



LONG-RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

April 27, 2026 | 6:00 PM

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

CALL TO ORDER

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

APPROVAL OF AGENDA

PURPOSE OF THE MEETING

[Workshop](#) Session with Shockey Consulting

PUBLIC COMMENT

ADJOURNMENT

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

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)

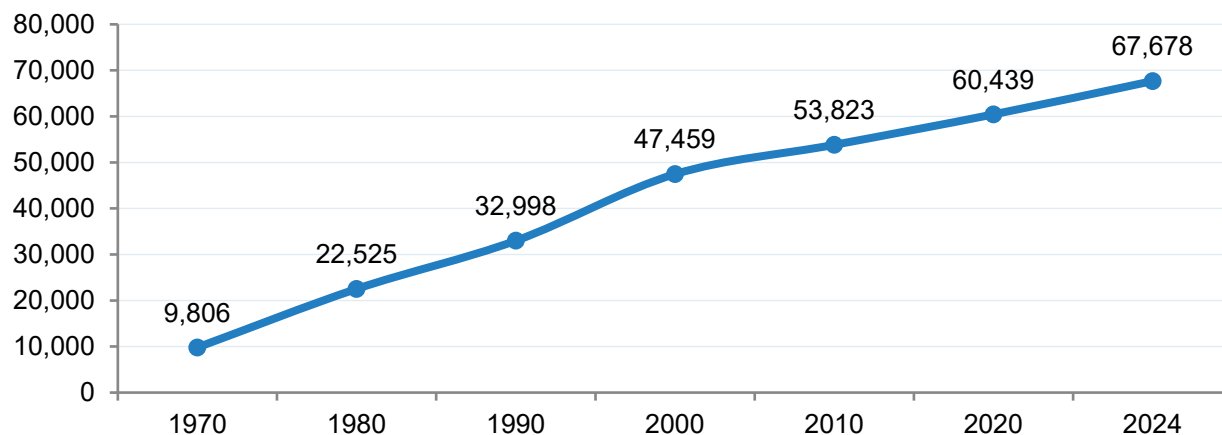


Figure 2: An Aging Community – Senior Population Over Time

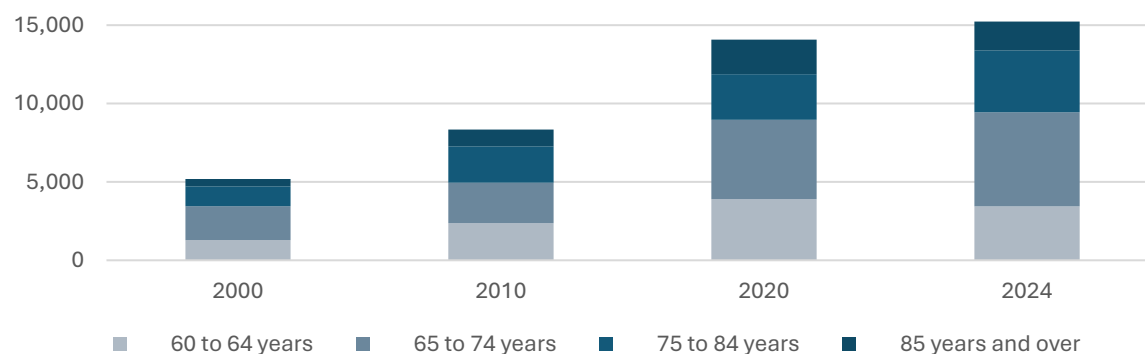
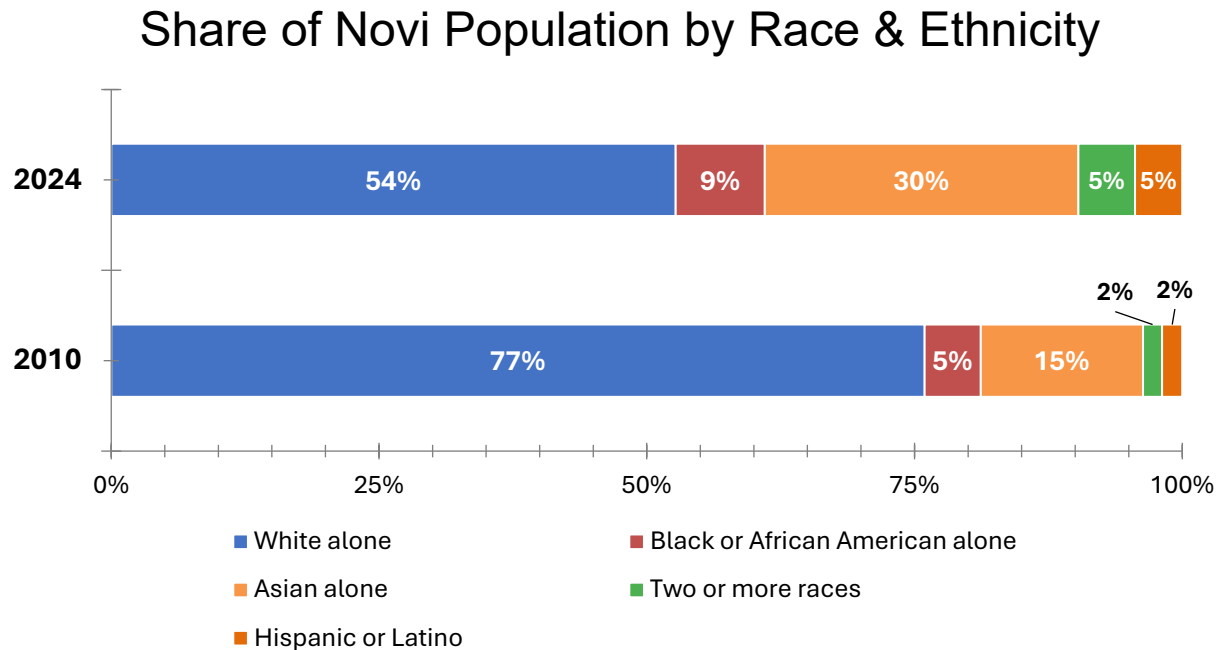


