



LONG-RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

August 17, 2026 | 5:30 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

[July](#) 20, 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
July 20, 2026, 5:30 p.m.
Mayor's Conference Room | Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER: 5:33 p.m.

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

PRESENT: Mayor Pro Tem Casey, Council Member Smith
** Council Member Gurumurthy arrived at 5:49 p.m.

STAFF LIAISON: Danielle Mahoney, Assistant City Manager

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

APPROVAL OF AGENDA

Motion: Smith; Seconded: Casey; Approved: 2:0

APPROVAL OF MINUTES – June 23, 2026

Motion: Smith; Seconded: Casey; Approved: 2:0

PURPOSE OF THE MEETING

1. June 2026 Visit Summary

Material pertaining to the in-person visit by Shockey Consulting in June 2026, and activities associated with the visit, was received and reviewed by Committee members but not discussed during the course of the meeting.

2. July 2026 Briefing and Novi 2050 Draft Plan Framework

Mayor Pro Tem Casey welcomed Mr. Mayfield and asked that he proceed with sharing the prepared slide deck and materials.

Mr. Mayfield started, as usual, by reviewing where we currently are in the process of the Long-Range Strategic Plan process. He then reviewed the current engagement numbers across questionnaires and events. Mayor Pro Tem Casey asked if he had results from the current live survey and Mr. Mayfield responded that he had slides both regarding small updates to the Vision Survey as well as the topic surveys. He also confirmed that he would provide deeper survey data to Assistant City Manager Mahoney today so that she can share it further with the Committee. For the Topic Survey #1 on Community Identity and Housing there were 93 usable responses received, so far Managing Growth was identified as the most urgent priority at 57.1%

and highest rates housing priorities were tied for Workforce Affordability and Reinvesting in Aging Neighborhoods at 29%.

Mr. Mayfield then proceeded to share the Draft Vision Statement and ask the Committee for feedback. Mayor Pro Tem Casey stated that she thinks the overall themes and ideas are correct but that she had some wordsmithing/tweaks to the exact language. Councilmember Gurumurthy noted that, like the Sounding Board had previously discussed, that the Vision Statement seemed a bit generic and could be used for various similar Cities, she wondered if there was a way it could be made more specific to Novi.

The group then reviewed the Mission Statements and Individual Goals at Mr. Mayfield's suggestion that those may feel more specific and "visionary". Mayor Pro Tem said that she liked elements of all three of the draft statements and suggested possible ways to incorporate all of those elements. Councilmember Smith noted that he think that it should include something about environmental stewardship as well. Following some further discussion about specific language/word choice Ms. Mahoney said that she agreed we could work some more on wordsmithing and hitting with stronger, more intentional verbs in the statement. Mayor Pro Tem Casey suggested that they might also consider getting feedback from the rest of the City Council following Ms. Mahoney's presentation to them on Monday 7/27. This is the point when they want to start broadly bringing in their colleagues for input to ensure that they have buy-in across Council.

Mr. Mayfield then moved on to the suggested focus areas, each of which contained suggestions for "Provide, Partner, and Advocate" strategies. These areas were:

1. Infrastructure and Facilities
2. Housing & Redevelopment
3. Mobility & Transportation
4. Responsive and Anticipatory Services
5. Long-Term Funding

Following some discussion on each of the focus areas, Mayor Pro Tem Casey stated that she thinks that we need a 6th focus area related to our long-range environmental goals. Councilmember Gurumurthy briefly pointed out that in the Vision Statement we called out businesses but that didn't show up elsewhere in the strategics or themes. Mayor Pro Tem agreed and said it should be worked in elsewhere. Mayor Pro Tem also noted that she doesn't see much of the work that staff and Council had previously done with futurist Rebecca Ryan and that she hopes to see it incorporated in the Plan, perhaps in an introduction or section on trends. Mr. Mayfield said that is will be in the process portion and that trends will also be identified in each section with definitions, data points, etc. Mayor Pro Tem was glad to hear this but noted she would also like to see it in the strategies.

Mr. Mayfield said that our next steps will be building out the full draft with an anticipated September reading and October adoption of the finalized plan.

