



LONG RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

October 19, 2026 | 7:00 PM

Mayor's Conference Room
Novi Civic Center | 45175 Ten Mile Road
(248) 347-0460

CALL TO ORDER

ROLL CALL - Mayor Pro Tem Casey, Council Members Gurumurthy, Smith

APPROVAL OF AGENDA

APPROVAL OF MINUTES

[August](#) 17, 2026 Minutes

PURPOSE OF THE MEETING

[Workshop](#) Session with Shockey Consulting

PUBLIC COMMENT

ADJOURNMENT

NOTICE: People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk (248) 347-0456 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.



CITY OF NOVI
Long-Range Strategic Planning Committee Meeting
August 17, 2026, 5:30 p.m.
Mayor's Conference Room | Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER: 5:30 p.m.

ROLL CALL: Mayor Pro Tem Casey, Council Members Gurumurthy, Smith

STAFF LIAISON: Danielle Mahoney, Assistant City Manager

ALSO PRESENT: Katherine Oppermann, Recording Secretary
Grant Mayfield, Shockey Consulting
Scout Frame, Shockey Consulting

APPROVAL OF AGENDA

Motion: Smith; Seconded: Gurumurthy; Approved: 3:0

APPROVAL OF MINUTES – July 20, 2026

Motion: Smith; Seconded: Gurumurthy; Approved: 3:0

PURPOSE OF THE MEETING

1. Workshop Session with Shockey Consulting

Mr. Mayfield started saying that the very straightforward goal of the meeting today is to review the draft 2050 Plan. In addition they will also review the survey results and closely walk through each focus area in preparation for the staff meetings and Community Workshop tomorrow (8/18/26). He briefly went over the planned activities for the following day including a "gut check" with the executive staff team, a discussion of output measures with the internal project team (IPT), and the Community Workshop itself. Mayor Pro Tem Casey asked if the IPT will be present at the Community Workshop and Mr. Mayfield said yes, there will be four city staff present. The Workshop won't be a formal presentation but an open house where attendees can review each focus area board and give their input through provided comment cards. Mayor Pro Tem said she and the other Committee members will be present to watch and listen.

Mr. Mayfield then went through the Vision Statement, Mission Statement, and Focus Areas (including Area, Vision, Goal, and the provide/partner/advocate sections) and the Committee provided their input on edits/updates on rewordings, necessary clarifications, and wordsmithing with small, preferred verbiage and grammatical changes. Mayor Pro Tem said that broadly across the draft Plan there are some great insights and perspective. However, she wants to make sure we use the "Novi Voice" established by the Novi Community Relations team. She also wants to be sure we link data to the bullet points, and that anything listed as a tactic is review and affirmed

by City staff. Mr. Mayfield briefly noted that the Plan has two audiences: City staff and the public. These two audiences can make it somewhat difficult to have a cohesive narrative within the plan but he very much agrees about the "Novi Voice" and suggested design elements that were made. We want to make sure we call out those things that residents most value (safety, schools, parks/greenspace, etc.) as well as diversity and accessibility. Mayor Pro Tem also cited the recent Mayor's Youth Forum where she was impressed by a student's description of Novi's diversity as a tapestry, a woven together community. She wants to be sure to carry that message through and have a cohesive story in the Plan. Councilmember Gurumurthy also emphasized the need for a cohesive message and wants to be sure to have SMART goals related to the plan, perhaps delineated at 5-year, 10-year, 20-year planned implementations. She thinks that every bullet point has a desired outcome and every outcome has a measure. Mr. Mayfield noted that it may be helpful to clarify what is a goal, what is a strategy, etc. The Plan is a generalized direction that will flow through City Council and City Administration, etc. Ms. Mahoney agreed the plan should be tied to future policy decisions and ownership of the document with need to be established.

The wave two survey results included 302 responses, Ms. Mahoney noted that she credits the Community Relations team for their "5 minutes/5 questions" branding helping with the response rate. The group then went deeper into the data with a closer response review and breakdown of demographic responses. Mayor Pro Tem Casey noted that she thinks there should be some clarity in the Plan about the divergence of views and how the City government has to work hard to make the best decisions for everyone and the difference between Sufficiency and Satisfaction so that they can meet the needs of the majority. Diversity is a strength bit that also means a diversity of opinions. Mr. Mayfield suggested that messaging could be good in the letter from the Committee section of the Plan.

AUDIENCE COMMENTS: None

ADJOURNMENT: 7:37 p.m.

Motion: Gurumurthy; Seconded: Smith; Approved: 3:0

Workshop — Final Plan Review

DATE

Monday, October 19, 2026

TIME

7:00-8:00pm ET

LOCATION

Mayor's Conference Room

PURPOSE

During this session, the Committee will review the plan for the final time with an emphasis on turning recommendations into action and tangible results. This session will include discussions on monitoring and reporting progress, the need for periodic updates to the plan, and especially how Councilmembers can advocate for sticking to the plan's recommendations during the Council's standard work and decision-making.

AGENDA

- 1. Welcome & Meeting Objectives**
Shifting from drafting to implementation.
- 2. Monitoring and Reporting Progress**
Keeping progress moving and what the Council will need to know.
- 3. Plan Review and Strategic Questions**
Comparing committee member responses to strategic questions.
- 4. Periodic Review and Updates**
Preventing the plan from becoming stale or outdated.
- 5. Council Member Advocacy**
 - a. Limiting Distractions
 - b. Understanding How Decisions Get Made
 - c. Building a Coalition
- 6. Next Steps & Adjourn**
Final revisions, adoption, and beginning implementation.

PREPARATION FOR COMMITTEE MEMBERS

The draft plan is distributed ahead of the Committee meeting with questions to consider. Committee members are asked to review the plan with the below questions in mind and come ready to discuss.

Strategic Questions

- Which vision/goal will be the most difficult to achieve?
- Which focus area has the most momentum already? Which has the least?
- How can you as a Councilmember support the implementation of the strategic plan?

NOVI 2050

SHAPING TOMORROW, TOGETHER



Community Vision and Strategic Plan

ADOPTED NOVEMBER 2026

REVISED DRAFT — 5 OCTOBER 2026

Contents

Plan Overview

A Message from Mayor Justin Fischer	3
A Message from the Long-Range Strategic Planning Committee	4
Executive Summary: Novi at a Turning Point	5
Acknowledgements	7
How We Built This Plan	9
Engaging the Community	12
Plan Framework	14
How to Use This Plan	16

Focus Areas

	FOCUS AREA 1 Infrastructure and Facilities	17
	FOCUS AREA 2 Housing and Redevelopment	20
	FOCUS AREA 3 Mobility and Transportation	23
	FOCUS AREA 4 Responsive and Adaptive Services	26
	FOCUS AREA 5 Long-Term Funding	29
	FOCUS AREA 6 Environmental Sustainability	32



A Message from Mayor Justin Fischer

Novi has always been home to me. I grew up here, attended Novi schools and, when it came time to choose where I wanted to build a life and raise a family, my wife and I chose Novi. I have had the opportunity to watch this community grow and evolve over the years, and I am incredibly proud of what Novi has become.