Figure 3: A Defining Diversity – Share of Novi Population by Race/Ethnicity



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

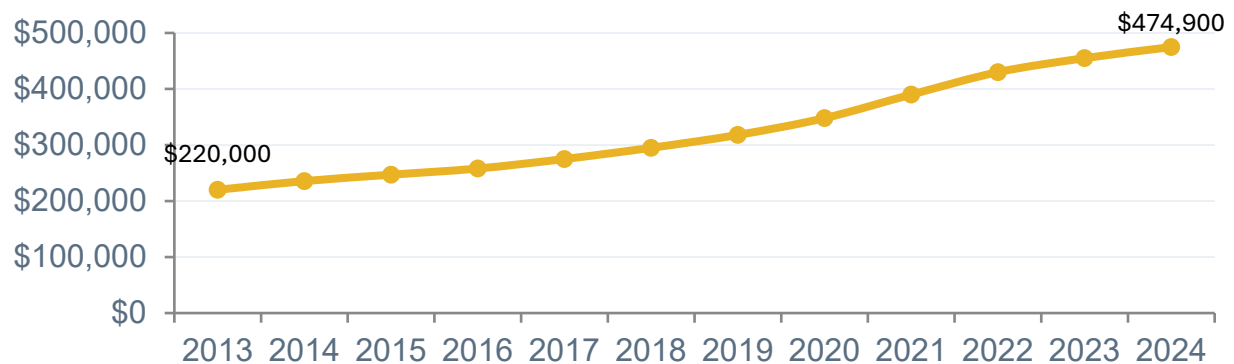
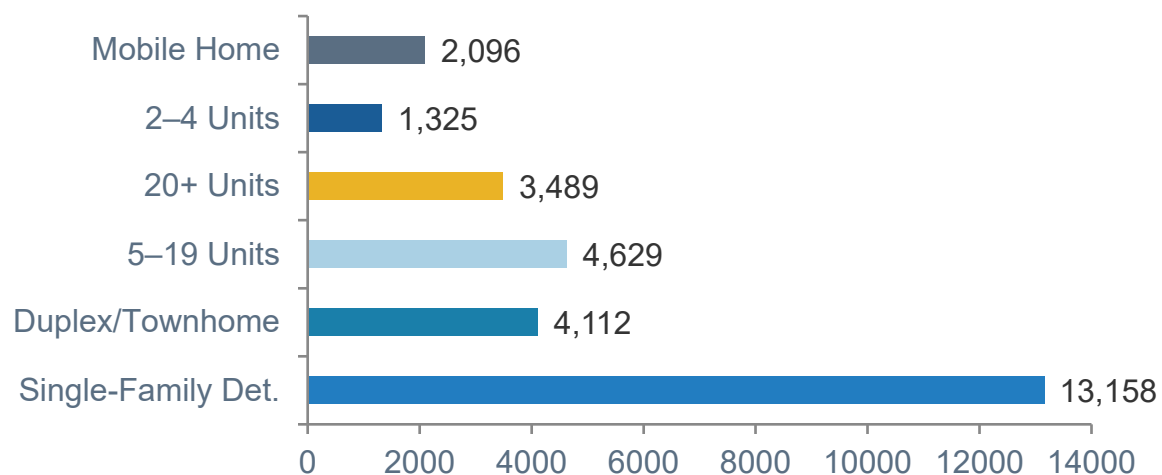


