



LONG-RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

April 14, 2025 | 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 Gorumurthy, Staudt

APPROVAL OF AGENDA

APPROVAL OF MINUTES

[March](#) 5, 2025 Minutes

PURPOSE OF THE MEETING

[Report](#) Out from March Futurist Session

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
March 5, 2025, 4:15 p.m.
Mayor's Conference Room | Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER: 4: 16 p.m.

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

STAFF LIAISON: Victor Cardenas, City Manager

ALSO PRESENT: Danielle Mahoney, Assistant City Manager
Katherine Oppermann, Recording Secretary

APPROVAL OF AGENDA

Motion: Gurumurthy; Seconded: Casey; 3:0

APPROVAL OF MINUTES – February 19, 2025 Minutes

Motion: Gurumurthy; Seconded: Casey; 3:0

PURPOSE OF THE MEETING

1. 2050 Strategic Plan Consultant

Mayor Pro Tem Casey opened the meeting by stating that we're are gere to keep forward momentum from the last meeting where we requested more information from the potential consultants. She hopes that the Committee will come to a consensus and make a recommendation to City Council on the upcoming March 10th meeting. She is open to discussion or a motion from her fellow Committee members.

Councilmember Gurumurthy noted that there were two open questions from their last meeting: the City of Novi staff time that BerryDunn anticipated and the concern regarding feedback from other communities about the changing of facilitators during the process. Assistant City Manager Mahoney responded that she had talked further with Seth Hedstrom about both of those points. He relayed that City of Novi staff time will be primarily at the start of the process, doing things like gathering the appropriate stakeholders, gathering data, scheduling meetings, etc. Ms. Mahoney said that she felt better and more aligned about the workload having spoken to him on the topic as it is primarily coordination and liaison work. Councilmember Gurumurthy asked for a reminder as to the actual estimated hours of work for City of Novi staff had been. Mayor Pro Tem Casey replied that 110 hours in the beginning and then another 40-50 later in the process was the number given, she expects that this may be a safe number and that it may actually be less time in actuality. She thinks that it may differ City-to-City how easy it is for them to do that work and lay their hands on data, it may be a lighter/quicker ask for City of Novi staff. Councilmember Gurumurthy appreciated that, she suggests that the Contract clearly lay out the task expectations of our City of Novi staff in writing.

Councilmember Gurumuthy then asked if BerryDunn had provided an example of a 25-year plan. Ms. Mahoney said that she does not think they have completed one for that time frame however it did not give her pause. She believes that having access to the pool of resources BerryDunn has is going to be beneficial. Councilmember Gurumurthy acknowledged that as a firm they have great resources and a solid brand, she is still a bit concerned that they (we assume) do not have experience with a 25-year plan. She would be interested in how they would approach it since they haven't done it before. City Manager Cardenas said that he thinks that it would be ironed out, in part, during the kickoff for the Plan. We can show them examples of plans, like that for Olathe, and model our expectations on that.

Councilmember Staudt said that his questions had already been answered in advance of the meeting, so he has no further comment.

Motion to recommend that City Council move ahead with BerryDunn for our Long-Range Strategic Plan.

Motion Maker: Gurumurthy

Seconded: Staudt

Approved 3:0

Councilmember Staudt briefly noted that he is still not sold on having the plan be for 25 years but that they can make the final decision on the term later, he is in support of using Berry Dunn regardless.

The Committee then briefly discussed the recent futurist session. Councilmember Gurumurthy stated that she enjoyed the systematic process specific to Novi that Rebecca Ryan brought. It allowed them to understand some high impact items that they may want to focus on. She will be interested to see the differences in prioritization between the different teams. Councilmember Staudt noted that his "blank card" was that haves and have-nots in Novi is expanding but that they didn't discuss it much. Mayor Pro Tem Casey agreed that that is a real issue and should be captured as a trend. Councilmember Staudt added that the dynamics of those who live in Novi their entire lives versus those who move into one of the senior living communities as a senior may differ and are both issues of import. Mayor Pro Tem Casey agreed that she wants to make sure we keep an eye on those, and the other trends, as we move forward so that they remain enmeshed in the Strategic Plan.

AUDIENCE COMMENTS: None

ADJOURNMENT: 4:41 p.m.

Motion: Gurumurthy; Seconded: Casey; 3:0

Novi 2050
Top Trends Briefing Book



Contents

Ready or not, the future is coming	3
What is the Big Sort?	4
Top Trends Affecting Novi by 2050	5
Write-Ins	6
Insight and Next Steps	7
What is Strategic Foresight?	8
Meet the Team	9

Ready or not, the future is coming.

