

Novi 2050 Strategic Plan

June 2026 Visit and Engagement Summary

(Detailed summaries are linked below where applicable)

At a Glance

The Sounding Board Workshop and Executive Team Briefing took place virtually ahead of the in-person visit. The three in-person sessions took place June 23–24, 2026 and built on one another. The LRSPC's Workshop #3 outputs fed directly into both the SLT and Community Workshop #2 the following day.

Tuesday, June 9th

- 6:00–7:30pm – [Sounding Board Workshop](#)

Tuesday, June 16 (Virtual)

- 10:30am–11:30am — [Executive Team Briefing \(Virtual\)](#)

Tuesday, June 23

- 5:30–7:30pm — [LRSPC Workshop #3](#)

Wednesday, June 24

- 2:00–4:00pm — [Staff Leadership Team \(SLT\) Workshop](#)
- 6:00–8:00pm — [Community Workshop](#)

Executive Summary

Between June 9 and June 24, 2026, the Novi 2050 process moved from issue prioritization into visioning and goal-setting through five connected engagement sessions: a Sounding Board Workshop (June 9), a virtual Executive Team Briefing (June 16), LRSPC Workshop #3 (June 23), and the SLT Workshop and Community Workshop #2 (June 24). Each session built on the last. The LRSPC's draft vision and goals from June 23 were pressure-tested by staff and prioritized by the public the following day.

Key Outcomes

- **Draft vision statement created.** After reviewing three directional options, the LRSPC produced a composite draft centered on a welcoming community for people of all cultures, ages, and abilities. Staff flagged “services that residents count on and expect” as a commitment needing clarification, and residents asked the vision to include affordability and to better capture what makes Novi unique.
- **Five focus areas confirmed, one renamed.** The LRSPC confirmed the five focus areas and renamed “Aging & Shifting Service Needs” to “Responsive Services.” A draft goal statement was written for each of the five areas, and four cross-cutting themes were affirmed as woven throughout the plan rather than standalone chapters.
- **Community prioritization.** In the Goals Gallery Walk, participants used dot stickers to indicate level of importance across the focus areas. Housing & Redevelopment drew the most dots (19), followed by Mobility & Transportation (15), Responsive Services (13), Long-Term Funding (7), and Infrastructure (3). Affordability for young people, seniors, and the workforce was the most consistent gap named across activities.
- **Operational readiness assessed.** The SLT identified necessary changes in staffing, funding tools, policy, and partnerships for each focus area, and discussed coordination gaps for four cross-department issues: climate resilience, community health & risk reduction, multilingual service delivery, and fiscal impact analysis.

Notable Dynamics

- A sharp generational divide ran through the Sounding Board session — older participants resistant to density and rental housing; younger participants prioritizing walkability, affordability, and connectivity, with participants often holding values in direct tension (e.g., walkability without density).
- Managing congestion earned the highest cross-table consensus among Sounding Board priorities; the Executive Team discussed the growth-revenue gap, mixed-use feasibility, and positioning the Strategic Plan as the anchor for budgeting, Council goal-setting, and other decision-making structures.

Next Steps

Shockey will synthesize input from all sessions into a refined vision and Draft Goals Matrix for the LRSPC's July 20 virtual briefing, followed by the August LRSPC workshop and SLT/community sessions, strategy development, and Council adoption targeted for October 2026. Topic surveys will be adjusted to probe the tradeoffs surfaced in June.

Sounding Board Workshop

Date: Tuesday, June 9, 2026

Time: 6:00-7:30 pm ET

Location: Police Training Center, 45125 W. 10 Mile Rd

Meeting Purpose: Develop a shared understanding of Novi 2050 and the strategic planning process, then engage Sounding Board members in prioritizing the strategic issues that will shape the plan.

AGENDA

6:00 pm	Welcome & Meeting Objectives
6:10 pm	Review: Planning Process & Community Data
6:25 pm	Overview of Strategic Issues
6:40 pm	Issue Prioritization Exercise
7:05 pm	Issues Discussion & Report Out
7:20 pm	Focus Areas & Next Steps
7:28 pm	Adjourn

Overall Observations

Engagement Quality

The group was lively and engaged with significant cross-table conversation throughout. Danielle had to redirect frequently, which was a positive sign given that the conversations were happening organically, not just in response to prompts.

Age Divide is Consistent and Sharp

The generational split was the dominant dynamic and echoed what has been seen in surveys:

- Older participants: hesitation about density, apartments, renters, and most forms of change.
- Younger participants: walkability, affordability, connectivity, investment in people and places.

Conflicting Values in the Same Breath

The standout dynamic was participants simultaneously wanting things that are in direct tension. For example:

- Desire for fiber internet AND concerns about current construction from fiber companies
- Desire for walkability AND resistance to density

Moving toward an “either/or” trade-off framing in future engagement may help with this dynamic by putting contradictory positions explicitly in front of the group and asking them to choose.

Community Belonging was Notably Absent

Very few participants talked about community belonging. This is notable because it has come up consistently in other engagement channels (surveys, community workshop, etc.). Multi-generational themes also received very little traction. These ideas may not have surfaced due to less intensive activities compared with the first community workshop, which was designed to get participants thinking beyond their own interests and experiences.

Top Issues — Table-Level Prioritization

Each table independently prioritized the issues. Consensus across tables is a meaningful signal of relative weight heading into goal-setting:

Table Consensus	Issue	Context
All 3 Tables	Managing Congestion	Highest consensus; clear priority across the board
2 of 3 Tables	Managing Growth That Outpaced Projections	Strong but not unanimous; some tables folded it into housing
1 of 3 Tables	Workforce Housing Affordability	Differing opinions between older and younger participants

Issue Detail

Managing Congestion

Specific intersections and corridors called out:

- 10 Mile & Taft (near high school / City Hall campus)
- 10 Mile & Novi Road (main east intersection)
- Beck Road connectors

Root cause: highway construction and county/state projects divert traffic onto local collectors, which cannot absorb it.