But a great community cannot simply focus on where it is today. We also have a responsibility to think about what Novi should look and feel like decades from now. The Novi 2050 Plan gives us that opportunity—to look ahead thoughtfully and ensure the decisions we make today help preserve the qualities people value about Novi while preparing our community for the future.

This work has been shaped by many voices and a tremendous amount of thoughtful discussion. I especially want to thank Mayor Pro Tem Laura Marie Casey for her leadership throughout this process. Her commitment to engaging our community and helping guide this important conversation has been invaluable.

For those of us who call Novi home today—and for the generations who will call it home long after us—planning for 2050 is both an exciting opportunity and an important responsibility. I am grateful to everyone who has taken the time to be part of this effort.



Justin Fischer
Mayor

A Message from the Long-Range Strategic Planning Committee

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The Novi 2050 Long-Range Strategic Planning Committee

Laura Marie Casey, Mayor Pro Tem

Brian Smith, Council Member

Priya Gurumurthy, Council Member

Executive Summary: Novi at a Turning Point

Since its founding, the City of Novi has set the standard for excellence as a place to live, work, raise a family, and build community. However, maintaining the status quo isn't enough. The world is changing fast and Novi is already feeling those effects through demographic change, technological advancement, and shifting development patterns.

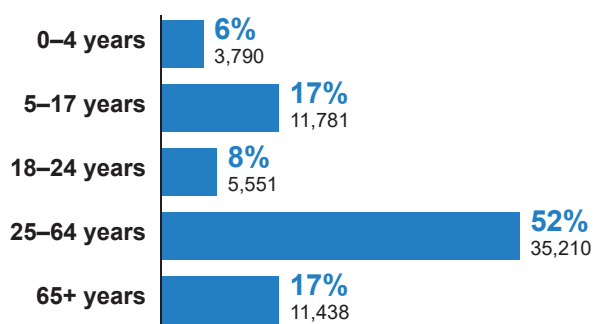
Novi 2050 is about thoughtfully preparing for change by protecting what residents value about Novi while making deliberate choices about the community we want to be in 2050.

Novi is approximately 91 percent built out. The era of growth is ending.

This fact shaped every aspect of the Novi 2050 plan. For decades, Novi grew outward. Its population increased from roughly 40,000 residents around 2000 to nearly 70,000 today, as new neighborhoods, businesses and commercial corridors transformed the community and expanded the tax base supporting City services.

With little undeveloped land remaining, we won't be able to rely on growth to fund expanded services and infrastructure the way we have historically. Much of Novi's future development will involve reinvestment, redevelopment, and new uses for properties that are already developed.

POPULATION BY AGE



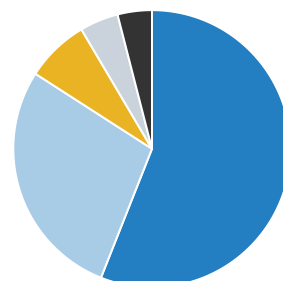
MEDIAN AGE **40.0**

Community demographics are changing.

The community is growing older and increasingly diverse, with roughly one in three residents speaking a language other than English at home. Housing costs, changing household needs and an evolving economy are creating new challenges and opportunities. The next 25 years, therefore, will look significantly different from the last 25.

POPULATION BY RACE

White	56.0%
Asian	28.1%
African American	7.4%
Hispanic	4.5%
Other	4.0%



Planning for the Future

Novi 2050 is the our long-range community strategic plan, setting direction for the next 25 years. It was developed over the course of a year by the Long-Range Strategic Planning Committee, working alongside City staff, a volunteer community Sounding Board and hundreds of residents. The process began by examining emerging trends and future possibilities with futurist Rebecca Ryan, with that forward-looking perspective carried throughout the development of the plan.

Novi 2050 is not a regulatory document. Rather, it works alongside the 2025 Master Plan and all other adopted plans to help guide the City's budgeting, goal setting and policy decisions through 2050.

The plan is anchored by a shared vision and mission that intends to guide the City's direction through 2050 alongside six major "Focus Areas" with unique goals.



Infrastructure and Facilities



Housing and Redevelopment



Mobility and Transportation



Responsive and Adaptive Services



Long-Term Funding



Environmental Sustainability

By undertaking this effort and implementing the plan, we are preparing for a future that builds upon past success while facing a changing community head-on. Novi is meeting the moment.



Acknowledgements

Novi 2050 reflects the sustained effort of City leadership, staff, committee members, and hundreds of residents. The following groups and individuals provided their time, skills, and expertise to ensure the plan reflects the collective vision and desires of the Novi community.

Novi City Council

- Justin Fischer, Mayor
- Laura Marie Casey, Mayor Pro Tem
- Dave Staudt, Council Member
- Brian Smith, Council Member
- Matt Heintz, Council Member
- Priya Gurumurthy, Council Member
- Aaron Martinez, Council Member

Long-Range Strategic Planning Committee

The Long-Range Strategic Planning Committee was established to set the vision for Novi 2050, guide the strategic planning process, evaluate options and tradeoffs, and elevate diverse community perspectives. The Committee began with three members of City Council and has since expanded to include broader community representation.

- Laura Marie Casey, Mayor Pro Tem and Committee Chair
- Brian Smith, Council Member
- Priya Gurumurthy, Council Member

Staff Leadership Team

The following staff served as members of the Staff Leadership Team. This group represented City staff throughout the process and provided invaluable insights about the organization and issues facing the City from an operational perspective.

- Danielle Mahoney, City Manager's Office
- Katherine Oppermann, City Manager's Office
- Jeanette Handy, Community Relations
- Andy Copeland, Fire Department
- Kamry Smith, Human Resources
- Kit Kieser, Parks, Recreation, and Cultural Services
- Robert Manar, Police Department
- Kate Purpura, Public Works

Local Engager Team

Staff also served as members of the Staff Leadership Team, which engaged residents at community events and helped facilitate public meetings that shaped the plan.

- Kate Purpura
- Jeanette Handy
- Jenneva Kayser
- Kit Kieser
- Megan Mikus
- Katherine Oppermann
- Kenneth Register
- Rebecca Runkle

Sounding Board

29 community members volunteered to serve on the Novi 2050 Sounding Board, providing advisory input through additional surveys and dedicated workshops. This group represented a broad subset of the community, including major employers, community groups, and individuals with deep understanding of the City and its day-to-day operations.

- Alex Dinser
- Anand Gangadharan
- Anandi Jeyaranjan
- Ann Nelke
- Becky Staab
- Cecelia Gallagher
- Charley Staab
- David Bielanda
- Dhruv Rathod
- Donna Eaddy
- Dorothy and Michel Duchesneau
- Dorothy Addy
- Franklin Elias
- Hussain Jabbar
- Katie Chuba
- Lisa Soyoung Lee
- Lois Bragg
- Loren Konkus
- Manisha Rathod
- Masaki Hanayama
- Paul Briscoe
- Ramesh Verma
- Tage Nizich
- Taylor Darby
- Tom Troiano
- Willy Mena

Shockey Consulting Project Team

- Sheila Shockey, Principal and Futurist
- Grant Mayfield, Project Manager
- Molly Saunders, Senior Project Consultant
- Scout Frame, Project Support



How We Built This Plan

The creation of the Novi 2050 plan began with trends and foresight work in 2025 facilitated by Futurist Rebecca Ryan. City staff and councilmembers evaluated trends shaping the future and ranked them according to their potential impact.