As Novi prepares for its next strategic plan, the City Council and senior staff looked ahead to 2050 - how will trends in society, technology, the economy, the environment, and politics/regulations affect Novi's next 25 years?

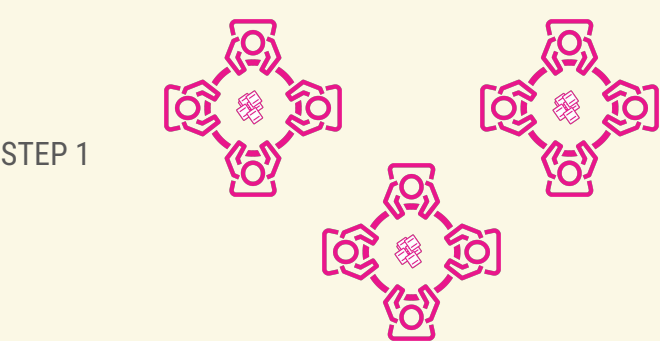
To move forward, Novi must look ahead. Novi's [Big Sort workshop](#) in March 2025 helped leaders face the future, to discuss and debate which trends would have the most impact on the city, and how ready the community is, for what's to come.

What's the Big Sort?

Adults learn best when they're actively engaged and enjoying themselves. The Big Sort is a tabletop card game played by diverse teams of residents that encourages relationship-building and cross-pollination of insight and ideas.

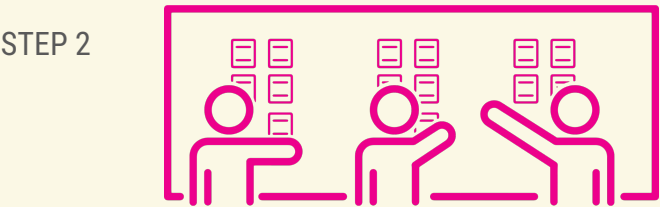
Through this interactive workshop, participants evaluated key societal, technological, economic, environmental, and political/regulatory (STEEP/R) trends shaping Novi through 2050. They assessed each trend's certainty and impact, then determined the community's readiness for the most critical ones.

This hands-on approach fosters collaboration, insight-sharing, and informed decision-making. By the end, attendees have prioritized the trends most likely to shape Novi's future, laying the groundwork for strategic action.



Participants answer two questions about each STEEP/R trend:

1. How certain are we that this trend will affect Novi through 2050? (low/high)
2. How much impact will this trend have on our future? (low/high)



Participants answer the following question:

3. How ready is our community for each high certainty-high impact trend?

Top Trends shaping Novi by 2050

Trend descriptions are available online here: <https://drive.google.com/file/d/1-EV8uCrGyNc3zzYjQWCzZUI0eVCLc3QI/view?usp=sharing>

TOTAL FQ	TREND #	TREND TITLE	VARIABILITY IN READINESS RANKING			
4	1	Increasing Population & Households	2	3	4	5
4	13	Increasing (Conversions to) Mixed-Use Developments	1	5	5	6
3	17	Increasing Housing Demand, But...	2	2	6	
3	14	Increasing Demand for Healthcare Professionals	0	5	8	
3	3	Increasing Racial & Ethnic Diversity	4	5	9	
3	11	Increasing Cyber Threats & Impacts	5	7	7	
2	24	Increasing Next-Gen Impact on Policies & Priorities	1	1		
2	9	Increasing Automation & AI Integration in Business & Industry	0	6		
2	19	Increasing Heat & Extreme Weather	2	5		
2	2	Increasing Share of Older Adults & Decreasing Share of Working-Age Residents	3	5		
2	5	Decreasing Talent Attraction	4	4		
2	15	Increasing Foreign Investment	5	5		
2	4	Rising Incomes	5	6		
2	6	Growing School Enrollment	5	8		
2	12	Increasing Employment, Especially Service & Tech	6	7		
1	7	Increasing Electrification & Decreasing Total Energy Demand	3			
1	18	Increasing Child Care Costs	3			
1	20	Changing Risk Profile for Roads, Bridges & Culverts	5			
1	22	Increasing Minimum Wage & Policy Debates	5			
1	16	Increasing GDP Growth, Slower than National Growth	6			
1	25	Increasing Bipartisan Negotiations or Policy Gridlock Due to Divided Government	6			
1	21	Increasing Threat of Invasive Species	8			
1	26	Increasing Reliance on Personal Networks & Social Media for Civic Engagement	8			
0	8	Diversifying Mobility Ecosystem				
0	10	Growing Impact of Auto Industry Trends				
0	23	Increasing Impact of Carbon Neutrality Commitment				

* Total FQ (Frequency) is the number of teams that selected the trend as a "high impact" and "high certainty" trend. Four teams played.