Most of the pedestrian connectivity comments (underground connectors, overpass walkways, heated sidewalks) came primarily from one participant who left a written list of ideas at the end of the session.

Managing Growth That Outpaced Projections

- Participants were genuinely surprised that Novi is only ~91% built out. Most assumed it was closer to 95%+.
- Housing stock is not turning over. Older residents are not downsizing out of larger single-family homes, so the inventory is not freeing up for younger families. Residents age 30–44 may have fewer options as a result when considering Novi as a place to call home.
- Long-Term Funding: Being near fully built out means losing the windfall revenue from major new developments. The revenue growth model will need to shift fundamentally.

Mixed-Use Redevelopment as a Housing Strategy

- Clear age divide: older participants did not see a housing affordability problem at all; younger participants and those with business connections do.

- Some participants argued renters "don't pay taxes" and do not want more apartments or density. This aligns with Vision Questionnaire comments about renters not having the same level of commitment or interest in "putting down roots" compared to homeowners.
- Resistance to mixed-use and residential density is in direct tension with the desire for walkability, which typically requires density.

Workforce / Essential Worker Housing Affordability

- Some participants see workforce housing as a critical issue. Some conversations involved differing views with debates about whether this is an issue for Novi.
- Framing matters: workforce housing is not government-subsidized housing. It is about whether teachers, nurses, and service workers can afford to live in the city where they work.
- This can also be seen as a transportation issue, i.e. if workers cannot afford Novi, the question becomes either (a) how do you create housing options, or (b) how do you connect them from adjacent communities?

Growth Revenue Gap

- Being nearly built out means the loss of tax revenue windfalls from major new development.
- More data may help frame this issue and better understand its severity. One question to answer is how much of historical revenue growth has come from new development vs. reassessments?

Other Comments & Emerging Themes

Infrastructure & Connectivity

- Pedestrian safety and multi-modal connectivity (overpass walkways, underground connectors, crosswalks).
- Buried utilities: Improvements would have reliability benefits for power outages although could be expensive.
- Fiber as a public good: This should also be balanced by concerns about ongoing utility construction.
- International dark-sky standards mentioned.

Winter / Placemaking

- Holland, Michigan's heated sidewalks cited as a model.
- Additional ideas include more holiday lighting and winter activities.

Environment & Green Space

Participants discussed the desire to protect existing wetlands and greenspace, which may have been top of mind following several council meetings featuring wetland mitigation and tree replacement in development approvals.

- Strong interest in preserving wetlands and green spaces.
- No current mechanism to keep remaining wetlands in city ownership.
- Among the top concerns of residents who are resistant to further growth and denser development.

Downtown / City Center

This topic came up differently than it did in the Mayor's Youth Forum and Community Workshop #1, where it felt rooted in belonging and connection. At the Sounding Board, it was more of a branding/destination framing, i.e. "other cities have a downtown, we don't."

Economic Development

- Demand for better independent restaurants, small businesses, non-chain options.
- No higher education (community college, university) in Novi mentioned as both a gap and a potential draw.

Public Transportation

- Skewed toward smart/futuristic technology (Autonomous vehicles, Waymo, etc.).
- Younger participants more open to traditional transit investment; older participants more interested in tech-forward solutions.

Revenue & City Services

- Conversations focused on revenue options beyond property taxes (i.e. fees, charges, or other tools)
- This also brought up discussions of appropriate staffing levels in 2050 and a desire to "be lean and strategic, not just growing government."

Zoning Complexity and Education Event

A younger participant raised zoning confusion, stating that the system is too complex for most residents to understand. Along these lines, the city is planning a planning education event for this fall:

- An interactive role-play scenario where staff wear different hats (developer, city staff, adjacent homeowner) to walk through a real development case.
- Will be recorded as a video for ongoing use.

Executive Team Briefing

Date: Tuesday, June 16, 2026 (Virtual)

Time: 10:30–11:30 am ET

Location: Novi Special Conference Room (City staff) / Virtual (Shockey Consulting)

Meeting Purpose: Mid-process update to the City's Executive Team to review the planning process and prioritized issues/focus areas, and surface operational gaps before goals are drafted at the June 23–24 workshops.

AGENDA

10:30 am	Welcome & Introductions
10:35 am	Strategic Planning Basics
10:43 am	Where We Are: Process Overview
10:53 am	Introduction to Prioritized Issues & Emerging Focus Areas
11:05 am	Discussion: What's Missing?
11:23 am	Synthesis & Next Steps
11:30 am	Adjourn

Overview

The Executive Team Briefing was held virtually on June 16, 2026, one week ahead of the in-person visit, to orient City leadership to the strategic issues identified and prioritized by the Long-Range Strategic Planning Committee (LRSPC), and to create space for the Executive Team to contribute operational context and flag gaps before goals were drafted at the June 23–24 workshops.

Shockey opened by distinguishing the Novi 2050 Community Strategic Plan from the City's Master Plan (adopted 2025): the Strategic Plan is a 25-year community vision and priority-setting document driven by community values, data, and leadership input, producing actionable goals in five focus areas, and used for decision-making, budgeting, and city-wide policy. The Strategic Plan is complementary to, but distinct from, the Master Plan's land-use and physical-development regulatory role.

Where We Are in the Process

Shockey reviewed the five-phase project structure and confirmed the project had transitioned from Phase 2 (Discovery) into Phase 3 (Visioning & Goal Setting):

- Completed — Phases 1 & 2: project scoped, branded, and launched; kickoff and trend identification; Environmental Scan; issues identification, review, and prioritization; Community Questionnaire.

