

Borough of Red Bank Strategic Revitalization Plan

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RED BANK STRATEGIC REVITALIZATION PLAN

Table of Contents

Introduction

Chapter One Community Assessment

Chapter Two Community Goals

Chapter Three Strategic Action Plan

Appendices

- I. Assessment Data**
- II. Community Vision Process**
- III. Planning Initiatives**

RED BANK STRATEGIC REVITALIZATION PLAN

Introduction

In the Spring of 1994 the Borough of Red Bank initiated a public planning process to reassess its present land use policies, fiscal resources, public infrastructure, planning objectives, and role in the region. Three documents, the 1994 Red Bank Vision Plan, The Red Bank Agenda (this report), and the 1995 Red Bank Municipal Master Plan are the record and the findings of that process.

The Red Bank Agenda is the Strategic Revitalization Plan and Program for the Borough of Red Bank, New Jersey. This document, and the process that created it, has three primary purposes:

- It is a guide for the Borough to implement specific community goals identified in the 1994 Vision Plan.
- It is a planning instrument for all levels of government, State, County and Municipal, to identify potential areas of collaboration, measure relative need, and to match Action Program initiatives to potential funding sources.
- It is a recognition that all the specific proposals for action are related to each other, and that the goals for one proposal are accomplished in many ways by the completion of another. Thus, for instance, housing can be related to education, job creation, and training, which in turn are related to economic developments, which themselves can be further related to transportation and environmental issues.

CHAPTER ONE

COMMUNITY ASSESSMENT

The Borough of Red Bank is a small city located on the Navesink River in suburban Monmouth County. Approximately 11,500 people reside in this compact community, 1.75 square miles in area. Its physical boundaries are well defined, by the Navesink River to the north and west and by County Highway 520 on the south, and it has been developed at a greater density than that of the surrounding communities.

Red Bank was settled in the eighteenth century as a port serving nearby farming settlements and their New York markets. When railroads arrived a century later the town's connection with New York was strengthened. During the late 1800's and first half of this century Red Bank grew as the region's business center, serving religious, educational and cultural interests as well. The town's historic character remains intact primarily in its road patterns, its housing stock, and in fragments of the downtown business district.

The Borough' commercial district continues to provide essential services to the region. Red Bank leads Monmouth County in service businesses, and is second in retail sales. The Office of State Planning identified Red Bank as an existing regional center in its 1992 Development and Redevelopment Plan.

Physically, Red Bank is bisected by New Jersey Transit's Shore Line and State Highway 35. These two transportation corridors in combination with the borough's natural boundaries impose challenges on Red Bank's physical organization. Both the local road system and regional passages through town inhibit the comfortable traffic patterns essential to a successful regional center.

During the 1980's, Red Bank suffered a certain degree of economic distress. Declining population, faltering school performance, and the twin tax consequences of real estate speculation and tax-exempt non-profits, each contributed to the Borough's financial burden. Red Bank is ranked in the top 100 on the June, 1993 OMB Municipal Distress Index, and further categorized on the same MDI as "urban level 1".

For the past several years Red Bank has been working extensively on various planning and community development ventures directed towards a broad based revitalization. Appendix III lists key documents and initiative related to these planning efforts.

THE RED BANK VISION PROCESS

A Strategic Plan begins with a structured effort to formulate from the diverse, and sometimes contradictory, views of residents and stakeholders a clear understanding of those issues held to be most urgent to the future of the community. Specific actions

are then proposed that respond to those issues. In the spring of 1994 the Borough began an intensive community-based process to reassess its development goals and strategies. This endeavor included a series of public workshops, the collaboration of an advisory committee of local stakeholders and public officials, as well as a consultant team that included expertise in planning, design and economic development. The result is the Red Bank Vision Plan, adopted by the Planning Board in October of 1994.

The Public Vision Workshops were held in three locations, the Borough Hall, the Primary School on the town's west side, and the Middle School on the east side. These sessions were attended by as many as 70 people, mostly residents, though people from nearby Fair Haven, Shrewsbury, Little Silver, and Middletown also attended.

