



LONG-RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

April 21, 2026 | 5:30 PM

Mayor's Conference Room
Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER

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

APPROVAL OF AGENDA

APPROVAL OF MINUTES

[March](#) 30, 2026 Minutes

PURPOSE OF THE MEETING

[Shockey](#) Consulting Pre-Visit Review

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

CALL TO ORDER: 5:32 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

APPROVAL OF AGENDA

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

APPROVAL OF MINUTES – February 10, 2026 Minutes

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

PURPOSE OF THE MEETING

1. Shockey Consulting Workshop Session

Mayor Pro Tem Casey opened the meeting and welcomed Mr. Mayfield to start his presentation. Mr. Mayfield stated that they will primarily be reviewing the Vision Survey results to date, as of this afternoon. These are currently still unofficial results, once the survey is closed in April a final summary will be provided. Following this they will briefly review some draft documents and go over what is currently happening and what is incoming since the group last met. Mayor Pro Tem noted that she would be interested in a verbatim of the Vision Survey responses, does not just want to receive an AI summary. Mr. Mayfield said that while they do use AI to summarize, they also have all responses reviewed by people and checked against what the AI summary to ensure accuracy (no AI hallucinations) and clarity. He then proceeded to review the Vision Survey.

Mr. Mayfield stated that since the Vision Survey went live, they have received 297 responses. Of that 85% of residents/property owners in the City and 38% have lived in the City for 20 years or longer, many of which are 65 years of age or older. As far as age demographics the current breakdown in responses is: 33% 65 or older, 24% 45-54 years old, 21% 55-64 years old, 16% 35-44 years old, and 7% 20-34 years old, there is not currently a statistically relevant sample of those 20 years old or younger. Mr. Mayfield noted that the results are currently a bit unbalanced with an overrepresentation of residents 65 years old or older, but that this is fairly typical for the age group as they tend to be more engaged and responsive to City activities. Additionally white residents are overrepresented especially as compared to the

Asian population. There has been no use of the Japanese language survey to date. Mayor Pro Tem agreed that she's like to see additional diverse responses but that none of the demographic responses are unexpected.

Respondents strongly identified Novi's Greatest Strengths as the high-quality schools and safe neighborhoods/public safety. Novi's Biggest Challenges were primarily Aging roads, water/sewer, and drainage matters as well as traffic congestion. It was noted that the timing of the Survey being concurrent with the GLWA water main break, resulting water outage and subsequent boil water order likely impacted some of the responses. Mayor Pro Tem Casey was curious if there was a split in responses selecting water/sewer as a big challenge before and after the water main break. Mr. Mayfield said that yes, there was and he has a breakdown available. When respondents identified what excites them about the City of Novi schools/educational excellence, a safe family-friendly community, as well as diversity and multicultural vibrancy were recurring themes. Parks, walkability, and green space also came up. When posed the question "what concerns you if things stay the same?" overdevelopment, loss of green space, rising property taxes, aging infrastructure/utilities, housing availability including senior housing options, traffic congestion and loss of community identity all came up. Mr. Mayfield noted that "Community Identity" is an idea worth diving further into so they can better understand the stance as it can mean a variety of things to different people. Mayor Pro Tem again affirmed that these results are consistent with what she and the rest of Council already know and hear from residents. She also said she was impressed with how well Mr. Mayfield knows that data.

When looking at the most urgent challenges to address and respondents "big ideas" for a 2050 vision fixing and modernizing infrastructure was at the top of both lists. Urgent challenges also had addressing traffic congestion and controlling growth/protecting green spaces while on the "big idea" side there was support for walkable mixed-use downtown or district and an emphasis on smart growth and land preservation.

Overall, across the survey and respondents there was broad consensus on the Schools being a huge asset, safety being foundation to the community, and concerns about infrastructure, traffic congestion, and over development. There were also some interesting divergences of opinions. Housing affordability was of great concern for younger residents (44% of those 20-24) but only 15% of residents 65+ noted it. Diversity as a strength of the City was again primarily represented by the younger 20-24 age demographic, with open responses celebrating cultural diversity and 39% naming it a top strength. For those 65 and older only 19% recognized diversity as a strength and some openly expressed concerns about demographic changes in the area. Younger and more diverse respondents often favored investment in walkability, mobility hubs, and mixed-use districts while the long-tenured residents often explicitly opposed bike lanes and favored car-centric planning as the correct choice. Finally, there were some split views on development/growth versus land and preservation, 15% had overall positive views on new development while 38% expressed frustration or outright opposition to continued development, and desire to lock in existing green space.

The Committee was impressed with the report breakdown and expressed interest in whether there was a feasible way to get greater geographic breakdown behind the responses, suggesting perhaps requesting zip code, subdivision, or even street name. Mayor Pro Tem also noted that she was hoping for a bit more innovation to come from the "big ideas" and would be interested to see more. Councilmember Gurumurthy agreed she would also like to see more data. She also is interested in the data response gaps; she thinks we should take efforts to actively pursue and promote the survey and Novi 2050 to those missed groups. She said "WhatsApp" might be an option as it is more commonly used in some of the diverse communities. Mr. Mayfield also noted the option of having an Indian language option for future surveys, most likely Hindi. Councilmember Gurumurthy noted some other Indian languages (Telugu, etc.) but agreed Hindi would probably be the best choice as the national language of India. Mayor Pro Tem suggested some other avenues for outreach such as the Ringo Kai school, Korean church, Sri Venkateswara Temple, Parents of African American Students group, Chamber of Commerce (especially young professionals), etc.

The Committee then briefly discussed other polling groups and surveys. They went over the positive responses to the Sounding Board invitations, and alternative ways to reach out to those they hadn't been able to reach. The Board and Commission Questionnaire is planned to go out later in the week. Mayor Pro Tem Casey was curious about how similar the survey is to the current Vision Survey. She is especially interested in what the Board and Commission members see coming in the future, more than the current strengths of the City. Mr. Mayfield said that there are some similar questions and some different, it will also include a request to rate trend items on a scale of importance. Mayor Pro Tem said that she likes the current form of the report out, she likes the ability to compare responses. When we reach out to former Councilmembers, she suggests using a range of approximately 2000 onward.

Mr. Mayfield then went over the topics originally laid out for individual surveys and highlighted those that, based on the feedback from the Vision survey and their discussion, he would like to prioritize sooner. Following some discussion it was decided that the topic list should go in the following order: April – Community Identity, and Housing/Neighborhoods; May – Infrastructure/Utilities, Money/Transportation; June – Environment/Sustainability, Parks, Recreation, and Culture; July – Public Safety/Emergency Services, Services, Staffing, Governance; and August – Economic Development/fiscal health. Mayor Pro Tem Casey said that should be cautious when wording questions to do with housing (both affordable and senior-specific) and the nuance in the missing gap of single floor/ranch style living.

Councilmember Gurumurthy wondered if it would be valuable to leave the Vision Survey open longer, perhaps concurrent to the other surveys. Mr. Mayfield said that they'd be open to that but wouldn't advise leaving it open much longer than 2 – 3 weeks longer since the responses are what informs the upcoming in-person Community Workshop. Councilmember Gurumurthy understood and said that they should clearly indicate the survey closing date. Mr. Mayfield agreed that could be added and suggested a small promotional "don't miss your chance" style message for a final push of the survey.

Mr. Mayfield asked if there is anything else he and Shockey Consulting should be made aware of. Mayor Pro Tem said that there is the upcoming 26/27 Budget upcoming, that there was discussion on the potential sale of the Novi Ice Arena (still preliminary, Council is open to the idea, and they are getting resident feedback). Ms. Mahoney added the CIP millage renewal which may be re-timed for the November election.

For upcoming meetings, the Committee noted that Fridays during business hours may be a flexibility they can accommodate. Mayor Pro Tem also briefly noted her expectation of Shockey to get meeting materials far enough ahead of the meeting for the Committee members to review.

The Sounding Board was once more briefly discussed. The Committee needs to select how they want to engage the Sounding Board. It is planned to have a formal, scheduled meeting date. The group is about 26 people so the Police Training Center might be the best location, they may need multiple facilitators given the group size. The Sounding Board should be asked to promote the Novi 2050 Vision Survey, and subsequent surveys to the community. Councilmember Gurumurthy suggested it might be helpful to get them together to give them a more in-depth background on the Novi 2050 project, so they are more equipped to talk to others and promote it.

Ms. Mahoney noted that she would like to be sure to engage the Community Workshop participants past to workshop as well. Mayor Pro Tem agreed, stating that they should be send a follow-up email 1. Thanking them for participating, 2. Encouraging them to take the surveys, 3. Promote the surveys, 4. Let them know what is next and when to expect it.

Mayor Pro Tem Casey also briefly noted that she would like to see Novi 2050 included as part of the Mayor's upcoming State of the City address. Councilmember Gurumurthy also suggested that they could have a promotional reel from the Mayor.

AUDIENCE COMMENTS: None

ADJOURNMENT: 7:10 p.m.

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

LRSPC Workshop – Focus Area Identification

Date: Monday, April 27, 2026

Time: 6:00-8:00pm ET

Location: Mayor’s Conference Room

Meeting Purpose: Review community input, prioritize strategic issues and finalize plan focus areas.



AGENDA

6:00pm	Welcome & Meeting Objectives	Sheila Shockey
6:10pm	Review synthesized engagement input	Grant Mayfield
6:30pm	Strategic issues overview	Sheila Shockey
6:45pm	Prioritize strategic issues	Grant Mayfield
7:25pm	Discuss cross-cutting questions	Grant Mayfield
7:45pm	Focus Areas & Next Steps	Sheila Shockey
8:00pm	Adjourn	

NOVI 2050

SHAPING TOMORROW, TOGETHER

STRATEGIC ISSUES

City Strategic Direction — LRSPC Agenda Packet

April 27, 2026 • Long-Range Strategic Planning Committee

City of Novi Community Strategic Plan | cityofnovi.org

The Strategic Lens

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

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

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

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

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SECTION 01

1. Community Identity & Demographics

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

TREND DATA

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

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

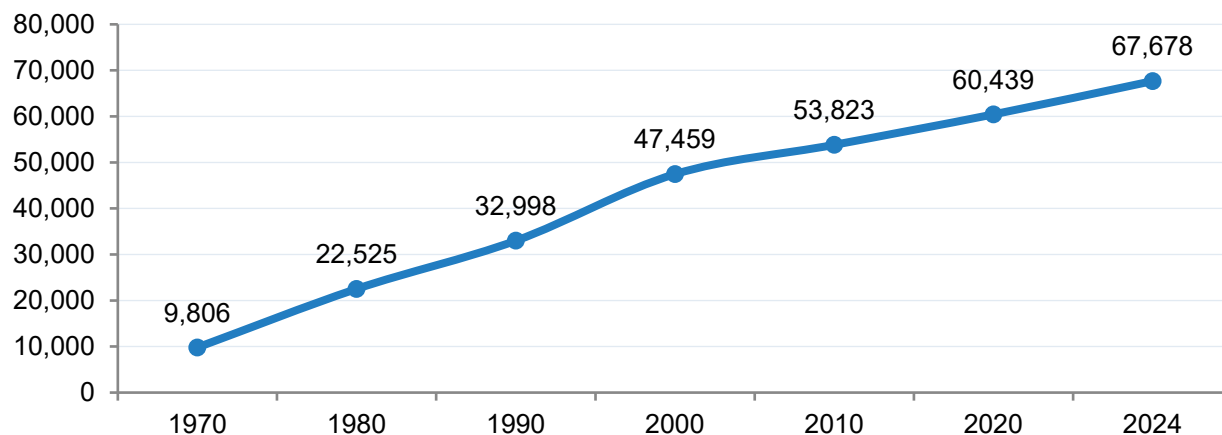


Figure 2: An Aging Community – Senior Population Over Time

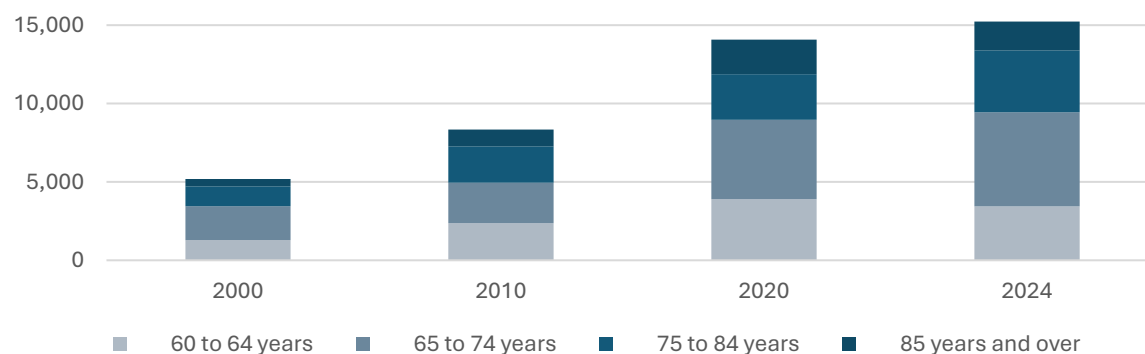
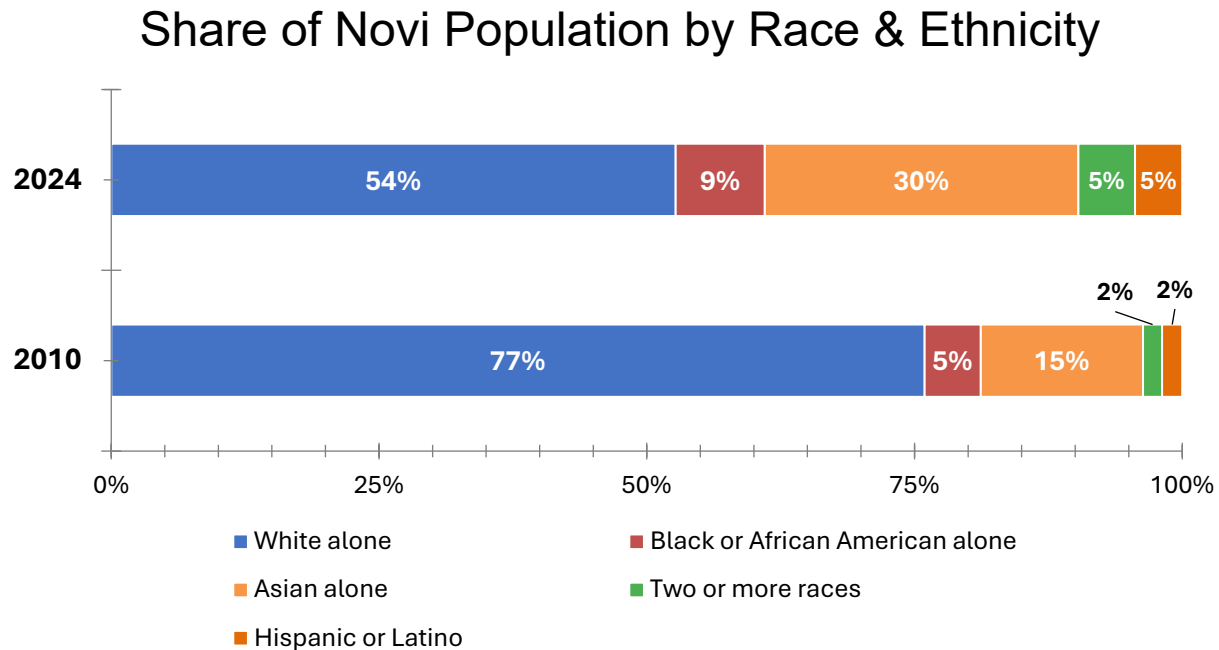


Figure 3: A Defining Diversity – Share of Novi Population by Race/Ethnicity



Strategic Issues

Issue 1: Managing Growth That Has Already Outpaced Projections

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

STRATEGIC QUESTION ►

How should the City recalibrate its planning assumptions, infrastructure sizing, and service delivery models?