** Variability in Readiness Ranking uses a color scale to convey the diversity of ranks per trend per team. In this scale, 0 refers to "not ready" and 10 refers to "totally ready" for the respective trend.

Trends above the red line had an FQ of 50% or more, meaning half or more of the teams rated them "high impact" and "high certainty."

Write-ins

Big Sort participants suggested additional trends and forces that would impact the region through 2050. These “Write Ins” were ranked by the participants at the same time the provided trends were ranked. The table below shows the suggested write-ins.

TOTAL FQ	TREND #	TREND TITLE & DESCRIPTION	READINESS RANKING
1	Wild Card	"Data Speeds Connectivity"	2
1	Wild Card	"Public Safety Services: More staff, technology"	3

Insight & Next Steps

Top Trends Shaping Novi's Future: Looking ahead to 2050, nearly all teams agree that the following trends are highly certain and will have a high impact on Novi: **increasing population and households, (conversions to) mixed-use developments, housing demand, demand for healthcare professionals, racial and ethnic diversity, and cyber threats and impacts.**

Urgent Challenge: Novi is not well prepared for the challenges of **population and household growth (average readiness rating: 3.50)**. To ensure the city can support future residents, strategic planning should focus on housing, infrastructure, and public services.

Moderate Strength, But...: Novi is somewhat prepared for cyber threats and their impacts (average readiness rating: 6.33). Even so, continued investment in cybersecurity protections and resilience will be important as technology evolves.

Readiness Uncertainty: The teams significantly disagreed on Novi's readiness for several key trends, particularly **increasing demand for healthcare professionals**, followed by **increasing racial and ethnic diversity, increasing housing demand, and increasing (conversions to) mixed-use developments**. These differences suggest that **Novi would benefit from further research and discussions** with community leaders, businesses, and residents to build a shared vision and ensure the city is ready for these shifts.

A Potential Game-Changer: Another key trend to watch is **increasing automation and artificial intelligence integration in business and industry**. While only half of the teams considered it a high-impact trend, those who did rated Novi as relatively unprepared (average readiness rating: 3.00), with major disagreement (standard deviation: 4.24). Because this trend has the potential to dramatically reshape the workforce and economy, Novi's leaders should agree about how it will monitor developments in AI and automation and consider proactive policies to help the city adapt.