AUDIENCE COMMENTS: None

ADJOURNMENT: 7:35 p.m.

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

Workshop — Draft Plan Review

DATE

Monday, August 17, 2026

TIME

5:30-7:30pm ET

LOCATION

Mayor's Conference Room

PURPOSE

This session moves the process from goal-setting into plan review. The draft framework is now complete across all six focus areas, and the community sees it for the first time the following evening. Tonight's work is editorial and directional: confirm the vision and mission statements, and check that the structure and tone of the plan hold together before it goes public.

AGENDA

1. Welcome & Meeting Objectives

How to read the draft framework, and tonight's single job: clarity, tone, and structure rather than adding new content.

2. Vision & Mission Review

The committee reads the draft vision and mission aloud and reacts to them. The guiding question is whether this sounds like Novi and nowhere else. Wording preferences are captured live in the document.

3. Focus Area Walk-Through

A review of all six focus areas. For each, the committee considers whether the goal is clear, whether the tone is right, and whether a resident or council member would be confused by any of it. Discussion is by exception rather than line by line.

4. Structure Check

Confirmation that the plan's skeleton holds: focus area, goal, strategies grouped as Provide, Partner, and Advocate, and outcome measures.

5. Next Steps & Adjourn

Confirm what changes before tomorrow's community preview, and preview the September workshop and October adoption.

PREPARATION FOR COMMITTEE MEMBERS

The draft framework is distributed ahead of the Committee meeting. Committee members are asked to mark up their own copy in advance and come ready to react and discuss. Three questions to hold while reading: Does the draft plan feel specific to Novi? What language needs clarification? What would you have to explain to a resident?

Focus Area 6, Environmental Sustainability, is the most recently drafted and will benefit from the closest reading.

NOVI 2050

SHAPING TOMORROW, TOGETHER

Strategic Plan

ADOPTED OCTOBER, 2026

FULL DRAFT — 10 AUGUST 2026

PLAN OVERVIEW

A Message from the Long-Range Strategic Planning Committee

On behalf of the Long-Range Strategic Planning Committee, we are proud to share Novi 2050, our community's roadmap for the next twenty-five years.

This work did not start from a blank page. Novi had already begun thinking in long horizons through the foresight and trends work led by Rebecca Ryan, and City Council had made the creation of a community strategic plan a formal goal. What this process added was a question, asked of the whole community: who will Novi's people be in 2050, and what will they need from their community?

Answering it required more than a committee working on its own. Over the past year, we listened. We heard from hundreds of residents through surveys, workshops, and pop-up conversations at community events. We heard from City staff who keep Novi running every day. We heard from a Sounding Board of community voices who challenged our thinking and sharpened our priorities.

What emerged is a plan organized around 6 focus areas: Infrastructure and Facilities, Housing and Redevelopment, Mobility and Transportation, Responsive and Adaptive Services, Long-Term Funding, and Environmental Sustainability.

Each was shaped by what residents told us matters most. Woven through every chapter are the themes that define daily life here: our community's identity and changing demographics, the public safety and emergency services residents count on, and the parks, recreation, arts, and cultural life that bring us together.

We will not pretend this process is finished. A twenty-five-year plan is, by its nature, a living document, one that will be tested against changing conditions, new leadership, and the everyday realities of running a growing city. What we can promise is that this plan reflects careful listening, honest tradeoffs, and a shared commitment to a Novi that works for every stage of life.

We thank every resident, business owner, City staff member, and fellow committee member who gave their time to this process. Novi 2050 belongs to all of you.

The Novi 2050 Long-Range Strategic Planning Committee

Laura Marie Casey, Mayor Pro Tem

Priya Gurumurthy, Council Member

Brian Smith, Council Member

PLAN OVERVIEW

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 (also Long-Range Strategic Planning Committee Chair)
- Priya Gurumurthy, Council Member
- Matt Heintz, Council Member
- Aaron Martinez, Council Member
- Brian Smith, Council Member
- Dave Staudt, Council Member

Long-Range Strategic Planning Committee (LRSPC)

The LRSPC 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
- Priya Gurumurthy, Council Member
- Brian Smith, Council Member

Staff Leadership Team (SLT)

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 (Lead)
- Kate Oppermann, City Manager's Office
- Jeanette Handy, Community Relations
- Andy Copeland, Fire Department
- Kamry Smith, Human Resources
- Kit Kieser, Parks
- Robert (Bob) Manar, Police Department
- Kate Purpura, Public Works

Sounding Board

Twenty-nine 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 representatives from major employers, community groups, and individuals with deep background on the City and its day to day operations.