TOP TRENDS IDENTIFIED IN 2025

1	Increasing Population & Households	8	Increasing Automation & AI Integration in Business & Industry
2	Increasing (Conversions to) Mixed-Use Developments	9	Increasing Heat & Extreme Weather
3	Increasing Housing Demand	10	Increasing Share of Older Adults & Decreasing Share of Working-Age Residents
4	Increasing Demand for Healthcare Professionals	11	Decreasing Talent Attraction
5	Increasing Racial & Ethnic Diversity	12	Increasing Foreign Investment Rising Incomes
6	Increasing Cyber Threats & Impacts	13	Growing School Enrollment
7	Increasing Next-Gen Impact on Policies & Priorities	14	Increasing Employment, Especially Service & Tech

Building upon this work, the Long Range Strategic Planning Committee, Sounding Board, and Staff evaluated additional emerging trends in the Spring of 2026 and evaluated them based on both importance and urgency. Those identified as “more important” and “more urgent” were the initial basis of the plan’s focus areas, goals, and strategies.





Key Themes in this Plan

After prioritizing, five key themes emerged that you'll see repeated across focus areas. These themes cut across multiple focus area and ensure the plan as a whole is responsive to both emerging global trends and Novi's unique situation:

Mixed-Use Redevelopment as a Housing Strategy

Nationally, aging retail centers are being redeveloped into mixed-use, which can add housing and revitalize commercial corridors.

The Growth-Revenue Gap

Service costs and infrastructure needs are rising faster than revenues due to slowing growth and state limitations.

Leveraging Smart Infrastructure and Data-Driven Asset Management

Technological advancements and investment can provide efficiencies and better predictive maintenance to reduce long-term costs.

Rising Demand from an Aging Population

An aging population requires more and different services.

Designing for Every Stage of Life

Novi residents told us they want to be able to live here throughout their lifetime as children, young adults, growing families, and downsizing seniors.



Our Process

PHASE 1

Launch

Oct-Dec 2025

- City staff worked to set scope and schedule, build the Novi 2050 brand, and write the engagement plan that would guide a year of outreach.
- The Long-Range Strategic Planning Committee and the Staff Leadership Team held their first working sessions, establishing the two groups that would steer the plan from inside City Hall.

PHASE 2

Discovery

Jan-Apr 2026

- Staff reviewed existing plans and strategic documents and gathered data on demographics, housing, the economy, infrastructure, parks, and other important aspects of the community.
- The Community Vision Questionnaire opened in March,
- Boards and Commissions questionnaire gathered insight from volunteers,
- First community workshop and Staff Leadership Team workshop
- Produced a list of 71 strategic issues that were narrowed down to produce the plan's five key themes and six focus areas.

PHASE 3

Visioning & Goal Setting

May-Jul 2026

- Sounding Board members reviewed and challenged the prioritized issues
- Executive Team briefing added operational context
- Drafted the vision statement and a goal for each focus area
- Staff pressure-tested goals for feasibility
- Residents prioritized goals at a second community workshop
- Topic-specific surveys and pop-up outreach at community events

PHASE 4

Scenarios & Strategies

Aug 2026

- Reviewed the draft for clarity and tone
- Finalized the plan's six focus areas
- Tested the plan draft for feasibility,
- Discussed implementation and evaluated outcome measures against data the City actually collects
- The community reviewed the full plan framework at an open house

PHASE 5

Crafting the Plan

Sep-Nov 2026

- Plan revised and fully designed
- Review of final draft
- Completed Novi 2050 Community Vision and Strategic Plan presented to City Council for adoption.

Engaging the Community

Engagement at a Glance

How Novi residents shaped this plan, February 2026 through August 2026

684

questionnaire
responses

30

stakeholder
responses

29

Sounding Board
members

3

community
workshops

6

pop-up outreach
events

What we heard

Top priority selected in each focus area, Topic Survey 2, August 2026

Infrastructure and Facilities



Reliable water and sewer service, without interruptions

Mobility and Transportation



Reducing traffic congestion on major roads

Responsive and Adaptive Services



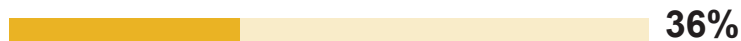
Services that keep pace with an aging population

Environmental Sustainability



Protecting woodlands, wetlands and natural areas

Long-Term Funding



Operational efficiencies, savings, or strategic reductions

Sources: Novi 2050 Community Vision Questionnaire and Topic Survey 2 exports; engagement counts from the Novi 2050 Engagement Summary; community demographics from the U.S. Census Bureau, 2020 Decennial Census. Percentages calculated by Shockey Consulting.

Who we heard from

Topic Survey 2 respondents compared to Novi overall

Age 45 and older **85%**
Novi: 40% of residents are 45 and older

Lived in Novi 10+ years **81%**
Long-tenured residents

Identified as White **85%**
Novi: 63%

Identified as Asian **10%**
Novi: 24%

Reading these results

Participation skewed older, longer-tenured, and less racially diverse than Novi as a whole. Results reflect who responded, not a statistically representative sample of the community.



What the Community Told Us

Top 4 responses, Community Vision Survey

Greatest Strengths

Q6: "What do you see as Novi's greatest strengths?"

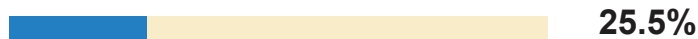
High-quality schools



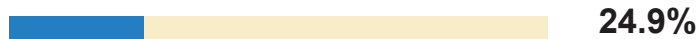
Safe neighborhoods & public safety



Diverse & welcoming community



Parks, trails & recreation



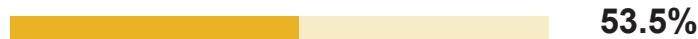
Biggest Challenges

Q7: "What do you see as Novi's biggest challenges?"

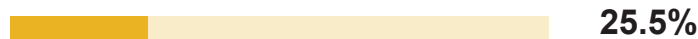
Aging roads, water/sewer lines & drainage



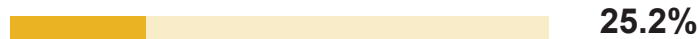
Traffic congestion



Balancing growth with existing neighborhoods



Housing affordability



Source: Novi 2050 Community Vision Survey (Novi_Vision_Survey_7_23_26.xlsx), Questions 6 & 7. n = 361 respondents who answered each question. Percentages calculated by Shockley Consulting from raw multi-select response data (respondents could select up to 3 options per question; totals do not sum to 100%).