Issue 2: Preparing for an Aging Community

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

STRATEGIC QUESTION ►

What investments are needed—and what are the fiscal implications?

Issue 3: Lifecycle Retention Across Age Groups

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

STRATEGIC QUESTION ►

What strategies could improve retention across all life stages?

Issue 4: Serving a Multilingual, Multicultural Community

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

STRATEGIC QUESTION ▶

How should the City restructure engagement, communications, signage, and service delivery?

Issue 5: Strengthening the City–School Relationship

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

STRATEGIC QUESTION ▶

What partnerships should be explored to convert an informal relationship into a strategic partnership?

Issue 6: Building Social Cohesion Across Cultures and Generations

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

STRATEGIC QUESTION ▶

How can arts, placemaking, public spaces, and programming help build connections across cultural and generational lines?

Issue 7: Civic Engagement Gaps

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

STRATEGIC QUESTION ▶

How should the City rethink civic participation to ensure all voices shape Novi's future?

Issue 8: Leveraging Educational Attainment as a Strategic Asset

Approximately 96% of Novi residents hold at least a high school diploma, and nearly 60% have a bachelor's degree or higher, placing Novi among the most educated communities in the region. This asset drives economic competitiveness and talent attraction—but also raises resident expectations for service quality, transparency, and engagement.

STRATEGIC QUESTION ▶

How should the City align its service delivery, communications, and civic engagement strategies with the expectations of a highly educated population?

SECTION 02

2. Housing & Neighborhoods

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

TREND DATA

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

Figure 1: Media Home Value 2013–2024

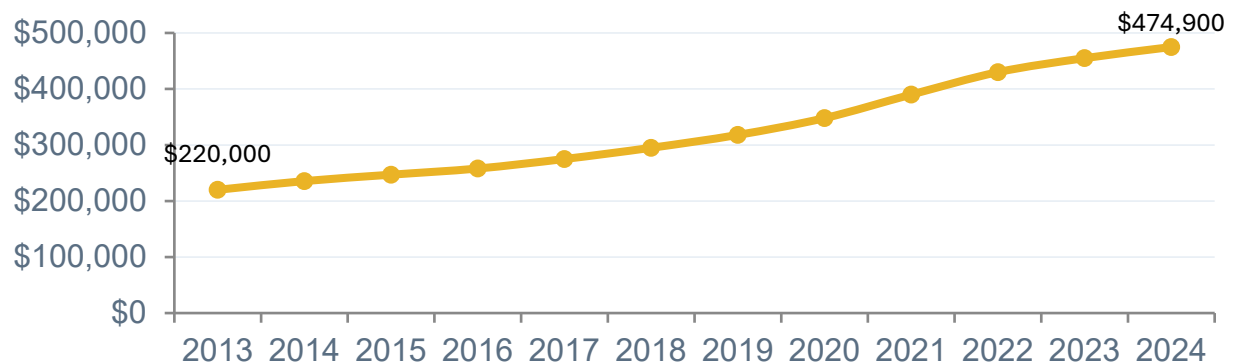
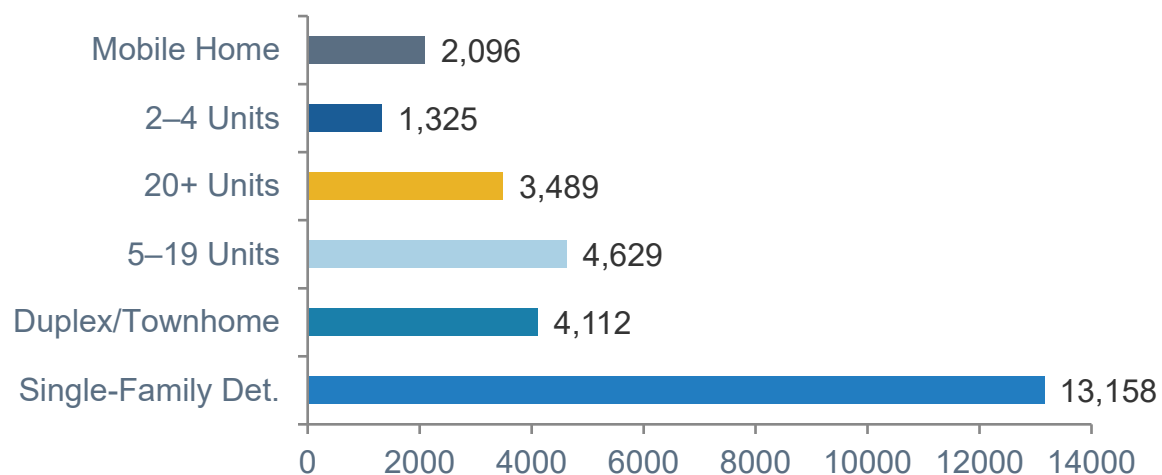


Figure 2: Existing Housing Units by Type



Strategic Issues

Issue 1: Closing the Housing Production Gap

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

STRATEGIC QUESTION ►

How can the City accelerate housing within a 91% built-out context—and what types are most needed?

Issue 2: Affordability for the Workforce and Essential Workers

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

STRATEGIC QUESTION ►

What role should the City play in promoting the creation of new housing given the complex landscape of non-profit, for-profit, and government entities?

Issue 3: Missing-Middle and Lifecycle Housing

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

STRATEGIC QUESTION ►

Should the City modernize zoning for duplexes, cottage courts, ADUs, and small multiplexes?

Issue 4: Manufactured Housing

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

STRATEGIC QUESTION ►

How should the City plan for the long-term viability, resident protections, and land use implications of these communities?

Issue 5: Mixed-Use Redevelopment as a Housing Strategy

Retail centers are being redeveloped nationally into mixed-use environments. This trend is visible in Novi with Sakura Novi and PD-2 projects near 12 Oaks.

STRATEGIC QUESTION ►

How should the City use mixed-use redevelopment to add housing while revitalizing aging commercial areas?

Issue 6: Reinvestment in Aging Neighborhoods

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

STRATEGIC QUESTION ▶

What specific policies, incentives, or standards should guide this approach?

Issue 7: Balancing Neighborhood Character with Needed Change

Community resistance to density and housing diversification can slow adaptation.

STRATEGIC QUESTION ▶

How does the City engage residents in productive conversations about housing evolution while respecting neighborhood identity?

Issue 8: Addressing Rental Market Pressures

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

STRATEGIC QUESTION ▶

How should the City address rental affordability, quality, and tenant protections—particularly as new multifamily development concentrates along corridors?

SECTION 03

3. Economic Development & Fiscal Health

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

TREND DATA

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

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

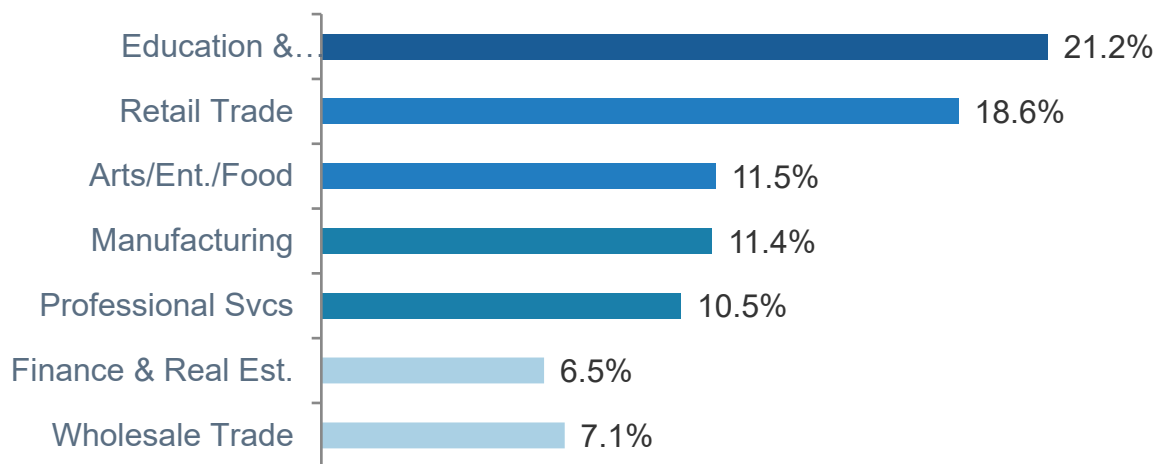
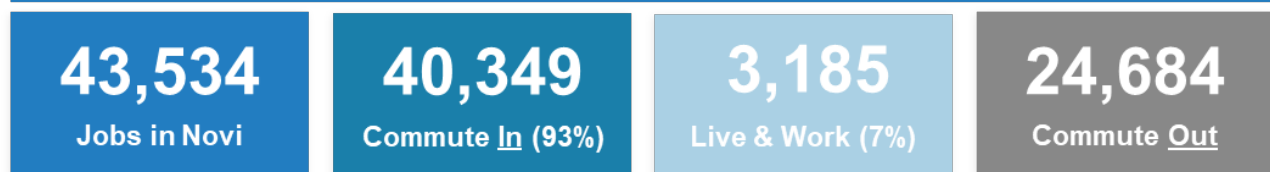


Figure 2: Where People Work — A Regional Employment Hub

DAILY WORKFORCE FLOW



Strategic Issues

Issue 1: The Growth-Revenue Gap

Service costs and infrastructure needs are rising faster than revenues under Michigan's Headlee/Proposal A limitations. Headlee rollbacks have directly impacted parks and police budgets.

STRATEGIC QUESTION ►

How does Novi sustain high-quality services without overextending fiscal capacity?

Issue 2: Healthcare as an Economic Anchor

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

STRATEGIC QUESTION ►

How should the City plan for healthcare districts with supporting housing, transit access, and workforce development?

Issue 3: Talent Attraction in a Competitive Region

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

STRATEGIC QUESTION ►

How should Novi invest in housing choice, transportation, and quality of place to maintain its competitive edge?

Issue 4: Repositioning the Office Market

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

STRATEGIC QUESTION ►

How should Novi rethink underperforming office properties through adaptive reuse, mixed-use conversion, or rezoning to maintain economic vitality and tax base value?

Issue 5: Auto Industry Transformation

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

STRATEGIC QUESTION ►

How should employment areas evolve—and what risks does this transformation pose?

Issue 6: Protecting and Leveraging Foreign Investment

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

STRATEGIC QUESTION ▶

What policies ensure Novi remains a preferred location?

Issue 7: Corridor Redevelopment as Economic Strategy

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

STRATEGIC QUESTION ▶

Which corridors are priorities, and what public investments are needed to catalyze private reinvestment?

Issue 8: Fiscal Impact as a Planning Tool

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

STRATEGIC QUESTION ▶

Should fiscal impact analysis be more formally integrated into land use, zoning, and capital investment decisions to ensure growth strengthens rather than strains the City's financial position?

Issue 9: Sustaining Industrial and Logistics Sector Strength

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

STRATEGIC QUESTION ▶

How should the City protect and grow this high-performing sector through land use, infrastructure investment, and workforce development—particularly as electrification and advanced manufacturing reshape industrial demand?

Issue 10: Retail Recovery and Evolving Consumer Markets

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

STRATEGIC QUESTION ▶

How should the City capitalize on this momentum through corridor design, placemaking, and mixed-use strategies that sustain retail vitality even as consumer behavior continues to evolve?

SECTION 04

4. Public Services, Staffing & Governance

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

SECTION CONTEXT

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

Strategic Issues

Issue 1: Modernizing Human Resources Technology

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

STRATEGIC QUESTION ►

How should the City prioritize technology investments to improve efficiency across the employee lifecycle and payroll?

Issue 2: Recruitment for Specialized and Municipal Roles

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

STRATEGIC QUESTION ►

As regional competition for talent intensifies, what strategies could expand candidate pools?

Issue 3: Staying Competitive on Compensation

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

STRATEGIC QUESTION ►

How should the City implement the Five-Year Compensation and Benefits Cost Strategy to stay ahead of this risk?