Shockey Consulting Project Team

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

Executive Summary

PLACEHOLDER

PLAN OVERVIEW

Mission & Vision

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

By 2050, Novi is:

- *Welcoming to people of all cultures, ages, and abilities, where every resident feels a lasting sense of belonging.*
- *Protecting and investing in its neighborhoods, parks, and natural spaces, balancing cherished community character with thoughtful growth.*
- *Advancing responsive, innovative government that attracts and retains businesses and talent.*
- *Purposefully designed to meet residents' evolving needs, now and for generations to come.*

Mission Statement

Through partnerships, innovation, and expertise, the City of Novi provides sound fiscal stewardship and delivers infrastructure, housing, environmental, and transportation systems that serve the community's evolving needs.

Vision	Where the community wants Novi to be in 2050.
Mission	How City government will support that vision.
Focus Areas	The six subjects where sustained effort will matter most.
Goals	What the City is working toward in each focus area.
Strategies*	How the City will get there, grouped by Provide, Partner, and Advocate.
Outcome Measures	The data used to judge whether a goal is being met.

*The Provide, Partner, and Advocate grouping is deliberate. It is honest about where progress depends on others: what the City delivers directly, what requires partners, and what is decided at the regional, state, or federal level.

PLAN OVERVIEW

What's in This Plan

A strategic plan is a shared statement of a community's desired future and its priorities. Novi 2050 establishes the community's long-term vision and sets goals that will direct work toward that vision.

The strategic plan is not a regulatory document. It pulls from Novi's 2025 Master Plan, which governs land use and physical development, along with elements from other adopted plans. It considers the full range of City services and how it can be put into action.

The plan is used three ways



Six focus areas, and the themes that run through all of them

This plan is organized around six focus areas, each with its own goal, strategies, and outcome measures. But some subjects surfaced in nearly every conversation and are woven throughout the plan, including:

- **Community identity and changing demographics** touch everything, because who Novi serves is changing faster than most of its neighbors.
- **Public safety and emergency services** appear wherever the plan discusses growth, aging, or climate, because those pressures land first on the people who respond.
- **Parks, recreation, arts, and cultural assets** are considered as the places where community life actually happens, valued as much for connection as for recreation.

PLAN OVERVIEW

How This Plan Was Built

Novi 2050 was built over nearly one year, in five phases. Each round of work tested by staff for operational feasibility and by residents for lived experience.

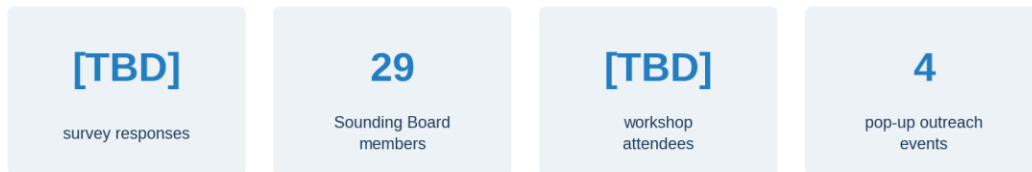


The plan was built on long-term strategic work Novi had already started. Futurist Rebecca Ryan led trends and foresight work in 2025, and the City Council made a community strategic plan a formal goal.