- Underway — Phase 3: further issues prioritization; creation of draft focus areas and goals; launch of topic-specific surveys; pop-up events.
- Coming — Phases 4 & 5: finalization of focus areas and goals; creation of strategies; plan drafting; implementation planning; Council adoption (target: October 2026).

The Five Emerging Focus Areas

Shockey walked through the five emerging focus areas and the strategic issues underlying each, narrowed from an initial set of 71 issues identified through the Environmental Scan, engagement input, and the June 9 Sounding Board Workshop:

1. Infrastructure

Capital investment, smart infrastructure & climate-informed design

- Sustaining Capital Investment
- Leveraging Smart Infrastructure and Data-Driven Asset Management
- Climate-Informed Infrastructure Design

2. Housing & Redevelopment

Mixed-use, workforce housing, missing-middle & neighborhood reinvestment

- Mixed-Use Redevelopment as a Housing Strategy
- Reinvestment in Aging Neighborhoods
- Closing the Housing Production Gap
- Affordability for the Workforce and Essential Workers
- Missing-Middle and Lifecycle Housing
- Balancing Neighborhood Character with Needed Change

3. Aging & Shifting Service Needs

EMS demand, community risk reduction & climate preparedness

- Rising EMS Demand from an Aging Population
- Community Risk Reduction
- Climate-Related Preparedness

4. Long-Term Funding

Growth-revenue gap, economic development & fiscal impact

- The Growth-Revenue Gap
- Fiscal Impact as a Planning Tool
- Managing Growth That Has Outpaced Projections

5. Mobility & Transportation

Transit, microtransit, active mobility & inter-community connections

- Building on Transit and Microtransit Momentum
- Completing the Active Mobility Network
- Inter-Community Pathway Connections
- Managing Congestion Without Road Expansion

Discussion: What's Missing?

Shockey opened the floor with a single question: “Looking at everything you just heard, what's the thing that isn't on this list that you think about most?” This led to an open, unstructured conversation. Key themes raised by the group included:

- Terminology: a request to clearly distinguish “infrastructure” (roads, water/sewer mains) from “facilities” (buildings/property), since the CIP millage funds the former but not the latter.
- Regional employment and income trends beyond Novi and Metro Detroit, including the impact of a waning automotive engineering/production sector on regional workforce and income growth.
- Whether population growth forecasts adequately account for climate-driven migration into Michigan.
- A request to explore using public-safety call-volume data to build a “profile” of the service-cost impact of specific housing/development types to inform incentive and abatement decisions.
- Skepticism about mixed-use redevelopment as a housing strategy in practice. Prior Novi mixed-use projects (e.g., Main Street) have struggled to attract non-residential tenants; regional comparisons discussed included Royal Oak, Ann Arbor, and Birmingham.
- A need for a co-responder model to address rising mental-health-related calls for police and fire, and how the City would fund it.
- A strong interest in the Strategic Plan becoming the structural anchor for the City's budget process and Council goal-setting, rather than an add-on to it.

Summary and Next Steps

Shockey previewed the immediately upcoming milestones:

- June 23 — LRSPC Workshop #3: vision and goal-setting, further refining the five focus areas.
- June 24 — SLT Workshop #2: staff pressure-test the draft vision and goals from an operational perspective.
- June 24 — Community Workshop #2: public prioritization of the draft vision and goals.
- July — Synthesis of all three sessions' input into a Draft Goals Matrix.
- August — Further refinement and initial strategy development.
- September — Final revisions to the plan.
- October 2026 — Council adoption.

LRSPC Workshop #3 — Vision & Goals

Date: Tuesday, June 23, 2026

Time: 5:30–7:30 pm ET

Location: Mayor's Conference Room, Novi City Hall

Meeting Purpose: Create a draft vision statement directional preference; confirm the plan's five focus areas; develop initial goal statements (SMART format) for each focus area.

AGENDA

5:30 pm	Welcome & Meeting Objectives
5:35 pm	Process Update: Where We Are & What's Ahead
5:45 pm	Engagement Update: Community Input Synthesis
6:05 pm	Review Draft Vision Statement
6:35 pm	Focus Area Confirmation & Goal Development
7:15 pm	Cross-Cutting Themes Discussion
7:25 pm	Next Steps & Preview of August Workshop
7:30 pm	Adjourn

Overview

The Long Range Strategic Planning Committee met on June 23, 2026 for a working session framed explicitly as decision-making rather than presentation: the committee's tasks were to move toward a directional preference for the plan's vision statement, confirm the five focus areas, and draft at least one SMART-format goal statement per focus area.

Process & Engagement Update

Shockey presented a visual overview of progress since LRSPC Workshop #2 (April 27), including the transition from Phase 2 (Discovery) into Phase 3 (Visioning & Goal Setting), and previewed Phase 4 (Scenarios & Strategies) beginning this summer. Milestones completed since April included SLT Workshop #1 and Community Workshop #1 (both April 28, 20+ residents), the Community Vision Survey (~370 responses), pop-up outreach at Community Fest and the HOA Leaders Picnic, the Sounding Board Workshop (June 9), and the Executive Team Briefing (June 16).

Engagement by the numbers, as presented (Source: Novi 2050 engagement records, June 2026):

- 372 Vision Survey responses (March–June 2026)
- 30 Stakeholder Questionnaire responses
- 29 Sounding Board members
- 20+ Community Workshop #1 attendees (April 28)
- 4 in-person workshops completed to date
- 4 pop-up outreach events completed

Community Vision Survey results as presented (Source: Novi 2050 Community Vision Questionnaire, June 2026; Vision Survey Results, June 19, 2026):

- Greatest strengths: 72% named schools a top strength; 62% said safety is foundational to Novi's identity; 25% highly valued parks/recreation and diversity; 25% cited Novi as a diverse and welcoming community.
- Top challenges: 62% cited aging roads, water, sewer & drainage systems; 54% said traffic congestion demands action; 26% cited balancing growth with existing neighborhoods; 25% cited housing affordability.
- Divergence across demographics: housing affordability was named a top challenge by 55% of residents age 20–34 versus 16% of residents 65+; traffic congestion was a top concern for 62% age 55–64 versus 29% age 20–34; limited public transportation was a top concern for 43% of Asian and Black residents versus 5% of White residents.