Issue 4: Staff Capacity and Organizational Resilience

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

STRATEGIC QUESTION ▶

Where are the most critical capacity gaps?

Issue 5: Aligning Governance with Long-Range Direction

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

STRATEGIC QUESTION ▶

What governance structures or processes would improve this alignment?

Issue 6: Aging Facilities Across Departments

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

STRATEGIC QUESTION ▶

How should facility planning be prioritized, phased, and funded alongside other capital needs?

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

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

STRATEGIC QUESTION ▶

How should Novi deepen and scale this initiative to support organizational resilience, succession planning, and cultural evolution as service demands grow and workforce dynamics shift through 2050?

SECTION 05

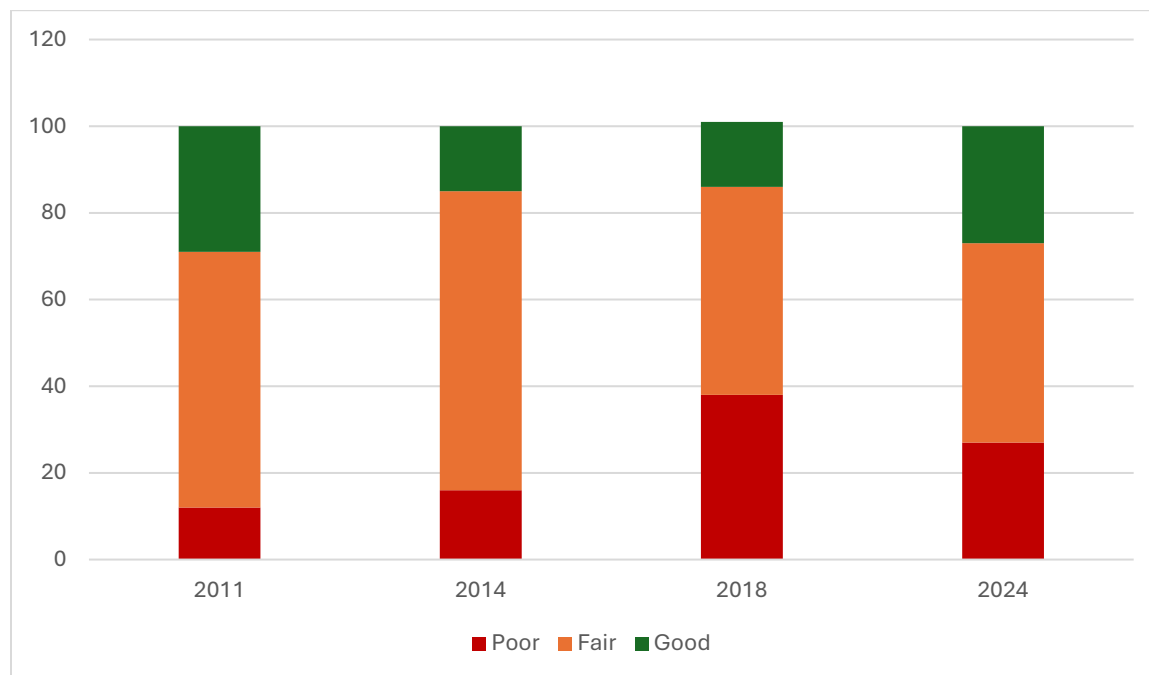
5. Infrastructure & Utilities

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

TREND DATA

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

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



Strategic Issues

Issue 1: Sustaining Capital Investment Through the CIP Millage

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

STRATEGIC QUESTION ►

What is needed to ensure millage renewal and align investment with rising system replacement costs?

Issue 2: Road Network Reinvestment

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

STRATEGIC QUESTION ►

How should the City balance road reconstruction priorities with other capital demands?

Issue 3: Electric Reliability and Grid Modernization

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

STRATEGIC QUESTION ►

How can the City work with utility providers to improve reliability and prepare for growing demand?

Issue 4: Closing the Broadband Gap

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

STRATEGIC QUESTION ►

How should the Broadband Master Plan address these equity gaps?

Issue 5: Climate-Informed Infrastructure Design

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

STRATEGIC QUESTION ►

Should Novi integrate climate-informed design standards into all capital projects and redevelopment requirements?

Issue 6: Skilled Trades Workforce Gaps

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

STRATEGIC QUESTION ▶

How can the City compete for this talent?

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

Sensors, smart systems, and data analytics offer opportunities to improve infrastructure efficiency, predict maintenance needs, and extend asset life—but require investment in technology, staff capacity, and data systems.

STRATEGIC QUESTION ▶

How should the City integrate smart infrastructure tools into capital planning and operations to reduce long-term costs and improve service reliability?

SECTION 06

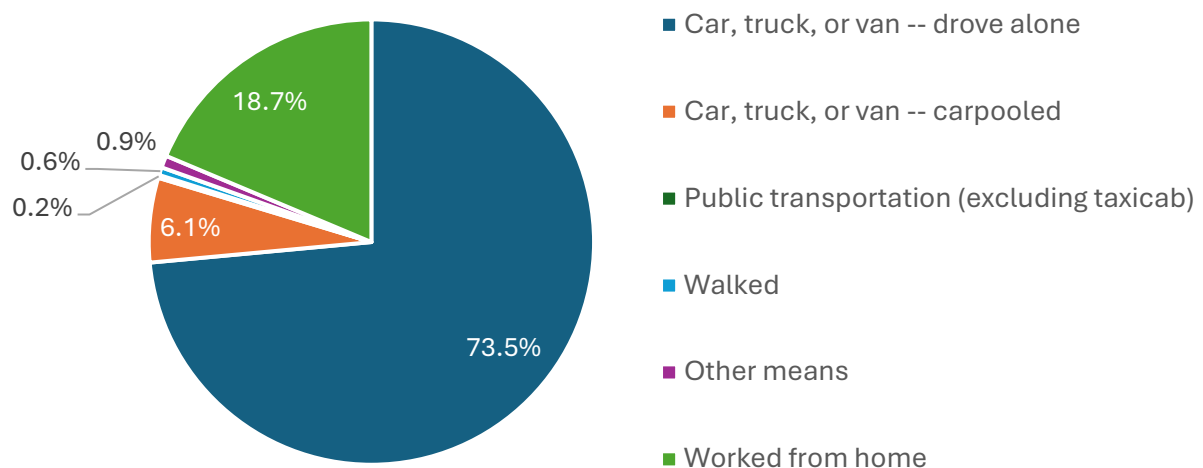
6. Mobility & Transportation

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

TREND DATA

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

Figure 1: How Novi Gets to Work



Strategic Issues

Issue 1: Managing Congestion Without Road Expansion

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

STRATEGIC QUESTION ►

How should the City use access management, signal optimization, and operational strategies to manage congestion within existing rights-of-way?

Issue 2: Building on Transit and Microtransit Momentum

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

STRATEGIC QUESTION ►

How should the City support and expand these services as the population ages and transportation options diversify?

Issue 3: Completing the Active Transportation Network

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

STRATEGIC QUESTION ►

How should the City prioritize the Active Mobility Plan and close the most critical gaps—particularly as an aging population increases demand for safer pedestrian environments?

Issue 4: I-96 as a Connectivity Barrier

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

STRATEGIC QUESTION ►

What strategies can improve crossing opportunities and reduce this divide?

Issue 5: Inter-Community Pathway Connections

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

STRATEGIC QUESTION ►

What partnerships and investments are needed to advance regional connectivity?

Issue 6: Rethinking Corridors for Redevelopment and Multimodal Access

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

STRATEGIC QUESTION ►

Which corridors should be prioritized for context-sensitive retrofits?

Issue 7: Improving Neighborhood Connectivity

Legacy subdivision patterns with cul-de-sacs and limited connections funnel traffic onto arterials. Connectivity index targets can guide improvement.

STRATEGIC QUESTION ▶

How can standards for new development reduce arterial pressure?

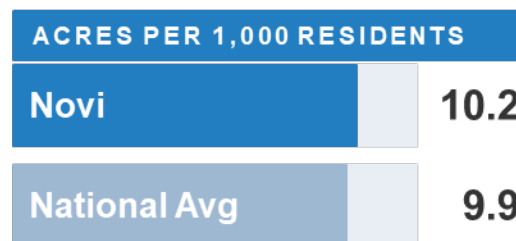
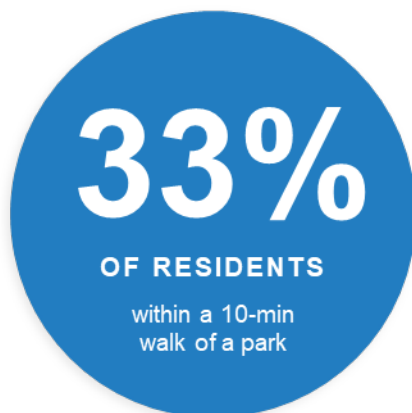
SECTION 07

7. Parks, Recreation, Arts & Cultural Assets

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

SECTION CONTEXT

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



Strategic Issues

Issue 1: The Community Center Question

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

STRATEGIC QUESTION ▶

With an aging population projected to increase significantly through 2050, what is the path forward for a multi-purpose facility that integrates recreation, senior services, arts, and community gathering?

Issue 2: Facility Capacity and Modernization

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

STRATEGIC QUESTION ▶

How should the City prioritize facility reinvestment, expansion, or replacement?

Issue 3: Older Adult Services Beyond Recreation

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

STRATEGIC QUESTION ▶

As the senior population grows through 2050, how should the City define its role and partnerships in meeting these needs?

Issue 4: Culturally Responsive Programming

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

STRATEGIC QUESTION ▶

How should Parks, Recreation and Cultural Services, the Library, and community partners coordinate to expand inclusive offerings?

Issue 5: Population Health Through Public-Private Partnerships

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

STRATEGIC QUESTION ▶

How could parks and recreation serve as public health infrastructure in collaboration with these partners?

Issue 6: Overcoming the Collaboration Barrier with Schools

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

STRATEGIC QUESTION ▶

Should this be treated as a structural constraint that requires new approaches rather than just an aspiration?

Issue 7: Grant Funding and the Affluence Perception

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

STRATEGIC QUESTION ▶

How can the City make the case for targeted support, or develop alternative funding strategies?

Issue 8: Public Art, Gathering Spaces, and Placemaking

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

STRATEGIC QUESTION ▶

How should the City formalize a strategy for arts and public space investment?

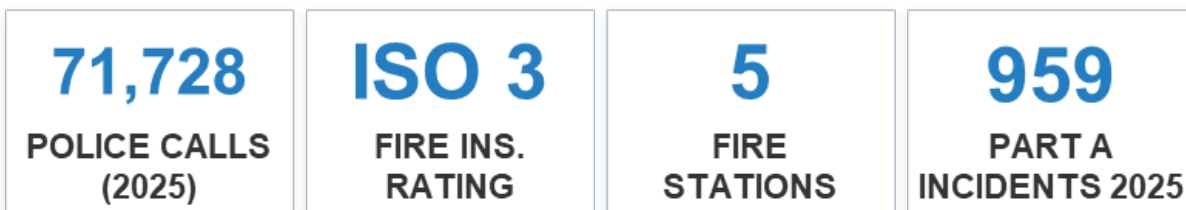
SECTION 08

8. Public Safety & Emergency Services

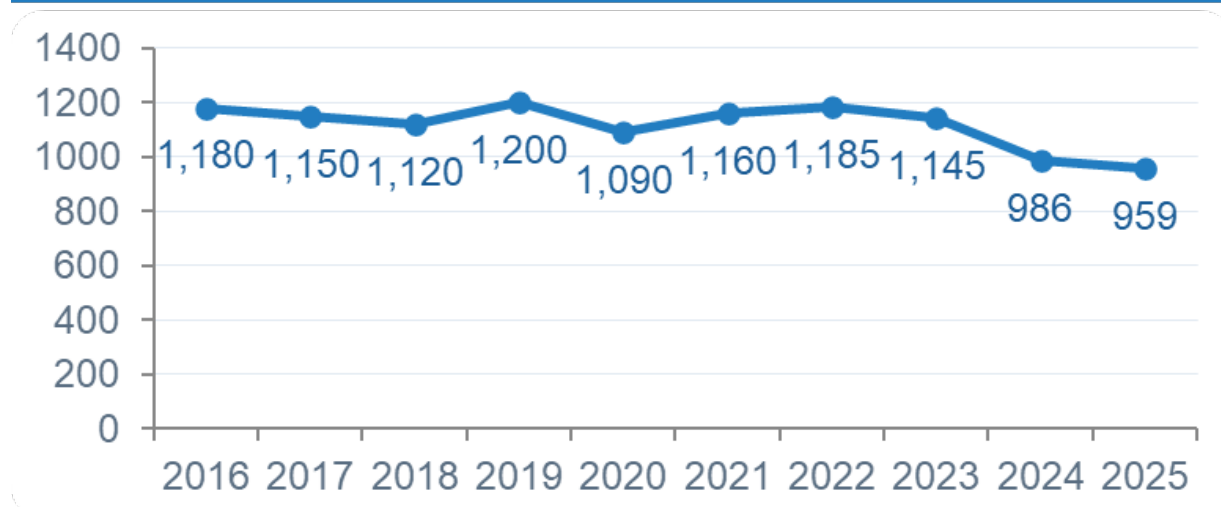
Public safety is a defining community strength with high resident satisfaction, but rising EMS demand, new risk factors, and workforce competition require forward-looking investment. The strategic question for the City is how the \$120M facilities investment, integrated Police–Fire operating model, EMS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

SECTION CONTEXT

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



TOTAL PART A INCIDENTS — 10-YEAR TREND



Strategic Issues

Issue 1: Rising EMS Demand from an Aging Population

EMS call volumes increased by over 17% between 2020 and 2021, and trend projections show older adults will represent a substantially larger share of the population by 2050.