PLAN OVERVIEW

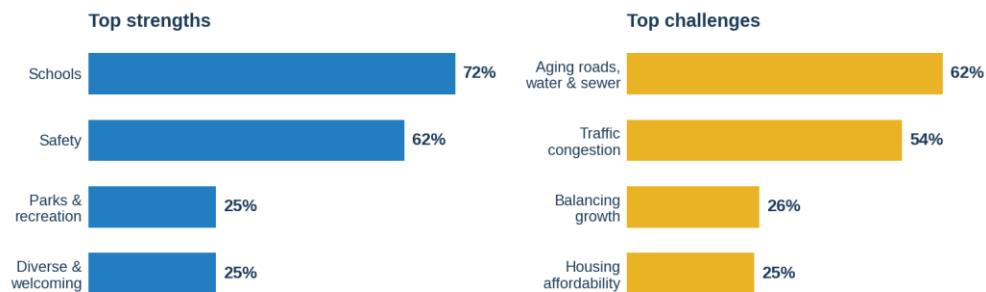
What We Heard

Engagement at a Glance



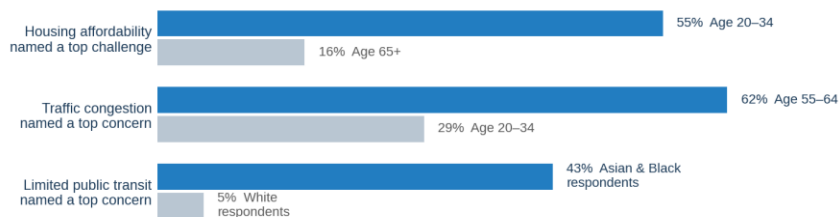
PLACEHOLDER: final survey response and workshop attendance counts to be inserted once the August sessions close.

Residents were consistent about what they value and clear about what worries them.



Where residents disagreed

The sharpest differences were not between neighborhoods. They were between generations and backgrounds, and they show up in nearly every focus area of this plan.



PLAN OVERVIEW

Novi at a Turning Point

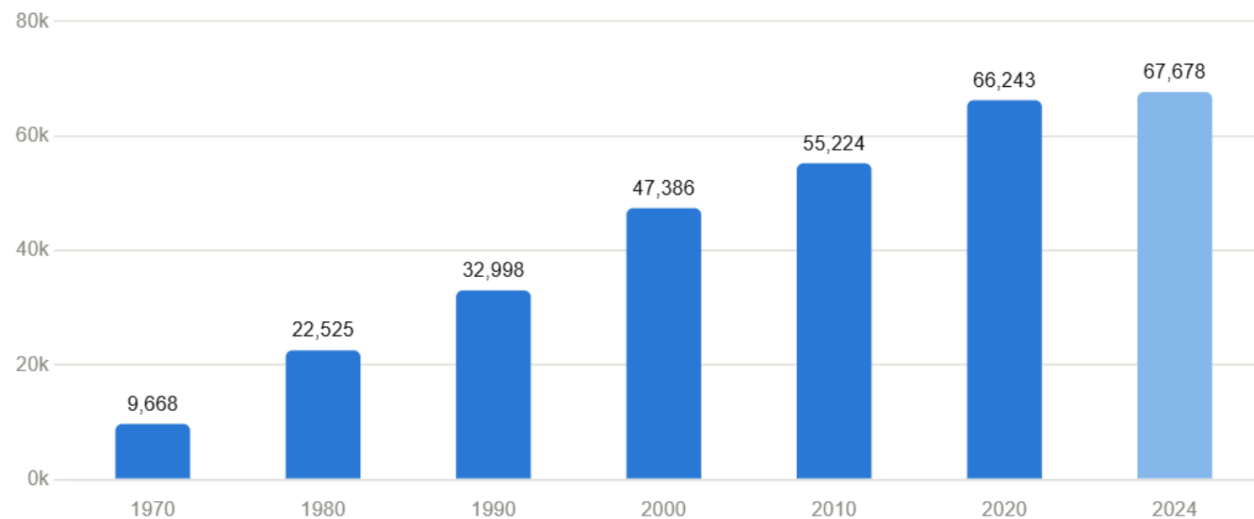
Novi is about 91 percent built out. This fact underpins nearly every page of this plan.

For fifty years Novi grew outward. Open land became subdivisions, corridors, and shopping centers, and each new development widened the tax base that paid for the services residents expected. That era is ending.