Shockey also presented fifteen themes residents raised most consistently across the Vision Survey and workshops to date:

- | | | |
|-----------------------------|--------------------------------|-------------------------|
| • every stage of life | • downtown | • infrastructure |
| • belonging & connection | • cultural spaces & civic life | • fiscal sustainability |
| • accessibility & inclusion | • mobility | • opportunity |
| • diversity | • schools, safety & quality | • identity & retention |
| • housing | • services & delivery | |
| • growth & redevelopment | | |

The LRSPC discussed these themes, including:

- Cultivating a recognizable downtown-style gathering space may be more difficult because of other established downtown areas in neighboring communities (i.e. Northville)
- “Walkability” means different things to different people. Some want to live in a walkable area where they can make daily trips without a car. Others want walkable areas that serve as destinations, where residents may arrive by car but visit multiple businesses on foot.
- The committee was also interested in seeing Vision survey results about traffic and public transit compared to age and length of residence in Novi to better understand difference among residents.

Traffic Congestion as a top challengeBy length of residence

Less than 1 year n=3 small sample	1–5 years n=32	6–10 years n=33	11–20 years n=95	More than 20 years n=133	I do not live in Novi n=37	Not provided n=25 small sample
33.3% (1)	34.4% (11)	42.4% (14)	53.7% (51)	60.2% (80)	48.6% (18)	64.0% (16)

By age

10–19 n=5 small sample	20–34 n=20 small sample	35–44 n=56	45–54 n=70	55–64 n=69	65+ n=74	Not provided n=35
20.0% (1)	27.3% (6)	50.9% (29)	52.6% (40)	60.3% (44)	56.3% (54)	58.6% (17)

By ethnicity

White	Asian
54.6% (125)	31.4% (11)

Limited public transportation as a top challengeBy tenure

Less than 1 year n=3 small sample	1–5 years n=32	6–10 years n=33	11–20 years n=95	More than 20 years n=133	I do not live in Novi n=37	Not provided n=25 small sample
33.3% (1)	25.0% (8)	21.2% (7)	9.5% (9)	9.0% (12)	2.7% (1)	12.0% (3)

By age

10–19 n=5 small sample	20–34 n=20 small sample	35–44 n=56	45–54 n=70	55–64 n=69	65+ n=74	Not provided n=35
60.0% (3)	9.1% (2)	15.8% (9)	10.5% (8)	6.8% (5)	10.4% (10)	13.8% (4)

By ethnicity

White	Asian
6.1% (14)	42.9% (15)

Review Draft Vision Statement

Shockey presented three draft vision statement options, framed explicitly as a choice of direction rather than final wording. The committee worked the Vision Reaction worksheet individually before a facilitated, option-by-option discussion to converge on a working draft.

Option A — A City for Every Stage of Life

In 2050, Novi works for every stage of life and every background — a true downtown, excellent schools, safe neighborhoods, inviting gathering spaces, quality services and infrastructure serving a multicultural community where everyone belongs.

Option B — A City That Delivers

In 2050, Novi is reliable by design — sound finances, well-maintained infrastructure, responsive services, and revitalized corridors — with no problems left for the next generation to inherit.

Option C — A Thriving City with Character

In 2050, Novi is a larger, more diverse city that still feels like Novi — new homes and new neighbors alongside job opportunities, protected green space, lasting neighborhood character, and the schools and quality that drew people here.

LRSPC Discussion Highlights

- “Every Stage of Life” may not be the proper tone. Something lighter, warmer, and more neighborly would be better.
- Option B was not compelling. Options A and C were preferred because of their focus on people, inclusion, and character.
- LRSPC played with several different versions of inclusionary language such as “everyone belongs,” “all people,” and “every stage of life.”
- Business and economic development were notably absent from the options. LRSPC discussed including business and connecting it to innovation in their composite draft.

Resulting Draft Vision Statement

The following composite direction was created by LRSPC for review during the SLT and Community Workshop materials the next day:

In 2050, Novi is a welcoming community where people of all cultures, ages, and abilities come together and want to stay — because we designed it that way. Well-cared-for neighborhoods, parks, and natural spaces; services that residents count on and expect; and businesses built on innovation and talent provide a purposeful, forward-thinking foundation for generations to come.

Focus Area Confirmation & Goal Development

The committee confirmed the five focus areas are still the right five, then Shockey delivered a brief SMART primer (Specific, Measurable, Achievable, Relevant, Time-

bound) before working through all five areas sequentially to draft one goal statement per area.

Focus Area 1: Infrastructure

Strategic issues we've heard:

- Sustaining capital investment
- Leveraging smart infrastructure and data-driven asset management
- Designing infrastructure with climate in mind

Master Plan Goal D: Invest wisely in maintaining and improving utilities and the transportation network; ensure new development relates to existing and planned infrastructure.

LRSPC Discussion Highlights:

- Resident experience should be seamless, reliable and unnoticed during everyday life
- Success requires proper funding
- Desire to be proactive with a focus on preventing disruptions. This requires data for both predictive maintenance and efficiency/maximizing funding

Draft Goal Statement: Seamless, reliable, efficient infrastructure supporting everyday life.