STRATEGIC QUESTION ►

How should the City scale EMS capacity—through staffing, station coverage, partnerships, and alternative response models?

Issue 2: Maximizing the Public Safety Facilities Investment

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

STRATEGIC QUESTION ►

How can these investments improve response times, enable police-fire co-location, and position the department for long-term service growth?

Issue 3: Emerging Technology and Energy Risks

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

STRATEGIC QUESTION ►

Should the City focus on minimizing these new risks on its own or partnering with other municipalities to advocate for state-level regulatory changes?

Issue 4: Recruiting and Retaining Public Safety Professionals

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

STRATEGIC QUESTION ►

What compensation, training, and career development strategies will keep Novi competitive?

Issue 5: Climate-Related Preparedness

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

STRATEGIC QUESTION ►

How should the City strengthen emergency management capacity for a future with new and more frequent weather disruptions?

Issue 6: Community Risk Reduction

Moving from reactive response to proactive risk reduction—particularly around aging populations, evolving building types, and emerging technology risks—can improve outcomes and reduce long-term costs.

STRATEGIC QUESTION ▶

What investments in prevention, data, and community education would have the greatest impact?

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

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

STRATEGIC QUESTION ▶

How should the City use these investments and structural advantages to strengthen co-location, cross-training, data sharing, and long-term service integration—and what benchmarks should guide the transition?

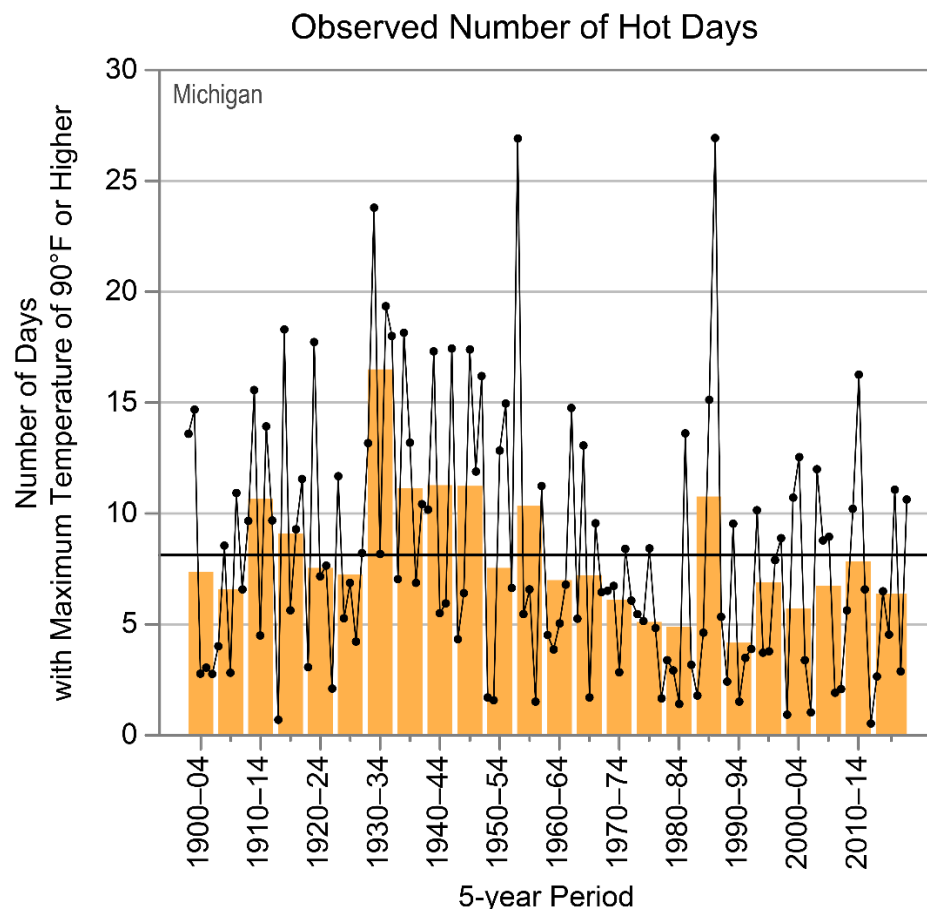
SECTION 09

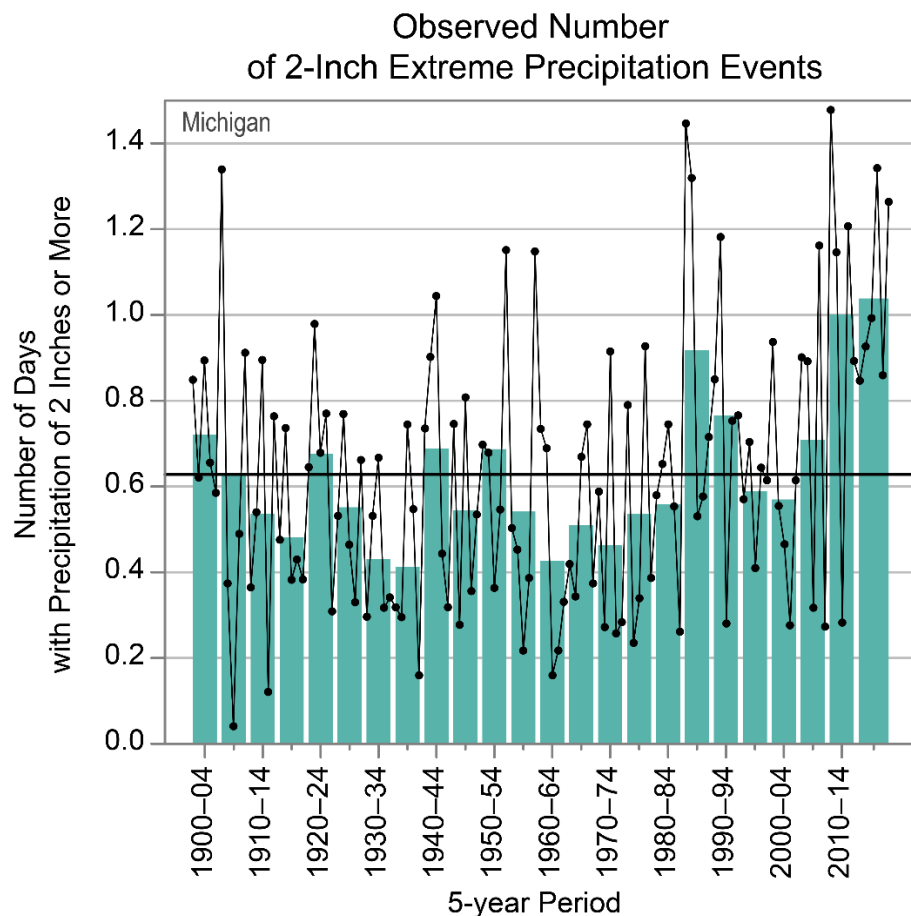
9. Environmental Resilience & Sustainability

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

TREND DATA

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





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

Strategic Issues

Issue 1: Stormwater System Capacity and Climate Adaptation

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

STRATEGIC QUESTION ►

How should the City upgrade, retrofit, and redesign stormwater infrastructure—and should redevelopment be required to meet higher standards?

Issue 2: Invasive Species Management and Funding

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

STRATEGIC QUESTION ►

How should the City fund and organize this growing challenge?

Issue 3: Green Infrastructure as Standard Practice

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

STRATEGIC QUESTION ▶

Should these be required elements of capital projects and private development?

Issue 4: Heat Island Mitigation

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

STRATEGIC QUESTION ▶

What standards for tree canopy, surface materials, and green space could mitigate this growing risk?

Issue 5: Aligning with State Climate Policy

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

STRATEGIC QUESTION ▶

How should Novi position its local plans to take advantage of these opportunities?

Issue 6: Unifying Sustainability Efforts Across Departments

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

STRATEGIC QUESTION ▶

Should the City develop a unified sustainability or resilience plan—and what governance structure should guide it?

Issue 7: Energy Transition and Fleet Electrification

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

STRATEGIC QUESTION ▶

How should these efforts be scaled and coordinated, and what infrastructure investments are needed?

Issue 8: Parks and Natural Areas as Resilience Infrastructure

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

STRATEGIC QUESTION ▶

How should the City invest in and communicate the value of these multi-benefit natural systems?

Issue 9: Establishing Resilience Metrics and Performance Tracking

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

STRATEGIC QUESTION ▶

Should the City develop a resilience dashboard or performance framework that tracks environmental outcomes and informs capital and operational decisions?

SECTION 10

10. Cross-Cutting Strategic Questions

OVERVIEW

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

Strategic Questions

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

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

STRATEGIC QUESTION ▶

How does the City shift its planning culture, development standards, infrastructure priorities, and fiscal models—even as population and employment continue to grow?

Question 2: Who Gets to Live in Novi?

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

STRATEGIC QUESTION ▶

Is Novi committed to being accessible across income levels, life stages, and backgrounds?

Question 3: How Should Novi Fund Its Future?

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

STRATEGIC QUESTION ▶

What combination of millage strategy, redevelopment policy, efficiency, and service prioritization can sustain the community Novi wants to be?

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

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

STRATEGIC QUESTION ▶

How does Novi position itself for long-term economic resilience?

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

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

STRATEGIC QUESTION ▶

As options diversify nationally and electrification accelerates, is Novi ready to invest in a genuinely multimodal future?

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

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

STRATEGIC QUESTION ▶

What would it look like to genuinely redesign engagement, services, and communications?

Question 7: What Is the Right Level of Service?

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

STRATEGIC QUESTION ▶

How does the City have honest conversations about service levels, costs, and tradeoffs?

Question 8: How Should Corridors Be Reimagined?

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

STRATEGIC QUESTION ▶

How does the City coordinate transportation, land use, infrastructure, and design to transform them?

Question 9: What Role Should Universal Design Play?

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

STRATEGIC QUESTION ▶

Should universal design become a guiding principle across City planning and investment?

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

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

STRATEGIC QUESTION ▶

How should Novi lead on sustainability while leveraging state funding and policy alignment?

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

Staff Leadership Workshop – Focus Area Identification

Date: Tuesday, April 28, 2026

Time: 2:00-4:00pm ET

Location: In-person

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



AGENDA

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

NOVI 2050

SHAPING TOMORROW, TOGETHER

STRATEGIC ISSUES

City Strategic Direction — Staff Leadership Team Agenda Packet

April 28, 2026 • Long-Range Strategic Planning Committee

City of Novi Community Strategic Plan | cityofnovi.org

The Strategic Lens

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

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

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

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

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4. Public Services, Staffing & Governance	14
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SECTION 01