Figure 2: Existing Housing Units by Type



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)

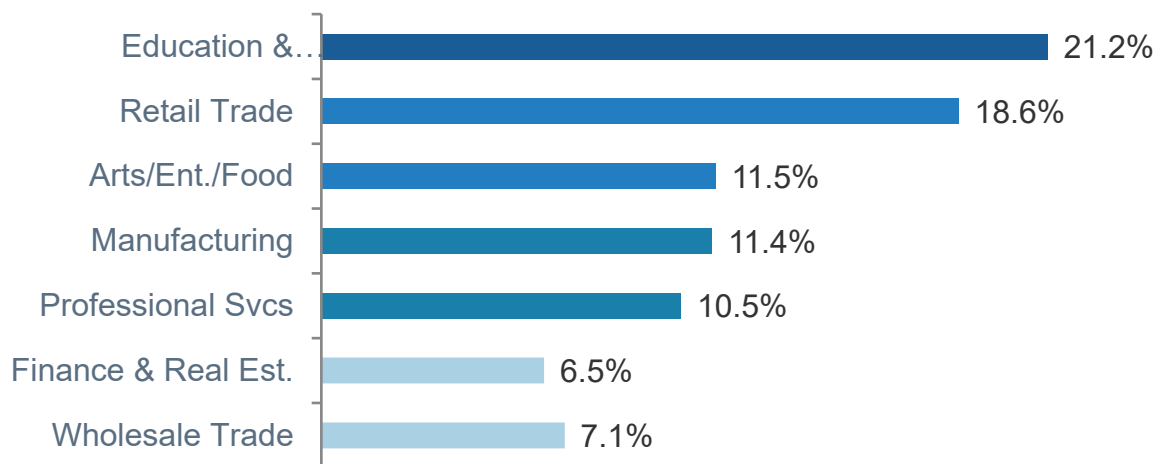
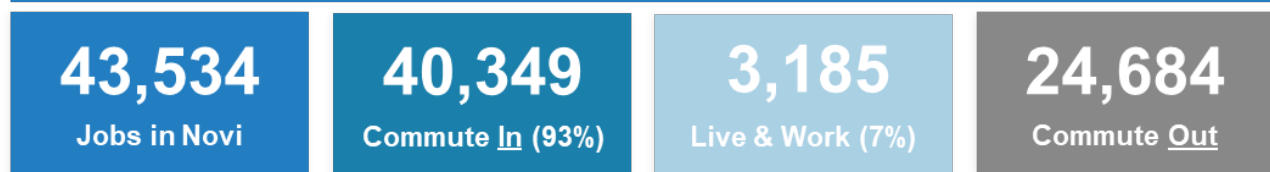


