defining Diversity – Share of Novi Population by Race/Ethnicity



Strategic Issues

Issue 1: Managing Growth That Has Already Outpaced Projections

With a population exceeding 66,000 and over 1,275 housing units underway, Novi has surpassed SEMCOG's 2025 forecast.

STRATEGIC QUESTION ▶

What planning framework, infrastructure sizing methodology, and service-level standards should the City adopt to operate above forecast—and what decision triggers would signal when to accelerate capital or staffing decisions?

Issue 2: Preparing for an Aging Community

The 45–64 age cohort is already Novi's largest segment at 28.4%. Older adults will make up an even larger share by 2050 while the working-age population declines.

STRATEGIC QUESTION ▶

How should the City realign service portfolios, facility investments, and partnership models for healthcare, transit, and housing to serve an older population while managing the fiscal impact of a shrinking working-age tax base?

Issue 3: Lifecycle Retention Across Age Groups

The 35–44 age cohort is contracting. Rising childcare costs—monthly averages increasing from \$786 to \$1,061 between 2019 and 2024—create additional pressures on young families.

STRATEGIC QUESTION ▶

What combination of land use policy, housing diversity, and community amenity investment should the City prioritize to retain residents across every life stage—and which levers are within City authority versus requiring regional or state partnership?

Issue 4: Serving a Multilingual, Multicultural Community

More than 26% of residents are foreign-born and nearly 30% speak a language other than English at home. Novi is home to 130+ foreign-owned businesses.

STRATEGIC QUESTION ▶

What structural changes to City communications, service delivery, staffing capacity, and economic development strategy are needed so that multilingual and multicultural service becomes a core operating model rather than an add-on?

Issue 5: Strengthening the City–School Relationship

Schools are a primary driver of Novi's attractiveness. Enrollment is projected to grow by 900+ students through 2050. Yet formal coordination between the City and schools on shared facilities, programming, and capital investment remains limited.

STRATEGIC QUESTION ▶

What formal joint-use agreements, shared capital planning structures, or interlocal coordination mechanisms should the City pursue with NCSD to convert an informal relationship into a strategic partnership?

Issue 6: Building Social Cohesion Across Cultures and Generations

Novi is becoming one of Oakland County's most diverse communities.

STRATEGIC QUESTION ▶

How should the City invest in social infrastructure—gathering places, cultural programming, and public spaces—as a deliberate cohesion strategy, and what role should a future Community Facility play in that investment?

Issue 7: Civic Engagement Gaps

Traditional engagement methods may not reach newer residents, non-English speakers, or younger demographics.

STRATEGIC QUESTION ▶

What structural changes to boards, commissions, outreach methods, and engagement technology should the City make to close civic participation gaps—and how should engagement effectiveness be measured?

Issue 8: Leveraging Educational Attainment as a Strategic Asset

Approximately 96% of Novi residents hold at least a high school diploma, and nearly 60% have a bachelor's degree or higher, placing Novi among the most educated communities in the

region. This asset drives economic competitiveness and talent attraction—but also raises resident expectations for service quality, transparency, and engagement.

STRATEGIC QUESTION ▶

How should the City calibrate its communications, performance reporting, and engagement depth—including fiscal transparency tools, data dashboards, and resident advisory structures—to match the expectations of one of Michigan's most educated communities?

SECTION 02

2. Housing & Neighborhoods

Housing is the most constrained strategic issue Novi faces. Demand exceeds supply, costs are rising sharply, and the city is 91% built out. The strategic question for the City is how zoning, land use policy, redevelopment tools, and federal-state partnerships can accelerate housing production, expand diversity, and protect affordability within Michigan's legal constraints on local housing authority.

TREND DATA

By 2050, Novi is projected to need approximately 29,000 housing units—an 11% increase from about 26,000 in 2020. Between 2009 and 2022, Novi added an average of just 208 units per year. At that pace, it would take more than a century to meet projected demand. Median home values have more than doubled since 2014, now exceeding \$474,000. Nearly 20% of owner households and 40% of renter households are cost-burdened. Average rents increased from approximately \$1,053 to \$1,696 over the past decade, with typical rents now exceeding \$1,700. Single-family detached homes account for approximately 60% of Novi's housing stock, and 24% of all units are over 40 years old.

Figure 1: Media Home Value 2013–2024

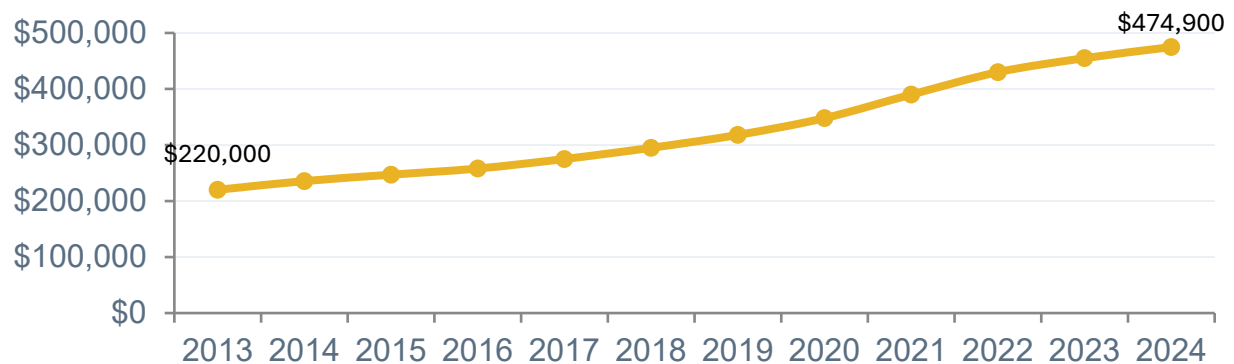
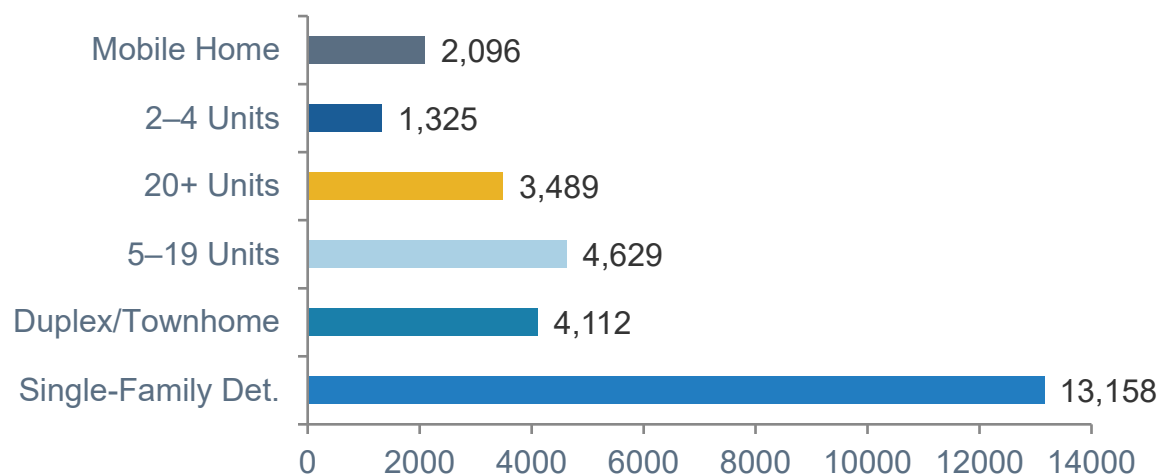


Figure 2: Existing Housing Units by Type



Strategic Issues

Issue 1: Closing the Housing Production Gap

Population grew 20% (2010–2020) while housing units increased only 13%. ~3,000 additional units are needed by 2050 and current production averages 208/year.