Where residents disagreed

The sharpest disagreements were not between neighborhoods but between generations and backgrounds, particularly on housing affordability and on how the City should pay for what comes next. This plan names those tradeoffs plainly rather than resolving them quietly, and is honest that leaving things unchanged is also a decision.

Housing affordability named a top challenge



Traffic congestion named a top concern



Limited public transit named a top concern



Plan Framework

Novi's mission and vision statements are the bedrocks of the Novi 2050 Plan. Drafted by the Long Range Strategic Planning Committee, and vetted by the community and staff, they clearly describe where the community wants to be by 2050 and what the City's role is as an organization.

Vision Statement

Where the community wants Novi to be in 2050

By 2050, Novi is:

- Welcoming to people of all cultures, ages, and abilities, where every resident feels a lasting sense of belonging.
- Preserving and enhancing Novi's neighborhoods, parks and natural spaces as the community continues to evolve.
- Advancing responsive government through talent, innovation, and purposeful design to meet residents' evolving needs, now and for generations to come.
- Continuing excellence in business attraction and retention, public safety, and education.

Mission Statement

How City government supports this vision

Through expertise, innovation, and strong partnerships, the City of Novi delivers exceptional services and infrastructure for today, and provides responsible stewardship and investment for generations to come.

Focus Areas

The Novi 2050 Plan includes six major focus areas that will define the community's growth and development through the year 2050:



Infrastructure and Facilities. Invest in and maintain infrastructure and facilities using technology and strategic partnerships.



Responsive and Adaptive Services. Improve engagement and analysis to strengthen the efficiency, effectiveness, and adaptability of City services.



Housing and Redevelopment. Expand and diversify housing options using new and existing redevelopment tools.



Long-Term Funding. Build long-term resiliency through a diverse mix of funding sources and efficient, agile operations.



Mobility and Transportation. Plan for walking, biking, transit, and other travel options alongside managing vehicle traffic.



Environmental Sustainability. Preserve natural systems as both community amenities and essential green infrastructure, in balance with new development.

How the plan is organized

Each focus area moves from broad to specific: what is important to the community, what that looks like in 2050, what needs to happen, and what the City will do to make it happen.

FOCUS AREA

What's important to us?

VISION

What does that look like in 2050?

GOAL

What needs to happen to achieve that vision?

STRATEGIES

What should the City do to make that happen?

NOVI PROVIDES

What the City delivers directly

NOVI PARTNERS

What requires partners

NOVI ADVOCATES

What is decided at the regional, state, or federal level



How to Use This Plan

Novi 2050 is our roadmap for the next 25 years. It says where we are headed as a community and what we will do to get there. It was built from what residents, business owners, City staff, and community representatives told us matters most.

Guidance, not regulation.

This plan guides our decisions, but does not make them. It is not a budget, it does not approve projects, and it does not change what can be built where. Those decisions are made by City Council and governed by other documents: the Master Plan for land use, zoning regulations, annual budget, and Capital Improvement Program.

What Novi 2050 does is sit above all of them and give them a common direction.

The plan is used three ways

1

Guides funding decisions

Shows which investments advance stated priorities.

2

Anchors Council goal-setting

Connects near-term goals to a long-term direction.

3

Gives a common purpose

Asks not just whether something is feasible, but whether it moves Novi toward the future the community described.

Tracking our progress.

To know whether we're succeeding in carrying out the plan, we have to measure our progress. Each focus area carries a short set of outcome measures so that residents and Council can see movement over time and understand what challenges led to setbacks.

Measuring serves two purposes. The first is simply whether the work is happening. The second, and the harder one, is whether the work is making a difference. Reporting is how we evaluate whether the work being done is contributing to the community's stated vision, which makes the plan more resilient and flexible.

Keeping the plan current.

25 years is long enough that conditions will change in ways we cannot anticipate in 2026. We wrote Novi 2050 to be revisited, not preserved. We will refresh it periodically and take a comprehensive look at it well before 2050 so we can adapt to unanticipated events and issues.

Because this plan is guidance rather than regulation, keeping it current is especially important and a matter of discipline rather than legal procedure.



FOCUS AREA 1

INFRASTRUCTURE & FACILITIES

Vision:

In 2050, Novi has seamless, reliable, efficient infrastructure and facilities supporting everyday life.

Infrastructure includes more than just roads and bridges. It includes facilities like the Civic Center and vehicle maintenance garages, the pipes that deliver water and remove wastewater, as well as parks, sports fields, and many others.



Goal:

Invest in and maintain infrastructure and facilities utilizing technology and strategic partnerships.

Novi Today

A 2026 voter approved bond issue will invest in a new public safety building and two fire stations, but additional needs are on the horizon.

FACILITIES BUILT MORE THAN 25 YEARS AGO

- Fire Station Three (1978) – Planned replacement
- Police Training Center (1980) – Planned replacement
- Fire Station Two (1981) – Planned replacement
- Fire Station One (1981) – Planned replacement
- Meadowbrook Commons (1985)
- Civic Center (1987)
- Lift Stations (1988-1993)
- Ice Arena (1998) – Planned renovations

(Note: Planned replacements and renovations are dependent upon millage renewal by voters in the November 2026 election.)

As these facilities and other infrastructure age, they will require additional maintenance and upgrades. To understand and plan for that work, the City will need to keep a close eye on how they are performing.

Novi already tracks the condition of its roads, bridges, water and sewer lines, and storm drains, and inspects them on a schedule rather than waiting for something to break. Continuing to invest in this capability will provide benefits through 2050 and beyond.

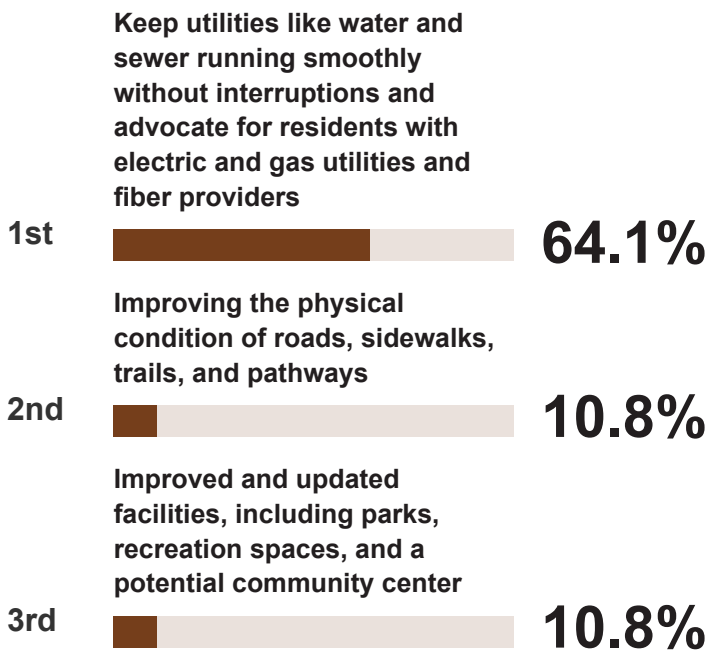
The Pressures Ahead

- **Facilities Needs.** Novi will need to plan proactively for improvements and investments for aging like the Civic Center campus. Increasing population also leads to increasing demands on City facilities.
- **Growth.** More residents and households will bring changing demands, requiring continued investment in infrastructure and City services to maintain the high level of service Novi residents expect.