Novi 2050: Future-Ready

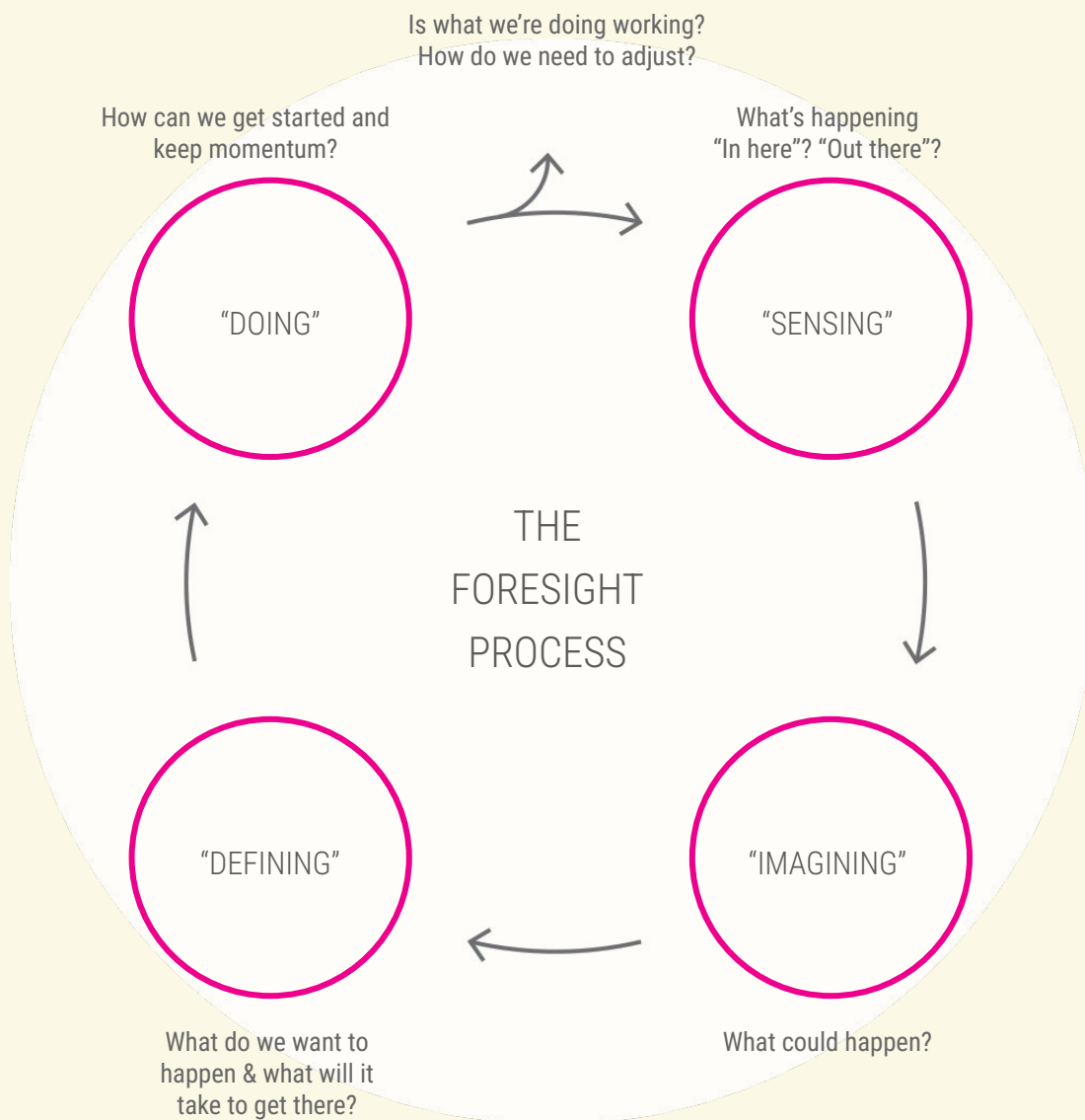
The Big Sort is a first step. The City should consider how it wants to play a role in these trends - even those that might seem like private sector concerns. For example, "increasing demand for health care professionals" might not seem like a local government issue. But proactive cities reach out to their private sector partners and say, "We've noticed this trend and wonder how we can help." The results can be dramatic - and positive for the City, employers, and residents.

Remember, the future isn't a place we visit, it's a place we create. By engaging stakeholders, being proactive, and planning for what's coming, Novi increase its opportunities and remain resilient.

What is Strategic Foresight?

Strategic foresight is a proven process used by the oil and gas industry, NATO, the World Bank, the U.S. military, and other Fortune 500 and global NGOs to identify risk, plan for uncertainty, mitigate disruption, unlock creativity, drive innovation, and shape the future. Strategic foresight is a competitive advantage yet less than 3% of senior leaders' time is spent thinking strategically about the future.

Novi completed the Sensing phase in March 2025 through the Big Sort.



Meet the Team



Rebecca Ryan, APF is a top-50 professional futurist, economist, and author. Her team at NEXT Generation Consulting has worked with hundreds of clients since 1998. Their vision and planning has affected one in 15 Americans. Rebecca is author of *10X10: Ten Trends for the Next Ten Years* (2024); *The Work Better Project* (2023); *The Next Big Things: The Next 20 Years in Local Government* (2015); *ReGENERATION: A Manifesto for America's Future Leaders* (2013); and *Live First, Work Second: Getting Inside the Head of the Next Generation* (2007). She has held residencies at the Alliance for Innovation, the Governing Institute, the Association of Governmental Risk Pools (AGRiP), and others. She has a professional certificate in Strategic Foresight from the University of Houston and BA degrees with honors in Economics and International Relations from Drake University. [LinkedIn](#). [Email](#). Cell: 414-559-1528



Yasemin Arikan, MA is the Director of Futures Research. She uses foresight and social science methods to help clients understand how the future could be different from today and then use these insights to inform strategy and vision. Her background includes developing and using scenarios with public sector clients and allies. Earlier in her career she developed national and local scenarios on the futures of public health in 2030 for the Robert Wood Johnson Foundation and The Kresge Foundation, among other projects in health and healthcare. A native speaker of German and Turkish, she earned degrees in psychology and sociology from the University of Rochester and the University of Chicago. Yas works from Burke, VA. [LinkedIn](#). [Email](#). Cell: (703) 615-1061



Lisa Loniello is the Director of Fun, but behind the scenes she's the "logician" — the person who makes logistics magically fall into place and ensures every workshop and on-site meeting is perfectly executed. Lisa has a Bachelor's degree in Spanish from the University of Wisconsin-Oshkosh. [LinkedIn](#). [Email](#). Cell: (608) 438-6034