

Goal 7: Sustainability and Services

GOAL	STRATEGY	PRIORITY	OWNER
<p>Continue implementation of Gladstone's Capital Improvement Plan to ensure city services remain dependable and budgets remain financially sound.</p>	<p>Plan for funding to execute projects outlined in the City's Capital Improvement Plan, including each department's current capital improvement plan.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Focus on the extension and maintenance of our public water and sanitary sewer assets outlined in the Water & Wastewater Asset Management Plans.</p>	<p>On-Going</p>	<p>Water Treatment & Wastewater</p>
	<p>Develop an Asset Management Plan (AMP) for Public Works forecasted out four years based on available funding. The AMP will incorporate Pavement Surface Evaluation and Rating (PASER) scores and other required infrastructure maintenance, identifying and correcting existing infrastructure that currently only prioritizes the needs of motorized vehicles to be more inclusive of all transportation based on Complete Street principles. The street maintenance and pavement repairs will also plan for underground utility upgrades.</p>	<p>Near Term</p>	<p>Public Works</p>
<p>Adopt stormwater management best practices, as outlined by the Environmental Protection Agency (EPA).</p>	<p>Establish a new stormwater utility to collect fees related to the control and treatment of stormwater to fund the stormwater management program.</p>	<p>Mid-Term</p>	<p>Public Works</p>
	<p>Build a storm water settling system to treat storm water runoff prior to flowing into our watershed and Little Bay de Noc.</p>	<p>Long-Term</p>	<p>Public Works</p>
<p>Develop a comprehensive street maintenance plan.</p>	<p>Collaborate with the county and surrounding cities to secure federal funding to work towards the completion of the Public Works Asset Management Plan through the facilitated meetings sponsored by CUPPAD.</p>	<p>On-Going</p>	<p>Public Works</p>
<p>Implement a Right of Way Permitting System.</p>	<p>Develop an electronic permit application for data collection which routes to the relevant department for review.</p>	<p>Near-Term</p>	<p>Community Development</p>
	<p>Implement a consistent and timely permit review process following the submission of an application.</p>	<p>Near-Term</p>	<p>Public Works</p>
<p>Ensure the city's public water assets provide a safe, reliable, and sustainable water source to our community residents and surrounding environment.</p>	<p>Replace all service lines connected to lead by 2040, meeting state compliance requirements.</p>	<p>On-Going</p>	<p>Water Treatment</p>
	<p>Annually replace 5% of our water service lines connected to lead, followed by the completion of the Environment, Great Lakes & Energy's (EGLE) Annual Service Line Replacement Report.</p>	<p>On-Going</p>	<p>Water Treatment</p>
	<p>Replace all remaining 4-inch water mains to meet current quality standards for lead and fire hydrant water flow, allowing the city to maintain a favorable</p>	<p>On-Going</p>	<p>Water Treatment</p>

	fire protection rating, as identified in the five-year Insurance Services Office Inc. (ISO) survey findings		
	Replace two nozzle fire hydrants with pumper nozzle hydrants on large water mains to improve the firefighting capabilities of our water system.	On-Going	Water Treatment
	Secure funding for an intake and a second transmission main to the elevated reservoir.	Near-Term	Water Treatment
	Upgrade the city's granular activated carbon (GAC) infrastructure to meet future water quality standards.	Near-Term	Water Treatment
	Inventory all water service lines by 2025 to identify remaining lines connected to lead.	Near-Term	Water Treatment
	Build a new water intake to correct the century old crib and piping found to be in poor condition with the last inspection.	Near-Term	Water Treatment
	Plan for the installation of an emergency backup generator to ensure water production during blackouts.	Mid-Term	Water Treatment
Meet the requirements of the Environment, Great Lakes & Energy's (EGLE)'s Administrative Consent Order.	Pursue facility updates to the wastewater plant to continue to meet water quality standards.	Near-Term	Wastewater
	Systematically upgrade our wastewater collection system's infrastructure based on the criticality and pipe conditions as outlined in the Wastewater Asset Management Plan.	Near-Term	Wastewater
	Relieve the load on the underpass lift station by moving the force main from the Industrial Park Lift Station to connect with Railway Ave.	Mid-Term	Wastewater
	Improve infrastructure to increase pipe reliability by finishing the force main from the underpass lift station to Superior Ave.	Mid-Term	Wastewater
Improve inefficiencies within our Public Works Department to better serve the community.	Secure funding to build the new Public Works facility as outlined in the current Community Improvement Plan.	Near-Term	Public Works
	Secure and prepare land, finalize designs, acquire material, and work with contractors towards the completion of the new Public Works facility.	Near-Term	Public Works