From the Community – Vision Survey Responses

- “We need to ensure roads and infrastructure are not allowed to deteriorate to the point of failure. Good maintenance is essential.”
- “Planning ahead now is more cost-effective than trying to fix problems after they’ve become severe.”
- “Sound infrastructure consistently being invested in will pay off in the long run”

Top Three Infrastructure & Facilities Priorities



Top three responses from 306 respondents.



Strategies

Novi Provides

- Move to predictive modeling and a preventative maintenance program.
- Continue to seek and implement technology when it improves efficiency and effectiveness (sensors, smart systems, data-driven asset management).
- Provide training and enhanced staffing for in-house teams leading asset management modeling and technology improvements.
- Incorporate trusted and proven climate resiliency into infrastructure and facilities planning.
- Plan for replacement and major repairs for city buildings and facilities.

Novi Partners

- Partner with other agencies and communities on shared facilities, systems, and funding.
- Coordinate with outside utility providers to improve reliability and minimize service disruptions.

Novi Advocates

- Advocate for state and federal funding.

Outcome Measures

- Infrastructure systems and facilities with a preventative/predictive maintenance program.
- Resident satisfaction data (i.e. parks/facility adequacy over time).
- Number and cause of utility disruptions.

Important Note

Novi has limited control over utilities like water, electric, internet, and even some roads. Keeping these utilities operating smoothly requires strong partnerships and coordination with the County and local utility providers.



Key Themes in Action

- **Smart Infrastructure:** Making strategic investments that allow the City to better track the condition of its infrastructure and facilities will ensure projects are prioritized when they're most needed.
- **Revenue Gap:** Knowing how long facilities and infrastructure will last before they need repairs or replacement ensure money is spent on the right things. Better information may allow for overall savings since maintenance is cheaper than replacement and keeps assets working for longer.
- **Every Stage of Life:** Savings and efficiencies from improved technology can be invested elsewhere, freeing up resources for other services that residents need.



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.

For many, housing is the most personal topic in this plan. It affects people differently, with different housing needs and preferences over the lifespan: the first home a young teacher can afford, the townhome that allows a longtime resident to downsize without leaving the neighborhood, or the residents of an apartment with shops and restaurants within a short walk. Choice is necessary.

Redevelopment is how Novi makes room for those choices in a city that is nearly out of open land.

That said, the City has limited control over what gets built, where, and when. Partnerships, incentives, and regulation will be necessary to achieve the community’s vision.



Goal:

Expand and diversify the range of housing options using new and existing tools for redevelopment.

Novi Today

Novi is more than 91% built out. Providing more housing to keep up with demand and meet unique needs means upgrading existing properties and thinking more creatively about what’s already built.

Home values have more than doubled since 2014, and the city is not adding homes as quickly as it is adding people.

Most homes here are single-family houses on their own lots. There is comparatively little “missing middle” housing (i.e. duplexes, townhomes, cottage courts, and accessory units).

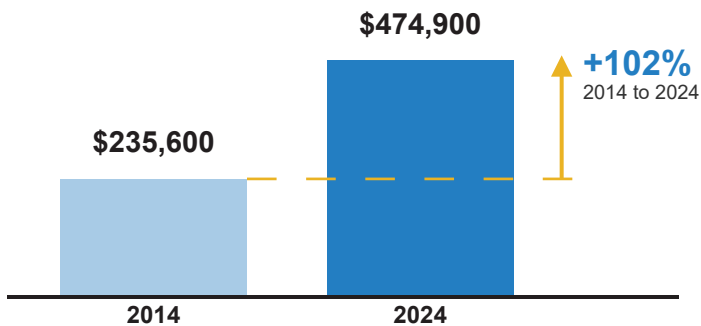
NOVI HOUSING AT A GLANCE

Owner Occupied	61%
Renter Occupied	35%
Vacant	4%
Built 2010+	19%
2000–2009	21%
1980–1999	36%
Pre-1980	24%

The Pressures Ahead

- **An older population.** Many longtime residents want to stay in Novi but not in a large house with stairs. With few places to move to, those houses stay occupied and the market does not turn over.
- **Jobs without housing.** Only a small fraction of the community both lives and works in Novi. If the people who staff the schools, hospitals, restaurants, and shops want to live in Novi, they may not find options that work for them.
- **Retail becoming neighborhoods.** Aging shopping centers are being rebuilt nationally as places to live, shop, and work. Novi will need to evaluate if that option would work in its unique market and if the new approach could help achieve its 2050 vision for Housing and Redevelopment.

MEDIAN HOME VALUE, NOVI



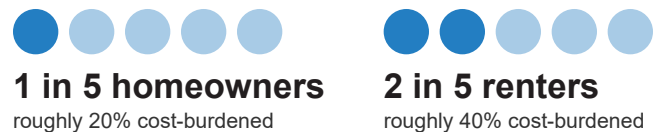
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2014 and 2024



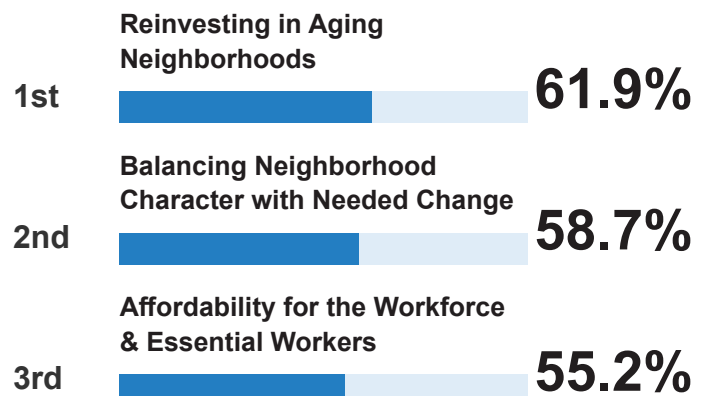
From the Community – Vision Survey Responses

- “Looking forward to seeing walkable downtown vibrant area for community connections.”
- “Novi threads the needle by adding density in exactly the right places — along corridors that are already commercial, already transitional — not the neighborhoods people are trying to protect.”
- “Starter homes that allow young families to own a house and build a family in Novi.”
- “Affordable housing for seniors that have lived here forever.”

Households spending more than 30% of income on housing



Top Three Housing & Redevelopment Priorities



Top three responses rated high/very high priority from 105 respondents.

Strategies

Novi Provides

- 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.
- Educate the public about the importance of housing mix and appropriate locations for different types.

Novi Partners

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

Novi Advocates

- Coordinate with state and federal agencies on funding for affordable and accessible housing projects.