Novi population growth, 1970 to 2024

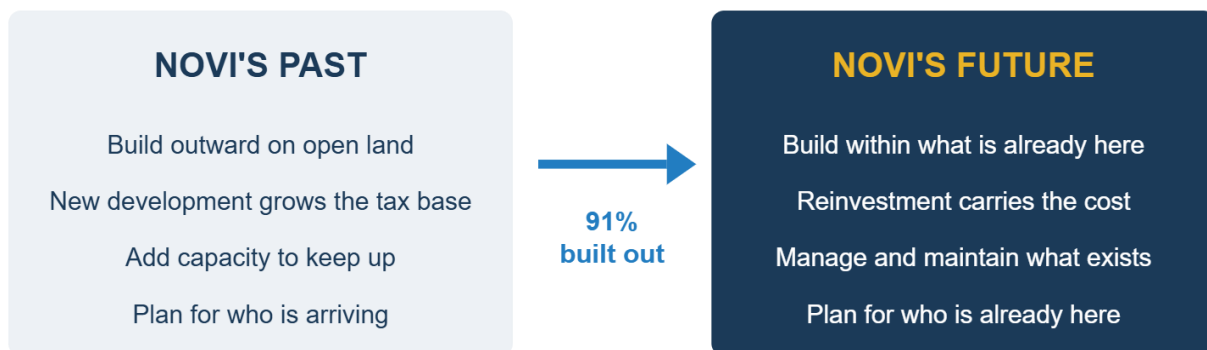
Population has grown roughly seven-fold in five decades

■ Decennial Census count ■ 2024 ACS estimate



Source: U.S. Census Bureau, Decennial Census 1970 to 2020, per MasterPlan_Data_DEMOGRAPHICS_2026_0228.xlsx, "Population and Growth" sheet. 2024 figure is an American Community Survey estimate per Novi2050_CurrentSnapshot_14pt_min.pdf. Percentage change values calculated by Claude from the census counts shown.

Novi is not running out of opportunity, but it is running out of empty ground.



That is the story of this plan. It is why Novi must be strategic, looking 25 years into the future and ensuring that decisions made today have lasting benefits for tomorrow.

FOCUS AREA 1

INFRASTRUCTURE AND FACILITIES

Vision:

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

Goal:

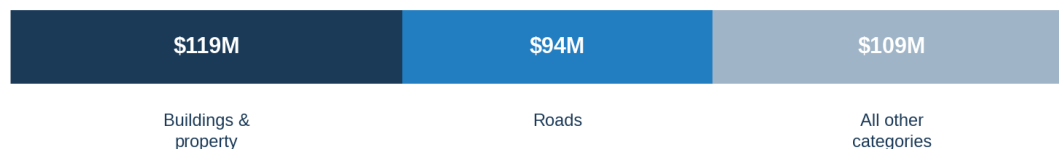
Invest in and maintain infrastructure utilizing technology and strategic partnerships.

The City's infrastructure - its roads, water systems, utilities, and public facilities - forms the invisible backbone of daily life. Residents most likely only think about infrastructure when asking: does it work when I need it?

Novi Today

The City 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.

\$322 million across 124 capital projects, next six years



Several City buildings are nearing the end of their useful lives. A 2026 voter approved bond issue will invest in a new public safety building and two fire stations. Much of the remaining work depends on the capital improvement millage, which will be collected for the last time in July 2026. A renewal goes before voters in November 2026.

The Pressures Ahead

- **The weather.** Days above 90 degrees could rise from six a year to roughly thirty by 2050, and heavy rain is becoming more common. Roads, bridges, and culverts face rising flood risk.
- **Growth.** More residents and households mean more demand on the same pipes, roads, and public works staff.
- **People and technology.** Skilled trades positions are hard to fill, and managing infrastructure increasingly depends on sensors and data. New skills to hire for, new systems to keep secure.

What We Heard

- Aging roads, water, sewer, and drainage were named the top challenge facing Novi
- Residents want infrastructure they never have to think about.
- Good infrastructure is invisible when it works, which is exactly why it is easy to underfund.