Figure 2: Where People Work — A Regional Employment Hub

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

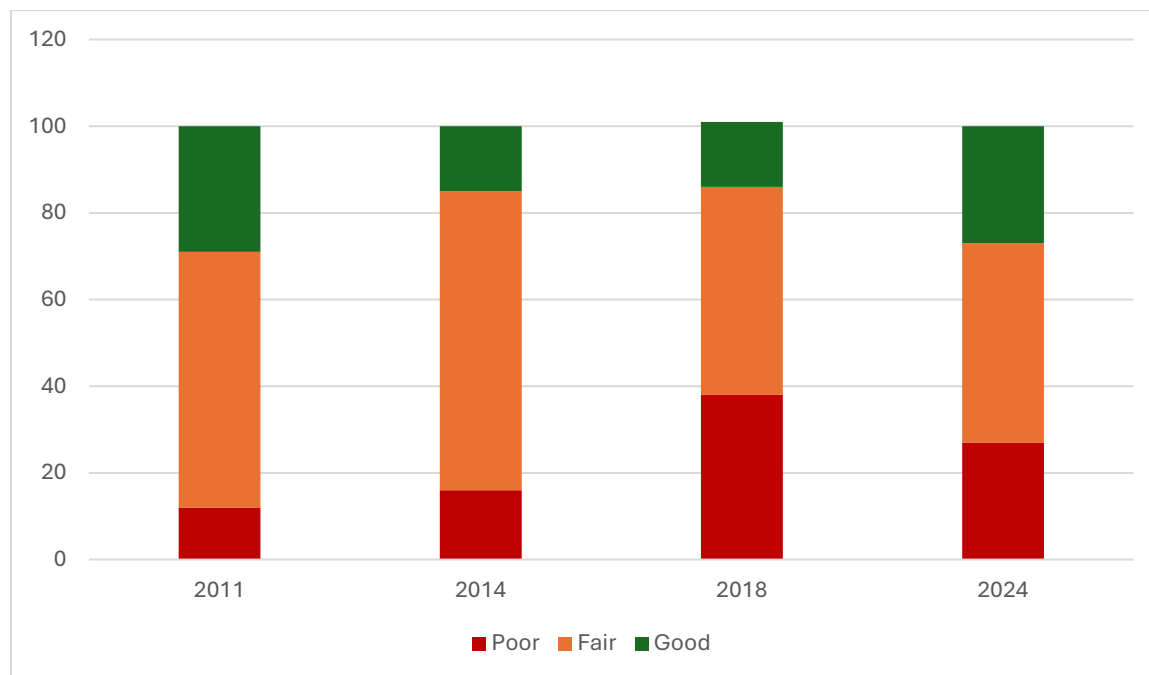
5. Infrastructure & Utilities

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

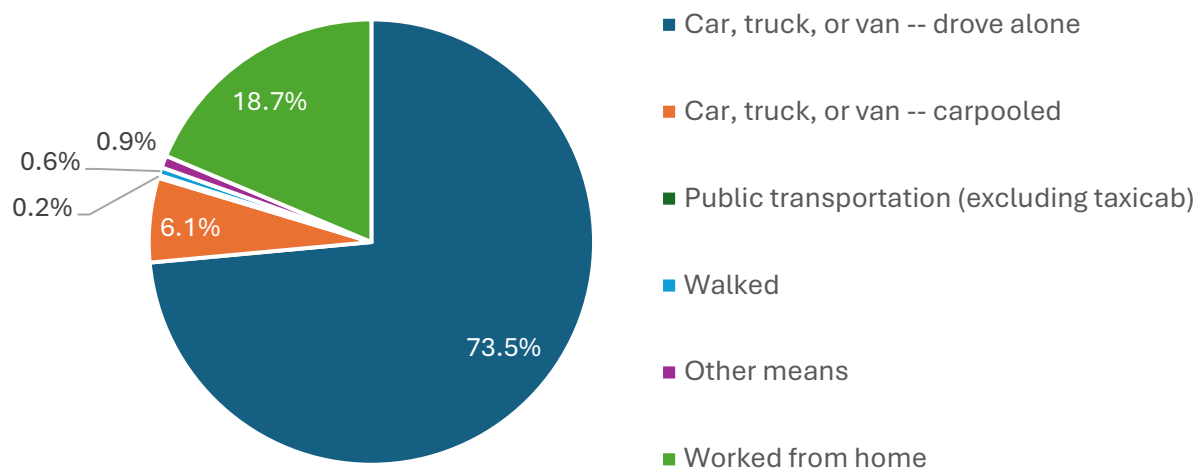
6. Mobility & Transportation

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?

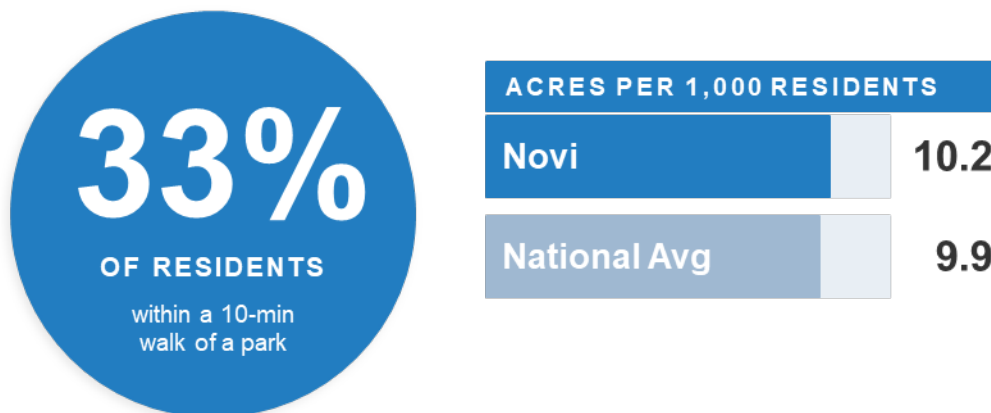
SECTION 07

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?