STRATEGIC QUESTION ▶

What zoning, entitlement, and infrastructure investment changes should the City adopt to accelerate housing production from 208 to the pace needed to meet 2050 demand—and what public investments would catalyze private production?

Issue 2: Affordability for the Workforce and Essential Workers

Median home values have more than doubled since 2014, now exceeding \$474,000. Nearly 20% of owner and 40% of renter households are cost-burdened. As employment grows by 7,300 jobs by 2050, workforce housing becomes essential to economic competitiveness.

STRATEGIC QUESTION ▶

Given Michigan's preemption of inclusionary zoning and rent regulation, which federal programs, state partnerships, land use tools, and public-private partnerships should the City actively pursue to address workforce housing affordability?

Issue 3: Missing-Middle and Lifecycle Housing

Novi lacks sufficient options for downsizing older adults, first-time buyers, and multigenerational households. As the population ages through 2050, demand for accessible, right-sized housing will intensify.

STRATEGIC QUESTION ▶

Should the City modernize zoning to permit duplexes, cottage courts, ADUs, and small multiplexes—and what design standards, compatibility requirements, and approval pathways would make missing-middle housing implementable?

Issue 4: Manufactured Housing

Novi has a significant manufactured housing population (more than 2,000 units) – one of the largest in Oakland County.

STRATEGIC QUESTION ▶

What land use policy, resident protection framework, and redevelopment-scenario planning should the City establish for manufactured housing communities to balance long-term viability with market pressures?

Issue 5: Mixed-Use Redevelopment as a Housing Strategy

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.

STRATEGIC QUESTION ▶

How should the City use the Corridor Improvement Authority, Grand River Corridor Vision, and infrastructure investment (water, sewer, traffic) to catalyze mixed-use redevelopment of aging retail sites as a primary housing production strategy?

Issue 6: Reinvestment in Aging Neighborhoods

Council and staff have expressed preference for renovation and reuse in legacy neighborhoods over teardown-style redevelopment.

STRATEGIC QUESTION ▶

What specific design standards, incentive programs, and federal tools (CDBG Minor Home Repair and similar) should the City deploy to direct reinvestment toward renovation rather than teardown across aging neighborhoods?

Issue 7: Balancing Neighborhood Character with Needed Change

Community resistance to density and housing diversification can slow adaptation.

STRATEGIC QUESTION ▶

What engagement framework, design standards, and transition-zone rules should the City adopt so that housing evolution can proceed with predictable rules of the road—and where should the City lead on diversification even when public opinion is uncertain?

Issue 8: Addressing Rental Market Pressures

Average rents in Novi increased from approximately \$1,053 to \$1,696 over the past decade, with typical rents now exceeding \$1,700. Approximately 40% of renter households are cost-burdened. As ownership becomes less attainable for moderate-income households and essential workers, the rental market is absorbing greater demand.

STRATEGIC QUESTION ▶

What rental property standards, inspection programs, tenant resource initiatives, and corridor-level development policies should the City adopt to influence rental quality and affordability within Michigan's legal framework?

SECTION 03

3. Economic Development & Fiscal Health

Novi's economic position is strong—but structural revenue constraints, shifting commercial markets, regional talent competition, and automotive industry transformation create long-term fiscal risk. The strategic question for the City is how economic development tools, corridor redevelopment policy, fiscal-impact analysis, and industry-specific partnerships can be aligned to sustain services without overextending fiscal capacity.

TREND DATA

Employment in the Novi area is projected to grow 12.7% by 2050, adding approximately 7,300 jobs concentrated in service, healthcare, and knowledge-based sectors. However, Southeast Michigan's economic growth is expected to trail the national average. Oakland County's talent attraction ranking has declined since 2017. Nearly 97% of industrial space is leased with vacancy at approximately 3.4%, and net absorption exceeded 130,000 sq ft from 2023–2024. Retail vacancy has dropped to approximately 4.8% with 106,000+ sq ft of net absorption. Office vacancy remains elevated at 10–11%. Only 7.3% of Novi's workforce lives in the city, with 93% commuting in. Both Novi's and the Detroit region's economies are strongly tied to the automotive industry, which is transforming toward electric, automated, and software-driven systems. Over 130 foreign-owned businesses operate in Novi.

Figure 1: Top Employment Sectors (% of Resident Workers)

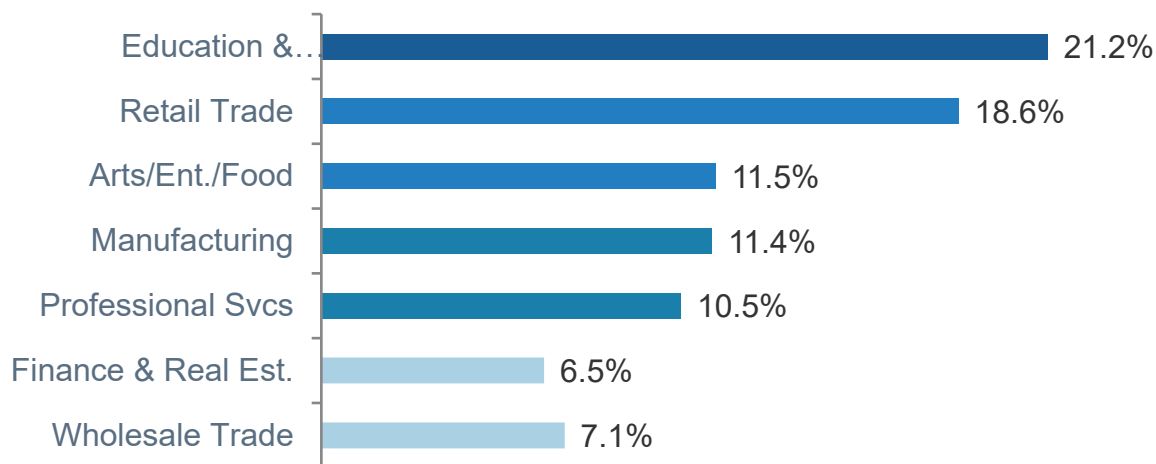
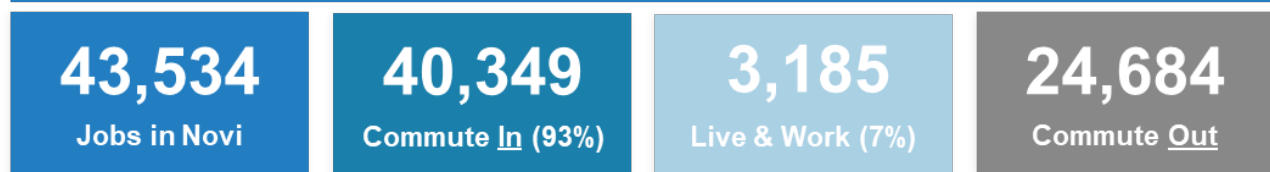


Figure 2: Where People Work — A Regional Employment Hub

DAILY WORKFORCE FLOW



Strategic Issues

Issue 1: The Growth-Revenue Gap

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.

STRATEGIC QUESTION ▶

What combination of millage strategy (including CIP millage renewal), service-level standards, and revenue diversification should the City pursue to close the structural gap between rising costs and Headlee-constrained revenue growth?