Focus Area 2: Housing & Redevelopment

Strategic issues we've heard:

- Utilizing mixed-use redevelopment as a housing strategy
- Reinvesting in aging neighborhoods
- Closing the housing production gap
- Ensuring affordability for the workforce and essential workers
- Missing-middle and lifecycle housing
- Balancing neighborhood character with needed change

Master Plan Goal A: Ensure a wide range of attractive housing choices; and Goal E: pursue sustainable redevelopment of activity centers.

LRSPC Discussion Highlights:

- Success requires a mix of housing types, entry-points, and affordable options so that everyone can access the housing they desire
- Outcome measures could include percent of housing types, ages, and price points. Output measures could include number of units developed and number of accessible units
- Targets for these measures may change over time as community needs shift
- To achieve this goal the City may need to better leverage incentives and review policies related to housing and development

Draft Goal Statement: Wide range of attractive housing that supports the community's evolving needs.

Focus Area 3: Mobility & Transportation

Strategic issues we've heard:

- Building on transit and microtransit momentum
- Completing the active mobility network
- Connecting inter-community pathways

Master Plan Goal D: Support the full transportation network, including the development and enhancement of nonmotorized facilities and amenities.

LRSPC Discussion Highlights:

- Success for this goal focuses on the ability to get around easily via whatever mode residents desire (i.e. car, bike, walking, transit)
- Improvements in this area require closing gaps in existing mobility infrastructure and connecting “islands” of good walkability or density
- Measures should focus on speed and ease of trips and transit ridership
- Prioritization of potential projects will realistically happen through funding decisions

Draft Goal Statement: Easy to quickly and safely get around whether you walk, bike, drive, or ride.

Focus Area 4: Responsive Services

Note: As part of LRSPC discussion, this focus area was changed from “Aging & Shifting Service Needs” to “Responsive Services” to allow greater flexibility and references to services beyond those used by older adults.

Strategic issues we've heard:

- Staffing for rising EMS demand from an aging population
- Reducing community risk
- Preparing for climate-related impacts
- Building social cohesion across cultures and generations
- Providing culturally responsive programming

Master Plan Goal B: Build community identity through schools, parks, and culture; and the Guiding Principle to promote welfare, health, and safety.

LRSPC Discussion Highlights:

- Discussion focused primarily on the expectation that service needs will shift over time, as has already been seen in EMS call volumes
- Understanding shifting needs requires regular monitoring of demographic changes, resident satisfaction, and operational data.
- Having more responsive services will allow for greater efficiency and investment in the most critical areas of need.

Draft Goal Statement: As Novi changes, its services respond and adapt to people of every age and background.

Focus Area 5: Long-Term Funding

Strategic issues we've heard:

- Addressing the growth-revenue gap
- Utilizing fiscal impact modeling as a planning tool

Master Plan Goal E: Sustainable development for today and future generations; and the Guiding Principle to use fiscal resources wisely.

LRSPC Discussion Highlights:

- Desire to tie funding to known service needs using data
- Partnerships with neighboring communities could create savings and efficiencies
- Focus should be on financial sustainability and the impact today's decisions will have on the City's and organization's future
- Improvements in communications to residents about the City's financial standing would improve transparency and create a more educated public. This would benefit good prioritization of competing interests (service quality vs. tax burden/affordability) in future budget conversations.
- Advocacy at the state and federal level may be necessary to capture additional revenue in the long-term

Draft Goal Statement: Funding the quality services all residents need today and tomorrow — because quality takes investment — delivered efficiently and through smarter approaches.

Cross-Cutting Themes Discussion

The committee did not discuss cross-cutting themes in great detail, having given more time and attention to the creation of goal statements. They did briefly affirm that four themes will be woven through all five focus areas rather than treated as standalone chapters:

- Community Identity & Demographics — multilingual community, social cohesion, school-city relationship, lifecycle belonging.
- Environmental Resilience & Sustainability — stormwater capacity, green infrastructure, climate adaptation, departmental alignment.
- Public Safety & Emergency Services — public safety facilities, evolving models for mental health response, integrated model, recruiting & retaining talent.
- Parks, Recreation, Arts & Cultural Assets — community center question, culturally responsive programming, school collaboration.

Summary and Next Steps

Shockey previewed the following milestones and confirmed how tonight's work will be used:

- June 24 — SLT Workshop & Community Workshop #2
- Post in-person Visit —Visit Summary Memo summarizing tonight's LRSPC session, SLT Workshop #2, and Community Workshop #2, distributed to the committee
- July 20 — Virtual LRSPC Briefing (5:00–6:30 pm): refined vision statement presented; review of community workshop outcomes and revised goals
- August 17 — LRSPC Workshop: goal refinement and initial plan narrative direction
- August 18 — SLT and Community Workshops

SLT Workshop #2 — Goals & Strategy

Date: Wednesday, June 24, 2026

Time: 2:00–4:00 pm ET

Location: Novi Special Conference Room, Novi Civic Center

Meeting Purpose: Link operational priorities to the emerging vision; review draft goals; align on staff capacity and service delivery implications.

Attendees: Grant Mayfield (Shockey), Sheila Shockey (Shockey), Kate Purpura, Kate Opperman, Jeanette Handy, Kit Kieser, Andy Hyland, Kamry Smith, Dan Rynard

AGENDA

2:00 pm	Welcome & Meeting Objectives
2:05 pm	Where We Are: Process Update
2:15 pm	Review Draft Vision Statement
2:30 pm	Deep Dive: Operational Implications by Focus Area
3:25 pm	Cross-Department Coordination Gaps
3:50 pm	Action Items & Next Steps
4:00 pm	Adjourn

Overview

The Staff Leadership Team met on June 24, 2026 to align on the emerging vision and draft goals the LRSPC produced the night before, stress-test those goals from an operational perspective, and identify organizational tensions or coordination gaps.