1. Community Identity & Demographics

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

TREND DATA

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

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

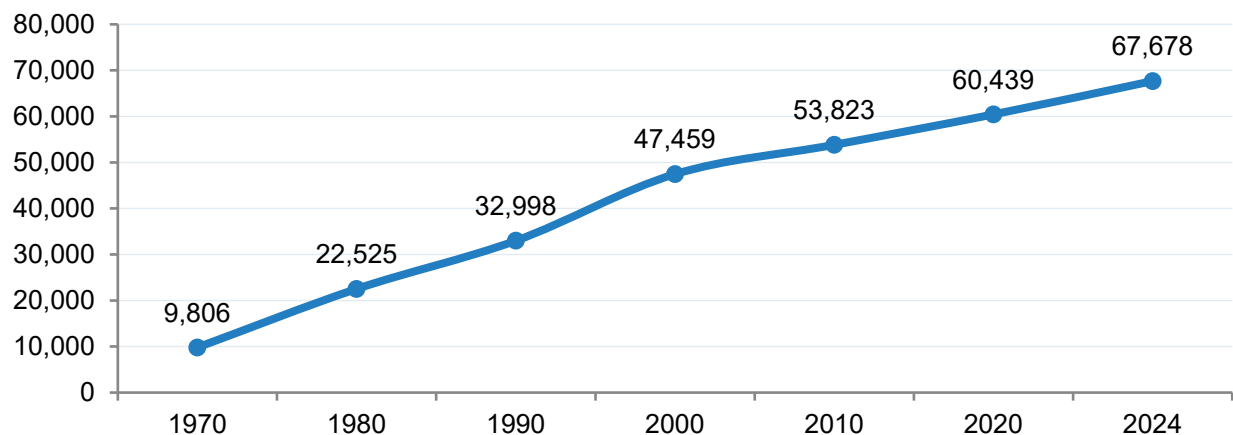


Figure 2: An Aging Community – Senior Population Over Time

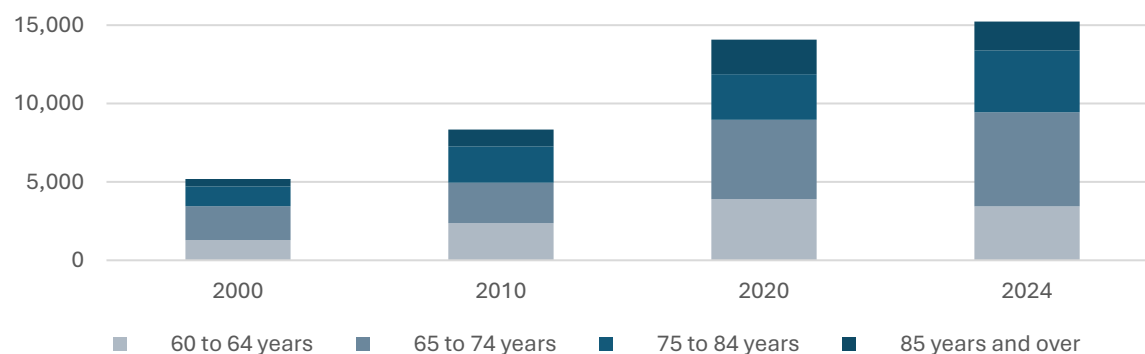
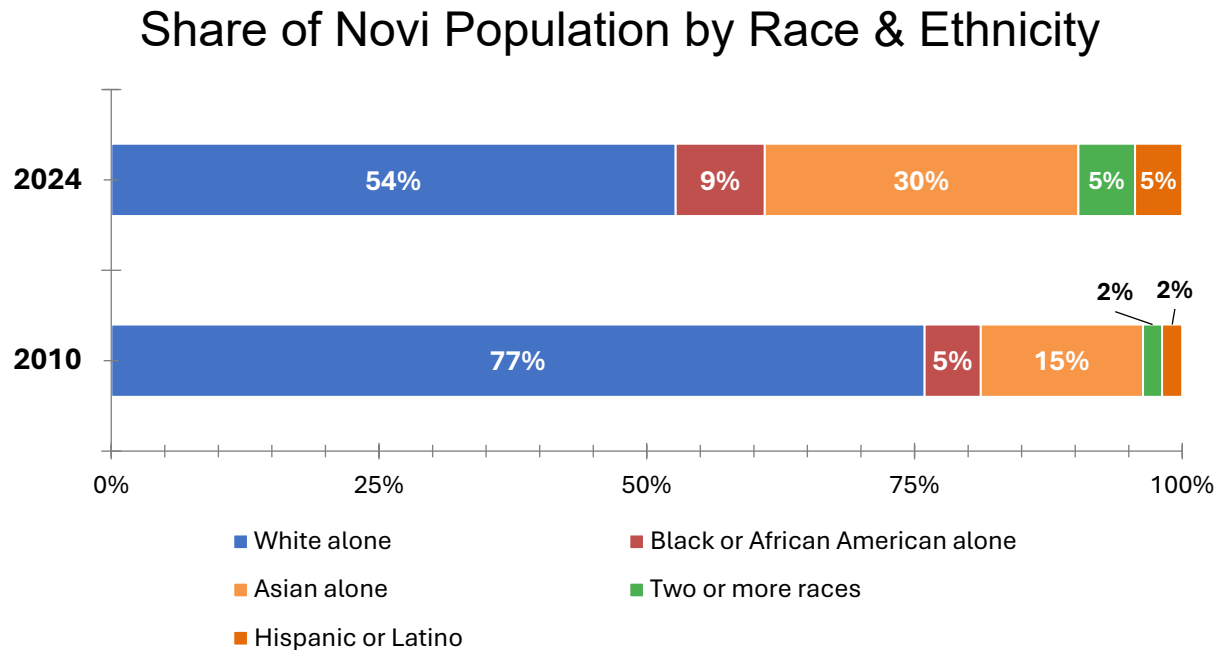


Figure 3: A Defining Diversity – Share of Novi Population by Race/Ethnicity



Strategic Issues

Issue 1: Managing Growth That Has Already Outpaced Projections

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

STRATEGIC QUESTION ►

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

Issue 2: Preparing for an Aging Community

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

STRATEGIC QUESTION ►

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

Issue 3: Lifecycle Retention Across Age Groups

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

STRATEGIC QUESTION ▶

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

Issue 4: Serving a Multilingual, Multicultural Community

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

STRATEGIC QUESTION ▶

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

Issue 5: Strengthening the City–School Relationship

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

STRATEGIC QUESTION ▶

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

Issue 6: Building Social Cohesion Across Cultures and Generations

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

STRATEGIC QUESTION ▶

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

Issue 7: Civic Engagement Gaps

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

STRATEGIC QUESTION ▶

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

Issue 8: Leveraging Educational Attainment as a Strategic Asset

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

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

STRATEGIC QUESTION ▶

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

SECTION 02

2. Housing & Neighborhoods

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

TREND DATA

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

Figure 1: Media Home Value 2013–2024

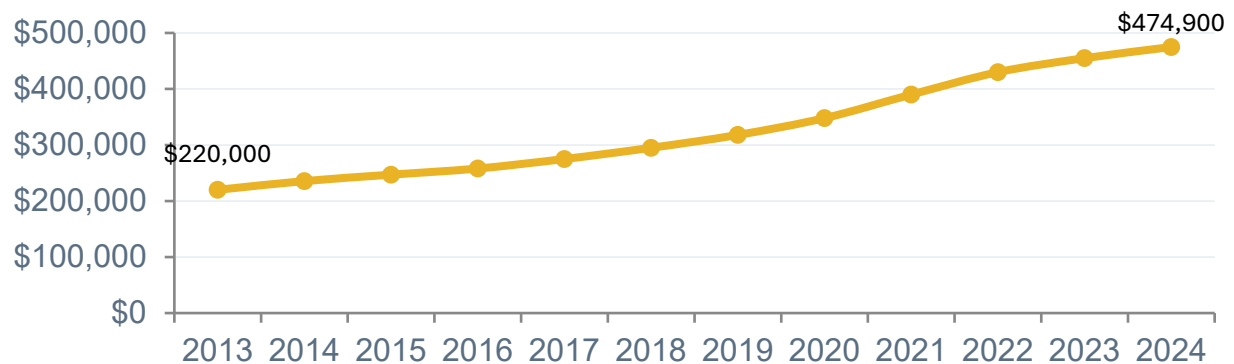
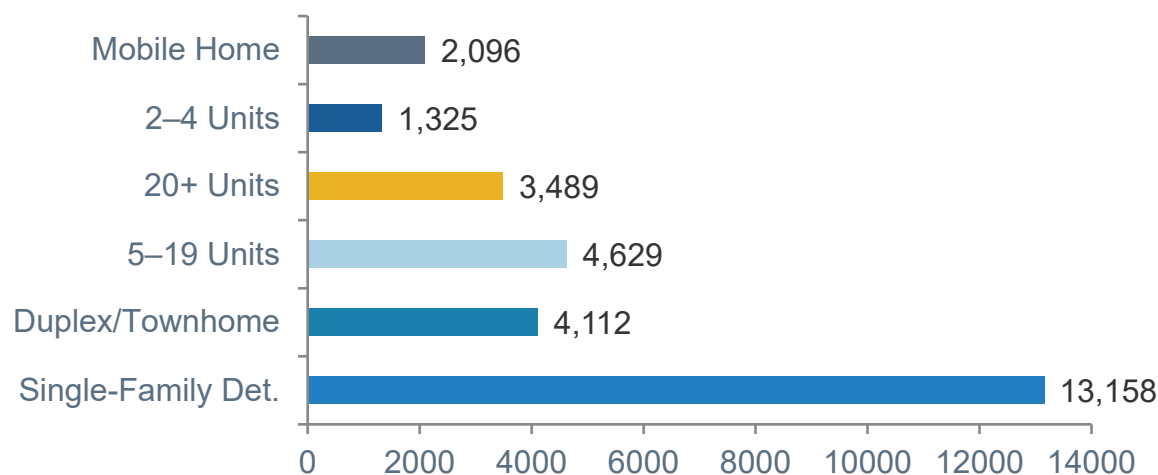


Figure 2: Existing Housing Units by Type



Strategic Issues

Issue 1: Closing the Housing Production Gap

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

STRATEGIC QUESTION ▶

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

Issue 2: Affordability for the Workforce and Essential Workers

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

STRATEGIC QUESTION ▶

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

Issue 3: Missing-Middle and Lifecycle Housing

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

STRATEGIC QUESTION ▶

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

Issue 4: Manufactured Housing

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

STRATEGIC QUESTION ▶

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

Issue 5: Mixed-Use Redevelopment as a Housing Strategy

Retail centers are being redeveloped nationally into mixed-use environments. This trend is visible in Novi with Sakura Novi and PD-2 projects near 12 Oaks.

STRATEGIC QUESTION ▶

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

Issue 6: Reinvestment in Aging Neighborhoods

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

STRATEGIC QUESTION ▶

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

Issue 7: Balancing Neighborhood Character with Needed Change

Community resistance to density and housing diversification can slow adaptation.

STRATEGIC QUESTION ▶

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

Issue 8: Addressing Rental Market Pressures

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

STRATEGIC QUESTION ▶

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

SECTION 03

3. Economic Development & Fiscal Health

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

TREND DATA

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

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

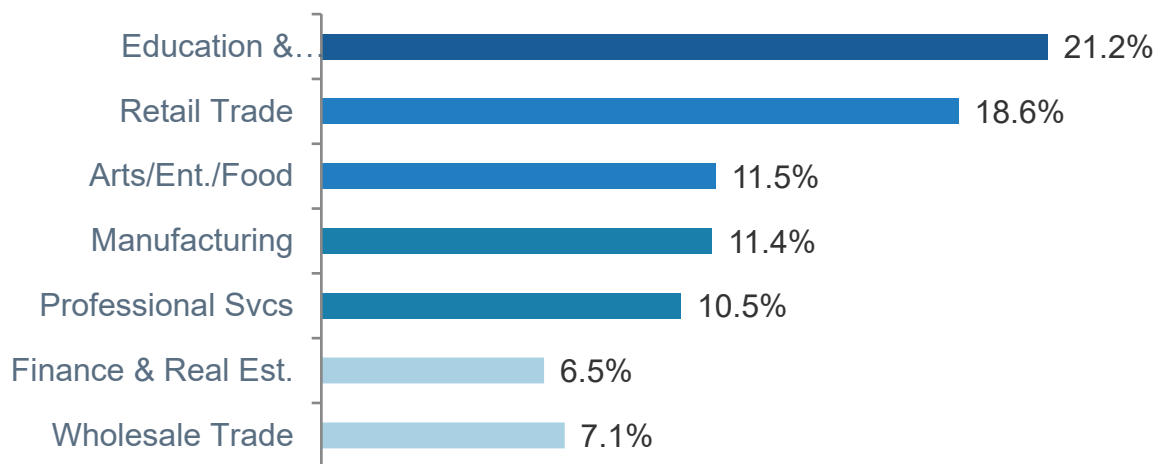
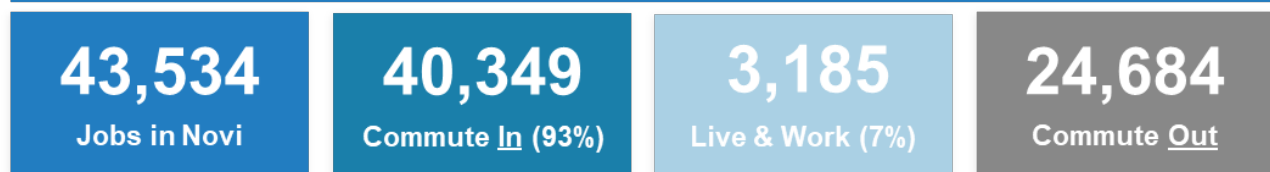


Figure 2: Where People Work — A Regional Employment Hub

DAILY WORKFORCE FLOW



Strategic Issues

Issue 1: The Growth-Revenue Gap

Service costs and infrastructure needs are rising faster than revenues under Michigan's Headlee/Proposal A limitations. Headlee rollbacks have directly impacted parks and police budgets.

STRATEGIC QUESTION ►

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

Issue 2: Healthcare as an Economic Anchor

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

STRATEGIC QUESTION ►

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

Issue 3: Talent Attraction in a Competitive Region

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

STRATEGIC QUESTION ►

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

Issue 4: Repositioning the Office Market

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

STRATEGIC QUESTION ►

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

Issue 5: Auto Industry Transformation

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

STRATEGIC QUESTION ▶

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

Issue 6: Protecting and Leveraging Foreign Investment

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

STRATEGIC QUESTION ▶

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

Issue 7: Corridor Redevelopment as Economic Strategy

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

STRATEGIC QUESTION ▶

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

Issue 8: Fiscal Impact as a Planning Tool

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

STRATEGIC QUESTION ▶

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

Issue 9: Sustaining Industrial and Logistics Sector Strength

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

STRATEGIC QUESTION ▶

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

Issue 10: Retail Recovery and Evolving Consumer Markets

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

STRATEGIC QUESTION ▶

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

SECTION 04

4. Public Services, Staffing & Governance

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

SECTION CONTEXT

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

Strategic Issues

Issue 1: Modernizing Human Resources Technology

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

STRATEGIC QUESTION ▶

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

Issue 2: Recruitment for Specialized and Municipal Roles

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

STRATEGIC QUESTION ▶

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

Issue 3: Staying Competitive on Compensation

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

STRATEGIC QUESTION ▶

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

Issue 4: Staff Capacity and Organizational Resilience

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

STRATEGIC QUESTION ▶

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

Issue 5: Aligning Governance with Long-Range Direction

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

STRATEGIC QUESTION ▶

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

Issue 6: Aging Facilities Across Departments

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

STRATEGIC QUESTION ▶

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

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

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

STRATEGIC QUESTION ▶

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

SECTION 05

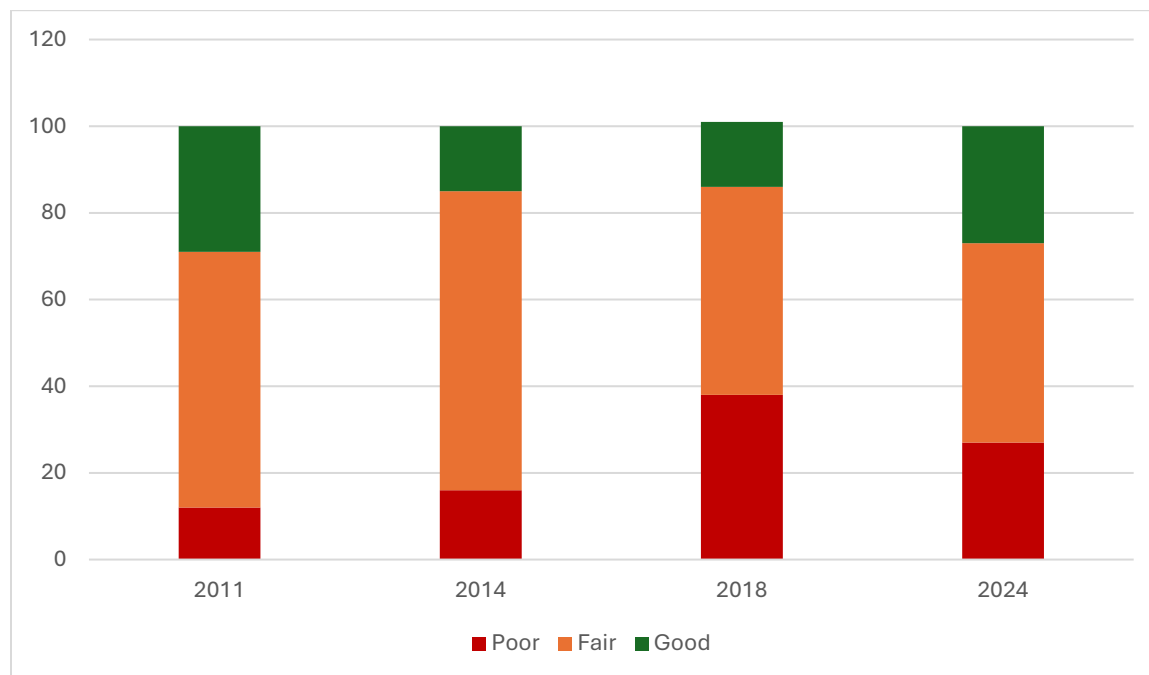
5. Infrastructure & Utilities

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

TREND DATA

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

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



Strategic Issues

Issue 1: Sustaining Capital Investment Through the CIP Millage

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

STRATEGIC QUESTION ►

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

Issue 2: Road Network Reinvestment

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

STRATEGIC QUESTION ►

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

Issue 3: Electric Reliability and Grid Modernization

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

STRATEGIC QUESTION ►

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

Issue 4: Closing the Broadband Gap

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

STRATEGIC QUESTION ►

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

Issue 5: Climate-Informed Infrastructure Design

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

STRATEGIC QUESTION ►

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

Issue 6: Skilled Trades Workforce Gaps

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

STRATEGIC QUESTION ▶

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

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

Sensors, smart systems, and data analytics offer opportunities to improve infrastructure efficiency, predict maintenance needs, and extend asset life—but require investment in technology, staff capacity, and data systems.