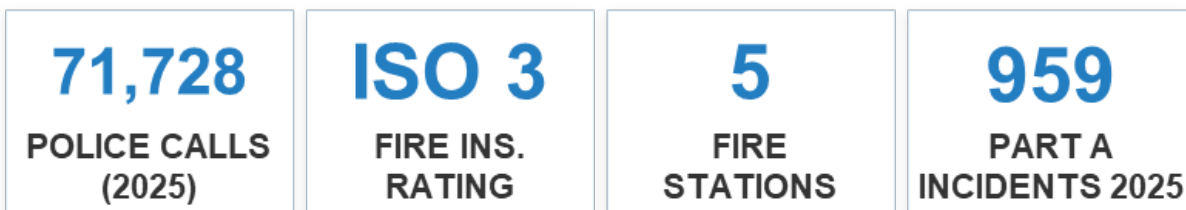
SECTION 08

8. Public Safety & Emergency Services

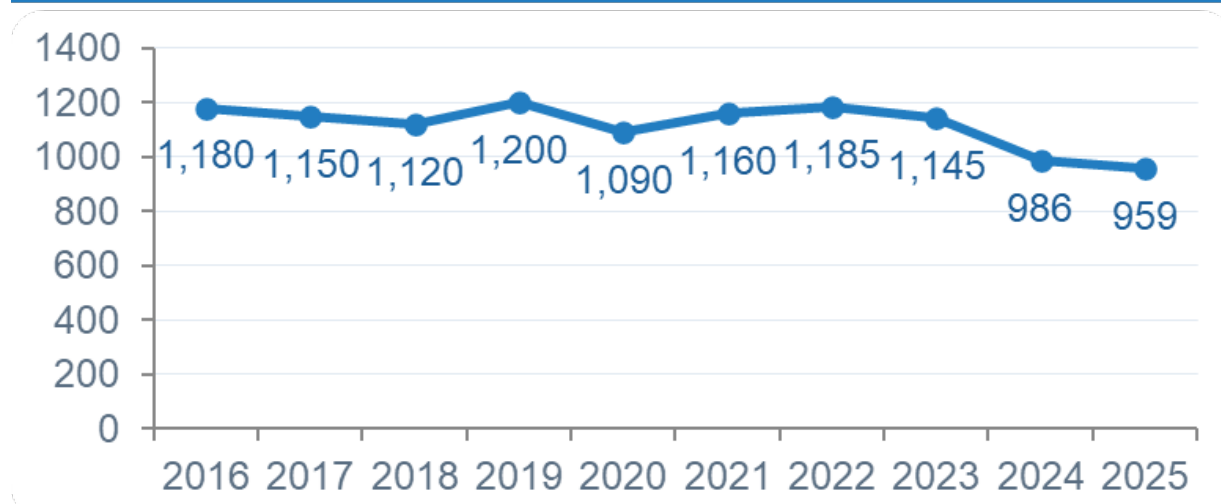
Public safety is a defining community strength with high resident satisfaction, but rising EMS demand, new risk factors, and workforce competition require forward-looking investment. The strategic question for the City is how the \$120M facilities investment, integrated Police–Fire operating model, EMS 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?