Process Update

Shockey reviewed progress since the April visit:

- Community engagement continued through pop-up outreach and the online engagement platform.
- LRSPC Workshop #3 (June 23): focus areas confirmed; LRSPC developed draft vision and goal statements.
- Sounding Board Workshop (June 9): advisory stakeholders reviewed and discussed prioritized strategic issues.
- Executive Team Briefing (June 16): City leadership briefed on Novi 2050; discussed potential gaps in identified issues.

Draft Vision Statement — Operational Review

The LRSPC's June 23 draft vision statement was shared with the SLT for operational review:

In 2050, Novi is a welcoming community where people of all cultures, ages, and abilities come together and want to stay — because we designed it that way. Well-cared-for neighborhoods, parks, and natural spaces; services that residents count on and expect; and businesses built on innovation and talent provide a purposeful, forward-thinking foundation for generations to come.

Staff leaders were asked to consider:

- Does this vision create commitments the City is prepared to keep? Which commitments give pause, and what makes them hard?
- Does it leave the City enough flexibility to adapt as conditions change over 25 years?
- Is there anything in the current strategic direction (existing plans and programs) that feels in tension with this vision?

Staff Feedback:

Commitments

- “Services that residents count on and expect” created discussion about whether the City’s job is to meet all resident expectations, even if they are unrealistic or outside the organization’s core services and responsibilities. “Expect” may not be the best word or may need to be clarified.
- Residents already have lots of expectations that aren’t within the City’s purview or are not able to be met with existing resources.
- Staff also noted that services levels may need to evolve over the next 25 years as conditions change.

Flexibility – Staff felt the vision statement as written provided good flexibility to adjust over time. They also noted that the phrase “people of all cultures, ages, and abilities” may need to be simplified to something like “all people.”

Current Strategic Direction

- The City may not be living up to the draft vision currently with regard to “people of all cultures, ages, and abilities.”
- Improved efforts toward universal design and accessibility requirements beyond what is legally mandated through the Americans with Disabilities Act (ADA) would help achieve this vision.
- Other improvements regarding non-English language translation and reaching immigrant communities may be necessary as well.

Other Feedback – Staff noted that there was nothing in the draft vision about financial soundness or efficiency. This may need to be added to the vision or described explicitly somewhere else in the plan.

Operational Implications by Focus Area

The core working session: for each of the five focus areas, staff discussed what the City is already doing to support the goal area, what would need to change (staffing, budget, policy, or partnerships) to fully achieve it, and the biggest constraints or risks to implementation.

Focus Area 1: Infrastructure

LRSPC Draft Goal (from June 23): Seamless, reliable, efficient infrastructure supporting everyday life.

Operational Lens

CIP millage deployment, asset-management systems, smart-infrastructure readiness, Public Works capacity, climate-adaptive design standards

Key Issues

- Sustaining capital investment through the CIP millage
- Leveraging smart infrastructure and data-driven asset management
- Designing infrastructure with climate in mind

Existing Efforts

- Asset Management Planning
- Alliance for the Rouge – stormwater permitting
- Neighborhood Sidewalk and Road Repair
- Water Main Replacement – including closing gaps in fire hydrant coverage

Needed Changes

- Staffing – Greater in-house capacity and training, especially for more data-driven asset management work like water main modeling
- Budget – Review of fees similar to efforts recently undertaken for fire inspection, as well as direct/dedicated funding sources for infrastructure maintenance and improvements
- Policy – Clear expectations for universal design and more high-level strategy for how to use data for improved planning
- Partnerships – Advocacy at the state/federal level and better coordination with neighboring municipalities on shared services and infrastructure

Biggest Constraints – Available resources (i.e. money) and staffing for increased workload

Focus Area 2: Housing & Redevelopment

LRSPC Draft Goal (from June 23): Wide range of attractive housing that supports the community's evolving needs.

Operational Lens

Planning & zoning capacity, corridor overlay tools, Planning Commission / ZBA capacity, housing incentive programs, neighborhood reinvestment tools, affordable-housing partnerships, master plan update alignment.

Key Issues

- Utilizing mixed-use redevelopment as a housing strategy
- Reinvesting in aging neighborhoods
- Closing the housing production gap
- Ensuring affordability for the workforce and essential workers
- Missing-middle and lifecycle housing
- Balancing neighborhood character with needed change

SLT Discussion Highlights

- Novi is already open to mixed-use projects as seen in existing development (i.e. City West) and master plan recommendations
- Being flexible and adjusting to changing market conditions will be key to success. This will require regular monitoring of existing housing types available versus market demand.
- Potential policy improvements include better / greater willingness to use incentives to drive mixed-use development
- May need to become more proactive compared to current approach, which is fairly reactive
- Education efforts with the public would improve outcomes

Focus Area 3: Mobility & Transportation

LRSPC Draft Goal (from June 23): Easy to quickly and safely get around whether you walk, bike, drive, or ride.

Operational Lens

Microtransit partnerships, active-mobility network construction, MDOT / Road Commission for Oakland County coordination.

Key Issues

- Building on transit and microtransit momentum
- Completing the active mobility network
- Connecting inter-community pathways

SLT Discussion Highlights

- May need to make the goal more flexible to include emerging technologies such as autonomous vehicles
- The City already requires traffic impact studies for road and sidewalk impacts
- Potential improvements include:
 - o Investing in traffic light management for improved emergency response
 - o More/Better data and analysis functions
 - o Connecting planning efforts across land use, infrastructure, and mobility
 - o Combined advocacy efforts with neighboring communities
 - o Better engagement with SEMCOG for transportation planning
 - o Education efforts to improve driver behavior and transit adoption

Focus Area 4: Responsive Services

LRSPC Draft Goal (from June 23): As Novi changes, its services respond and adapt to people of every age and background.

Operational Lens

Parks & Recreation aging-adult programs, EMS call-volume trends, public-safety facilities, HR/staffing pipeline, multilingual service delivery, school-partnership structures.