STRATEGIC QUESTION ▶

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

SECTION 06

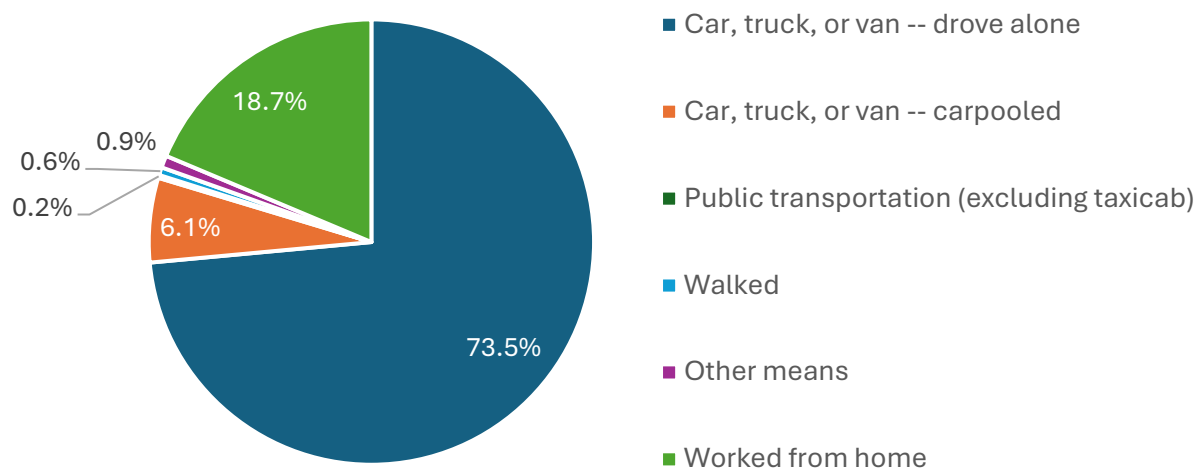
6. Mobility & Transportation

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

TREND DATA

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

Figure 1: How Novi Gets to Work



Strategic Issues

Issue 1: Managing Congestion Without Road Expansion

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

STRATEGIC QUESTION ►

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

Issue 2: Building on Transit and Microtransit Momentum

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

STRATEGIC QUESTION ▶

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

Issue 3: Completing the Active Transportation Network

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

STRATEGIC QUESTION ▶

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

Issue 4: I-96 as a Connectivity Barrier

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

STRATEGIC QUESTION ▶

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

Issue 5: Inter-Community Pathway Connections

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

STRATEGIC QUESTION ▶

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

Issue 6: Rethinking Corridors for Redevelopment and Multimodal Access

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

STRATEGIC QUESTION ▶

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

Issue 7: Improving Neighborhood Connectivity

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

STRATEGIC QUESTION ►

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

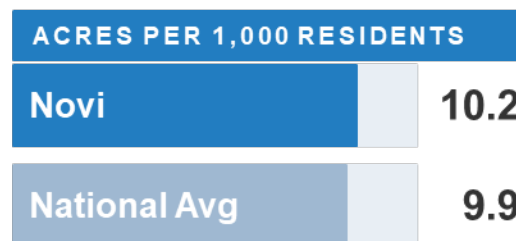
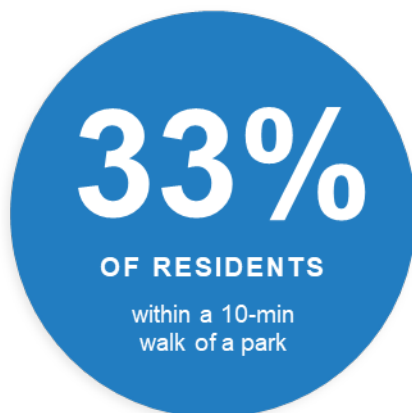
SECTION 07

7. Parks, Recreation, Arts & Cultural Assets

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

SECTION CONTEXT

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



Strategic Issues

Issue 1: The Community Center Question

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

STRATEGIC QUESTION ▶

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

Issue 2: Facility Capacity and Modernization

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

STRATEGIC QUESTION ▶

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

Issue 3: Older Adult Services Beyond Recreation

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

STRATEGIC QUESTION ▶

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

Issue 4: Culturally Responsive Programming

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

STRATEGIC QUESTION ▶

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

Issue 5: Population Health Through Public-Private Partnerships

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

STRATEGIC QUESTION ▶

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

Issue 6: Overcoming the Collaboration Barrier with Schools

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

STRATEGIC QUESTION ▶

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

Issue 7: Grant Funding and the Affluence Perception

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

STRATEGIC QUESTION ▶

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

Issue 8: Public Art, Gathering Spaces, and Placemaking

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

STRATEGIC QUESTION ▶

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

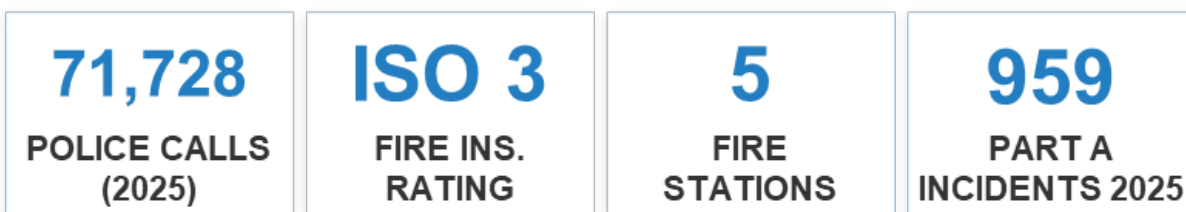
SECTION 08

8. Public Safety & Emergency Services

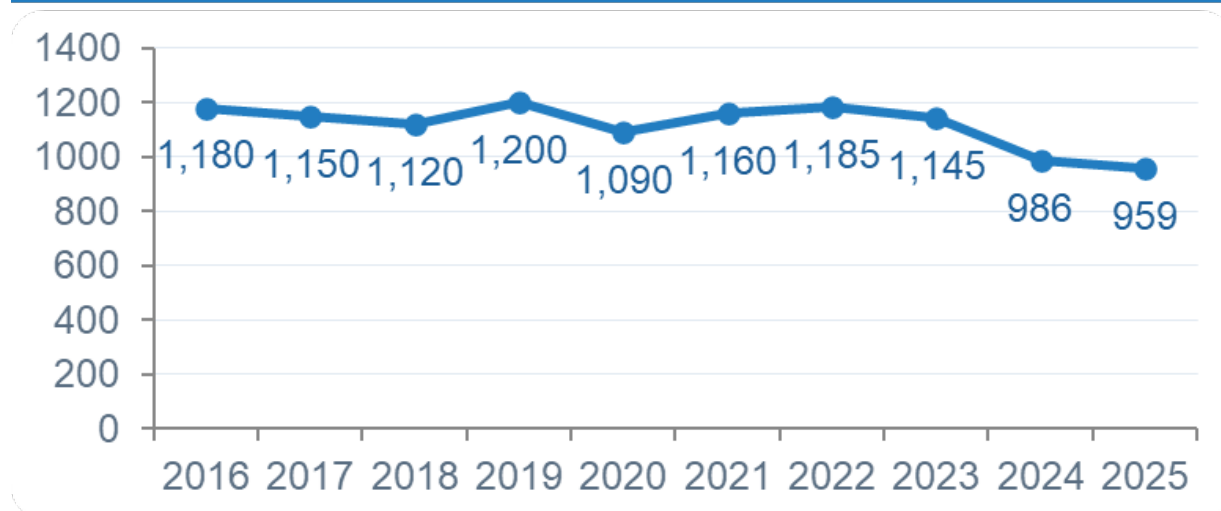
Public safety is a defining community strength with high resident satisfaction, but rising EMS demand, new risk factors, and workforce competition require forward-looking investment. The strategic question for the City is how the \$120M facilities investment, integrated Police–Fire operating model, EMS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

SECTION CONTEXT

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



TOTAL PART A INCIDENTS — 10-YEAR TREND



Strategic Issues

Issue 1: Rising EMS Demand from an Aging Population

EMS call volumes increased by over 17% between 2020 and 2021, and trend projections show older adults will represent a substantially larger share of the population by 2050.

STRATEGIC QUESTION ►

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

Issue 2: Maximizing the Public Safety Facilities Investment

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

STRATEGIC QUESTION ►

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

Issue 3: Emerging Technology and Energy Risks

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

STRATEGIC QUESTION ►

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

Issue 4: Recruiting and Retaining Public Safety Professionals

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

STRATEGIC QUESTION ►

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

Issue 5: Climate-Related Preparedness

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

STRATEGIC QUESTION ▶

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

Issue 6: Community Risk Reduction

Moving from reactive response to proactive risk reduction—particularly around aging populations, evolving building types, and emerging technology risks—can improve outcomes and reduce long-term costs.