The First Meeting began with the project team sharing "first impressions" of the town. The discussion focused on change, preservation, commerce, and the history of previous planning and development in Red Bank. The format solicited input on these specific areas: neighborhoods, services, visual character, guidelines for future development, and open spaces and recreation, as well as more general impressions of opportunity and physical qualities of the town. Analysis and drawings played an important role during the Visioning Process as a communicational tool in the public discussion, and helped develop preliminary goals and objectives.

The Second Meeting focused on establishing consensus on the most important community goals: Preserve the existing character of town, Connect the town to the river, Increase the residential population, Civilize the regional roadways and improve the walking environment, Encourage a more robust business district that will pay more taxes, and Expand opportunities for recreation and entertainment.

The Third Meeting began with a review of these broad civic goals and preliminary recommendations regarding the many actions necessary for their realization. The specific outcomes were vividly illustrated in a slide presentation. Residents were then asked to rank the 60 individual actions associated with the accomplishment of the general goals.

The exercise of ranking indicated strong support for certain actions. Other specific actions implied by the goals were identified by residents and the Project Team. Citizen responses to these proposals played a major role in "setting the ground rules" for the recommendations of the Vision Plan, the Master Plan and the Strategic Plan (this document) The list of other actions and issues debated is included in Appendix II.

Much of the discussion focused on the physical character of Red Bank and the perception that the closeness of the houses, cohesiveness of the streets, the localized mix of uses, and the buildings themselves, define a social order that must be protected.

This shared conviction is the central theme of the planning effort and may be paraphrased as follows:

Red Bank is a town committed to growing gracefully. The balance of its regional role as peninsula and county center for transportation, culture, commerce, and riverfront recreation with the well-being of its mature neighborhoods is a dynamic and fundamental element of Red Bank's past and of its future. To maintain and enhance its residential character and quality of life, and to share in the prosperity of the county and the region, Red Bank is committed to encourage responsible development and investment by providing an enabling atmosphere, identifying opportunity, and constructively communicating citizen expectations in a meaningful way to the development community.

Red Bank will grow gracefully into the 21st Century by preserving its treasured small town nature, and making the most of its privileged geographical advantages, and by maintaining appropriate stewardship of the health, safety and the opportunity for prosperity of all borough citizens.

Priority should be based on the precepts of the Vision Plan, and on good prospects for implementation. Greatest priority is assigned to actions that:

- 1) will have a positive impact on the whole community-both the neighborhoods and the commercial areas**
- 2) benefit all residents of the community**
- 3) preserve the character of the town**
- 4) support Red Bank's position as a regional center for commerce, entertainment and culture**
- 5) have excellent potential for public and/or private financing and governmental agency approval.**

Additional documentation of the planning process and demographic analysis is included as a supplement to this document. Appendix I summarizes data regarding demographics, housing, income and employment, crime, debt service, and economic development. Appendix II provides a comprehensive synopsis of community input developed during the Vision Process in 1994. Appendix III identifies various planning efforts completed to date by the Borough of Red Bank and its affiliates.

CHAPTER TWO

COMMUNITY GOALS

The result of the citizen workshops and the subsequent work of the project team, Borough administration and the Mayor is the recommendation of specific actions targeted for immediate accomplishment, and the determination of the priorities within that list. The goals and actions presented in this Strategic Revitalization Plan reflect the tremendous commitment being undertaken by the Borough and its members for growth and stability. Community growth depends upon skillful response to these matters.

GOAL SUMMARY

Revitalization actions are expected to meet the following goals:

- 1) Encourage growth that retains the town's unique character***
- 2) Revitalize its economic base***
- 3) Increase residential population***
- 4) Increase public open space and access to natural resources***
- 5) Continue to address needs of socially diverse population***
- 6) Improve quality of education***
- 7) Incorporate the town's topography as a key factor in social and economic processes***
- 8) Balance new development with capacity limitations and larger community needs***
- 9) Maintain current level of municipal services for residents and commercial sectors alike***

GOAL DESCRIPTIONS

1) Encourage growth that retains the town's unique character

Like many other NJ communities, Red Bank benefits from a special sense of place. This character is based on traditional neighborhood patterns combined with outstanding natural resources. Residents cherish this local character and insist that it not be sacrificed in pursuit of economic growth.