Issue 2: Healthcare as an Economic Anchor

Healthcare accounts for 18% of regional employment and demand is increasing as Novi's population ages.

STRATEGIC QUESTION ▶

Should the City proactively designate and plan healthcare districts with supporting land use, transit, and workforce housing—and what partnerships with Ascension Providence and regional workforce agencies would make that strategy operational?

Issue 3: Talent Attraction in a Competitive Region

Oakland County's talent attraction ranking has declined since 2017. Growth alone does not guarantee access to skilled workers.

STRATEGIC QUESTION ▶

Should the City adopt a formal talent attraction strategy that integrates housing, transportation, and quality-of-place investments—and what regional partnerships with employers, schools, and economic development agencies are needed to execute it?

Issue 4: Repositioning the Office Market

Office vacancy remains elevated at 10–11% post-pandemic, though below the national average of approximately 20%.

STRATEGIC QUESTION ▶

How aggressively should the City use rezoning, adaptive reuse incentives, and updated business/technology district standards to convert underperforming office properties—and what is the fiscal tradeoff of vacant office at current assessed value versus mixed-use at lower assessed value but higher activity?

Issue 5: Auto Industry Transformation

The auto industry is shifting toward electric, automated, and software-driven systems. Novi's economy is closely tied to automotive R&D and advanced manufacturing.

STRATEGIC QUESTION ▶

What land use, infrastructure, and workforce-development investments should the City make to keep its employment base competitive as automotive R&D shifts to electrification and software—and what contingency planning is appropriate if major employers restructure?

Issue 6: Protecting and Leveraging Foreign Investment

With 130+ foreign-owned businesses, Novi's global economic ties are a significant asset. Foreign firms value predictable regulations, modern infrastructure, and access to talent and housing.

STRATEGIC QUESTION ▶

How should the City's economic development strategy, regulatory predictability, multilingual service capacity, and international-school partnerships be coordinated to retain foreign direct investment as a distinct economic asset?

Issue 7: Corridor Redevelopment as Economic Strategy

With limited greenfield land, increasing taxable value per acre through strategic corridor redevelopment is essential.

STRATEGIC QUESTION ▶

Which corridors should the City prioritize for redevelopment investment, and what mix of Corridor Improvement Authority funding, tax increment financing, and streetscape/infrastructure investment would most effectively increase taxable value per acre?

Issue 8: Fiscal Impact as a Planning Tool

As Novi nears a new built-out land use model, base assumptions about growth, fiscal health, infrastructure liabilities, and service provision will change.

STRATEGIC QUESTION ▶

Should the City require formal fiscal impact analysis for major land use, zoning, and capital decisions—and what staff capacity, tools, and data systems would be needed to implement it without blocking needed housing or economic development?

Issue 9: Sustaining Industrial and Logistics Sector Strength

Nearly 97% of Novi's industrial space is leased, vacancy is approximately 3.4%, and net absorption exceeded 130,000 square feet from 2023 to 2024. Electric power transmission and distribution represents the single largest economic output sector at nearly \$946 million.

STRATEGIC QUESTION ▶

Should the City adopt land use policies that explicitly protect high-performing industrial areas from conversion—and what power, road, and broadband infrastructure investments are required to sustain industrial competitiveness as electrification reshapes demand?

Issue 10: Retail Recovery and Evolving Consumer Markets

Retail demand has rebounded strongly post-pandemic, with vacancy rates dropping to approximately 4.8% and more than 106,000 square feet of net absorption from 2023 to 2024. Restaurants, entertainment, and recreation-related retail continue to grow.

STRATEGIC QUESTION ▶

How aggressively should the City use corridor design standards, streetscape investment, and mixed-use zoning to shape the next generation of retail—and what public investments in parking, gathering spaces, and walkability would most effectively sustain retail momentum?

SECTION 04

4. Public Services, Staffing & Governance

Novi's public services are widely respected, but lean staffing, aging technology, aging facilities, and rising expectations create pressure that dedication alone cannot resolve. The strategic question for the City is how organizational capacity, technology investment, facilities planning, compensation strategy, and governance alignment support delivery on every other section of this plan.

SECTION CONTEXT

This section is informed primarily by staff interviews, the Environmental Scan, and the Strategic Planning Committee's emphasis on governance alignment. Unlike other sections, these issues are largely internal and operational—but they directly affect the City's ability to deliver on every other section of the plan. Strategic questions are designed to surface insight on organizational capacity, not to evaluate individual departments or employees.

Strategic Issues

Issue 1: Modernizing Human Resources Technology

The City lacks a full-functioning HRIS, forcing staff to rely on multiple platforms and manual data entry across systems like BS&A and Employee Navigator.

STRATEGIC QUESTION ▶

How should the City sequence HRIS, ERP, and permitting technology investments relative to public safety facilities and infrastructure—and what level of capital commitment to enterprise technology modernization is appropriate over the plan horizon?

Issue 2: Recruitment for Specialized and Municipal Roles

Recruitment challenges are most acute for public safety professionals, inspectors, and roles requiring municipal-specific knowledge.

STRATEGIC QUESTION ▶

Should the City develop formal internship, apprenticeship, and fellowship programs in partnership with universities, community colleges, and trade programs to build a municipal talent pipeline—and how should that pipeline be structured and funded?

Issue 3: Staying Competitive on Compensation

While retention is not currently a major problem, it will become one if wages and benefits do not remain competitive.

STRATEGIC QUESTION ▶

How should the City fund implementation of the Five-Year Compensation and Benefits Cost Strategy alongside capital priorities, and how should compensation strategy connect to workforce planning and succession goals?

Issue 4: Staff Capacity and Organizational Resilience

Lean staffing models limit flexibility, innovation, and surge capacity. Staff maintain high service levels through cross-functional workarounds, which creates fatigue risk.

STRATEGIC QUESTION ▶

Where is lean staffing creating unacceptable risk to service delivery or employee wellbeing—and what organizational changes (added positions, restructuring, shared services, or automation) should the 2050 plan's implementation requirements drive?

Issue 5: Aligning Governance with Long-Range Direction

The Strategic Planning Committee emphasized the need to better align Council goals, budgeting, capital planning, and organizational capacity around a shared 2050 direction.

STRATEGIC QUESTION ▶

What governance structure—Council goal-setting cycles, annual reviews, public dashboards, implementation committees—should the City adopt to ensure the Novi 2050 plan drives annual priorities and resource allocation rather than becoming a shelf document?

Issue 6: Aging Facilities Across Departments

Multiple City facilities were built decades ago and constrain current operations.

STRATEGIC QUESTION ▶

What is the right mix of bonds, millages, grants, and operating funds to address the facility backlog—and how should a future Community Facility be prioritized relative to public safety construction and other infrastructure needs?

Issue 7: Scaling the High Performance Organization (HPO) Model

Leadership has reinvested in the HPO framework—an internal, values-based approach focused on building a high-performance culture grounded in continuous improvement, innovation, and staff empowerment.

STRATEGIC QUESTION ▶

How should the City scale and institutionalize the HPO framework—through training investment, succession pathways, and performance measurement—so it survives leadership transitions and connects directly to 2050 plan implementation?