FOCUS AREA 1 — INFRASTRUCTURE AND FACILITIES

Strategies

Provide

- Move to predictive infrastructure modeling and a preventative maintenance program.
- Implement technology when it improves efficiency and effectiveness (sensors, smart systems, data-driven asset management).
- Provide training and enhanced staffing for in-house teams leading infrastructure modeling and technology improvements.
- Incorporate climate resiliency into infrastructure planning.

Partner

- Partner with other agencies and communities on shared infrastructure solutions.
- Coordinate with outside utility providers to improve reliability and minimize service disruptions.

Advocate

- Advocate for state and federal resources.

Outcome Measures

- Percentage of infrastructure systems/assets under a preventative/predictive maintenance program vs. reactive repair
- Number of stormwater capital projects meeting updated climate-informed design standards per year.
- Resident satisfaction data (i.e. parks/facility adequacy over time).

FOCUS AREA 2

HOUSING AND REDEVELOPMENT

Vision:

In 2050, Novi has a wide range of attractive, affordable, and accessible housing that supports the community's evolving needs.

Goal:

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

For many, housing is the most personal topic in this plan. It is the first home a young teacher can afford. The smaller place a longtime resident can move into without leaving the neighborhood. The apartment above a storefront near where someone works. Redevelopment is how Novi makes room for those choices in a city nearly out of open land.

Novi Today

Novi is more than 91 percent built out, so nearly everything built from here forward goes on land that already has something on it. Home values have more than doubled since 2014, and the city is not adding homes as quickly as it is adding people.

Households spending more than 30% of income on housing



1 in 5 homeowners

roughly 20% cost-burdened



2 in 5 renters

roughly 40% cost-burdened

Most homes here are single-family houses on their own lots. There is comparatively little of what planners call missing middle: duplexes, townhomes, cottage courts, and accessory units.

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 people who work in Novi live here. If the people who staff the schools, hospitals, restaurants, and shops cannot afford Novi, they keep driving in from somewhere else.
- **Retail becoming neighborhoods.** Aging shopping centers are being rebuilt nationally as places to live, shop, and work. Whether that becomes Novi's repeatable approach or stays a series of one-off projects is still an open choice.

What We Heard

- Housing produced the sharpest disagreement of the process. Older participants often said they did not see an affordability problem; younger residents and business owners said it was a major one.
- Many of the same people who asked for a more walkable Novi also opposed the density walkability requires.
- No version of this satisfies everyone. The plan can name the tradeoffs plainly, and be honest that leaving things unchanged is also a decision.

FOCUS AREA 2 — HOUSING AND REDEVELOPMENT

Strategies

Provide

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

Partner

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

Advocate

- Coordinate with state and federal agencies that regulate housing, economic incentives, land use, and local control.

Outcome Measures

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

FOCUS AREA 3

MOBILITY AND TRANSPORTATION

Vision:

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

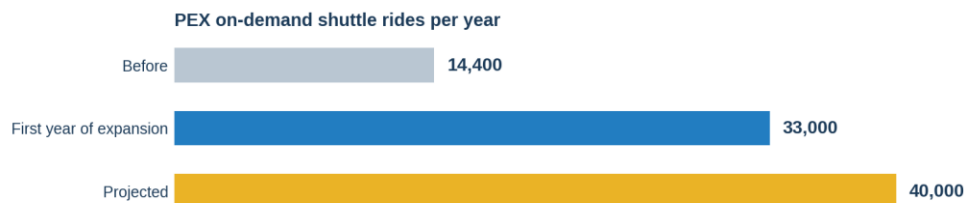
Goal:

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

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. The system works when all of those trips are possible, safe, and quick.

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 the PEX on-demand shuttle has grown quickly, benefiting older adults and people with disabilities most.



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 widening is off the table. Improvement has to come from signal timing, turn management, 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 isolated.
- **Technology.** Vehicles are electrifying and automation is coming on an unpredictable timeline. Planning only around today's technology would be short-sighted.

What We Heard

- Managing congestion drew more agreement than any other issue raised in this process, across ages and sessions.
- Residents want real choices: to walk, bike, ride, or drive, and have each work.
- Transit has not always been usable here, with infrequent service and stops without sidewalks. The momentum is real but new, and residents want it built on.

