NOVI 2050

SHAPING TOMORROW, TOGETHER



Recommended
Community Vision and Strategic Plan

December 2026

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A Message from Mayor Justin Fischer



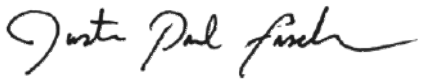
> ***We also have a responsibility to think about what Novi should look and feel like decades from now.***

Novi has always been home to me. I grew up here, attended Novi schools and, when it came time to choose where I wanted to build a life and raise a family, my wife and I chose Novi. I have had the opportunity to watch this community grow and evolve over the years, and I am incredibly proud of what Novi has become.

But a great community cannot simply focus on where it is today. We also have a responsibility to think about what Novi should look and feel like decades from now. The Novi 2050 Plan gives us that opportunity—to look ahead thoughtfully and ensure the decisions we make today help preserve the qualities people value about Novi while preparing our community for the future.

This work has been shaped by many voices and a tremendous amount of thoughtful discussion. I especially want to thank Mayor Pro Tem Laura Marie Casey for her leadership throughout this process. Her commitment to engaging our community and helping guide this important conversation has been invaluable.

For those of us who call Novi home today—and for the generations who will call it home long after us—planning for 2050 is both an exciting opportunity and an important responsibility. I am grateful to everyone who has taken the time to be part of this effort.



Justin Fischer
Mayor

A Message from the Long-Range Strategic Planning Committee Chair



Strategic planning is not new to Novi. Our Master Plan has been thoughtfully prepared for years to balance residential, commercial, and industrial development. City departments have their own five-year strategic plans. The City has budgeted on three-year cycles for 13 years, and for almost 25 years Council has held annual or biennial goal-setting sessions to document priorities and align funding.

These practices have served us well through decades of expansion. However, as you'll read in this plan, our city is mostly built out. Novi now faces slower growth, revenue that lags rising costs, and tougher choices about priorities. Now is the time to define our future, protecting what residents value about Novi while preparing for what's next, with a plan crafted with care.

> ***"We are building the framework for decisions that move us toward the future we want...***

Looking 25 years into the future is not about making specific predictions about what's to come. We are building the framework for decisions that move us toward the future we want, and that framework gives us something to snap back to when the unexpected arrives. It will connect our annual budgets, Council goal-setting, and policy choices to a single long-term direction. What we decide today builds tomorrow, so our decisions need to be thoughtful, strategic, and grounded in a commonly held vision.

Because technology and expectations change quickly, this plan is meant to be nimble. Some sections will be updated as we learn, others will hold for decades, and Council will always address what we could not anticipate. Future Councils will be asked to review the plan every five years, at a minimum, to set the next round of strategies and outcome measures. They should also proactively extend the length of this plan and keep long-term thinking in our DNA.

City Councilmembers are elected to act as stewards of our community's resources and assets. Building Novi 2050 is how Council shows it takes that role seriously, gifting a pathway forward for the next generation of the Novi community. Novi 2050 took a year to develop, shaped by the input of countless residents, members of our business community, and experts in our City government. We are grateful to you all for your participation.

We believe that Novi is a special place. It deserves this kind of forward thinking. Let's step into our next chapter together and use this plan to build what we all want Novi to be.



Laura Marie Casey
Mayor Pro-Tem and Committee Chair

Executive Summary: Novi at a Turning Point

Since its founding, the City of Novi has set the standard for excellence as a place to live, work, raise a family, and build community. However, maintaining the status quo isn't enough. The world is changing fast, and Novi is already feeling those effects through demographic change, technological advancement, and shifting development patterns.

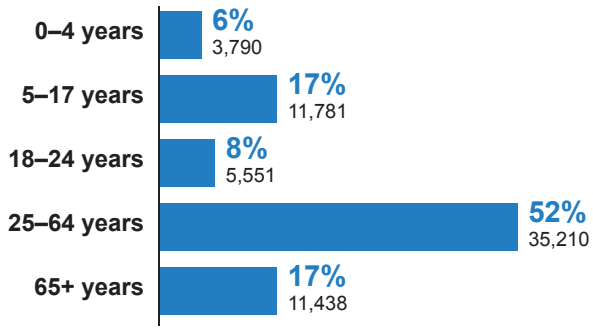
Novi 2050 is about thoughtfully preparing for change by protecting what residents value about Novi while making deliberate choices about the community we want to be in 2050.

Novi is approximately 91% built out. The era of rapid growth is ending.

This fact shaped every aspect of the Novi 2050 plan. For decades, Novi grew outward. Its population increased from roughly 40,000 residents in 2000 to nearly 70,000 today, as new neighborhoods, businesses, and commercial corridors transformed the community and expanded the tax base supporting City services.

With little undeveloped land remaining, Novi won't be able to rely on growth to fund expanded services and infrastructure the way we have historically. Much of Novi's future development will involve reinvestment, redevelopment, and new uses for properties that are already developed.

POPULATION BY AGE



MEDIAN AGE 41.7

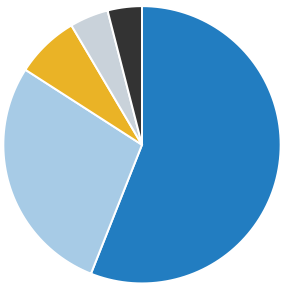
Source: SEMCOG 2050 Regional Development Forecast, 2025 estimate

Community demographics are changing

The community is growing older and increasingly diverse, with roughly one in three residents speaking a language other than English at home. Housing costs, changing household needs and an evolving economy are creating new challenges and opportunities. The next 25 years, therefore, will look significantly different from the last 25.

POPULATION BY RACE

White	53.8%
Asian	29.9%
African American	8.5%
Two or More	5.4%
Other	2.4%



Hispanic/Latino 4.5%

Source: US Census Bureau, ACS 2024 1-year estimates

Planning for the future

Novi 2050 is a long-range community strategic plan, setting direction for the next 25 years. It was developed over the course of a year by the Long-Range Strategic Planning Committee, working alongside City staff, a volunteer community Sounding Board and hundreds of residents. The process began by examining emerging trends and future possibilities with futurist Rebecca Ryan, with that forward-looking perspective carried throughout the development of the plan.

Novi 2050 is not a regulatory document. It does not replace the 2025 Master Plan, the annual budget, the Capital Improvement Program or any other adopted plan. It sits above them and gives them a common direction that belongs to the whole organization. City Council, every department, and each board, commission and committee can use Novi 2050 to set goals, shape budgets and weigh competing priorities.

Novi 2050 was built on plans the City has already adopted, and as those plans are updated or new ones written, they will be shaped by the direction set here.

The plan is anchored by a shared vision and mission that guide the City's direction through 2050, alongside six major "Focus Areas" with unique goals.



Infrastructure and Facilities



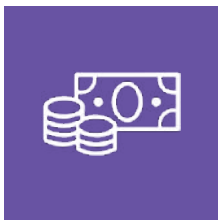
Housing and Redevelopment



Mobility and Transportation



Responsive and Adaptive Services



Long-Term Funding



Environmental Sustainability

By undertaking this effort and implementing the plan, we are preparing for a future that builds upon past success while facing a changing community head-on. Novi is meeting the moment.





Acknowledgements

Novi 2050 reflects the sustained effort of City leadership, staff, committee members, and hundreds of residents. The following groups and individuals provided their time, skills, and expertise to ensure the plan reflects the collective vision and desires of the Novi community.