SECTION 05

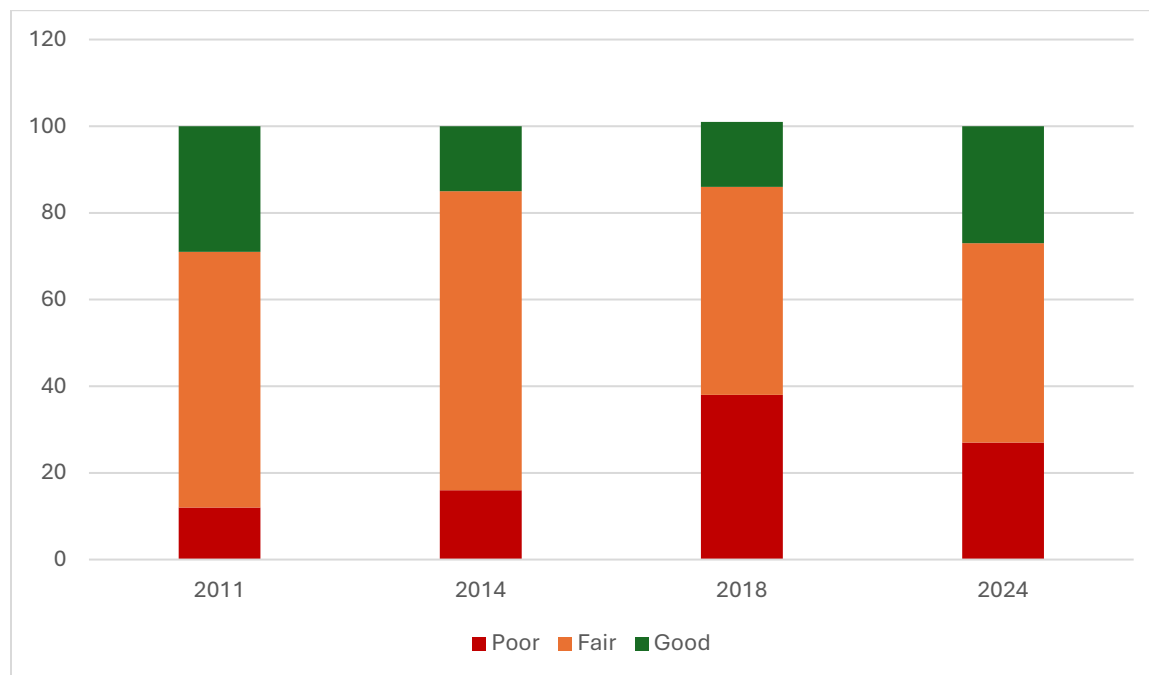
5. Infrastructure & Utilities

Novi's infrastructure is mature and well-maintained but faces rising reinvestment costs, climate stress, and reliability expectations in a 91% built-out context. The strategic question for the City is how capital funding strategy, design standards, utility partnerships, smart-infrastructure technology, and workforce capacity combine to sustain service reliability while adapting to climate and demand pressures.

TREND DATA

Aging infrastructure faces compounding pressures from climate stress, increased development intensity, and rising demand—pushing costs higher than routine budgets can absorb. Heavier rainfall events are becoming more frequent and intense, stressing stormwater systems designed for past conditions. Approximately half of Novi's road network is rated Fair or Poor. Electric reliability remains a top resident concern, even as electrification of vehicles, buildings, and industry increases demand. Commercial areas and newer neighborhoods have strong broadband, but older neighborhoods face gaps in speed, affordability, and provider choice. Sensors, smart systems, and data analytics offer opportunities to improve efficiency, predict maintenance needs, and extend asset life—but require investment in technology, staff capacity, and data systems.

Figure 1: Infrastructure & Utility Pressures – Road Conditions by Year



Strategic Issues

Issue 1: Sustaining Capital Investment Through the CIP Millage

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

STRATEGIC QUESTION ►

How should the CIP millage renewal be structured and communicated to address the broadest range of infrastructure needs—and what is the right balance between pay-as-you-go capital funding and bonding?

Issue 2: Road Network Reinvestment

73% of Novi's road network is rated Fair or Poor, and heavier rainfall and extreme weather are accelerating wear.

STRATEGIC QUESTION ►

What annual road investment level is required to prevent further deterioration—and how should complete-streets and multimodal design be integrated into reconstruction without significantly increasing project cost?

Issue 3: Electric Reliability and Grid Modernization

Frequent and prolonged power outages are a top resident concern. Meanwhile, electrification of vehicles, buildings, and industry is increasing energy demand.

STRATEGIC QUESTION ►

What policy tools—franchise agreements, advocacy coalitions, local ordinances—should the City use to influence DTE reliability, and should the City develop a formal energy resilience strategy addressing both grid reliability and electrification demand?

Issue 4: Closing the Broadband Gap

Commercial areas and newer neighborhoods are well-served, but older neighborhoods face gaps in speed, affordability, and provider choice.

STRATEGIC QUESTION ►

What level of public investment in broadband—and what partnership model (public-private, municipal fiber, or cooperative)—should the Broadband Master Plan recommend to close equity gaps in older neighborhoods?

Issue 5: Climate-Informed Infrastructure Design

Heavier rainfall and extreme heat may accelerate wear on stormwater and road systems designed for past conditions.

STRATEGIC QUESTION ►

Should the City adopt climate-informed design standards for all capital projects and redevelopment—and what is the cost-benefit case for building to future climate conditions versus current standards?

Issue 6: Skilled Trades Workforce Gaps

Staffing gaps in skilled trades and technical infrastructure roles affect the City's ability to maintain and improve systems.

STRATEGIC QUESTION ▶

Should the City develop formal apprenticeship, internship, or partnership programs with trade schools and community colleges to build a skilled-trades pipeline—and how does that gap affect the City's ability to execute capital projects on time?

Issue 7: Leveraging Smart Infrastructure and Data-Driven Asset Management

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.

STRATEGIC QUESTION ▶

Should the City develop a formal smart infrastructure strategy—connecting sensor investment, data systems, and analytics staff to CIP planning—and what investment level is appropriate relative to projected reductions in maintenance cost and extended asset life?

SECTION 06

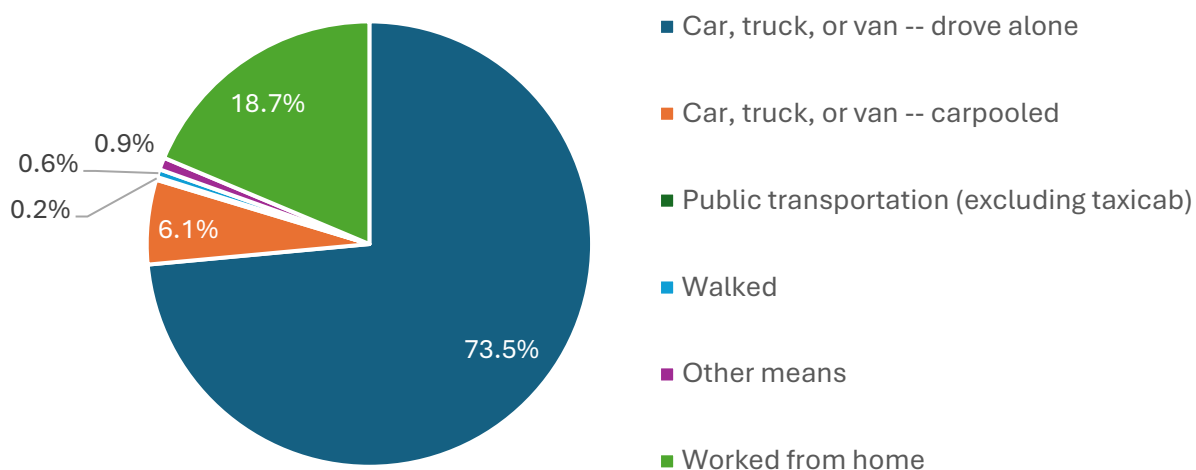
6. Mobility & Transportation

Novi's auto-oriented transportation system faces congestion, connectivity gaps, and growing demand for multimodal options—in a community that cannot widen its way out of traffic. The strategic question for the City is how operational strategies, transit funding, active-mobility investment, regional coordination, and corridor-design policy combine to build a mobility system matched to the community Novi is becoming.