Goal 8: Marketing

OBJECTIVE	STRATEGY	PRIORITY	OWNER
<p>Build recognition for the City of Gladstone as a reputable and respected housing community throughout northern Michigan and Wisconsin.</p>	<p>Delegate ownership to fund and oversee marketing initiatives of the City of Gladstone.</p>	<p>Near-Term</p>	<p>City Manager</p>
	<p>Explore revisions to a new city logo and improve our branding toolkit to be used on future marketing materials and signage, making the community easily identifiable across all mediums and platforms.</p>	<p>Near-Term</p>	<p>City Manager</p>
	<p>Improve the City’s communication efforts with its residents to increase awareness, involvement, and buy-in of current initiatives.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Partner with Gladstone Area Schools to promote the benefits and strengths of the school system to attract new residents.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Position the City of Gladstone as a recreational hub, promoting the outdoor recreational facilities located within our city, as well as the many amenities just a short drive away.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Market the expansion of new waterfront housing on the North Shore with public outdoor recreational amenities available within walking distance.</p>	<p>Mid-Term</p>	<p>City Manager</p>
<p>Build a tourism industry to attract visitors to Gladstone.</p>	<p>Build relationships and partner with local visitor bureaus and the Chamber of Commerce to inform them of tourism opportunities within the city and encourage referrals to our community.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Promote the city as a weekend get-away by ensuring the quality of short-term rentals are maintained for our visitors through the rental inspection program.</p>	<p>On-Going</p>	<p>City Manager</p>
	<p>Utilize resources from the State of Michigan, such as Pure Michigan and the Department of Natural Resources, to promote the City of Gladstone’s waterfront amenities and recreational inventory.</p>	<p>On-Going</p>	<p>City Manager/ Parks & Recreation</p>
	<p>Partner with Midwest marketing publications to write promotional pieces about our community.</p>	<p>Near-Term</p>	<p>City Manager</p>
	<p>Consider billboard advertisements along highway routes leading to Gladstone to encourage visitors to stop at one of our many public assets.</p>	<p>Mid-Term</p>	<p>City Manager</p>
<p>Attract new business to our community to grow our economic base.</p>	<p>Streamline our practices to build a strong foundation of planning, zoning, and economic development by implementing Redevelopment Ready Community (RRC) best practices.</p>	<p>On-Going</p>	<p>City Manager</p>

Goal 9: Wayfinding

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Highlight the location of downtown Gladstone and the city's many recreation facilities to travelers on M-35 and US-2/41.	Ensure all city signage meets Federal Highway Administration (FHA) standards.	On-Going	Public Works
	Identify city owned property to provide directional signage to our city's assets and facilities visible from the highway .	Near-Term	City Administration/ Parks & Recreation/ Public Works
Develop a system of in-town wayfinding and directional signage.	Implement a system so that directional signage is created or replaced to meet FHA standards for both new asset developments and existing assets within the town.	On-Going	City Administration/ Parks & Recreation/ Public Works
	Identify locations where wayfinding signs are appropriate in town and determine the destinations to place on each sign.	On-Going	City Administration/ Parks & Recreation/ Public Works
	Place maps with walking distances in appropriate locations.	Near-Term	Parks & Recreation



Photo Credit: Visit Escanaba