Novi City Council

Justin Fischer
Mayor

Laura Marie Casey
Mayor Pro Tem

Dave Staudt
Council Member

Brian Smith
Council Member

Matt Heintz
Council Member

Priya Gurumurthy
Council Member

Aaron Martinez
Council Member

Victor Cardenas
City Manager

Long-Range Strategic Planning Committee

The Long-Range Strategic Planning Committee was established to set the vision for Novi 2050, guide the strategic planning process, evaluate options and tradeoffs, and elevate diverse community perspectives.

Laura Marie Casey
Mayor Pro Tem and Committee Chair

Brian Smith
Council Member

Priya Gurumurthy
Council Member

Staff Leadership Team

The following staff served as members of the Staff Leadership Team. This group represented City staff throughout the process and provided invaluable insights about the organization and issues facing the City from an operational perspective.

Andy Copeland
Fire Department

Jeanette Handy
Community Relations

Kit Kieser
Parks, Recreation, and Cultural Services

Danielle Mahoney
City Manager's Office

Robert Manar
Police Department

Katherine Oppermann
City Manager's Office

Kate Purpura
Public Works

Kamry Smith
Human Resources

Local Engager Team

Staff also served as members of the Local Engager Team, which engaged residents at community events and helped facilitate public meetings that shaped the plan.

Jeanette Handy

Jenneva Kayser

Megan Mikus

Katherine Oppermann

Kate Purpura

Kenneth Register

Rebecca Runkel

Sounding Board

Twenty-seven community members volunteered to serve on the Novi 2050 Sounding Board, providing advisory input through additional surveys and dedicated workshops. This group represented a broad subset of the community, including major employers, community groups, and individuals with deep understanding of the City and its day-to-day operations.

Dorothy Addy
David Bielanda
Lois Bragg
Paul Briscoe
Katie Chuba
Taylor Darby
Alex Dinser
Dorothy Duchesneau
Michel Duchesneau
Donna Eaddy
Franklin Ellias
Cecelia Gallagher
Anand Gangadharan
Masaki Hanayama
Hussain Jabbar
Anandi Jeyaranjan
Loren Konkus
Lisa Soyoung Lee
Willy Mena
Ann Nelke
Tage Nizich
Dhruv Rathod
Manisha Rathod
Becky Staab
Charley Staab
Tom Troiano
Ramesh Verma

Shockey Consulting Project Team

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





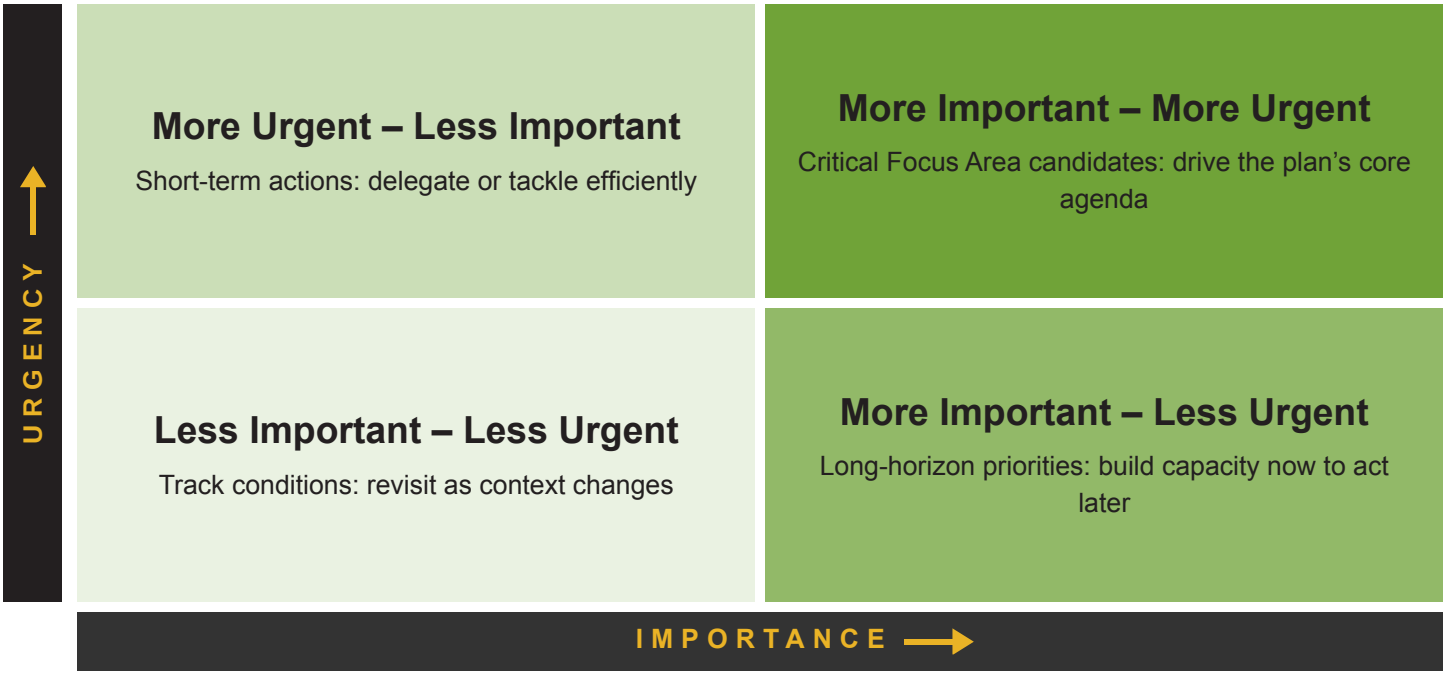
How We Built This Plan

The creation of the Novi 2050 plan began with trends and foresight work in 2025 facilitated by Futurist Rebecca Ryan. City staff and councilmembers evaluated trends shaping the future and ranked them according to their potential impact on Novi. (See appendix for full report.)

TOP TRENDS IDENTIFIED IN 2025

1	Increasing Population & Households	8	Increasing Automation & AI Integration in Business & Industry
2	Increasing (Conversions to) Mixed-Use Developments	9	Increasing Heat & Extreme Weather
3	Increasing Housing Demand	10	Increasing Share of Older Adults & Decreasing Share of Working-Age Residents
4	Increasing Demand for Healthcare Professionals	11	Decreasing Talent Attraction
5	Increasing Racial & Ethnic Diversity	12	Increasing Foreign Investment
6	Increasing Cyber Threats & Impacts	13	Rising Incomes
7	Increasing Next-Gen Impact on Policies & Priorities	14	Growing School Enrollment

Building upon this work, the Long-Range Strategic Planning Committee, Sounding Board, and Staff evaluated additional emerging trends in the spring of 2026 based on both importance and urgency. Those identified as “more important” and “more urgent” were the initial basis of the plan’s focus areas, goals, and strategies.



Key Themes in this Plan

After prioritizing, five key themes emerged that you'll see repeated across focus areas. These themes cut across multiple focus areas and ensure the plan as a whole is responsive to both emerging global trends and Novi's unique situation:

Mixed-Use Redevelopment as a Housing Strategy

Nationally, aging retail centers are being redeveloped into mixed-use, which can add housing and revitalize commercial corridors.

The Growth-Revenue Gap

Service costs, infrastructure needs, and inflationary pressures are growing faster than revenues due to slowing growth and state limitations.