Outcome Measures

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



Key Themes in Action

- **Redevelopment:** Because Novi is nearly built-out and has limited available land, almost all future growth will focus on redevelopment within the context of existing buildings and neighborhoods. Mixed-use redevelopment provides a unique opportunity to add desirable commercial space to residential areas and housing in places with existing retail and services.
- **Revenue Gap:** Finding new and creative ways to grow through redevelopment will provide needed revenue, which funds the infrastructure and services necessary for a changing city.
- **Every Stage of Life:** Focusing on the right mix of housing types can provide new options for aging residents, young people, and families who are currently underserved by existing housing stock.



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.

Mobility is how you get where you are going, and in Novi that usually means driving. For a growing number it also means walking to a park, biking to school, catching a bus, or calling a shuttle to reach an appointment. A mobility system works when all of those trips are possible, safe, and quick.



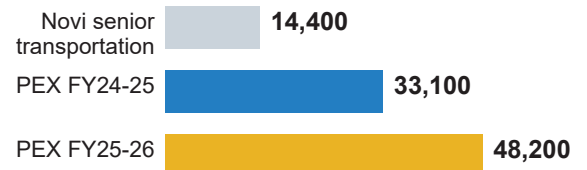
Goal:

Incorporate walking, biking, transit, and other ways of getting around into transportation planning, alongside managing vehicle traffic.

Novi Today

Novi was built for cars and moves a great many of them. Several corridors are at or over capacity at rush hour and cannot be widened. But something has shifted: regional bus service returned in 2023, and PEX demand has grown quickly, benefiting older adults and people with disabilities most.

NOVI TRANSIT RIDERSHIP



The walking and biking network has further to go. Sidewalks and safe crossings exist in pockets, with the largest gaps along the busiest roads. I-96 also splits the city with few places to cross on foot or by bike.

The Pressures Ahead

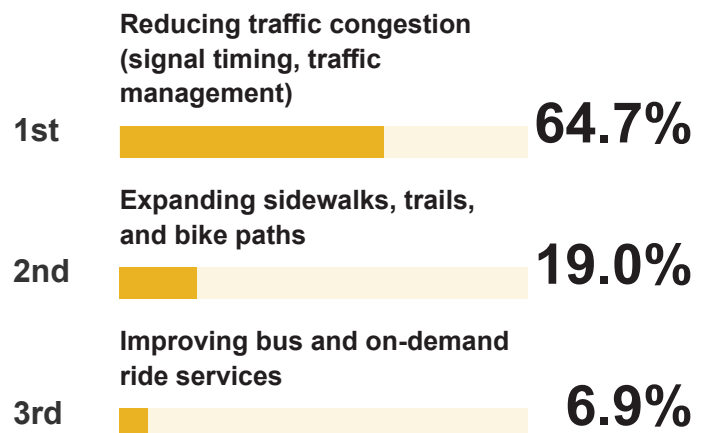
- **More traffic, same roads.** Traffic will grow and road widening is increasingly difficult, ineffective, and not always possible. Improvement has to come from signal timing, turn management, other transportation options, and better neighborhood connections.
- **An aging population.** Residents who stop driving still need the pharmacy, the library, and their friends. Mobility is the difference between staying connected and becoming isolated.
- **Technology.** Vehicles automation is coming on an unpredictable timeline. Planning only around today's technology would be short-sighted.



From the Community – Vision Survey Responses

- “Create a truly walkable, connected city.”
- “Smart traffic management.”
- “Invest early in transportation solutions, efficient infrastructure systems and intentional land use planning that reduced congestion while preserving green spaces.”
- “Make the city easier to navigate without a car. Using public transit, bike lanes, pedestrian facilities to make it viable to get around without a car.”

Top Three Mobility & Transportation Priorities



Top three responses from 306 respondents.

Novi Is a Regional Employment Hub

More people commute into Novi for work than commute out. Job counts, 2020.



Source: U.S. Census Bureau, OnTheMap Application, LEHD Origin-Destination Employment Statistics (LODES), 2020, All Workers. Inflow/Outflow Analysis, City of Novi selection area. Accessed via onthemap.ces.census.gov.

Strategies

Novi Provides

- Use technology and efficient road design to reduce congestion and improve traffic flow (access management, signal optimization, operational strategies).
- Include non-vehicle transportation in community planning and land use decisions.
- Coordinate infrastructure investments with development and redevelopment planning.
- Launch public education to encourage and increase the safe use of pedestrian and transit transportation options.
- Integrate planning efforts across land use, infrastructure, and mobility.

Novi Partners

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

Novi Advocates

- Consider additional revenue sources to fund transportation improvements.

Outcome Measures

- Annual microtransit and transit ridership.
- 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



Key Themes in Action

- **Smart Infrastructure:** Investing in technology can provide improved mobility without the need for expensive infrastructure upgrades. The goal is for residents to experience improved safety and convenience through more sophisticated and efficient transportation management.
- **Aging Population:** Improved safety and more choice in how residents get around the City is especially important for older adults. As owning and operating a private vehicle becomes more challenging, seniors will need more travel options to avoid isolation and access the services they need.
- **Every Stage of Life:** A greater focus on nonvehicle travel provides benefits to seniors, children, low-income households, and residents with disabilities or health conditions that make it difficult or impossible to drive. Having multiple safe options to get where you're going is also good for those who would rather walk, bike, or use transit, even if they're able to drive.
- **Redevelopment:** Mobility is an essential element of redevelopment. Thinking about the two together allows investments in both to go further and be more effective in accomplishing the community's vision.



FOCUS AREA 4

RESPONSIVE & ADAPTIVE SERVICES

Vision:

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

This focus area is about the everyday work of the City: the ambulance that arrives, the recreation program your child signs up for, the permit you need. It is also about whether those services will adapt to serve the community 25 years from now.



Goal:

Improve engagement and analysis to plan for and improve the efficiency, effectiveness, and adaptability of City services.

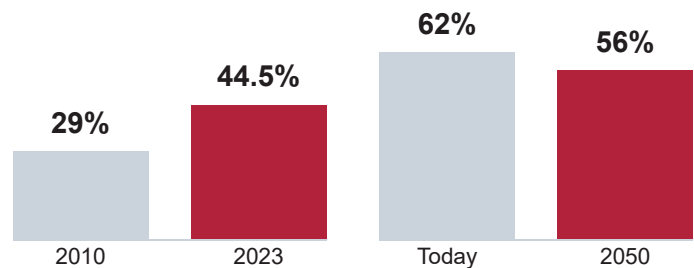
Novi Today

Novi has a strong foundation of high-quality, nationally recognized services. The Novi Police Department, Emergency Communications Center and Parks, Recreation and Cultural Services are state and/or nationally accredited, while the Fire Department and Department of Public Works are actively pursuing accreditation. The Novi Public Library is consistently identified by residents as one of the community's most valued assets. Together, these achievements reflect a longstanding commitment to professional standards, continuous improvement and exceptional service. At the same time, the community these services support continues to evolve.

Changing Demographics

Residents of color

Working-age residents
(18–64)



Programs are outgrowing the space available, and conversations about a community center have stalled over the years.