STRATEGIC QUESTION ▶

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

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

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

STRATEGIC QUESTION ▶

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

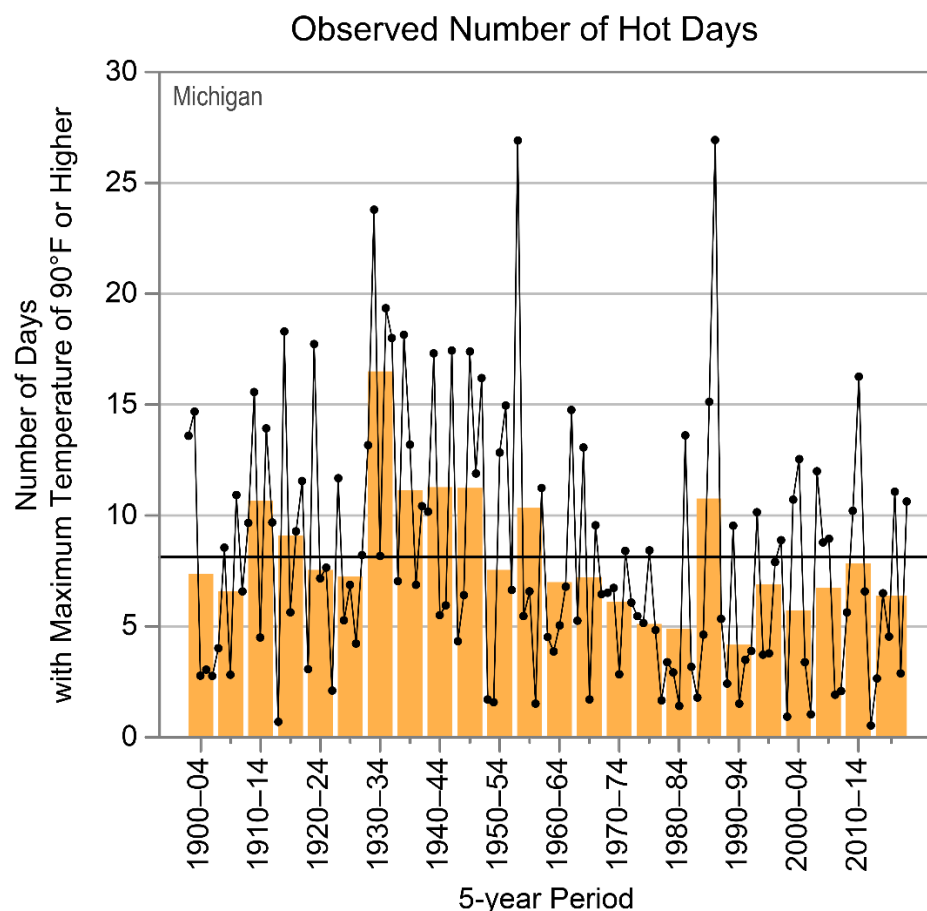
SECTION 09

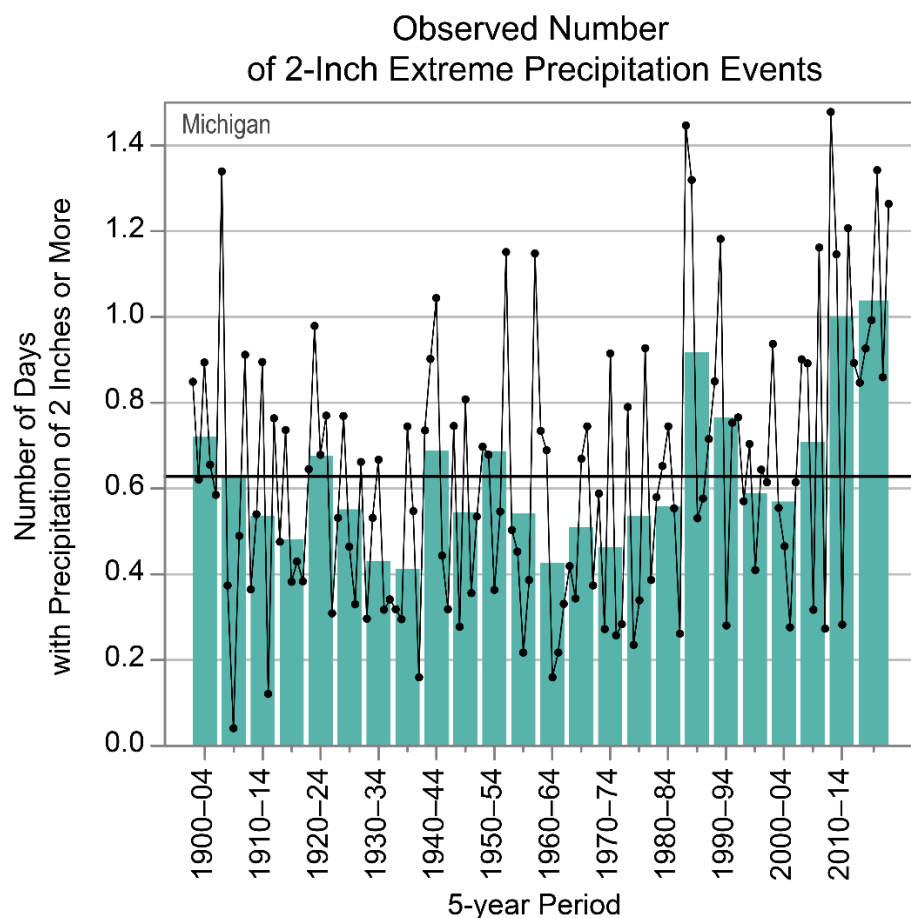
9. Environmental Resilience & Sustainability

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

TREND DATA

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





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

Strategic Issues

Issue 1: Stormwater System Capacity and Climate Adaptation

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

STRATEGIC QUESTION ►

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

Issue 2: Invasive Species Management and Funding

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

STRATEGIC QUESTION ►

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

Issue 3: Green Infrastructure as Standard Practice

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

STRATEGIC QUESTION ►

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

Issue 4: Heat Island Mitigation

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

STRATEGIC QUESTION ►

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

Issue 5: Aligning with State Climate Policy

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

STRATEGIC QUESTION ►

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

Issue 6: Unifying Sustainability Efforts Across Departments

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

STRATEGIC QUESTION ►

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

Issue 7: Energy Transition and Fleet Electrification

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

STRATEGIC QUESTION ▶

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

Issue 8: Parks and Natural Areas as Resilience Infrastructure

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

STRATEGIC QUESTION ▶

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

Issue 9: Establishing Resilience Metrics and Performance Tracking

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

STRATEGIC QUESTION ▶

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

SECTION 10

10. Cross-Cutting Strategic Questions

OVERVIEW

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

Strategic Questions

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

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

STRATEGIC QUESTION ►

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

Question 2: Who Gets to Live in Novi?

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

STRATEGIC QUESTION ►

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

Question 3: How Should Novi Fund Its Future?

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

STRATEGIC QUESTION ►

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

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

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

STRATEGIC QUESTION ►

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

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

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

STRATEGIC QUESTION ▶

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

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

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

STRATEGIC QUESTION ▶

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

Question 7: What Is the Right Level of Service?

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

STRATEGIC QUESTION ▶

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

Question 8: How Should Corridors Be Reimagined?

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

STRATEGIC QUESTION ▶

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

Question 9: What Role Should Universal Design Play?

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

STRATEGIC QUESTION ▶

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

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

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

STRATEGIC QUESTION ▶

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

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

NOVI 2050

Community Workshop #1

Trends & Focus Area Discussion

*Facilitator Run-of-Show***Tuesday, April 28, 2026 · 6:00–8:00 PM · In-Person**

Venue: Civic Center Atrium · Expected attendance: 125

Workshop at a Glance

Purpose

Engage Novi residents in reviewing the trends shaping the community's future and help identify the strategic focus areas for the Novi 2050 Community Strategic Plan.

Design Principle

Participants self-select one of two parallel table activities. Half the tables work the Generation Profiles; half work the Labor Profiles. Both lenses surface during the report-out so every attendee hears both perspectives.

Desired Outcomes

- Residents see themselves — and their neighbors — in the data that's shaping the plan.
- Every table produces a structured capture sheet with specific needs identified for 2030, 2040, and 2050.
- Themes from the room map clearly to one or more of the ten strategic focus areas.
- Participants leave informed about next steps and with at least one concrete way to stay engaged.

Roles & Assignments

Role	Responsibility	Assigned To
Welcome & Close-out	Opens and closes the workshop; frames strategic significance	Laura Casey, LRSPC Chair
Presenter	Delivers trends and Issues overview (20 min)	Grant Mayfield (Shockey Consulting)
Lead Facilitator	Runs the room, manages time, leads synthesis debrief	Sheila Shockey (Shockey Consulting)
Table Leads — Generations	Facilitate discussion, keep pace, complete capture sheet	Participants
Table Leads — Labor	Facilitate discussion, keep pace, complete capture sheet	Participants

Role	Responsibility	Assigned To
Sign-in & Logistics	Sign-in table, materials, direct attendees to tables	City Staff Volunteer
Popu Up – Picture This Vision Activity	Staff a table where the Picture This Vision Activity is taking place	City Staff Volunteer
Documentarian	Photos, timekeeper backup, collects capture sheets at end	Sheila & Grant (Shockey)

Run-of-Show

Minute-by-minute timeline. Each block has a designated lead and a specific transition cue.

5:15–6:00	Setup (45 min — staff only) Lead: <i>All Shockey staff + Danielle Mahoney</i> • Arrange tables: half marked GENERATIONS, half marked LABOR. Aim for 6–8 seats per table. • Place profile sheets, capture forms, and pens at each table. • Set up sign-in table near entrance with name badges and activity-selection cards. • Test A/V, confirm projector / screen / clicker / microphone. • Place refreshments (provided by City).
6:00–6:20	Arrival & Welcome (20 min) Lead: <i>Sign-in team + LRSPC Chair</i> What's happening: • Sign-in: name, zip, optional demographic info, activity self-selection (Generations or Labor). • Picture this – vision exercise upon arrival. • Refreshments and informal networking. LRSPC members and staff mix with residents. • 6:15 — LRSPC Chair begins the welcome from the front of the room. Chair talking points (90 seconds): • Thank attendees for showing up on a Tuesday night. • Acknowledge LRSPC members and staff present. • Frame why this matters — Novi 2050 is the roadmap for the next 25 years, and tonight's input shapes the focus areas. Transition cue at 6:18: "I'm going to turn it over to Sheila Shockey & Grant Mayfield, who will walk us through what the data tells us about where Novi is headed."

6:20–6:40

Trends Overview Presentation (20 min)**Lead:** Grant Mayfield & Sheila Shockey (or designated Shockey presenter)**Content arc (approximate timing):**

- Where we are in the process (2 min) — Discovery phase on a 5-phase journey. (Grant)
- The five global forces shaping all communities (3 min) — STEEP framework in plain language: aging and diversifying, housing preferences shifting, economy restructuring, mobility/energy/technology converging, climate risk rising. (Sheila)
- Novi's own data — growing faster and differently (5 min): population already past SEMCOG's 2025 forecast; 45–64 is the largest cohort; 26.8% foreign-born; 29.8% speak a non-English language at home; 7,300 new jobs projected; healthcare becomes Novi's #1 sector by 2050; labor shortage driven by aging. (Grant)
- What Novi residents & LRSPC already told us so far (3 min) — Vision Survey highlights: infrastructure, traffic, overdevelopment, housing affordability, lifecycle retention. (Grant)
- Tonight's question (2 min) — frame the activity: "Who will Novi's people be in 2050 — and what will they need from their community?" (Sheila)
- How tonight works (5 min) — explain both activities at a high level, direct people to their selected table. (Sheila)

6:40–7:35

Table Activity — Split Tracks (55 min)**Lead:** *Table Leads (Sheila & Grant circulating)***Structure — Generation Profile tables:**

- 0–5 min: Table introductions, round of names: how long have you been in Novi and what is one thing that makes it wonderful.
- 5–15 min: Each participant silently reads out loud their assigned profile character; brief go-around on first reactions.
- 15–40 min: Group discussion — for each generation, "What will they need in 2030? 2040? 2050?" Each table will have one of the LRSPC focus areas identified earlier. Table lead captures main ideas on the capture sheet.
- 40–50 min: Prioritize — what are the top 2–3 cross-generational needs this table surfaced?
- 50–55 min: One volunteer from each table prepares to share at report-out.

Structure — Labor Profile tables:

- 0–5 min: Table lead introductions, round of names, overview of six worker
- 0–5 min: Table introductions, round of names: how long have you been in Novi and what is one thing that makes it wonderful.
- 5–15 min: Each participant silently reads out loud their assigned profile character; brief go-around on first reactions.
- 15–40 min: Group discussion — for each generation, "What will they need in 2030? 2040? 2050?" Each table will have one of the LRSPC focus areas identified earlier. Table lead captures main ideas on the capture sheet.
- 40–50 min: Prioritize — what are the top 2–3 cross-generational needs this table surfaced?
- 50–55 min: One volunteer from each table prepares to share at report-out.

Lead facilitator circulation checklist (Sheila):

- 6:45 — Walk the room; all activities launched? Any table struggling to start?
- 7:00 — Midpoint check; pace check at each table.
- 7:20 — Audible 10-minute warning to the full room.
- 7:30 — Audible 2-minute signal; prepare report-out.

7:35–7:50

Report-Out & Synthesis (15 min)**Lead:** *Sheila Shockey*

- Strict 60 seconds per table. One person per table shares one top insights from their capture sheet that hasn't already been captured.
- Shockey staff captures themes on a large flipchart pad visible to the full room
- Sheila weaves connections at the end (2 min): "Here's what I'm hearing across the room — which focus areas are these themes pointing to?"

Timing discipline:

Facilitator intervenes gently at 75 seconds if a table is running long. The discipline protects the close-out.

7:50–8:00**Close-Out & Next Steps (10 min)****Lead:** *LRSPC Chair + Sheila***Chair talking points:**

- Thank participants; this input feeds directly into LRSPC Workshop #2 and Focus Area identification.
- Upcoming opportunities for engagement participation.

How to stay engaged (print on a takeaway card):

- Take the Vision Survey if you haven't — cityofnovi.org/Novi2050.
- Sign up for the Sounding Board to join future conversations.
- Community Workshop #2 — Monday, June 23, 6:00–8:00 PM.
- Watch for Pop-Up events.

Wrap-up logistics:

- Capture sheets and sign-in sheets returned as participants exit.
- Group photo opportunity with the #Novi2050

Supplies Checklist

Room Setup

- 10 – 12 round tables (seats 6–8 each) with clearly labeled GENERATIONS or LABOR table tents.
- Chairs — plan for 8 per table plus 10 additional for late arrivals.
- Sign-in table near the entrance.
- Presentation setup at the front: projector, screen, laptop, clicker, microphone if room requires.
- Large-format flipchart pad + easel for live synthesis.
- Novi 2050 pop up activity at the entrance and near the photo area.

Per Generation Table

- 10 copies of printed copies of the profile sheet times 6 tables.
- 1 large-format capture sheet.
- Markers, highlighters, and sticky notes.

Per Labor Table

- Same items as above, substituting the Labor Profiles sheets.

Registration

- Sign-in sheets with zip code and optional demographic fields.
- Name badges and markers.
- Table-assignment cards: GENERATIONS or LABOR.
- Novi 2050 info handouts (trifold or 1-pager).
- Sound Board! sign-up forms with QR code.

General

- Refreshments (coordinated with Danielle Mahoney).
- Blue painter's tape (for capture-sheet mounting on walls if needed).
- Timer / visible countdown clock for the activity block.
- Camera (phones OK, but designate a primary photographer).
- Water, sharpies, extra pens.

Contingencies

Low attendance (under 20)

Collapse to 2–3 tables total, ensuring at least one of each activity. Extend discussion time if needed; compress report-out to 5 minutes.

High attendance (over 60)

Add 1–2 tables per activity. Recruit additional table leads from LRSPC members, staff, or trusted community leaders in the room (brief in the back of the room during presentation).

Running long

Cut report-out from 90 to 60 seconds per table. Facilitator stops unnecessary framing in the close-out; hand everything over to the Chair for a crisp thank-you.

A/V failure

Backup: 20 printed large-format handouts (11x17) of the key trends slides staged at the sign-in table. Presenters walk in the room and presents in conversation style.

Low energy at a specific table

Shockey staff will check in with the tables briefly to model the discussion with one profile, then steps away. Do not take over.

Post-Workshop (same night)

- Lead facilitator collects all capture sheets and the sign-in sheets.
- Document photos of the synthesis pad (multiple angles, readable).
- 15-minute standing debrief with table leads: what worked, what didn't, surprises.
- Capture sheets transcribed within 3 business days; raw summary delivered to City staff for review.