Leveraging Smart Infrastructure and Data-Driven Asset Management

Technological advancements and investment can provide efficiencies and better predictive maintenance to reduce long-term costs.

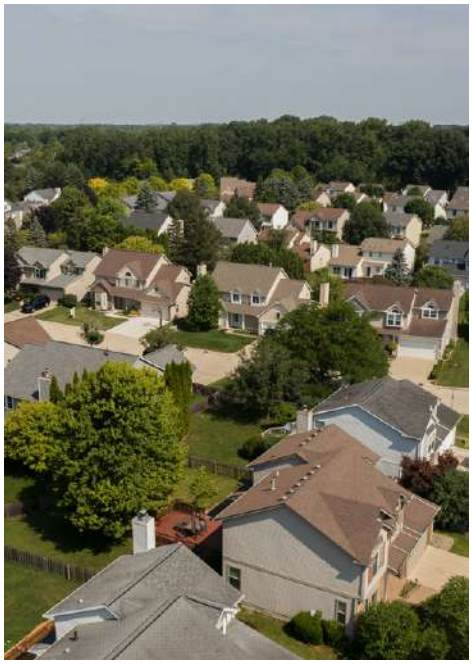
Rising Demand from an Aging Population

Novi's population is aging, which creates additional demand for services like public safety and public transportation.

Designing for Every Stage of Life

Novi residents told us they and their families want to be able to live here throughout their lifetime as children, young adults, growing families, and downsizing seniors.







Our Process

PHASE 1
Launch
Oct - Dec 2025

- City staff worked to set scope and schedule, build the Novi 2050 brand, and write the engagement plan that would guide a year of outreach
- The Long-Range Strategic Planning Committee (LRSPC) and the Staff Leadership Team (SLT) held their first working sessions, establishing the two groups that would steer the plan from inside City Hall

PHASE 2
Discovery
Jan - Apr 2026

- Staff reviewed existing plans and strategic documents and gathered data on demographics, housing, the economy, infrastructure, parks, and other important aspects of the community
- The Community Vision Questionnaire opened in March
- A questionnaire gathered insight from Boards and Commission members
- First community workshop and working sessions for LRSPC and SLT
- Produced a list of 71 strategic issues that were narrowed down to the plan's five key themes and six focus areas

PHASE 3
Visioning & Goal Setting
May - Jul 2026

- Sounding Board members reviewed and challenged the prioritized issues
- Executive Team briefing added operational context
- LRSPC drafted the vision statement and a goal for each focus area
- Staff pressure-tested goals for feasibility
- Residents prioritized goals at a second community workshop
- Topic-specific surveys and pop-up outreach at community events

PHASE 4
Scenarios & Strategies
Aug 2026

- LRSPC and staff reviewed the draft for clarity and tone
- Finalized the plan's six focus areas
- Tested the plan draft for feasibility
- Discussed implementation and evaluated outcome measures against data the City actually collects
- The community reviewed the full plan framework at an open house

PHASE 5
Crafting the Plan
Sep - Dec 2026

- Plan revised and fully designed
- Review of final draft
- Completed Novi 2050 Community Vision and Strategic Plan presented to City Council for adoption

Engaging the Community

Engagement at a glance

How Novi residents shaped this plan, February 2026 through August 2026

684	30	27	3	6
questionnaire responses	Board/Commission member responses	Sounding Board members	community workshops	pop-up outreach events

What we heard

Top priority selected for each focus area:

Infrastructure and Facilities

64%

Reliable water and sewer service without interruptions

Mobility and Transportation

65%

Reducing traffic congestion on major roads

Responsive and Adaptive Services

56%

Services that keep pace with an aging population

Environmental Sustainability

53%

Protecting woodlands, wetlands, and natural areas

Long-Term Funding

36%

Operational efficiencies, savings, or strategic reductions

Sources: Novi 2050 Community Vision Questionnaire and Topic Surveys; community demographics from US Census Bureau, ACS 2024 1-year estimates

Who we heard from

Survey respondents compared to Novi overall

Age 45 and older	Novi: 40% of residents are 45 and older	85%
Lived in Novi 10+ years	Long-tenured residents	81%
Identified as White	Novi: 53.8%	85%
Identified as Asian	Novi: 29.9%	10%

Reading these results

Results reflect who responded, rather than a statistically representative sample of the community. Survey results were reviewed alongside input from community workshops, pop-up events, and Sounding Board meetings to ensure all parts of the community were consulted.



What the community told us

Top 4 responses, Community Vision Questionnaire

Greatest Strengths

Q6: "What do you see as Novi's greatest strengths?"

High-quality schools — 71.7%

Safe neighborhoods & public safety — 61.8%

Diverse & welcoming community — 25.5%

Parks, trails & recreation — 24.9%

Biggest Challenges

Q7: "What do you see as Novi's biggest challenges?"

Aging roads, water/sewer lines & drainage — 61.8%

Traffic congestion — 53.5%

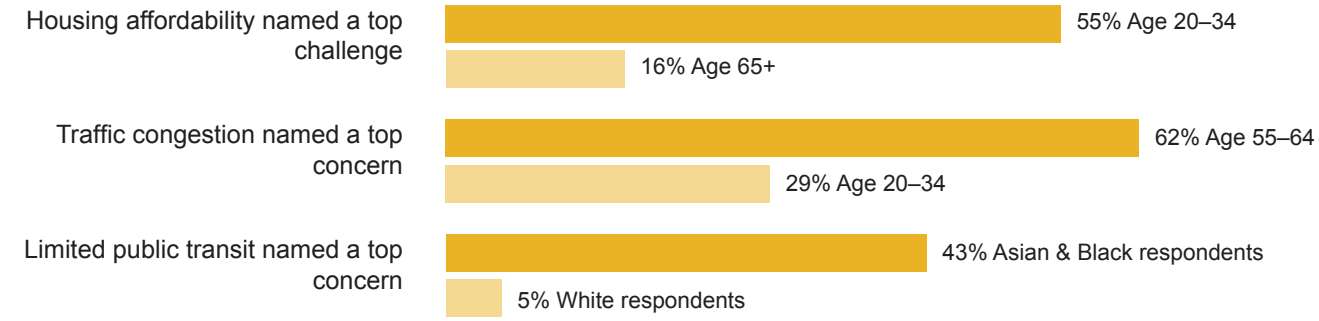
Balancing growth with existing neighborhoods — 25.5%

Housing affordability — 25.2%

Source: Novi 2050 Community Vision Questionnaire

Where residents disagreed

The sharpest disagreements were not between neighborhoods but between generations and backgrounds, particularly on housing affordability and on how the City should plan for what comes next. This plan names those tradeoffs plainly rather than ignoring them, and is honest that leaving things unchanged is also a decision.



Sources: Novi 2050 Community Vision and Topic Surveys





Plan Framework

Novi's mission and vision statements are the bedrock of the Novi 2050 Plan. Drafted by the Long-Range Strategic Planning Committee and vetted by the community and staff, they clearly describe where the community wants to be by 2050 and what the City's role is as an organization.

Vision Statement

Where the community wants Novi to be in 2050

By 2050, Novi is:

- Welcoming to people of all cultures, ages, and abilities, where every resident feels a lasting sense of belonging.
- Preserving and enhancing Novi's neighborhoods, parks, and natural spaces as the community continues to evolve.
- Advancing responsive government through talent, innovation, and purposeful design to meet residents' evolving needs, now and for generations to come.
- Continuing excellence in business attraction and retention, public safety, and education.

