

## Implementation Objectives & Strategies

### Goal 1: Waterfront Redevelopment

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Regulate proposed land use through the development of zoning regulations.	Support future development with revisions to the Zoning Ordinance to allow for a variety of single and multi-family residential uses, as well as mixed-use structures in appropriate areas, as determined by the Planning Commission.	On-Going	Community Development
	Develop screening standards to promote harmony with the implementation of mixed-use zoning areas.	Near Term	Community Development
	Develop regulations to preserve public access along the waterfront in future property developments.	Near Term	Community Development
	Establish height restrictions for future developments to accommodate a desirable viewshed for impacted residents within the city.	Mid Term	Community Development
	Encourage higher density residential for future development and create design standards to guide the development of a unified district.	Mid Term	Community Development
Develop the vacant land on the waterfront with high density residential properties.	Promote the development plan for the waterfront district, prioritizing public access along the waterfront and connecting the downtown district.	On-Going	City Manager
	Research advantages and challenges to development of the waterfront.	On-Going	Community Development
	Secure a developer(s) for the property.	Near Term	City Manager
	Coordinate the implementation of city utilities and all other necessary infrastructure with the developer(s), focusing on maintaining public access to the waterfront.	Mid Term	City Manager
Use the waterfront to grow new business and increase our population.	Encourage the development of hotels, restaurants, retail, and watersport activities to improve our resident's quality of life while also supporting local tourism.	On-Going	Community Development & Parks & Recreation
	Offer innovative architecture that can serve multiple purposes to adapt to ever changing market needs (co-working spaces, living spaces, remote work, social gatherings, etc.).	Mid Term	Community Development

## Goal 2: Downtown Gladstone

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Enhance the quality of life and develop a positive image of Downtown Gladstone to attract businesses, residents, and visitors.	Pursue revenue sources outside of the Tax Increment Financing Plan, such as mill levies, seeking private contributions, utilizing special assessments, considering event revenue sales, purchase, redevelopment of existing properties, and sales of property within the DDA district, grants, sponsorships, and municipal contributions.	Ongoing	City Administration & DDA
	Build upon the Gladstone Farmers Market to encourage foot traffic downtown.	Ongoing	DDA
	Coordinate with city departments on strategized street improvements and utility upgrades within the downtown district.	Ongoing	Multiple
	Encourage alternative and creative dining methods to promote future social districts.	Ongoing	City Administration & DDA
	Implement a program to serve and promote downtown businesses by utilizing our website to provide community resources and marketing our community both locally and regionally.	Mid Term	City Administration & DDA
	Create gateway corridors for visitors from M-35 and our waterfront districts to the downtown district.	Long Term	Multiple
	Work with MDOT to encourage safe and slow access into the City of Gladstone along US 2/41 and encourage beautification efforts on entrances to welcome visitors.	Long Term	Public Works
Increase property valuation by eliminating the causes of deterioration and promote economic growth.	Partner with property owners in the downtown district to promote residential and office space opportunities above downtown businesses.	Ongoing	Community Development & DDA
	Pursue development opportunities for key properties within the downtown district.	Ongoing	City Administration & DDA
	Update the Code of Ordinances to allow for the creation of a registration and inspection process for under-utilized buildings within the downtown district, ensuring property values are maintained, discourage long term vacancy, and identify hazardous conditions which may pose a safety risk to the community.	Mid Term	Community Development /Public Safety
	Secure funding to implement the façade improvement program.	Ongoing	DDA
	Support the development of the North Shore waterfront through infrastructure allowing mixed use commercial and residential zoning.	Near Term	Multiple

### Goal 3: Economic Base

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Expand job opportunities through the attraction, retention, and expansion of our local business industry.	Consider acquisition of vacant industrial sites to promote economic growth.	On-Going	City Administration
	Actively market industrial properties via MEDC and to trade groups.	On-Going	City Administration
	Develop a local tourism industry through the emphases of recreational opportunities and natural assets.	On-Going	City/Parks & Recreation
	Develop relationships with industrial tenants to maintain retention.	On-Going	City Administration
	Encourage and support the creation of a Gladstone Business Association to promote businesses through activities and events while serving as a resource to one another.	On-Going	DDA/EDC
	Develop screening and lighting standards for non-residential sites.	Mid Term	Community Development
	Encourage and support high speed internet infrastructure throughout the City of Gladstone to attract new businesses and remote workers to our community.	Long Term	City Administration
Maintain and rehabilitate existing commercial and industrial properties.	Improve code enforcement for properties through the implementation of a registration process for condemned, foreclosed and vacant properties.	Mid Term	Community Development /Public Safety
Create harmonious mixed-use districts within the city.	Continue to streamline and improve processes for upgrades and expansions to existing facilities.	On-Going	Community Development
	Improve off-street parking regulations.	Mid Term	Community Development
	Revisit the zoning map in all districts to encourage the best and highest use of property and support economic development.	Mid Term	Community Development