Key Issues

- Staffing for rising EMS demand from an aging population
- Reducing community risk
- Preparing for climate-related impacts
- Building social cohesion across cultures and generations
- Providing culturally responsive programming

SLT Discussion Highlights

- Understanding service needs is a prerequisite to ensuring services are truly responsive to resident needs
- Monitoring changing needs requires data, and especially staffing to reliably analyze and respond to data. This could include data analysis, communication channels for resident engagement, and benchmarking of comparable and nearby municipalities (i.e. Ann Arbor).
- Translation, especially for emergency services, is increasingly important but requires organizational changes
- The City has made major efforts recently related to aging services, including older adult services planning efforts

- Older adult programming could have health benefits such as reducing loneliness
- Partnerships with local health systems could assist in data collection and understanding the health impacts associated with improved and more responsive services
- Efficiencies could be found through improved public education efforts about health risks specific to certain demographics and seasons (i.e. Fall messaging campaign about safe snow shoveling practices to older adults)

Focus Area 5: Long-Term Funding

LRSPC Draft Goal (from June 23): Funding the quality services all residents need today and tomorrow — because quality takes investment — delivered efficiently and through smarter approaches.

Operational Lens

Revenue diversification tools, HPO model scaling, HR technology modernization, compensation competitiveness, organizational resilience, governance alignment with LRSPC direction.

Key Issues

- Addressing the growth-revenue gap
- Utilizing fiscal impact modeling as a planning tool

Existing Efforts

- Recently updated fees for fire inspections based on true-cost analysis
- ICE Arena/Meadowbrook Commons bonds expiring soon

Needed Changes

- Staffing – Additional capacity needed for impact modeling, data management, and true-cost analysis
- Budget – Review of alternative funding mechanisms such as expanded franchise fees and use of available debt capacity; Use of fiscal impact to better understand actual drivers of costs
- Policy – Regular review of fee schedule; Opportunities for improved education and community risk reduction during public works and emergency services site inspections
- Partnerships – Advocacy at the state/federal level regarding available revenue sources, especially state revenue sharing

Biggest Constraints – Public understanding of service costs and budgetary restrictions, which limits conversations about alternative revenue sources, tax affordability, and departmental equity

Cross-Department Coordination Gaps

Several strategic issues require coordination across departments that may not currently have formal structures for it. The SLT identified where cross-department collaboration is needed and whether structural changes should be recommended in the plan:

Climate Resilience

Public Works · Planning · Fire/Emergency Management · Parks-Rec-Cultural Services

- Efforts likely led by a combination of Public Works and Planning departments, in coordination with the sustainability committee
- Recent green roof ordinance provides a good example of cross-departmental partnership to build upon

Community Health & Risk Reduction

Police/Fire/Emergency Management · Parks-Rec-Cultural Services

- Without a clear lead in this area, staff desired more opportunities to “get in the same room” and communicate about needs and emerging trends
- Many community partners are interested in or already contributing to this work, which could be expanded to share efforts and information

Multilingual Service Delivery

All Departments

- Efforts are currently led by Community Engagement department, but needs exist across the organization
- Improved coordination, strategy, and long-term planning could provide benefits to all departments

Fiscal Impact Analysis

Finance · Planning · Assessing

- Detailed financial analysis efforts are typically conducted by deputy-level staff without embedded financial staff in departments
- The City Manager's Office would likely lead efforts for organizational fiscal impact modeling. It is currently unclear who would be responsible for this work at the department level and would be a significant undertaking.

Plan Recommendations regarding internal structure and coordination

Staff provided information and advice on whether the plan should recommend specific types of coordination or structure changes like defined teams, shared process, and ownership structures for the above issues:

- No existing internal committees based on specific issues. Coordination is mostly happening informally or through occasional time-bound workgroups (i.e. e-bikes).
- Staff expressed a desire for ways to share information/knowledge, succession planning, and opportunities to work across departmental silos
- A specific strategy to implement the “High-Performing Organizations” framework may provide a means to improve coordination and prioritize issues

Summary and Next Steps

- Tonight, 6:00 pm — Community Workshop #2
- Post In-Person Visit — Shockey distributes a summary of June visit engagement activities incorporating LRSPC and SLT input from this week's sessions.
- July 20 — Virtual LRSPC Briefing
- August 18th — SLT Workshop and Community Workshop (in-person): deep dive on draft plan language and priority strategies.

Community Workshop #2 — Vision & Goals

Date: Wednesday, June 24, 2026

Time: 6:00–8:00 pm ET (doors open 5:45 pm)

Location: Police Training Center, 45125 W. 10 Mile Rd

Meeting Purpose: Help shape the Novi 2050 vision and define what success looks like for our community.

AGENDA

5:45 pm	Doors open — refreshments, display boards, sign-in
6:00 pm	Welcome & Where We Are
6:12 pm	Activity 1 — The Vision: Does This Capture Novi in 2050?
6:32 pm	Activity 2 — Goals Gallery Walk: Prioritize & Mark the Gaps
7:20 pm	Activity 3 — The Lifelong Test
7:48 pm	Close & What's Next
8:00 pm	Adjourn

Overview

Community Workshop #2 asked residents to react rather than author: participants responded to the LRSPC's June 23 draft vision direction, prioritized the five draft goals, and tested whether those goals serve people at every stage of life using the Generation and Labor personas introduced at Community Workshop #1 (April 28), now aged forward to 2050.

Mayor Pro Tem and LRSPC Chair Laura Marie Casey welcomed attendees, as at Community Workshop #1. Shockey gave a fast recap of progress to date: 360+ Vision Survey responses, the April Community Workshop, the move from a long issues list to five focus areas (confirmed by the LRSPC in May), and the draft vision and goals the LRSPC produced the night before. Facilitators framed the evening's three jobs: react to the vision, prioritize the goals, and test them for every life stage, stating plainly that “these are early drafts and your reactions shape what gets refined.”