Success Metrics

- 40+ participants (target); minimum 25.
- Demographic and geographic representation across age, language spoken at home, and Novi zip codes / neighborhoods.
- All tables produce a completed capture sheet (no blanks in the prioritization section).
- At least 80% of participants take at least one next-step action by the end of the night (sounding board!, survey, workshop #2 calendar add).
- Post-workshop synthesis identifies clear connections to 4+ of the ten strategic focus areas.

Generation Profiles Conversation Kit Activity

Purpose:

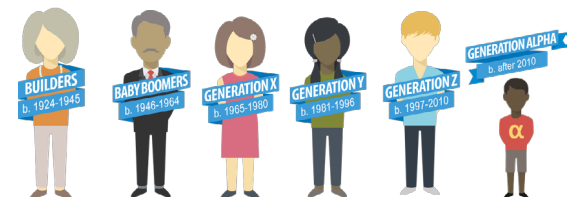
What does our community need to attract and retain all generations?

How will the needs change from today to 2040 and beyond?

Help us plan for all generations today, 10, and 25 years into the future. Consider all aspects that make Novi a great community to live, work, and visit.

Instructions:

1. Download the Generation Profile Activity (three (3) sheets including this instruction sheet).
2. Print out the materials for discussion or type your responses directly into page three of this document.
3. Review the generation profiles, which are representative stories to portray the general trends and characteristics of all age groups in our community.
4. Discuss as a group what each generation will need today and into the future. Consider housing, transportation, technology, recreation, and other needs during your conversation.
5. Record your ideas on the last sheet in one of two ways, whichever is most convenient:
 - *if printed* - use a pen in the white boxes provided, or
 - *if digital* - use the text/comment tools in Adobe Acrobat (or similar digital editing PDF program)
6. Submit your great ideas, along with your group's sign-in sheet, in one of two ways:
 - *if printed* - drop-off your worksheets to Novi City Hall, Attn: Danielle Mahoney, or
 - *if digital* - scan or take pictures of your materials and email to:
Shockkey Consulting Project Manager Grant Mayfield, GrantM@shockkeyconsulting.com
7. Share a picture of your group via email or by posting on social media with #Novi2050 and encourage others to participate too!



Generation Profiles

Builders

A.K.A:
The Silent
Generation

Novi Population*:

1,832

Name:

Miyoko

Age:

82



Miyoko has lived in Novi for more than 45 years. She and her husband moved to the area in the late 1970s when he was recruited to work for a Japanese automotive supplier. After her husband passed away, Miyoko remained in the single-family home where they raised their children. Her children now live out of state but stay connected through frequent calls and visits. Miyoko values her independence and her ties to Novi's Japanese and Asian community. While she still drives, she avoids winter weather and nighttime trips. Maintaining her home has become difficult on a fixed income, and she worries about long-term mobility and access to healthcare. Miyoko wants to age in place but would consider downsizing if she could remain close to familiar services and community spaces.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during postwar happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker: World War II (1939-1945)
- marketing: print

Baby Boomers



Novi Population*:

13,397

Name:

Tom

Age:

66

Tom moved to Novi 15 years ago with his wife after accepting a leadership role in the automotive technology sector. Now retired, Tom enjoys volunteering, golfing, and spending time outdoors on Novi's trails and in its parks. He appreciates the city's high-quality services and access to healthcare. While Tom enjoys his current home, he is beginning to think about the future and wants to reduce maintenance responsibilities. He is interested in housing options that are closer to restaurants, shopping, and social activities. Traffic congestion and transportation options are growing concerns as he plans for the next phase of life. Tom wants Novi to continue investing in amenities and infrastructure that support active, healthy aging while maintaining the community's overall quality of life.

- grew up during dramatic social change
- biggest spenders (70%) of consumer goods & services pushing up rental costs
- desire age-in-place options enjoy walkable, urban areas spend more time providing for their families
- amount may strain Medicare
- social marker: moon landing (1969)
- marketing: broadcast (mass)

Generation X

A.K.A:
Latchkey
Generation

Novi Population*:

14,125

Name:

Emi

Age:

45



Emi was raised in Novi and now works as an engineering project manager for a mobility technology firm. She and her partner are raising two teenagers while also helping care for aging parents who live nearby. Emi values Novi's strong schools, safe neighborhoods, and employment opportunities but feels stretched by competing responsibilities at work and home. She worries about housing affordability and whether her children will be able to live in Novi as adults. Traffic congestion and commuting times add daily stress. Emi would like to see more diverse housing options, improved transportation choices, and continued economic innovation so Novi remains competitive. She wants the city to evolve in ways that support families like his across multiple life stages.

- founders of 55% of start-ups
- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker: stock market crash (1987)
- marketing: direct (targeted)

Generation Y

A.K.A:
Millennials

Novi Population*:

17,478

Name:

Kayla

Age:

32



Kayla rents an apartment in Novi and works in user experience design for a technology company with a hybrid schedule. She chose Novi for its job access, safety, and amenities but sometimes feels disconnected from community life. Student loan debt and rising housing costs make homeownership feel out of reach. Kayla values walkability, trails, and places to meet friends, such as coffee shops and mixed-use districts. She wants more housing choices, better connections between residential and commercial areas, and stronger public gathering spaces. Sustainability and equity are important to her, and she is interested in how Novi plans for climate impacts. Kayla would like to build a long-term future in Novi if it continues to adapt to younger generations' needs.

- difficulty building wealth
- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes with proximity to amenities
- spreading urban lifestyles to the suburbs
- social marker: September 11 (2001)
- marketing: online (linked, hyper-connectivity)

Generation Z

A.K.A:
Zoomer

Novi Population*:

3,915

Name:

Marcus

Age:

21



Marcus grew up in Novi and is currently attending a nearby community college while working part-time in retail. He is uncertain whether a traditional four-year degree is the right path and is exploring alternative education and training options related to digital media and data analytics. Marcus spends much of his time online but values affordable, in-person places to socialize and connect with peers. He is concerned about mental health, economic stability, and finding meaningful work. Transportation options are limited for his schedule, and he relies heavily on driving. Marcus wants Novi to provide clearer pathways into careers, and opportunities that allow him to stay in the city rather than feeling pushed to relocate elsewhere.

- largest generation, will be 40% of U.S. consumers, dominant trend influencers
- never been without internet
- will be most educated, alternate education means
- more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security socially & ethically conscious
- social marker: global financial crisis (2008)
- marketing: digital

Generation Alpha

GENERATION ALPHA
b. after 2010

Novi Population*:

12,969

Name:

Asher

Age:

8



Asher lives in Novi with his parents, who work in advanced manufacturing and healthcare. His daily life blends school, extracurricular activities, and digital learning tools. Technology is fully integrated into how he learns, plays, and communicates. Asher enjoys Novi's parks, libraries, and recreation programs, and his parents value the city's strong schools and safe neighborhoods. As Asher grows up, his family hopes Novi continues investing in education, innovation, and sustainability. His future will be shaped by automation, climate change, and new mobility options. The decisions Novi makes today will influence whether Asher grows up in a city that is adaptable, inclusive, and prepared to support the next generation through 2050 and beyond.

- technology fully-integrated will be the wealthiest & most formally educated generation
- 11% of workforce in 2030 will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life
- social marker: COVID-19 (2020)
- marketing: in situ (real-time)

Generation Profiles



Builders
Name:
Miyoko
Age:
82

In 2030 (age 86):

In 2040 (age 96):

In 2050 (age 106):



Baby Boomers
Name:
Tom
Age:
66

In 2030 (age 70):

In 2040 (age 80):

In 2050 (age 90):



Generation X
Name:
Emi
Age:
45

In 2030 (age 49):

In 2040 (age 59):

In 2050 (age 69):



Generation Y
Name:
Kayla
Age:
32

In 2030 (age 36):

In 2040 (age 46):

In 2050 (age 56):



Generation Z
Name:
Marcus
Age:
21

In 2030 (age 25):

In 2040 (age 35):

In 2050 (age 45):



Generation Alpha
Name:
Asher
Age:
8

In 2030 (age 12):

In 2040 (age 22):

In 2050 (age 32):

Purpose:

What does our community need to attract and retain employees in all employment sectors?

How will the needs change from today to 2050 and beyond?

Help us plan for Novi's workforce today, 10, and 25 years into the future. Consider all aspects that make Novi a great community to live.

Instructions:

1. **Download** the Labor Profile Activity (three (3) sheets including this instruction sheet).
2. **Print** out the materials for discussion or **type your responses** directly into page three of this document.
3. **Review** the labor profiles on the following page, which are representative stories to portray the general trends and characteristics of several employment sectors.
4. **Discuss** as a group what each employee will need today and into the future.
5. **Record** your ideas on the last sheet in one of two ways, whichever is most convenient:
 - *if printed* - use a pen in the white boxes provided, or
 - *if digital* - use the text/comment tools in Adobe Acrobat (or similar digital editing PDF program)
6. **Submit** your great ideas, along with your group's sign-in sheet, in one of two ways:
 - *if printed* - drop-off your worksheets to Novi City Hall, ATTN: Danielle Mahoney, or
 - *if digital* - email or take pictures of your materials to: Shockey Consulting Project Manager Grant Mayfield, grantm@shockeyconsulting.com
7. **Share** a picture of your group via email or by posting on social media with [#Novi2050](#) and encourage others to engage too!
8. **Thank you** for helping us move forward together!!!



Meet Edward:

Edward is a senior at Novi High School and lives at home with his family. Edward works at Walmart part time to save money for college next year as a first-generation college student. As college expenses have continued to rise, Edward is considering community college or a trade school but wants to ensure he can make a good living.



Gender: Male
Age: 17
Race / Ethnicity: Hispanic / Latinx
Residence: Novi, MI
Education Attainment: In High School
Occupation: Cashier
Employment Sector: Retail
Employer: Walmart
Location: Novi, MI
Employment Status: Part-Time
Hourly Wage: \$11
Commute: 1 mile (3 minutes, car), 5 minutes, bike; 20 minutes, walk

Meet Lauren:

Lauren drives into Detroit to work as a Pediatric Nurse at Children's Hospital of Michigan. Her spouse is a software engineer who works remotely, and they do not have children. They decided to live in Novi because of the single-family home options and to enjoy the parks with their dog, Biscuit. On the weekends they drive into Detroit for entertainment.



Gender: Female
Age: 33
Race / Ethnicity: White
Residence: Novi, MI
Education Attainment: Bachelor's Degree
Occupation: Pediatric Registered Nurse
Employment Sector: Healthcare
Employer: Children's Hospital of Michigan
Location: Detroit, MI
Employment Status: Full-Time
Annual Wage: \$126,000
Commute: 31 miles (40 minutes), one-way by car

Meet Mary:

Mary and her husband moved to Novi a couple of years ago from Minnesota due to her husband's job transfer. They have two children attending Novi High School and have another child in college back at Michigan State University. In a few years they will be empty nesters and looking to downsize and are deciding where to land.



Gender: Female
Age: 48
Race / Ethnicity: Asian
Residence: Novi, MI
Education Attainment: Associates Degree
Occupation: Personal Trainer
Employment Sector: Arts, Entertainment, Recreation
Employer: Life Time Fitness
Location: Novi, MI
Employment Status: Full-Time
Annual Wage: \$55,000
Commute: 6 miles (13 minutes), one-way by car

Meet John:

John and his wife, Linda, have lived in Livonia for over 15 years and have benefited from having Linda's parents nearby to help with childcare. John makes a brief commute to work in sales at Harman while his wife commutes to Henry Ford West Bloomfield Hospital as a Physician's Assistant.



Gender: Male
Age: 41
Race / Ethnicity: White
Residence: Livonia, MI
Education Attainment: Bachelor's Degree
Occupation: Sales
Employment Sector: Wholesale Trade
Employer: Ellisville Chrysler Dodge
Location: Novi, MO
Employment Status: Full-Time
Annual Wage: \$85,800
Commute: 15 miles (25 minutes), one-way by car

Meet Judy:

Judy has been an elementary school teacher in Novi for 30 years. She loves the school and staff but will be retiring soon and is not sure she will be able to afford to stay in her home. She would like to still be close to her new grandchildren that live in Novi and be able to enjoy fun activities with them.



Gender: Female
Age: 60
Race / Ethnicity: White
Residence: Farmington, MI
Education Attainment: Bachelor's Degree
Occupation: 3rd Grade Teacher
Employment Sector: Education
Employer: Novi Woods Elementary
Location: Novi, MI
Employment Status: Full-Time
Annual Wage: \$57,500
Commute: 7.5 miles (20 minutes), one-way by car

Meet Robert:

Robert has a graduate degree in engineering and enjoys the ability to work from home often. Robert grew up in Novi and returned to his home town after graduating college to start a family. His children are currently in college and his wife enjoys volunteering at their local community church.



Gender: Male
Age: 54
Race / Ethnicity: White
Residence: Novi, MI
Education Attainment: Graduate Degree
Occupation: Vehicle Manufacturing Manager
Employment Sector: Manufacturing
Employer: Yanfeng
Location: Novi, MI
Employment Status: Full-Time
Annual Wage: \$145,000
Commute: 8 miles (15-20 minutes), one-way by car

What are the future needs of these employees?



Cashier
Retail

Name:
Edward
Age:
17

In **2026** (age 16):

In **2040** (age 30):

In **2050** (age 40):



Realtor
Real Estate

Name:
Judy
Age:
60

In **2026** (age 60):

In **2040** (age 74):

In **2050** (age 84):



Sales
Wholesale

Name:
John
Age:
41

In **2026** (age 41):

In **2040** (age 55):

In **2050** (age 65):



Manager
Manufacturing

Name:
Robert
Age:
54

In **2026** (age 54):

In **2040** (age 68):

In **2050** (age 78):



Personal Trainer
Arts, Entertainment, Recreation

Name:
Mary
Age:
48

In **2026** (age 48):

In **2040** (age 62):

In **2050** (age 72):



Nurse
Healthcare

Name:
Lauren
Age:
33

In **2026** (age 33):

In **2040** (age 47):

In **2050** (age 57):