#### Goal 4: Residential Development

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Shore up future population levels.	Market the city as a family-friendly place with excellent schools.	On-Going	City Manager
Expand the range of housing options.	Amend the Zoning Ordinance to allow for a variety of single and multi-family residential uses, as well as mixed-use structures in appropriate areas.	On-Going	Planning & Zoning
Accommodate the city's fastest growing population.	Enable residential retrofits for accessibility and plan for a diversity of housing styles by factoring standards for adult foster care.	Near Term	Planning & Zoning
Maintain and rehabilitate existing housing stock.	Continuously update our Property Maintenance Code to meet current standards.	On-Going	Community Development
	Improve code enforcement for properties through the implementation of a registration process for condemned, foreclosed and vacant properties.	Mid Term	Community Development /Public Safety
	Develop a set of neighborhood beautification awards.	Mid Term	Community Development
	Establish and support the city's homeowner and rental rehabilitation programs.	Long Term	Community Development
Plan for open space in future subdivisions.	Adopt fuller standards for open space subdivisions.	Long Term	Planning & Zoning
Enhance our rental inspection program to maintain property values while ensuring the health and safety standards are met.	Update our Property Maintenance Code to require all rentals post standard information relevant to the City of Gladstone and the community, which also requires a local contact be included in the event of an emergency.	Near Term	Community Development



## Goal 5: Environment & Recreation

OBJECTIVE	STRATEGY	Priority	Owner
Continue implementation of the city's current five-year Recreational Plan to provide a year-round recreational environment.	Improve Gladstone's recreational opportunities, as defined in the current Recreation Plan, by seeking public input to identify needs and deficiencies while following necessary guidelines and standards for parks, open space, recreation areas, and recreation facility development.	On-Going	Parks & Recreation
	Pursue grants and other funding sources to execute the city's adopted recreation plan.	On-Going	Parks & Recreation
Ensure programming and organizing of recreational activities and opportunities are inclusive to all ability levels.	Update and redesign our recreational inventory to promote creative, challenging, and safe play.	On-Going	Parks & Recreation
Plan for expanding and improving the Gladstone Campground to attract more visitors to our community.	Construct a pavilion within the campground to create more usable space.	Near-term	Parks & Recreation
	Construct a restroom facility and expand infrastructure, which will allow for increasing the capacity for more camp sites.	Long-term	Parks & Recreation
	Explore alternative camping experiences which offer amenities that go beyond a traditional camping experience (yurts, luxury canopy tents, domes, etc.).	Long-term	Parks & Recreation
Develop the Sports Park facilities to increase opportunities and provide for recreational activities within our community while appealing to visitors.	Construct a Pickleball complex at the Sports Park.	Near-term	Parks & Recreation
	Develop an engineered plan to move forward with the ski lodge/convention complex.	Near-term	Parks & Recreation
	Expand and reconfigure the tubing hill to include 4-5 more tubing runs and a conveyer belt system.	Mid-term	Parks & Recreation
Provide a network of non-motorized walking paths and trails to improve recreational opportunities and connectivity within the community.	Secure funding to rebuild the boardwalk, which would complete our walking path from Saunders Point to Little Bay de Noc Trail.	Near-term	Parks & Recreation
	Connect, extend, and improve our walkways to increase accessibility to public facilities through implementing ADA requirements and replacing asphalt sidewalks with concrete.	Long-term	Community Development/ Parks & Recreation/ Public Works
	Safely and conveniently connect our bluff and downtown communities through the exploration and planning of a pedestrian crossing over Highway 41.	Long-term	Community Development/ Parks & Recreation/ Public Works
	Expand opportunities for water rentals.	On-Going	Parks & Recreation

Continue to improve the waterfront assets to encourage water activities.			
	Encourage and support dining experiences along the waterfront.	On-Going	Parks & Recreation
	Expand our head pier, adding additional docks, replacing gas pumps, updating the harbormaster building, and expanding the break-wall.	Mid-term	Parks & Recreation
	Explore plans to build a motorized bridge over the lagoon to increase safe options for pedestrians along the waterfront.	Long-term	Parks & Recreation
	Improve the city's stormwater water filtration and algae buildup within the lagoon by securing funding to build a temporary dike, circulating the water and dredging the lagoon deeper.	Long-term	Parks & Recreation