Mission Statement

How City government supports this vision

Through expertise, innovation, and strong partnerships, the City of Novi delivers exceptional services and infrastructure for today, and provides responsible stewardship and investment for generations to come.

Focus Areas

The Novi 2050 Plan includes six major focus areas that will define the community's growth and development through the year 2050 along with a unique vision for each:



Infrastructure and Facilities. In 2050, Novi has seamless, reliable, efficient infrastructure and facilities supporting everyday life.



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



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



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



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



Environmental Sustainability. In 2050, Novi has thriving woodlands and wetlands, protected natural spaces, and practices that integrate sustainability into City operations.

How the plan is organized

Each focus area moves from broad to specific: what is important to the community, what that looks like in 2050, what needs to happen, and what the City will do to make it happen.

FOCUS AREA

What's important to us?

VISION

What does that look like in 2050?

GOAL

What needs to happen to achieve that vision?

STRATEGIES

What should the City do to make that happen?

NOVI PROVIDES
What the City delivers directly

NOVI PARTNERS
What requires partners from businesses, nonprofits, or other local governments

NOVI ADVOCATES
What is decided at the regional, state, or federal level



How to Use This Plan

Novi 2050 is our roadmap for the next 25 years. This section is about how to put the plan into action.

Guidance, not regulation

This plan guides our decisions but does not make them. It does not determine what can be built; zoning and the Master Plan do. It does not commit money; the annual budget and the Capital Improvement Program do. Those decisions belong to City Council.

The plan is used three ways

1 Guides funding decisions

Shows which investments advance stated priorities.

2 Anchors Council goal-setting

Connects near-term goals to a long-term direction.

3 Gives a common purpose

Asks not just whether something is feasible, but whether it moves Novi toward the future the community described.

Tracking our progress

To know whether we're succeeding in carrying out the plan, we have to measure our progress. Each focus area carries a short set of outcome measures so that residents and Council can see movement over time and understand what challenges led to setbacks.

Measuring serves two purposes. The first is simply whether the work is happening. The second, and the harder one, is whether the work is making a difference. Reporting is how we evaluate whether the work being done is contributing to the community's stated vision, which makes the plan more resilient and flexible.

Keeping the plan current

Twenty-five years is long enough that conditions will change in ways we cannot anticipate in 2026. The Novi 2050 plan was written to be revisited, not preserved. We will refresh it periodically and take a comprehensive look at it well before 2050 so we can adapt to unanticipated events and issues.

The strategies in each focus area are a starting point, and they may be amended as conditions change.

FOCUS AREA 1

INFRASTRUCTURE & FACILITIES

Vision:

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

Goal:

Invest in and maintain infrastructure and facilities utilizing technology and strategic partnerships.

Infrastructure includes more than just roads and bridges. It includes facilities like the Civic Center and vehicle maintenance garages, the pipes that deliver water and remove wastewater, as well as parks, sports fields, and the library.



Novi Today

A 2025 voter-approved bond issue will invest in a new public safety building (police headquarters/fire station) and two new fire stations, but additional needs are on the horizon.

FACILITIES BUILT MORE THAN 25 YEARS AGO

- Fire Station Three* (1978)
- Public Safety Headquarters* (1980)
- Fire Station Two* (1981)
- Fire Station One* (1981)
- Civic Center (1987)
- Lift Stations (1988-1993)
- Ice Arena (1998)
- Meadowbrook Commons (2001)

*Being replaced as part of the 2025 Public Safety Buildings Bond by 2030

As these facilities and other infrastructure age, they will require additional maintenance and upgrades. To understand and plan for that work, the City will need to keep a close eye on how they are performing and ensure they're meeting resident needs.

Novi already tracks the condition of its roads, bridges, water and sewer lines, and storm drains, and inspects them on a schedule rather than waiting for something to break. Continuing to invest in this capability will provide benefits through 2050 and beyond.

The Pressures Ahead

- **Facility Needs.** Novi will need to plan proactively for improvements and investments to aging facilities like the Civic Center. Increasing population also leads to increasing demands on City facilities.
- **Growth.** More residents, as well as an aging and more diverse population, will bring changing demands, requiring continued investment in infrastructure and facilities to maintain the high level of service Novi residents expect.

Top Three Infrastructure & Facilities Priorities

Keep utilities like water and sewer running smoothly without interruptions and advocate for residents with electric and gas utilities and fiber providers

1st — **64.1%**

Improving the physical condition of roads, sidewalks, trails, and pathways

2nd — **10.8%**

Improved and updated facilities, including parks, recreation spaces, and a potential community center

3rd — **10.8%**

Source: Novi 2050 Topic Surveys

From the Community – Vision Survey Responses

- *"We need to ensure roads and infrastructure are not allowed to deteriorate to the point of failure. Good maintenance is essential."*
- *"Planning ahead now is more cost-effective than trying to fix problems after they've become severe."*
- *"Sound infrastructure consistently being invested in will pay off in the long run."*



Strategies

Novi Provides

- Move to predictive modeling and a preventative maintenance program.
- Continue to seek and implement technology when it improves efficiency, effectiveness, and accessibility (sensors, smart systems, data-driven asset management).
- Conduct training and enhance staffing for in-house teams leading asset management modeling and technology improvements.
- Incorporate trusted and proven climate resiliency into infrastructure and facilities planning.
- Plan for replacement and major repairs for City buildings and facilities.

Novi Partners

- Work with other agencies and communities on shared facilities, systems, and funding.
- Coordinate with outside utility providers to improve reliability and minimize service disruptions.

Novi Advocates

- Seek additional state and federal funding.

Outcome Measures

- Infrastructure systems and facilities with a preventative/predictive maintenance program
- Resident satisfaction data (e.g., parks/facility adequacy over time)
- Number and cause of utility disruptions

Important Note

Novi has limited control over utilities like water, electric, internet, and even some roads. Keeping these utilities operating smoothly requires strong partnerships and coordination with the County and local utility providers.

☆ Key Themes in Action

- **Smart Infrastructure:** Making strategic investments that allow the City to better track the condition of its infrastructure and facilities will ensure projects are prioritized when they're most needed.
- **Revenue Gap:** Knowing how long facilities and infrastructure will last before they need repairs or replacement ensures money is spent on the right things. Better information may allow for overall savings since maintenance is cheaper than replacement and keeps assets working for longer.
- **Every Stage of Life:** Savings and efficiencies from improved technology can be invested elsewhere, freeing up resources for other services that residents need.

FOCUS AREA 2

HOUSING & REDEVELOPMENT

Vision:

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

Goal:

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

For many, housing is the most personal topic in this plan. It affects each resident differently, with different housing needs and preferences over their lifespan: the first home a young teacher can afford, the townhome that allows a longtime resident to downsize without leaving Novi, or the residents of an apartment with shops and restaurants within a short walk. Choice is necessary.

Redevelopment is how Novi makes room for those choices in a city that is nearly out of open land.

That said, the City has limited control over what gets built, where, and when because of state regulations and individual property rights. Partnerships, incentives, and regulation will be necessary to achieve the community's vision.



Novi Today

Novi is roughly 91% built out. Providing more housing to keep up with demand and meet unique needs means upgrading existing properties and thinking more creatively about what's already built.

Home values have more than doubled since 2014, and the city is not adding homes as quickly as it is adding people.