TREND DATA

Transportation options are diversifying nationally, with shared mobility, micromobility, and integrated systems growing alongside private vehicles. Electrification is accelerating across transportation modes. Locally, SMART fixed-route service launched in 2023 (Routes 305, 740, and 805 now operate along major corridors), and PEX microtransit grew from approximately 14,400 rides per year to over 33,000 in its first year, with projections approaching 40,000—demonstrating strong latent demand for non-automotive travel options. The service has been a particular benefit for older adults and people with disabilities.

Figure 1: How Novi Gets to Work



Strategic Issues

Issue 1: Managing Congestion Without Road Expansion

Many corridors are at or exceed capacity during peak hours and cannot be widened further.

STRATEGIC QUESTION ►

What operational strategies (signal optimization, access management, technology) and development review requirements should the City adopt to manage congestion within existing rights-of-way—and what role should RCOC coordination and SS4A grants play?

Issue 2: Building on Transit and Microtransit Momentum

Novi launched SMART fixed-route service in 2023 (Routes 305, 740, and 805 now operate along major corridors), and PEX microtransit has been a breakthrough success—growing from approximately 14,400 rides per year to over 33,000 in its first year, with projections approaching 40,000. The service has been a particular benefit for older adults and people with disabilities.

STRATEGIC QUESTION ▶

What long-term funding model, regional partnerships, and service-design decisions should the City commit to so that PEX and SMART remain financially sustainable as demand grows with an aging population?

Issue 3: Completing the Active Transportation Network

Sidewalk, pathway, and crossing infrastructure remains uneven and incomplete, especially along arterials.

STRATEGIC QUESTION ▶

How should the City fund and phase Active Mobility Plan implementation alongside other capital needs—and should connectivity standards be adopted for all new development and redevelopment to prevent future gaps?

Issue 4: I-96 as a Connectivity Barrier

The interstate creates a physical barrier between north and south Novi for non-motorized and non-automotive connectivity.

STRATEGIC QUESTION ▶

What level of public investment in I-96 crossing infrastructure is appropriate, and what MDOT, federal, or state funding partnerships should the City pursue to advance non-motorized crossings?

Issue 5: Inter-Community Pathway Connections

Connecting Novi's trail and pathway network to neighboring communities expands recreational and mobility options.

STRATEGIC QUESTION ▶

What formal partnerships with Northville, Oakland County, and neighboring communities should the City establish to advance the 30-mile regional trail loop and other priority connections—and how should regional connectivity be positioned as an economic competitiveness asset?

Issue 6: Rethinking Corridors for Redevelopment and Multimodal Access

As corridors redevelop with mixed-use and higher-density projects, streets must support multiple modes—not just vehicle throughput.

STRATEGIC QUESTION ▶

Which corridors should the City prioritize for multimodal retrofits during reconstruction, and how should complete-streets requirements, the Corridor Improvement Authority, and Town Center Vibrancy Strategy work together to transform streets alongside land use?

Issue 7: Improving Neighborhood Connectivity

Legacy subdivision patterns with cul-de-sacs and limited connections funnel traffic onto arterials.

STRATEGIC QUESTION ►

Should the City adopt connectivity index standards for all new development—and what policy tools (standards, incentives, retrofit programs) would be most effective at improving connectivity in a 91% built-out city?

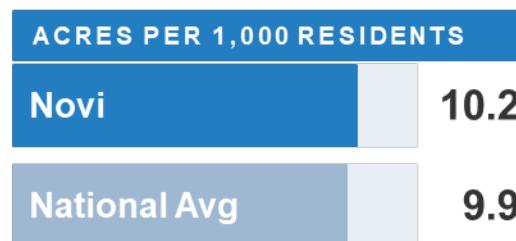
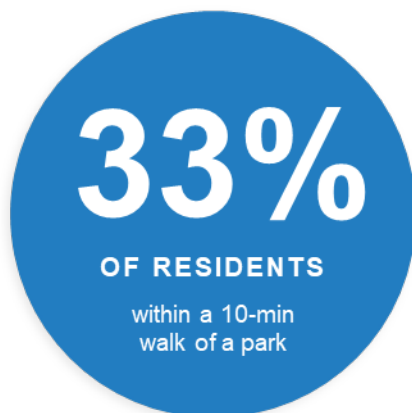
SECTION 07

7. Parks, Recreation, Arts & Cultural Assets

Parks and recreation are among Novi's most valued assets, but demand is outpacing facility capacity, programming is constrained, and cultural offerings are fragmented. The strategic question for the City is how facility investment, partnership strategy, older-adult service scope, cultural programming, and dedicated funding can be structured to sustain one of Novi's signature strengths.

SECTION CONTEXT

Parks, Recreation and Cultural Services (PRCS) is nationally accredited through CAPRA and award-winning, yet programs are growing beyond facility capacity. The 2025 Diwali Festival drew over 2,000 attendees in its first year. The Older Adult Needs Committee was established in 2023. Community center explorations have occurred over the years, with no facility yet built. An aging population projected to increase significantly through 2050 will intensify demand for senior services, accessible facilities, and community gathering spaces. Novi's exceptional diversity calls for programming that reflects a wide range of cultural traditions, languages, and community practices.



Strategic Issues

Issue 1: The Community Center Question

There have been multiple community center explorations over the years, including pre-pandemic feasibility work and the Older Adult Needs Committee established in 2023.

STRATEGIC QUESTION ▶

Is this the right time to advance a Community Facility—and if so, what is the funding model (bond, public-private partnership, phased construction, developer contribution) and how should it be resolved alongside the \$120M public safety bond and other capital priorities?

Issue 2: Facility Capacity and Modernization

Several recreation and library facilities were built decades ago and lack the flexibility or space for current programming demands. PRCS is nationally accredited through CAPRA and award-winning, yet programs are growing beyond capacity to serve.

STRATEGIC QUESTION ▶

How should the City evaluate the cost-benefit of renovating aging facilities versus building new, and what funding mechanisms (CIP, bonds, grants, developer contributions) should be prioritized for facility modernization and the community needs assessment?

Issue 3: Older Adult Services Beyond Recreation

Demand for older adult services extends well beyond programming to include minor home repair, snow removal, lawn care, and daily living support.

STRATEGIC QUESTION ▶

What is the City's appropriate scope of responsibility for non-recreational senior services—direct provider, coordinator of partners, funder, or referral hub—and how should that scope be funded through 2050?

Issue 4: Culturally Responsive Programming

Novi's exceptional and growing diversity calls for programming that reflects a wide range of cultural traditions, languages, and community practices.

STRATEGIC QUESTION ▶

Should culturally responsive programming be treated as a core service (not an add-on) with dedicated budget—and what coordination structure between PRCS, the Library, schools, and community organizations is needed to avoid duplication and fill gaps?

Issue 5: Population Health Through Public-Private Partnerships

Healthcare accounts for 18% of regional employment and is growing. There is an opportunity to address population health through large-scale partnerships with medical systems and healthcare providers.

STRATEGIC QUESTION ▶

Should the City pursue formal partnerships with healthcare systems to co-fund or co-deliver wellness programming, and what policy framework would allow population health goals to be integrated into parks and recreation planning?