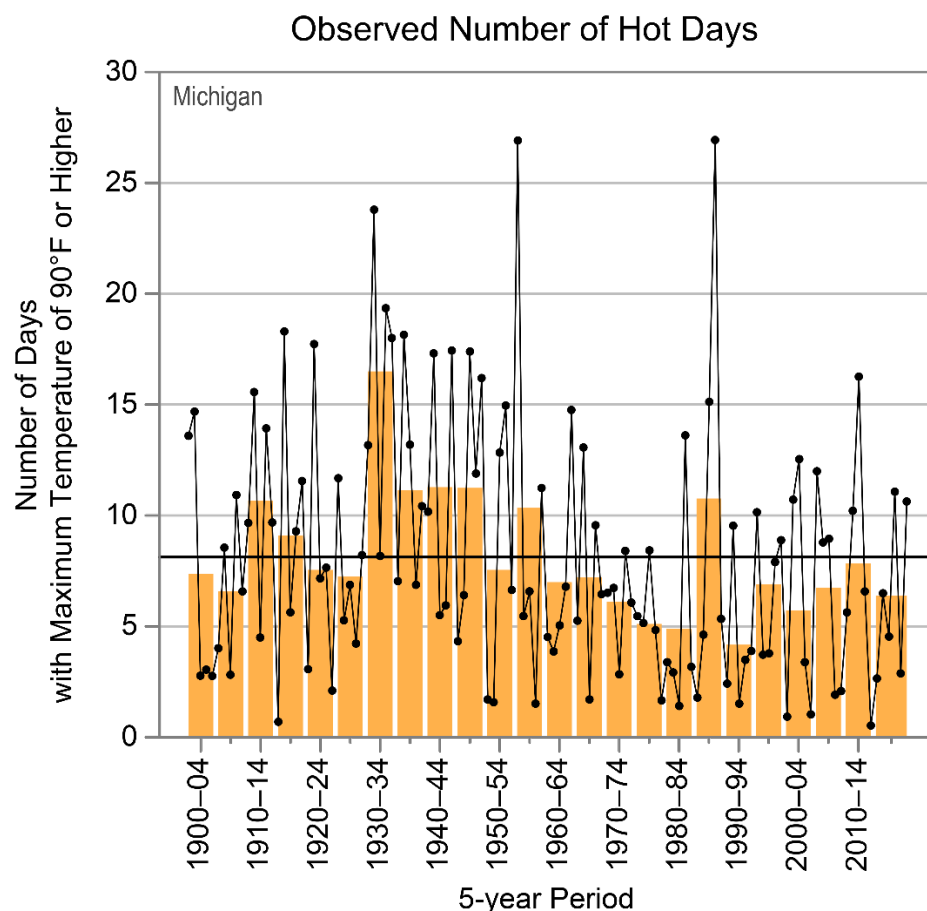
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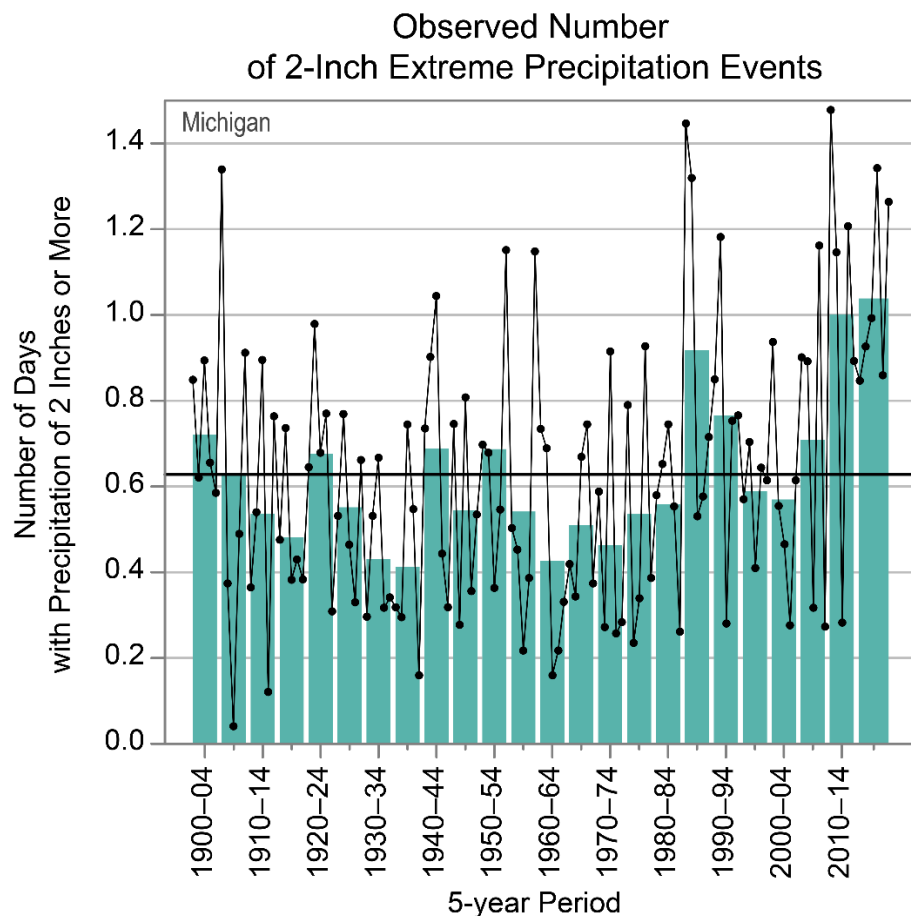
9. Environmental Resilience & Sustainability

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

TREND DATA

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





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

Strategic Issues

Issue 1: Stormwater System Capacity and Climate Adaptation

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

STRATEGIC QUESTION ►

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* —