Most housing here is single-family on individual lots. There is comparatively little "missing middle" housing (e.g., duplexes, townhomes, cottage courts, and accessory units).

NOVI HOUSING AT A GLANCE

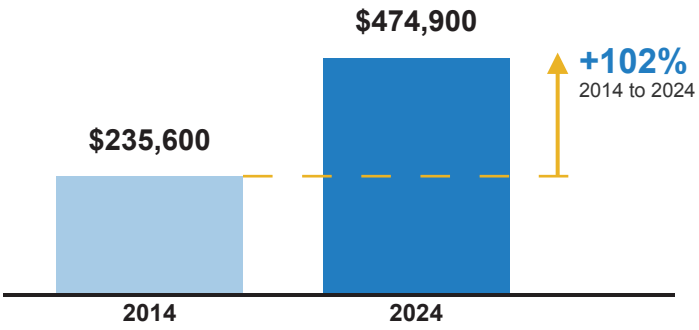
Owner Occupied	61%
Renter Occupied	35%
Vacant	4%
Built 2010+	19%
2000–2009	21%
1980–1999	36%
Pre-1980	24%

Source: US Census Bureau, ACS 2024

The Pressures Ahead

- **An older population.** Many longtime residents want to stay in Novi but not in a large house with stairs. With few places to move to, those houses stay occupied, making it difficult for young people and families to move in.
- **Jobs without housing.** Only a small fraction of the community both lives and works in Novi. If the people who staff the schools, hospitals, restaurants, and shops want to live in Novi, they may not find options that work for them.
- **Retail becoming neighborhoods.** Aging shopping centers are being rebuilt nationally as places to live, shop, and work. Novi will need to evaluate if that option would work in its unique market and if the new approach could help achieve its 2050 vision for Housing and Redevelopment.

MEDIAN HOME VALUE, NOVI



Source: US Census Bureau, ACS Surveys 5-Year Estimates



From the Community – Vision Survey Responses

- *"Looking forward to seeing walkable downtown vibrant area for community connections."*
- *"Novi threads the needle by adding density in exactly the right places — along corridors that are already commercial, already transitional — not the neighborhoods people are trying to protect."*
- *"Starter homes that allow young families to own a house and build a family in Novi."*
- *"Affordable housing for seniors that have lived here forever."*

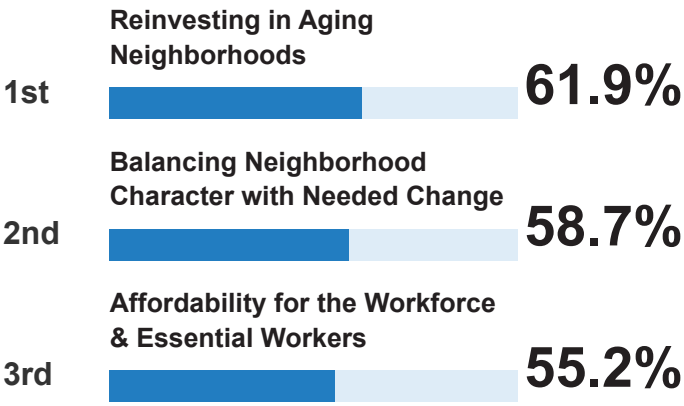
Households spending more than 30% of income on housing



1 in 5 homeowners
roughly 20% cost-burdened

2 in 5 renters
roughly 40% cost-burdened

Top Three Housing & Redevelopment Priorities



Source: Novi 2050 Topic Surveys

Strategies

Novi Provides

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

Novi Partners

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

Novi Advocates

- Coordinate with state and federal agencies on funding for affordable and accessible housing projects.

Outcome Measures

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

☆ Key Themes in Action

- **Redevelopment:** Because Novi is nearly built out and has limited available land, almost all future growth will focus on redevelopment within the context of existing buildings and neighborhoods. Mixed-use redevelopment provides a unique opportunity to add desirable commercial space to residential areas and housing in places with existing retail and services.
- **Revenue Gap:** Finding new and creative ways to grow through redevelopment will provide needed revenue, which funds the infrastructure and services necessary for a changing city.
- **Every Stage of Life:** Focusing on the right mix of housing types can provide new options for aging residents, young people, and families who are currently underserved by existing housing stock.

FOCUS AREA 3

MOBILITY & TRANSPORTATION

Vision:

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

Goal:

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

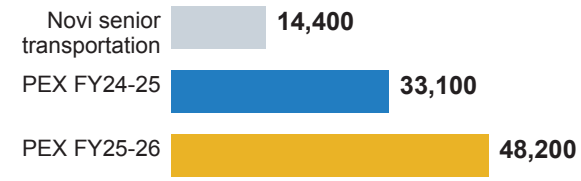
Mobility is how you get where you are going, and in Novi that usually means driving. For a growing number it also means walking to a park, biking to school, catching a bus, or calling a shuttle to reach an appointment. A mobility system works when all of those trips are possible, safe, and quick.



Novi Today

Novi was built for cars and moves a great many of them. Several corridors are at or over capacity at rush hour and cannot be widened. But something has shifted: regional bus service returned in 2023, and People's Express (PEX) transit service demand has grown quickly, benefiting older adults and people with disabilities most.

NOVI TRANSIT RIDERSHIP



Source: City of Novi and People's Express Records

The walking and biking network has further to go. Sidewalks and safe crossings exist in pockets, with the largest gaps along the busiest roads. I-96 also splits the city with few places to cross on foot or by bike.

The Pressures Ahead

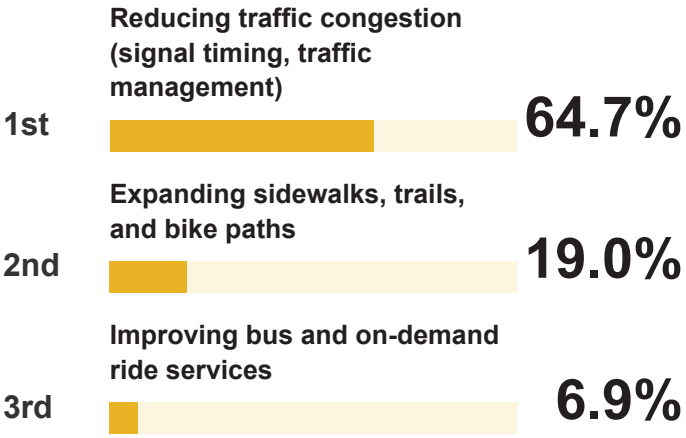
- **More traffic, same roads.** Traffic will grow and road widening is increasingly difficult, ineffective, and not always possible. Improvement has to come from signal timing, turn management, other transportation options, and better neighborhood connections.
- **An aging population.** Residents who stop driving still need the pharmacy, the library, and their friends. Mobility is the difference between staying connected and becoming isolated.
- **Technology.** Autonomous and electric vehicles are being adopted on an unpredictable timeline. Planning only around today's technology would be short-sighted.



From the Community – Vision Survey Responses

- *"Create a truly walkable, connected city."*
- *"Smart traffic management."*
- *"Invest early in transportation solutions, efficient infrastructure systems and intentional land use planning that reduced congestion while preserving green spaces."*
- *"Make the city easier to navigate without a car. Using public transit, bike lanes, pedestrian facilities to make it viable to get around without a car."*

Top Three Mobility & Transportation Priorities



Source: Novi 2050 Topic Surveys

Novi Is a Regional Employment Hub

More people commute into Novi for work than commute out.