Issue 6: Overcoming the Collaboration Barrier with Schools

As unique governmental organizations, partnering with schools and community organizations on shared facilities and programming has unique challenges.

STRATEGIC QUESTION ▶

Should the City pursue a formal joint-use agreement with NCSD—and at what point should school collaboration be treated as a structural constraint, prompting independent facility investment or alternative partnerships?

Issue 7: Grant Funding and the Affluence Perception

Novi is perceived as an affluent community, making most grant funding unavailable—despite pockets of genuine need.

STRATEGIC QUESTION ▶

Should the City pursue a dedicated parks and recreation millage or bond to address capital needs independent of grants—and what alternative funding strategies (developer contributions, sponsorships, endowments, TIF) could supplement limited grant access?

Issue 8: Public Art, Gathering Spaces, and Placemaking

Opportunities exist to expand public art, identify gathering spaces across the city, and leverage developer agreements for placemaking contributions.

STRATEGIC QUESTION ▶

Should the City adopt a formal public art policy with dedicated funding (percent-for-art ordinance or developer contribution requirement), and how should placemaking be integrated into corridor redevelopment and mixed-use projects?

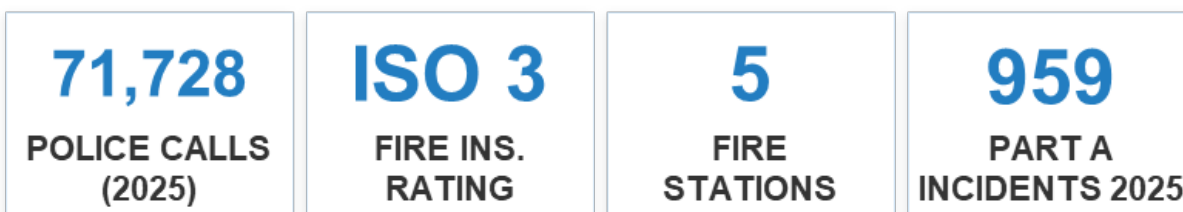
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8. Public Safety & Emergency Services

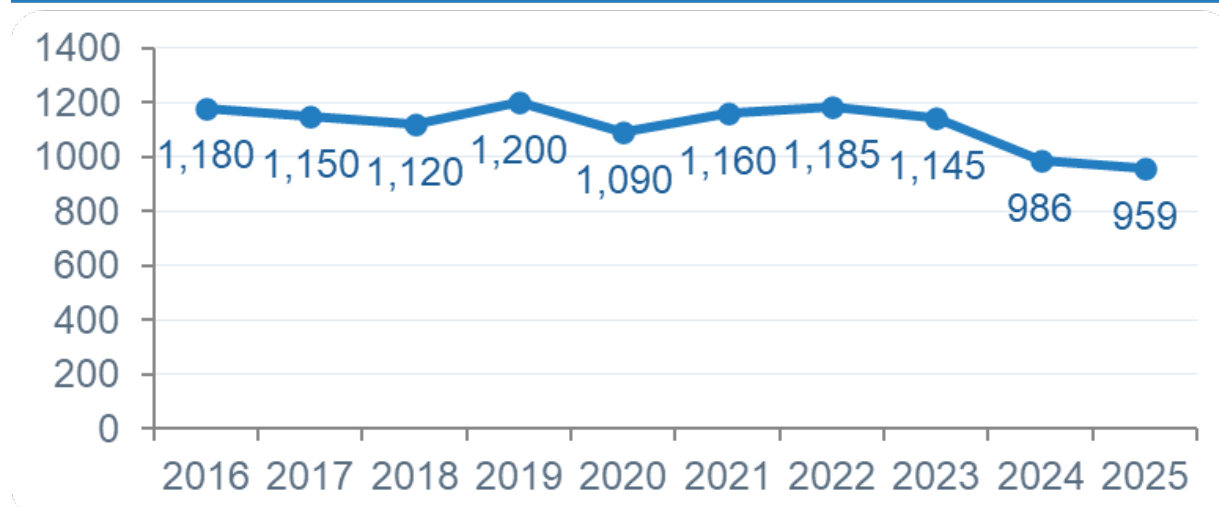
Public safety is a defining community strength with high resident satisfaction, but rising EMS demand, new risk factors, and workforce competition require forward-looking investment. The strategic question for the City is how the \$120M facilities investment, integrated Police–Fire operating model, EMS capacity scaling, and community risk reduction can be positioned to sustain service quality through 2050.

SECTION CONTEXT

Novi's public safety services enjoy high resident satisfaction and strong operational performance. The Fire Department is pursuing national accreditation through the Center for Public Safety Excellence, has completed a comprehensive community hazard and risk assessment, and maintains an ISO Class 3 rating. EMS call volumes increased by over 17% between 2020 and 2021, driven by population growth and aging demographics. The City operates an integrated Police–Fire administrative model and is constructing three new fire stations and a public safety headquarters funded by a \$120M voter-approved bond. These investments create a generational opportunity to improve response, co-location, cross-training, and long-term service integration.



TOTAL PART A INCIDENTS — 10-YEAR TREND



Strategic Issues

Issue 1: Rising EMS Demand from an Aging Population

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.

STRATEGIC QUESTION ►

What is the long-term EMS staffing and funding model, and should the City explore alternative response models (community paramedicine, nurse triage, mobile integrated healthcare) as call volumes grow with an aging population?

Issue 2: Maximizing the Public Safety Facilities Investment

The City is constructing three new fire stations and a public safety headquarters funded by a \$120M voter-approved bond.

STRATEGIC QUESTION ►

What accountability and reporting mechanisms should track the \$120M bond's delivery on response-time and service-quality improvements, and how does this investment interact with other major capital commitments (CIP millage, Community Facility, infrastructure)?

Issue 3: Emerging Technology and Energy Risks

The auto industry's shift toward electric, automated, and software-driven systems—combined with broader electrification—introduces fire and rescue challenges involving lithium-ion batteries, EV storage, and alternative energy systems requiring specialized training, equipment, and protocols.

STRATEGIC QUESTION ►

What investment in specialized training, equipment, and mutual-aid coordination is needed to address emerging technology fire risks—and should the City advocate for state-level building and fire code updates around EV charging, battery storage, and alternative energy?

Issue 4: Recruiting and Retaining Public Safety Professionals

Regional competition for certified police officers, firefighters, and paramedics is intensifying.

STRATEGIC QUESTION ►

How should the City position itself competitively for public safety recruitment (compensation, career development, wellness) and what is the right staffing model for a community growing in both population and complexity of calls?

Issue 5: Climate-Related Preparedness

Extreme heat days are increasing and heavier rainfall events are becoming more frequent and intense.

STRATEGIC QUESTION ▶

Should the City develop a formal climate adaptation and emergency preparedness plan integrating public safety, infrastructure, and public health—and how should regional coordination with Oakland County, neighboring communities, and DTE be structured?

Issue 6: Community Risk Reduction

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.

STRATEGIC QUESTION ▶

Should the City invest in community risk reduction as a long-term strategy to manage EMS demand growth and improve public health outcomes, and what measurable outcomes should demonstrate the value of proactive prevention investments?

Issue 7: Leveraging the Integrated Public Safety Model and New Facilities

Novi operates an integrated Police–Fire administrative model that enables coordination, efficiency, and consistent service delivery. The City is constructing three new fire stations and a public safety headquarters, and the Fire Department maintains an ISO Class 3 rating while pursuing formal accreditation.