FOCUS AREA 3 — MOBILITY AND TRANSPORTATION

Strategies

Provide

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

Partner

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

Advocate

- Consider additional revenue sources to fund transportation improvements (requires policy adoption and, potentially, state enabling authority).

Outcome Measures

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

FOCUS AREA 4

RESPONSIVE AND ADAPTIVE SERVICES

Vision:

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

Goal:

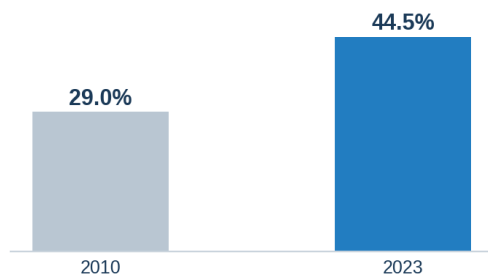
Improve engagement and analysis to improve the efficiency, effectiveness, and adaptability of City services.

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 still fit the community twenty-five years from now.

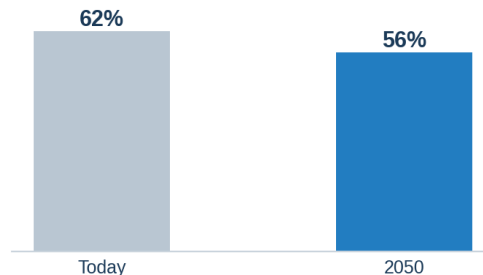
Novi Today

Novi's services are well regarded. Parks and recreation is nationally accredited, public safety rates highly, and the library is named again and again as one of the best things about living here. But the community those services were designed around is changing quickly.

Residents of color



Working-age residents (18–64)



19%

of Novi residents are projected to be age 65 or older by 2050

Some of the buildings behind those services are stretched. 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 local pool of people to provide 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.** Hiring and keeping the people who deliver services is getting harder, and the skills the City needs are shifting toward working with data.

What We Heard

- Plan for people's whole lives, not one stage. Residents kept asking whether someone could live here at twenty-five, forty-five, and eighty-five and get what they need at each.
- Residents want more opportunities to meet neighbors across generations and cultures.
- Services should be judged by whether they reach everyone, not by whether they exist.

FOCUS AREA 4 — RESPONSIVE AND ADAPTIVE SERVICES

Strategies

Provide

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

Partner

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

Outcome Measures

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

FOCUS AREA 5

LONG-TERM FUNDING

Vision:

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

Goal:

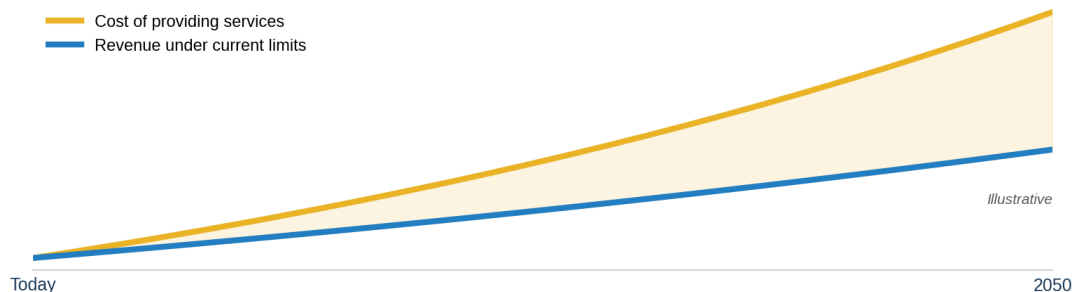
Build long-term resiliency through a diverse mix of funding sources and operations that prioritize efficiency and organizational agility.

The recommendations in this plan cost money. This focus area is about where that money comes from. It is the least visible part of the plan and the part that determines whether the rest of it happens.

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 percent built out, that model is running out. Meanwhile state law limits how quickly the City's tax revenue can grow, no matter what property is worth. Costs follow no such rule.