Source: U.S. Census Bureau, LEHD Origin-Destination Employment Statistics (LODES) 2020

Strategies

Novi Provides

- Use technology and efficient road design to reduce congestion and improve traffic flow (access management, signal optimization, operational strategies).
- Include non-vehicle transportation in community planning and land use decisions.
- Coordinate infrastructure investments with development and redevelopment planning.
- Launch public education to encourage and increase the safe use of pedestrian and transit transportation options.
- Integrate planning efforts across land use, infrastructure, and mobility.

Novi Partners

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

Novi Advocates

- Consider additional revenue sources to fund transportation improvements.

Outcome Measures

- Annual microtransit and transit ridership
- Miles of active-transportation network completed vs. Active Mobility Plan targets/recommendations
- Volume-to-capacity ratio on priority corridors
- Share of residents within a defined distance of a transit stop or microtransit service zone
- Mode of transportation to work

☆ Key Themes in Action

- **Smart Infrastructure:** Investing in technology can provide improved mobility without the need for expensive infrastructure upgrades. The goal is for residents to experience improved safety and convenience through more sophisticated and efficient transportation management.
- **Aging Population:** Improved safety and more choice in how residents get around the city is especially important for older adults. As owning and operating a personal vehicle becomes more challenging, seniors will need more travel options to avoid isolation and access the services they need.
- **Every Stage of Life:** A greater focus on non-vehicle travel provides benefits to seniors, children, low-income households, and residents with disabilities or health conditions that make it difficult or impossible to drive. Having multiple safe options to get where you're going is also good for those who would rather walk, bike, or use transit, even if they're able to drive.
- **Redevelopment:** Mobility is an essential element of redevelopment. Thinking about the two together allows investments in both to go further and be more effective in accomplishing the community's vision.

FOCUS AREA 4

RESPONSIVE & ADAPTIVE SERVICES

Vision:

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

Goal:

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

This focus area is about the everyday work of the City: the ambulance that arrives, the recreation program your child signs up for, the permit you need. It is also about whether those services will adapt to serve the community 25 years from now.



Novi Today

Novi has a strong foundation of high-quality, nationally recognized services. The Novi Police Department, Emergency Communications Center and Parks, Recreation and Cultural Services are state and/or nationally accredited, and the Fire Department and Department of Public Works are actively pursuing accreditation. The Novi Public Library is consistently identified by residents as one of the community's most valued assets. Together, these achievements reflect a longstanding commitment to professional standards, continuous improvement and exceptional service. At the same time, the community these services support continues to evolve.

Programs are outgrowing the space available, and conversations about a community center have stalled over the years.

PROJECTED CHANGES IN DEMOGRAPHICS	2020	2050	CHANGE
Total population	66,243	**74,081**	**+11.8%**
Residents age 65–84	7,976	**9,454**	**+18.5%**
Residents age 85+	2,207	**4,871**	**+120.7%**
Total residents age 65+	10,183	**14,325**	**+40.7%**
Share of population age 65+	15.4%	**19.3%**	**+3.9 pts**
Share of population age 18–64	61.4%	**56.2%**	**-5.2 pts**

Source: SEMCOG, 2050 Regional Development Forecast

The Pressures Ahead

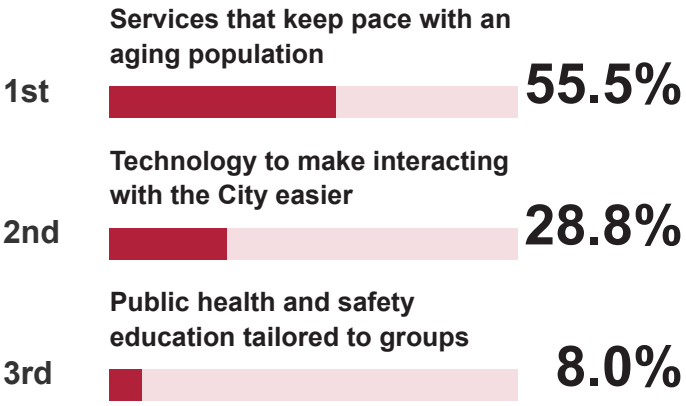
- **More older adults, fewer workers.** More demand for services, emergency medical response in particular, and a smaller pool of people to staff them.
- **Language and access.** More residents will need to reach the City in a language other than English. That matters most in emergencies, where a delay in understanding can be dangerous.
- **Staffing.** Recruiting and retaining the people who deliver City services is becoming more difficult, and the data capabilities the City already relies on are becoming central to a wider range of roles.



From the Community – Vision Survey Responses

- *"Senior living potential that makes Novi a forever home."*
- *"Being a community that attracts people of all ages, with great amenities that bring in visitors."*
- *"I'm excited to raise my kids in a welcoming, diverse community."*
- *"Through continued investment in parks, recreation and accessible programming Novi creates spaces that foster connection, support wellness and ensure every resident feels seen, valued and engaged."*

Top Three Responsive & Adaptive Services Priorities



Source: Novi 2050 Topic Surveys

Strategies

Novi Provides

- Make strategic investments in facilities and technology to ensure services are responsive to changing needs.
- Explore ways to further integrate universal design and accessibility into project decisions, design guidelines, service delivery, and facility improvements.
- Improve communication, outreach, and accessibility for non-English speakers.
- Recruit, develop, and retain the talent needed to serve a changing community.
- Build data analysis capacity through technology to monitor changing resident needs, including benchmarking against comparable municipalities.
- Continue to leverage translation and multilingual access for City services.
- Expand public education campaigns on demographic and season-specific health and safety risks (e.g., a late-fall messaging campaign on safe snow shoveling practices for older adults).

Novi Partners

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

Outcome Measures

- Share of key City communications and services available in the community's most-spoken non-English languages
- Change in EMS call volume compared to demographic data (e.g., age ranges)
- Resident satisfaction with services and existing public trust questions, segmented by age, ethnicity, and language spoken at home
- Demographic data on program participants and service users

☆ Key Themes in Action

- **Revenue Gap:** A greater focus on understanding and adapting to Novi's changing needs allows money to be spent on the right things that will have the greatest impact. Novi's taxpayers expect efficiency in spending their tax dollars and these changes allow that money to go further in ways that they'll see and benefit from.
- **Every Stage of Life:** Each Novi resident has unique needs based on their age, stage of life, income, career, background, and a wide range of other characteristics. Continuing efforts to understand and adapt to those needs will ensure that the services Novi provides are useful to residents as much as possible.
- **Aging Population:** With a growing number of older residents, Novi's services will have to change over time. Some programs will need to be expanded, while others will need to be scaled back or adapted to meet these needs.

FOCUS AREA 5

LONG-TERM FUNDING

Vision:

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

Goal:

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

The recommendations in this plan will require thoughtful investment and long-term financial planning. While this focus area may be less visible in daily life than others, it provides the financial foundation needed to advance Novi's priorities and sustain the high-quality services residents value.

Although Novi faces long-term financial challenges, we are still well-positioned to succeed. Industrial and retail space is nearly fully leased, more than 130 foreign-owned businesses operate here, and the City's position is sound due to our intentional planning and balancing housing with commercial and industrial development. The question is whether today's funding structure can continue for another 25 years.