STRATEGIC QUESTION ▶

How should the City formalize the integrated Police–Fire model and shared technology, data, and joint operations so that co-location at the new headquarters becomes a lasting institutional advantage that survives leadership transitions?

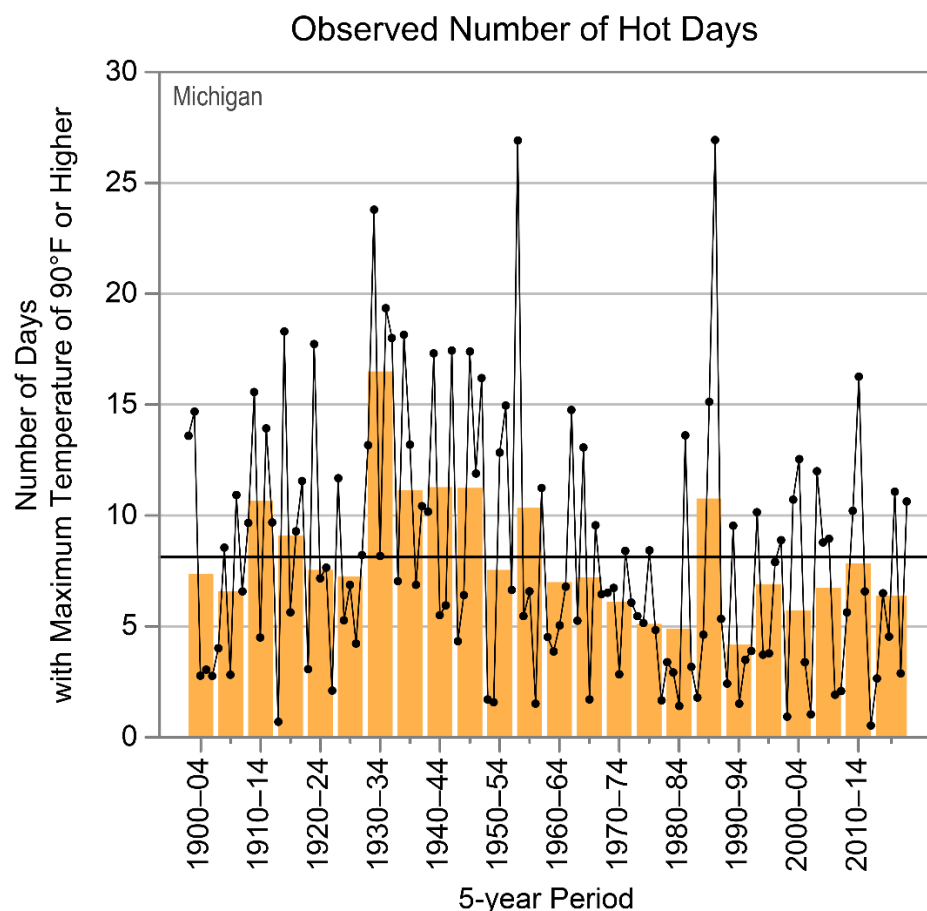
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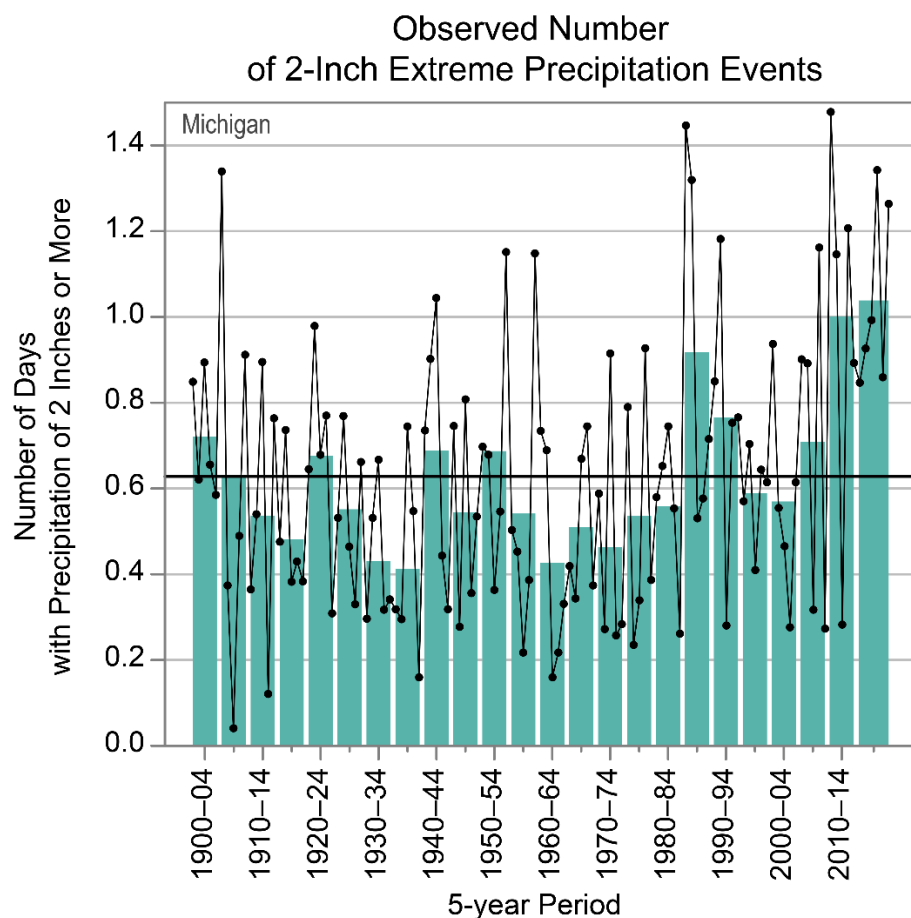
9. Environmental Resilience & Sustainability

Novi has a strong environmental protection foundation, but aging stormwater systems, changing climate patterns, fragmented sustainability efforts, and limited performance tracking require a more unified and proactive approach. The strategic question for the City is how design standards, dedicated funding, unified planning, energy transition investment, and resilience metrics combine into a sustainability strategy that operates across departments.

TREND DATA

Extreme heat is becoming more frequent, with more days over 90°F projected for Southeast Michigan. Heavy rainfall events are intensifying and becoming more common, stressing stormwater systems designed for past conditions. Changing temperatures and precipitation patterns are enabling invasive species to spread into Novi's natural areas. Michigan has committed to carbon neutrality by 2050, and state policy increasingly shapes local energy, transportation, and development decisions. The Environmental Scan identifies limited metrics and performance tracking for resilience outcomes as a weakness—without consistent measurement of stormwater performance, heat mitigation, energy use, and ecosystem health, it is difficult to prioritize investments or demonstrate progress.





(2022 Michigan State Climate Summary, NOAA National Centers for Environmental Information)

Strategic Issues

Issue 1: Stormwater System Capacity and Climate Adaptation

Stormwater systems were designed for outdated rainfall assumptions, and heavy rainfall events are becoming more frequent and intense.

STRATEGIC QUESTION ►

Should the City adopt stormwater design standards that exceed current state minimums to reflect projected climate conditions, and how should upgrades be funded (CIP millage, developer contributions, stormwater utility fees, green-infrastructure requirements)?

Issue 2: Invasive Species Management and Funding

Changing climate conditions are making invasive species like frogbit and stiltgrass more prevalent, threatening Novi's natural areas, parks, and woodlands. Parks and natural areas require more active management, but there is no dedicated funding.