Why the gap widens on its own



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. The question is whether today's funding structure can carry another twenty-five years.

The Pressures Ahead

- **Renewals and replacements.** The infrastructure millage reaches the end of its term, and several aging public buildings need replacing. Neither is optional.
- **A changing economy.** Novi's economy is closely tied to an auto industry being reshaped by electric and software-driven products, and regional growth is expected to trail the national average.
- **A smaller working-age share.** Fewer working-age residents affects the earning and spending that support the local economy, just as demand for services rises.

What We Heard

- Funding stays abstract until a service is cut. Residents thought about it least; City leadership thought about it most.
- City leadership asked that this plan anchor the budget and Council goal-setting.
- Residents asked for something specific and reasonable in return: show us what we get for what we pay.

FOCUS AREA 5 — LONG-TERM FUNDING

Strategies

Provide

- Capture the cost of providing services to ensure adequate cost recovery.
- Create an innovative, reliable, resilient mix of funding streams.
- Use fiscal impact modeling as a way to plan for the future and ensure long-term financial resiliency.
- Finance 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 as a way to improve community risk-reduction and public education.

Partner

- Collaborate with regional partners (e.g. Detroit Regional Partnership, Oakland County, Michigan Economic Development Corporation) to build upon and retain Novi's innovative technology sector.

Advocate

- 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 (baseline from City ACFR).
- Share of property tax revenue by land-use type (Commercial, Residential, Mixed-use, Industrial).
- Resident satisfaction with value of services for taxes paid.
- Cost-recovery ratio for fee-based services.
- Number of development decisions and fee changes informed by a formal fiscal-impact analysis.

FOCUS AREA 6

ENVIRONMENTAL SUSTAINABILITY

Vision:

In 2050, Novi has thriving wetlands that absorb and treat heavy rains, protected natural spaces that provide vital habitat for wildlife, and connections that allow the community to enjoy these areas.

Goal:

Preserve natural systems (wetlands, woodlands, tree canopy, green corridors, and open spaces) as both community amenities and essential green infrastructure, in balance with the need for new development.

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

Novi Today

Novi has more natural land than most communities its size in Oakland County. 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, including more than a hundred acres each at Garfield Road and the Novi Core Habitat.

Coordination is newer than the assets. 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.

The Pressures Ahead

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

- **Heavier rain.** 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 favor species that crowd out native ones. Frogbit clogs waterways, stiltgrass takes over the forest floor, and crayfish disrupt drainage. There is no dedicated funding for managing them.
- **State direction.** Michigan has committed to carbon neutrality by 2050, which reshapes rules over time and shapes which projects the state helps pay for.

What We Heard

- Residents raised wetlands and green space protection on their own, without being prompted.
- Concern is often tied to development approvals people have watched at Council meetings.
- Natural areas are valued as amenities and as working systems, and residents want both roles protected.

FOCUS AREA 6 — ENVIRONMENTAL SUSTAINABILITY

Strategies

Provide

- Consider the creation of an Environmental Sustainability Action Plan to establish a unified sustainability framework.
- Evaluate incorporating green infrastructure into City capital projects and creating sustainability guidance for development and redevelopment proposals.
- 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.

Partner

- Work with regional and state agencies to align City sustainability goals with the Oakland County Sustainability Plan and state policy/funding requirements.
- Collaborate with Oakland County, the Alliance for the Rouge, and regional conservation organizations to coordinate wetland protection, invasive species management, and stormwater initiatives that cross jurisdictional boundaries.
- Leverage state and federal grant programs (e.g. the Michigan Natural Resources Trust Fund, Invasive Species Grant Program, and Wildlife Habitat Grant Program) to fund natural area acquisition, ecological stewardship, and green infrastructure projects.

Advocate

- Coordinate with state agencies to ensure environmental regulations address Novi's unique needs and limitations.

Outcome Measures

- Total acres of wetland and woodland within City limits (including percentage protected and/or publicly owned)
- Percentage of new development and redevelopment projects incorporating green infrastructure elements
- Number of City capital projects incorporating green infrastructure
- Climate Measures: Days above 90°F per year and number of high-intensity rain events per year