Novi Today

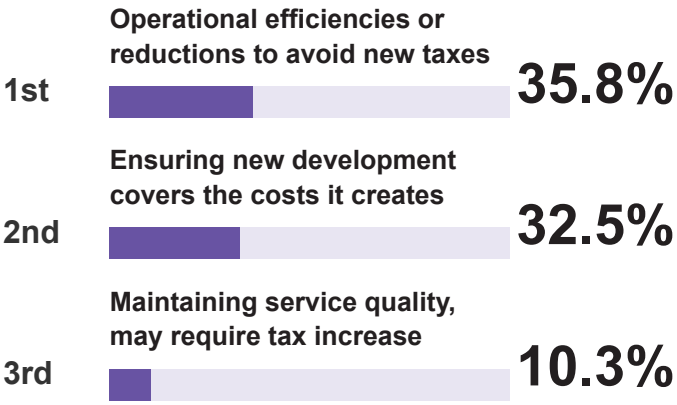
For decades the model was straightforward. New development arrived, the tax base grew, and that growth helped pay for services. Because Novi is roughly 91% built out, that model is running out. Meanwhile state law limits how quickly the City's tax revenue can grow through provisions like Proposition A and the Headlee Amendment. Impacts of inflation mean costs will continue rising regardless of these constraints.

These shifts and limitations mean that we will have to plan more proactively to ensure the financial future of the City is as secure and prosperous as the past has been.

The Pressures Ahead

- **Renewals and replacements.** The Capital Improvement Program Millage requires periodic renewal, and several aging public buildings will need major renovations or replacement.
- **A changing economy.** Novi's economy is closely tied to both the automotive and technology sectors, which are being reshaped by rapid developments in technology like AI and autonomous vehicles.

Top Three Long-Term Funding Priorities



Source: Novi 2050 Topic Surveys

From the Community – Vision Survey Responses

- *"Maintain strong financials. Strong oversight to spend wisely."*
- *"Making sure City services can keep up as the population grows and ages."*
- *"Sound infrastructure consistently being invested in, year after year. That investment will pay off in the long run."*
- *"Keeping the tax base low so that people do not want to move."*



Strategies

Novi Provides

- Align fees with the costs of new development and quantifiable services (e.g., building inspections).
- Create an innovative, reliable, resilient mix of funding streams.
- Explore alternative funding mechanisms such as expanded franchise fees and use of available debt capacity, informed by fiscal impact analysis of actual cost drivers.
- Use fiscal impact modeling to plan for the future and ensure long-term financial resiliency.
- Consider debt issuance for long-lifespan infrastructure, facilities, and equipment to ensure assets are funded by those that benefit from them.
- Build staffing capacity for fiscal impact modeling, data management, and true-cost analysis.
- Educate on the pros and cons of fees, taxes, and debt as distinct funding sources, and the benefits received for services and tax dollars.
- Use inspections and other routine contact with property owners to reduce public safety risk and avoid costs before they are incurred.

Novi Partners

- Collaborate with regional partners to build upon and retain Novi's innovative technology sector.

Novi Advocates

- Support changes to state and federal legislation that limit City revenue and available sources.

Outcome Measures

- Revenue diversification: share of General Fund revenue from sources other than property tax, tracked over time
- Share of property tax revenue by land-use type (Commercial, Residential, Mixed-use, Industrial)
- Resident satisfaction with value of services for taxes paid
- Cost-recovery ratio for fee-based services
- Number of development decisions and fee changes informed by a formal fiscal-impact analysis

☆ Key Themes in Action

- **Revenue Gap:** With slowing revenue growth and new expenditure needs growing, Novi will have to think more creatively about how to fund the infrastructure and services it provides. Continuing to provide the level of excellence Novi residents expect will require alternative funding mechanisms, cost-sharing with regional partners, and better analysis to find efficiencies.
- **Smart Infrastructure:** Investing now in technology and fiscal analysis capacity will provide much better information to make funding decisions. Novi can improve efficiency and plan ahead by understanding cost-drivers and long-term trends.

FOCUS AREA 6

ENVIRONMENTAL SUSTAINABILITY

Vision:

In 2050, Novi has thriving woodlands and wetlands, protected natural spaces, and practices that integrate sustainability into City operations.

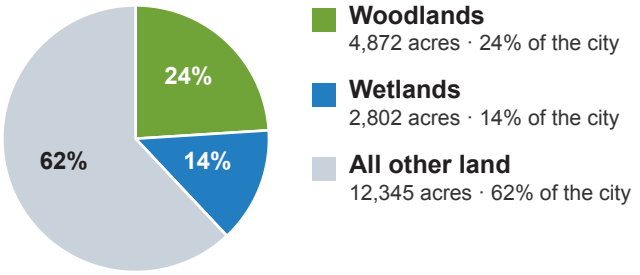
Goal:

Preserve natural systems as both community amenities and essential green infrastructure, in balance with the need for new and redeveloped spaces.

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

More Than a Third of Novi Is Woodland or Wetland

Share of the city's 20,019 acres



7,674 **acres of woodland and wetland, 38% of Novi**

Source: Oakland County Economic Development, Composite Master Plan Statistics

Novi Today

Novi has natural areas and wetland areas throughout the city, woven between neighborhoods rather than pushed to the edges. City-owned land accounts for only a portion of these areas so the City will have to work with landowners and developers to ensure proper protection.

Nearly 12% of Novi's land, about 2,324 acres, is designated for recreation and conservation. Three large wetland areas and two stretches of woodland run through the city. The City owns six undeveloped conservation properties totaling roughly 370 acres, including more than a hundred acres each at Garfield Road and the Novi Core Habitat.

An Environmental Sustainability Committee was created in 2024, but a citywide plan has not yet been written. Sustainability work is currently spread across departments through informal coordination, but is project-specific and not connected to a broader strategy.

A Shifting Climate

6 → 27–37
today → by 2050
days above 90°F each year

52 → 24–29
today → by 2050
days below freezing each year

+37–46%
projected increase
days with more than 2 inches of rain

Source: GLISA Great Lakes Regional Climate Change Maps and the Climate Explorer and SEMCOG's Engineering Guidance for Changing Rainfall

The Pressures Ahead

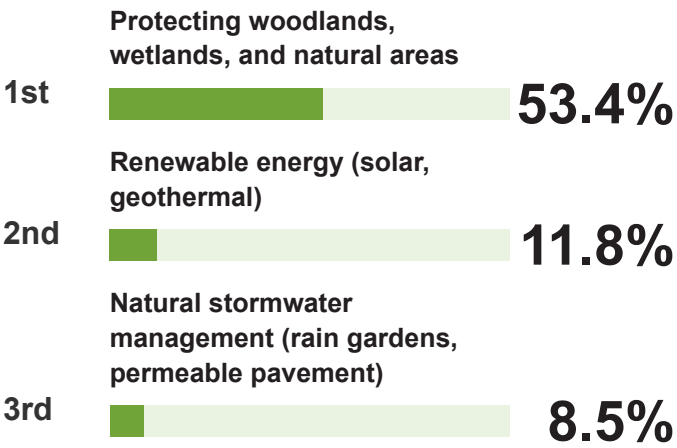
- **Shifting Climate.** More intense storms send more water into wetlands and stormwater systems sized for a milder pattern, making natural storage both more valuable and more vulnerable.
- **Invasive species.** Warmer, wetter conditions can favor invasive plants that crowd out native ones. Phragmites and garlic mustard are already established in Novi's parks and woodlands. Four departments and regional partners work together to remove them, project by project, with no dedicated funding stream behind the effort.