STRATEGIC QUESTION ►

Should the City establish a dedicated funding source for invasive species management and natural area stewardship, and what partnerships with Oakland County, state agencies, and conservation organizations should supplement the effort?

Issue 3: Green Infrastructure as Standard Practice

Expanding bioswales, permeable pavement, tree canopy, and other green infrastructure along corridors and in redevelopment can reduce flooding and moderate heat.

STRATEGIC QUESTION ►

Should the City adopt green infrastructure requirements for all public capital projects and major private developments, and what regulatory tools (ordinance, density bonuses, expedited review) would most effectively mainstream green infrastructure?

Issue 4: Heat Island Mitigation

Extreme heat days are increasing, and large expanses of impervious surface along commercial corridors and parking areas contribute to localized heat islands.

STRATEGIC QUESTION ►

Should the City adopt heat island mitigation standards for commercial corridors and large parking areas as part of the landscaping ordinance update, and how should heat mitigation connect to the Environmental Sustainability Committee's broader framework?

Issue 5: Aligning with State Climate Policy

Michigan has committed to carbon neutrality by 2050, and state policies increasingly guide energy, transportation, and development decisions. State funding and incentives influence what projects move forward.

STRATEGIC QUESTION ►

Should Novi proactively align its plans with state climate policy to maximize access to funding, and what local actions (building energy standards, EV infrastructure, renewables, fleet electrification) are most cost-effective given state incentive structures?

Issue 6: Unifying Sustainability Efforts Across Departments

Sustainability initiatives are fragmented across departments without a coordinating framework. The Environmental Sustainability Committee was established in 2024, but a formal Sustainability Action Plan has not yet been completed.

STRATEGIC QUESTION ►

Should the City complete and adopt a formal Sustainability Action Plan as a priority—and what governance structure (dedicated staff, interdepartmental committee, consulting support, or ESC-led voluntary effort) should guide implementation and integration into the CIP?

Issue 7: Energy Transition and Fleet Electrification

Electrification is accelerating across transportation, buildings, and industry. The City allows rooftop solar and is exploring EV charging and fleet electrification.

STRATEGIC QUESTION ▶

Should the City adopt a fleet electrification plan with measurable targets, and how should EV charging and renewable-energy investments be prioritized against available state and federal incentives and the DTE franchise relationship?

Issue 8: Parks and Natural Areas as Resilience Infrastructure

Wetlands, woodlands, and trails provide stormwater storage, cooling, and habitat, but management is becoming more complex as ecosystems shift.

STRATEGIC QUESTION ▶

Should the City formally classify wetlands, woodlands, and natural areas as resilience infrastructure in capital planning and land use decisions—and what funding mechanisms (conservation easements, mitigation banking, green bonds) could support long-term stewardship?

Issue 9: Establishing Resilience Metrics and Performance Tracking

Metrics and performance tracking for resilience outcomes are limited. Without consistent measurement of stormwater system performance, heat mitigation, energy use, and ecosystem health, it is difficult to prioritize investments or demonstrate progress.

STRATEGIC QUESTION ▶

Should the City develop a formal resilience dashboard and performance framework that connects environmental outcome data to CIP planning and budget decisions—and what investment in data systems, monitoring technology, and staff capacity is required?

SECTION 10

10. Cross-Cutting Strategic Questions

OVERVIEW

The ten questions in this section are the integrative questions that emerged from the Environmental Scan, trend analysis, staff workshops, and existing plan review. Each one touches multiple sections and cannot be resolved within a single department or policy area. They are the questions that will define the City's strategic direction through 2050.

Strategic Questions

Question 1: What Does It Mean to Be 91% Built Out?

Nearly every strategic issue is shaped by the fact that Novi's growth era is transitioning to a reinvestment era.

STRATEGIC QUESTION ▶

What policy, regulatory, and fiscal changes are needed to govern a 91% built-out community—and how should redevelopment (not greenfield growth) become the primary driver of the City's fiscal, housing, and economic development strategy?

Question 2: Who Gets to Live in Novi?

Rising housing costs, limited lifecycle options, growing childcare expenses, and workforce affordability pressures mean that many current and prospective residents may be priced out.

STRATEGIC QUESTION ▶

Is the City willing to make the policy and land use decisions that expand housing options for moderate- and lower-income households—and how should "accessibility across income levels and life stages" be defined as a guiding value in the 2050 plan?

Question 3: How Should Novi Fund Its Future?

State revenue constraints, Headlee rollback impacts, rising infrastructure costs, and expanding service demands create structural fiscal pressure.

STRATEGIC QUESTION ▶

Does the City need a comprehensive fiscal strategy that connects millage renewals, CIP planning, debt management, and service-level decisions—and how should fiscal constraints be communicated honestly with residents?

Question 4: How Does Novi Prepare for a Restructuring Economy?

The shift toward healthcare, knowledge-based work, and next-generation automotive systems is reshaping what employers need. SE Michigan's growth trails the national average, and talent attraction is more competitive.

STRATEGIC QUESTION ▶

What is the City's economic development strategy for a region projected to trail the national average—and how should land use, corridor redevelopment, and office market repositioning work together as an integrated economic strategy?

Question 5: What Kind of Mobility System Does Novi Need by 2050?

The success of PEX microtransit, SMART service, the Active Mobility Plan, and corridor congestion all point toward a community in transition.

STRATEGIC QUESTION ▶

Should the City adopt a mobility vision that commits to multimodal investment as a core principle—and what investment level in transit, trails, and active mobility is appropriate relative to traditional road capacity over the 25-year horizon?

Question 6: How Does the City Serve a Community This Diverse?

With over a quarter of residents foreign-born, significant linguistic diversity, and 130+ foreign-owned businesses, Novi's public systems were not designed for the community it has become.

STRATEGIC QUESTION ▶

Is the City willing to invest in structural redesign of engagement, service delivery, and communications—not just translation—and how should diversity, equity, and inclusion goals be embedded in departmental work plans and performance expectations?

Question 7: What Is the Right Level of Service?

Residents expect high-quality services, and staff take pride in delivering them. But lean staffing, aging facilities, and fiscal constraints create tension.

STRATEGIC QUESTION ▶

What service-level framework should guide annual budget and staffing decisions in connection with the 2050 plan—and how should growing demand from an aging population change the service-level conversation across public safety, recreation, transportation, and social services?

Question 8: How Should Corridors Be Reimagined?

Major corridors like Grand River, Novi Road, and Beck Road are simultaneously mobility challenges, redevelopment opportunities, and placemaking frontiers.

STRATEGIC QUESTION ▶

Should the City adopt corridor-specific plans that integrate mobility, land use, infrastructure, and design—and how should corridor transformation be funded (TIF, CIA revenue, developer agreements, CIP alignment)?

Question 9: What Role Should Universal Design Play?

An aging population, growing disability services demand, and diversity all point toward the value of universal design in housing, public spaces, infrastructure, and programming.

STRATEGIC QUESTION ▶

Should the City adopt universal design as a guiding principle for all public investment and development review—and how should retrofits of existing facilities, parks, and streetscapes be phased and funded?

Question 10: How Does Novi Align with Michigan's Climate Future?

Michigan's commitment to carbon neutrality by 2050 will increasingly shape what local governments can and must do around energy, transportation, and development.

STRATEGIC QUESTION ▶

Should the City set measurable sustainability targets aligned with Michigan's 2050 carbon neutrality commitment—and what governance structure (ESC, dedicated staff, interdepartmental coordination, external partnerships) is needed to implement a sustainability strategy?

— End of Novi 2050 Strategic Issues — Agenda Packet Edition —