The Pressures Ahead

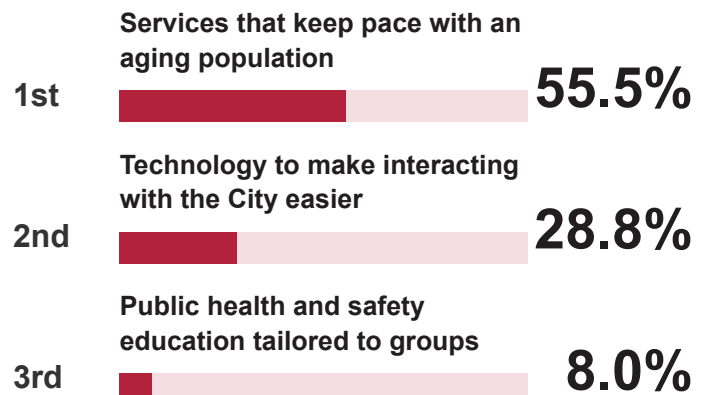
- **More older adults, fewer workers.** More demand for services, emergency medical response in particular, and a smaller pool of people to staff them.
- **Language and access.** More residents will need to reach the City in a language other than English. That matters most in emergencies, where a delay in understanding can be dangerous.
- **Staffing.** Recruiting and retaining the people who deliver City services is becoming more difficult, and the data capabilities the City already relies on are becoming central to a wider range of roles.



From the Community – Vision Survey Responses

- “Senior living potential that makes Novi a forever home.”
- “Being a community that attracts people of all ages, with great amenities that bring in visitors.”
- “I’m excited to raise my kids in a welcoming, diverse community.”
- “Through continued investment in parks, recreation and accessible programming Novi creates spaces that foster connection, support wellness and ensure every resident feels seen, valued and engaged.”

Top Three Responsive & Adaptive Services Priorities



Top three responses from 299 respondents.

NOVI POPULATION AND AGE STRUCTURE	2020	2050	CHANGE
Total population	66,243	74,081	+11.8%
Residents age 65–84	7,976	9,454	+18.5%
Residents age 85+	2,207	4,871	+120.7%
Total residents age 65+	10,183	14,325	+40.7%
Share of population age 65+	15.4%	19.3%	+3.9 pts
Share of population age 18–64	61.4%	56.2%	-5.2 pts

Source: SEMCOG, 2050 Regional Development Forecast (adopted February 2023), community-level dataset, City of Novi, base year 2020. Age 65+ totals, percentage shares, and change figures calculated by Shockey Consulting from published SEMCOG age-cohort counts.

Strategies

Novi Provides

- Make strategic investments in facilities and technology to ensure services are responsive to changing needs.
- Explore ways to further integrate universal design and accessibility into project decisions, design guidelines, service delivery, and facility improvements.
- Improve communication, outreach, and accessibility for non-English speakers.
- Recruit, develop, and retain the talent needed to serve a changing community.
- Build data analysis capacity through technology to monitor changing resident needs, including benchmarking against comparable municipalities.
- Continue to leverage translation and multilingual access for City 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).

Novi Partners

- 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

- 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.



Key Themes in Action

- **Revenue Gap:** A greater focus on understanding and adapting to Novi's changing needs allows money to be spent on the right things that will have the greatest impact. Novi's taxpayers expect efficiency in spending their tax dollars and these changes allow that money to go further in ways that they'll see and benefit from.
- **Every Stage of Life:** Each Novi resident has unique needs based on their age, stage of life, income, career, background, and a wide range of other characteristics. Continuing efforts to understand and adapt to those needs will ensure that the services Novi provides are useful to residents as much as possible.
- **Aging Population:** With a growing number of older residents, Novi's services will have to change over time. Some programs will need to be expanded, while others will need to be scaled back or adapted to meet these needs.



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.

The recommendations in this plan will require thoughtful investment and long-term financial planning. While this focus area may be less visible than others, it provides the financial foundation needed to advance Novi's priorities and sustain the high-quality services residents value.

None of this means Novi is in trouble today. Industrial and retail space is nearly fully leased, more than 130 foreign-owned businesses operate here, and the City's position is sound due to our intentional planning and balancing housing with commercial and industrial development. The question is whether today's funding structure can carry another 25 years.

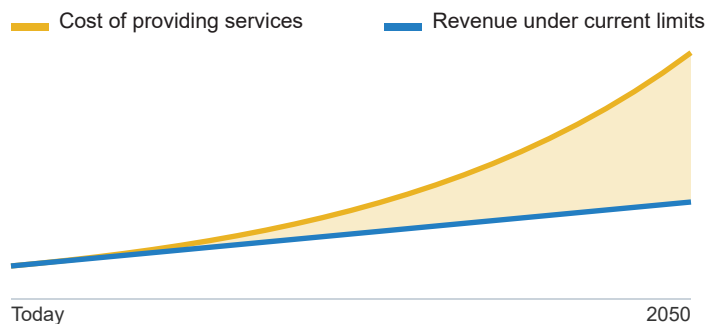
Goal:

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

Novi Today

For decades the model was straightforward. New development arrived, the tax base grew, and that growth helped pay for services. At roughly 91% built out, that model is running out. Meanwhile state law limits how quickly the City's tax revenue can grow through provisions like Proposition A and the Headlee Amendment. Impacts of inflation mean costs will continue rising regardless of these constraints.

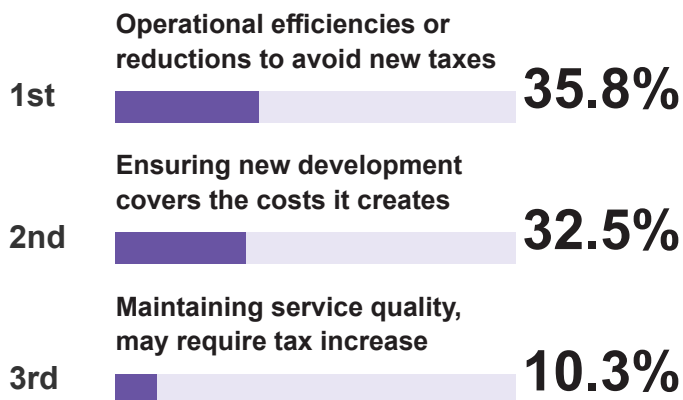
Why the gap widens on its own



The Pressures Ahead

- **Renewals and replacements.** The Capital Improvement Program Millage reaches the end of its term, and several aging public buildings need replacing.
- **A changing economy.** Novi's economy is closely tied to both the automotive and technology economies, which are being reshaped by rapid developments in technology like AI and autonomous vehicles.

Top Three Long-Term Funding Priorities



Top three responses from 302 respondents.