From the Community – Vision Survey Responses

- *"Respecting green spaces / woodlands / wetlands."*
- *"We need a balance between city growth and nature."*
- *"Preserving green spaces and the wide array of wildlife."*
- *"Focusing on environmental sustainability is my primary hope for the future of Novi."*



Top Three Environmental Sustainability Priorities



Source: Novi 2050 Topic Surveys

Strategies

Novi Provides

- Create an Environmental Sustainability Action Plan to establish a unified sustainability framework.
- Create sustainability guidance for development and redevelopment proposals and evaluate incorporating green infrastructure into City capital projects.
- Consider a dedicated program and funding mechanism for ecological stewardship across City-owned natural areas, conservation lands, and parks.
- Prioritize trail system improvements and expansions that provide more access to parks and natural areas.

Novi Partners

- Work with regional and state agencies to align City sustainability goals with the Oakland County Sustainability Plan and state policy/funding requirements.
- Collaborate with other municipalities and regional conservation organizations to coordinate environmental protection, invasive species management, and stormwater initiatives that cross jurisdictional boundaries.
- Leverage state and federal grant programs to fund natural area acquisition, ecological stewardship, and green infrastructure projects.

Novi Advocates

- Ensure the City of Novi has a voice in conversations about state-level environmental policy and regulations.

Outcome Measures

- Total acres of wetland and woodland within City limits, including:
  - Percentage protected and/or publicly owned
  - Percentage accessible to the public through trails and walkways
  - Percentage with basic management plans
- Percentage of new development and redevelopment projects incorporating green infrastructure elements
- Number of City capital projects incorporating green infrastructure
- Outside funding acquired for sustainability projects and initiatives

☆ Key Themes in Action

- **Every Stage of Life:** Ensuring that Novi works for all people in 2050 includes protecting its natural spaces for the benefit of future generations. Residents want woodlands and wetlands to be thriving and available for today's children as they grow up and start raising children of their own.
- **Redevelopment:** Because the city is nearly out of open space, protecting what's still here is vital. The protection of natural resources is essential for Novi in 2050, and increasing pressure on available land makes it all the more urgent.

NOVI 2050

SHAPING TOMORROW, TOGETHER

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NOVI 2050

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APPENDIX

Novi 2050 Top Trends Briefing Book

Rebecca Ryan

REBECCA RYAN

Novi 2050

Top Trends Briefing Book



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Ready or not, the future is coming.

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

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

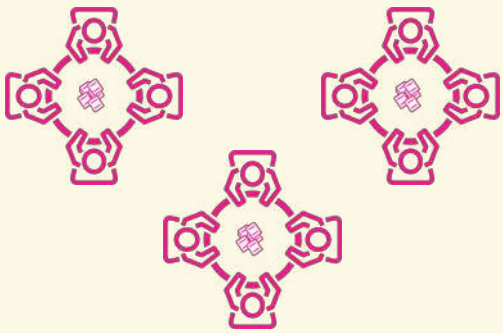
What's the Big Sort?

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

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

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

STEP 1



Participants answer two questions about each STEEP/R trend:

1. How certain are we that this trend will affect Novi through 2050? (low/high)

2. How much impact will this trend have on our future? (low/high)

STEP 2



Participants answer the following question:

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

Top Trends shaping Novi by 2050

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

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

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

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

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

Write-ins

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

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

Insight & Next Steps

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

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

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

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

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

Novi 2050: Future-Ready

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

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

What is Strategic Foresight?

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

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

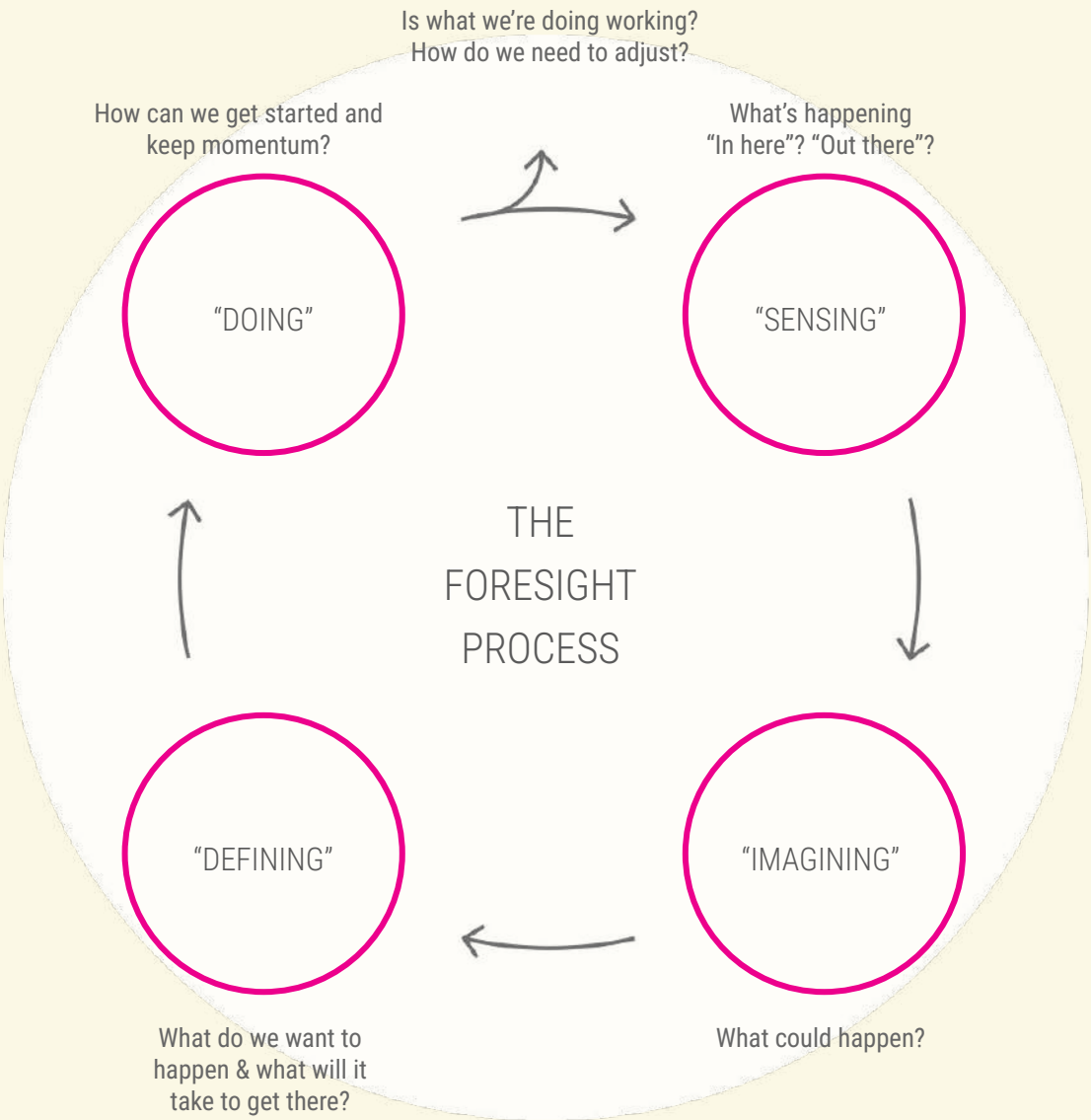


Image: NEXT Generation Consulting strategic foresight process

Meet the Team



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



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



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