#### Goal 6: Complete Streets

OBJECTIVE	STRATEGY	PRIORITY	OWNER
Implement Complete Street strategies and principles to both existing and new developments.	Maintain a set of standards for both existing and new developments to allow and encourage all modes of transportation to exist within the city safely and cohesively.	On-Going	Parks & Recreation/ Public Works
	Identify and correct existing infrastructure in the Public Works Asset Management Plan that currently only prioritizes the needs of motorized vehicles to be more inclusive of all transportation.	On-Going	Parks & Recreation/ Public Works
Improve our pedestrian walking experience to enhance accessibility and safety, while also encouraging physical activity.	Replace existing sidewalk curbs not yet compliant with ADA regulations to improve accessibility.	On-Going	Public Works
	Create a set of standards for pedestrian accessibility in new developments.	Near-Term	Community Development/ Parks & Recreation/ Public Works
	Implement a system to improve the walking connectivity of existing developments within the city limits that were developed prior to the Complete Street initiatives.	Mid Term	Community Development/ Parks & Recreation/ Public Works
Prioritize the safety of our community's cyclists who share the road with motorized vehicles.	Ensure bike lane consideration is factored into new developments.	On Going	Community Development
	Work with the Parks & Recreation Board and downtown businesses to establish funding partnerships and determine the best locations for bicycle parking.	On Going	Parks & Recreation
	Establish bike routes to focus cycling traffic on roads with Complete Street principles in place.	Mid Term	Parks & Recreation

## Goal 7: Sustainability and Services

GOAL	STRATEGY	PRIORITY	OWNER
Continue implementation of Gladstone's Capital Improvement Plan to ensure city services remain dependable and budgets remain financially sound.	Plan for funding to execute projects outlined in the City's Capital Improvement Plan, including each department's current capital improvement plan.	On-Going	City Manager
	Focus on the extension and maintenance of our public water and sanitary sewer assets outlined in the Water & Wastewater Asset Management Plans.	On-Going	Water Treatment & Wastewater
	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.	Near Term	Public Works
Adopt stormwater management best practices, as outlined by the Environmental Protection Agency (EPA).	Establish a new stormwater utility to collect fees related to the control and treatment of stormwater to fund the stormwater management program.	Mid-Term	Public Works
	Build a storm water settling system to treat storm water runoff prior to flowing into our watershed and Little Bay de Noc.	Long-Term	Public Works
Develop a comprehensive street maintenance plan.	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.	On-Going	Public Works
Implement a Right of Way Permitting System.	Develop an electronic permit application for data collection which routes to the relevant department for review.	Near-Term	Community Development
	Implement a consistent and timely permit review process following the submission of an application.	Near-Term	Public Works
Ensure the city's public water assets provide a safe, reliable, and sustainable water source to our community residents and surrounding environment.	Replace all service lines connected to lead by 2040, meeting state compliance requirements.	On-Going	Water Treatment
	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.	On-Going	Water Treatment
	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	On-Going	Water Treatment

	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
Build recognition for the City of Gladstone as a reputable and respected housing community throughout northern Michigan and Wisconsin.	Delegate ownership to fund and oversee marketing initiatives of the City of Gladstone.	Near-Term	City Manager
	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.	Near-Term	City Manager
	Improve the City's communication efforts with its residents to increase awareness, involvement, and buy-in of current initiatives.	On-Going	City Manager
	Partner with Gladstone Area Schools to promote the benefits and strengths of the school system to attract new residents.	On-Going	City Manager
	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.	On-Going	City Manager
	Market the expansion of new waterfront housing on the North Shore with public outdoor recreational amenities available within walking distance.	Mid-Term	City Manager
Build a tourism industry to attract visitors to Gladstone.	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.	On-Going	City Manager
	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.	On-Going	City Manager
	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.	On-Going	City Manager/ Parks & Recreation
	Partner with Midwest marketing publications to write promotional pieces about our community.	Near-Term	City Manager
	Consider billboard advertisements along highway routes leading to Gladstone to encourage visitors to stop at one of our many public assets.	Mid-Term	City Manager
Attract new business to our community to grow our economic base.	Streamline our practices to build a strong foundation of planning, zoning, and economic development by implementing Redevelopment Ready Community (RRC) best practices.	On-Going	City Manager

## 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 <b>from the highway</b> .	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