From the Community – Vision Survey Responses

- *“Maintain strong financials. Strong oversight to spend wisely.”*
- *“Making sure City services can keep up as the population grows and ages.”*
- *“Sound infrastructure consistently being invested in, year after year. That investment will pay off in the long run.”*
- *“Keeping the tax base low so that people do not want to move.”*



Strategies

Novi Provides

- Recover the costs of new development and quantifiable services (e.g. building inspections).
- Create an innovative, reliable, resilient mix of funding streams.
- Use fiscal impact modeling to plan for the future and ensure long-term financial resiliency.
- Consider debt-issuance for long-lifespan infrastructure, facilities, and equipment to ensure assets are funded by those that benefit from them.
- 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 pros and cons of fees, taxes, and debt as distinct funding sources, and the benefits received for services and tax dollars.
- Use public works and emergency services site inspections to improve community risk-reduction and public education.

Novi Partners

- Collaborate with regional partners to build upon and retain Novi's innovative technology sector.

Novi Advocates

- Advocate for changes to state and federal 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.
- 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.



Key Themes in Action

- **Revenue Gap:** With slowing revenue growth and new expenditure needs growing, Novi will have to think more creatively about how to fund the infrastructure and services it provides. Continuing to provide the level of excellence Novi residents expect will require alternative funding mechanisms, cost-sharing with regional partners, and better analysis to find efficiencies.
- **Smart Infrastructure:** Investing now in technology and fiscal analysis capacity will provide much better information to make funding decisions. Novi can improve efficiency and plan ahead by understanding cost-drivers and long-term trends.



FOCUS AREA 6

ENVIRONMENTAL SUSTAINABILITY

Vision:

In 2050, Novi has thriving woodlands and wetlands, protected natural spaces, and practices that integrate sustainability into City operations.

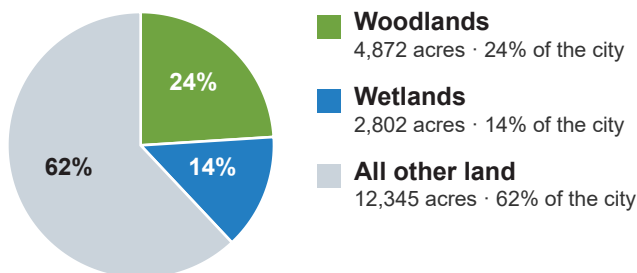
Goal:

Preserve natural systems as both community amenities and essential green infrastructure, in balance with the need for new and redeveloped spaces.

Novi's wetlands and woodlands are not just scenery. Wetlands hold and filter stormwater that would otherwise end up in streets and basements and tree canopy cools neighborhoods through the summer. This focus area treats them as essential infrastructure, because that is what they are.

More Than a Third of Novi Is Woodland or Wetland

Share of the city's 20,019 acres



7,674 acres of woodland and wetland, 38% of Novi

Source: Oakland County Economic Development, Composite Master Plan Statistic

Novi Today

Novi has natural areas and wetland areas throughout the city, woven between neighborhoods rather than pushed to the edges. City-owned land accounts for only a portion of these areas so the City will have to work with landowners and developers to ensure proper protection.

Nearly 12% of Novi's land, about 2,324 acres, is designated for recreation and conservation. Three large wetland areas and two stretches of woodland run through the city, woven between neighborhoods rather than pushed to the edges. The City owns six undeveloped conservation properties totaling roughly 370 acres, including more than a hundred acres each at Garfield Road and the Novi Core Habitat.

An Environmental Sustainability Committee was created in 2024, but a citywide sustainability plan has not yet been written and the work is spread across departments.

A Shifting Climate

6 → 27–37

today → by 2050

days above 90°F each year

52 → 24–29

today → by 2050

days below freezing each year

+37–46%

projected increase

days with more than 2 inches of rain

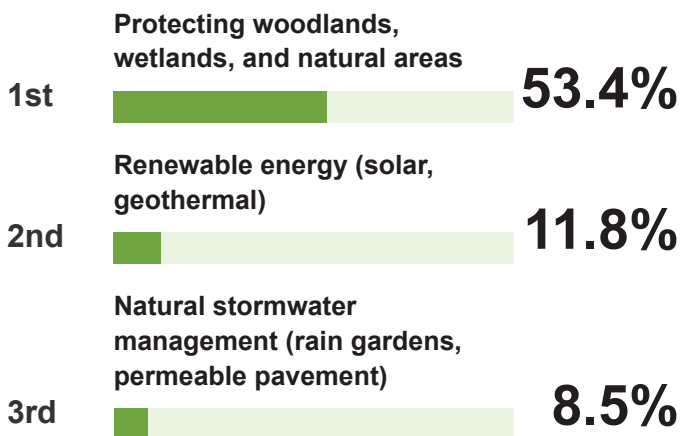
The Pressures Ahead

- **Shifting Climate.** More intense storms send more water into wetlands and stormwater systems sized for a milder pattern, making natural storage both more valuable and more vulnerable.
- **Invasive species.** Warmer, wetter conditions can favor invasive plants that crowd out native ones. Phragmites and garlic mustard are already established in Novi's parks and woodlands. The City removes them project by project, coordinated across four departments and with regional partners, but without a dedicated funding stream behind the work.

From the Community – Vision Survey Responses

- *"Respecting green spaces / woodlands / wetlands."*
- *"We need a balance between city growth and nature."*
- *"Preserving green spaces and the wide array of wildlife."*
- *"Focusing on environmental sustainability is my primary hope for the future of Novi."*

Top Three Environmental Sustainability Priorities



Top three responses from 305 respondents.



Strategies

Novi Provides

- Create an Environmental Sustainability Action Plan to establish a unified sustainability framework.
- Create sustainability guidance for development and redevelopment proposals and evaluate incorporating green infrastructure into City capital projects.
- Consider a dedicated program and funding mechanism for ecological stewardship across City-owned natural areas, conservation lands, and parks.
- Prioritize trail system improvements and expansions that provide more access to parks and natural areas.

Novi Partners

- Work with regional and state agencies to align City sustainability goals with the Oakland County Sustainability Plan and state policy/funding requirements.
- Collaborate with other municipalities and regional conservation organizations to coordinate environmental protection, invasive species management, and stormwater initiatives that cross jurisdictional boundaries.
- Leverage state and federal grant programs to fund natural area acquisition, ecological stewardship, and green infrastructure projects.

Novi Advocates

- Ensure the City of Novi has a voice in conversations about state-level environmental policy and regulations.

Outcome Measures

- Total acres of wetland and woodland within City limits, including:
 - Percentage protected and/or publicly owned
 - Percentage accessible to the public through trails and walkways
 - Percentage with basic management plans
- Percentage of new development and redevelopment projects incorporating green infrastructure elements
- Number of City capital projects incorporating green infrastructure
- Outside funding acquired for sustainability projects and initiatives



Key Themes in Action

- **Every Stage of Life:** Ensuring that Novi in 2050 works for all people includes protecting its natural spaces for the benefit of future generations. Residents want woodlands and wetlands to be thriving and available for today's children as they grow up and start raising children of their own.
- **Redevelopment:** Because the City is nearly out of open space, protecting what's still here is vital. The protection of natural resources essential for Novi in 2050 and increasing pressure on available land makes it all the more urgent.

NOVI 2050

SHAPING TOMORROW, TOGETHER



cityofnovi.org