Activity 1 — The Vision: Does This Capture Novi in 2050?

Purpose: Get a community read on the LRSPC's draft vision direction (what resonates, what's missing) before Shockey refines it.

In 2050, Novi is a welcoming community where people of all cultures, ages, and abilities come together and want to stay — because we designed it that way. Well-cared-for neighborhoods, parks, and natural spaces; services that residents count on and expect; and businesses built on innovation and talent provide a purposeful, forward-thinking foundation for generations to come.

Participants worked individually first (what resonates and must stay; what's missing or off; whether it speaks to their own stage of life), then shared at their table and with the full room.

Keep	"Welcoming" "Parks and natural spaces" "...want to stay"
Add/Change	Affordability Connection to other places Variety of Options Drive community connections Value for services Community Identity Safety Communicating offerings Learning, Library, Quality Schools Too generic currently Housing for all phases of life Diversity Businesses and residents building together Farmers Market

Discussion in this section surfaced a desire for the Vision statement to highlight the ways Novi is unique to other communities. Those unique aspects included:

- Quality and offerings of the Novi library
- Connectivity to the rest of the region and beyond
- Exceptional educational quality provided by public schools
- Artistic talent in theater, choir, and band
- Diverse community supporting different perspectives, cultures, amenities, and businesses

Activity 2 — Goals Gallery Walk: Prioritize & Mark the Gaps

Five station boards were set up around the room, one per focus area, each showing the LRSPC's draft goal and the strategic issues behind it. Each participant carried one persona card, mixing Generation and Labor profiles across the room, and circulated at their own pace, placing up to three dots total (where getting the goal right matters most for Novi's future), a green sticky note (what's strong and must stay), and a pink sticky note (through their persona's eyes, aged to 2050 — what's missing or who gets left out).

Persona Cards Used

Generation Profiles (blue card):

- Barbara — 82 (2050: 106) · Silent Generation · lifelong Novi resident
- Tom — 66 (2050: 90) · Baby Boomer · retired auto-tech leader
- Keiko — 45 (2050: 69) · Generation X · engineering project manager
- Swathi — 32 (2050: 56) · Millennial · UX designer, renter
- Marcus — 21 (2050: 45) · Generation Z · OCC student, part-time retail
- Asher — 8 (2050: 32) · Generation Alpha · 3rd grader

Labor Profiles (yellow card):

- Edward — 23 (2050: 47) · Certified Nursing Assistant · Healthcare
- Lauren — 33 (2050: 57) · Registered Nurse · Healthcare
- Mary — 37 (2050: 61) · Sr. Financial Analyst · Transportation & Warehousing
- John — 41 (2050: 65) · Consumer Strategist · Automobile Manufacturing
- Judy — 60 (2050: 84) · Teacher · Education
- Suresh — 54 (2050: 78) · Vehicle Manufacturing Engineer · Manufacturing

Goal Gallery Feedback

Focus Area / Goal	Dot Count	Key Themes
Housing & Redevelopment - Wide range of attractive housing that supports the community's evolving needs.	19	- Need strong focus on affordability, especially for young people and seniors - Housing integrated with businesses for convenience and walkability - First-floor bedroom or elevator accessible units for older adults to downsize and/or age-in-place
Mobility & Transportation - Easy to quickly and safely get around whether you walk, bike, drive, or ride.	15	- Transportation should be safe, comfortable, and accessible – not just easy and quick - Non-car options especially important to older adults - Need more mobility options to connect public spaces - Minimizing traffic delays
Responsive Services - As Novi changes, its services respond and adapt to people of every age and background.	13	- Community input as a way to understand shifting service needs - Focus on senior services - Services important to career growth for younger residents - Expansion of existing services
Long-Term Funding - Funding the quality services all residents need today and tomorrow — because quality takes investment — delivered efficiently and through smarter approaches.	7	- Important for all people, especially today's children to be able to stay and live in Novi as they grow up. - Needs to be addressed in the near-term - Growth needs to be sustainable for the future
Infrastructure - Seamless, reliable, efficient infrastructure supporting everyday life.	3	- Need to connect individual investments to broader plan and strategy - Inclusive of parks facilities - Reliability and efficiency are key - Connected to mobility and transportation

Activity 3 — The Lifelong Test

Back at their tables, participants pooled the personas they had each carried (spanning Asher at 8 to Barbara in her hundreds) to identify the table's biggest life-stage gap, select the single goal Novi most needs to get right by 2050, and name one thing missing from the whole set of five goals. Each table reported out in 90 seconds.

Gaps in the draft goals included:

- Consideration of young people without children, middle-age people, and lower income individuals such as the nursing assistant persona
- Focus on affordability, especially with regard to housing, as well as organizational fiscal sustainability or efficiency
- Housing options for all ages
- Healthcare availability and cost
- Higher education availability
- Mobility choice (multiple realistic modes) and connectivity focus
- Difficult to predict needs for today's children given long timeline
- Focus on sustainability (also true for Vision statement)

Summary and Next Steps

Shockey and Mayor Pro Tem Casey closed by reflecting on the evening. Going forward, Shockey will refine the vision and goals using this session's input alongside recommendations provided by LRSPC and SLT. The LRSPC will then review the refined draft at its July 20 virtual briefing. Topic survey drafts will be adjusted based on this feedback and used to answer emerging questions and propose potential tradeoffs to be made in the prioritization of goals/strategies.

Closing Note

Everything captured across the Executive Team Briefing and the three June 23–24 sessions feeds into the July 20 LRSPC briefing, where the vision and goals are refined into the initial plan framework (goals, strategies, and measures) ahead of LRSPC Workshop #4 in August.

End of Visit Summary