Preservation of the town's character has been identified as an overriding goal. The town's traditional character was largely established before World War II, and defines both the residential and commercial districts. Units are built at medium density and height, with unifying visual cues such as cornices, well detailed entrances and window openings, porches, sidewalks, and street trees. Residents enjoy their town because of the way it looks and feels; therefore all planning and development steps must maintain and reinforce that character.

2) Revitalize its economic base

Due to the size of its commercial core, Red Bank's financial status is directly effected by cycles in the larger retail and development communities. This was most recently evident during the 1980's when a decline in the commercial sector and over-speculation by developers shifted significant expense to borough taxpayers.

Efforts which promote a healthy and thriving business district are strongly endorsed. Provide opportunities for development, especially in the commercial districts, which contribute to the tax base and enhance existing investments in the borough. Seek areas of highest and best use which are balanced within the context of such vital issues as traffic capacity, commercial mix, and environmental conditions.

3) Increase residential population

Actions are sought to reverse population decline in order that Red Bank continue its tradition as a livable home-town with a mix of housing types which attracts increased numbers of residents. Increase housing inventory through new and rehabilitative construction at all income levels. Address young family issues of high taxes and need for educational quality.

4) Increase public open space and access to natural resources

Although 50% of Red Bank's border is surrounded by water, much of this waterfront is virtually invisible and inaccessible from downtown and the neighborhoods. Increased public access to the water is essential to the well being of the community, and will support residential and commercial growth. Such access must include not only passages along the waterfront, but also connections between the waterfront and town.

Provide frequent and increased access to Red Bank's abundant natural resources, especially its extensive waterfront. Create connections which are truly public in their appearance and use, in order to be inclusive of the entire community. Develop public spaces which are safe, attractive and readily used. Arrange public spaces to promote convenient connections between neighborhoods.

5) Continue to address needs of socially diverse population

Red Bank encompasses a socially and economically diverse population. Actions which meet diverse needs, with particular emphasis on educational attainment, job opportunities, and reasonably priced housing, will be emphasized.

Red Bank's well developed network of human services serves the region, and consumes a significant portion of the Borough's resources. The Borough has a larger than average number of low and moderate income households relative to the rest of the county. It serves a large senior citizen population, both in residential facilities, medical and social services. Non-profit institutions predominate in town, providing regional leadership in their social outreach and ministries.

Regional support for social services should be directed to these agencies and initiatives, many of which provide essential services for the needy. At the same time, such support must be accompanied by a distributed regional response to human services. Needs of surrounding localities should not be displaced to the urban center from suburban communities.

6) Improve quality of education

The image and performance of the local school system undermine many of the previous goals, especially those seeking economic growth, stable residential population, and support for diverse social needs. The borough recognizes this problem and supports initiatives which will improve educational performance.

The quality and reputation of local schools is of particular concern in Red Bank. Middle School students have consistently scored poorly in statewide

standardized tests. Only 17% of eighth graders had a score of satisfactory or above in the Math portion of the test. Rumors of unrest in the same Middle School further discourage potential newcomers from the school district.

Repeated efforts to reform this condition have, to date, failed. Social outreach programs such as various mentoring programs and the Count Basie Learning Center attempt to supplement the educational needs of our children, but clearly they can not bear this burden alone. Educational remedies are required within the school system itself. Additionally, attention must also be given to the larger conditions of poverty and instability as undermining educational attainment.

7) Incorporate the town's topography as a key factor in social and economic processes

Red Bank's topography presents challenges for its economic growth. The town's physical structure—its edges, street patterns, and land uses—subtly dominates the social and economic processes in town. Distinct edges, such as the river and highways on its borders, now constrain entry into town; they could also serve as dramatic gateways in contrast with suburban surroundings. The ability to provide multiple linkages with the surrounding region will facilitate economic growth and increase access to employment opportunities on a regional basis.

Internally, the presence of a strong North-South traffic pattern, the location of railroad lines, and a disjointed street grid pattern, all tend to divide town into discontinuous districts. An open, low-density, industrial area in the center of town further disrupts the relationship between adjoining neighborhoods. The resulting absence of adequate east-west connections within in town is cited in the Vision Plan as an area in need of remedy.

These physical conditions exist largely in the public realm, and therefore are not resolvable by private development. Control of such infrastructure is frequently beyond the scope of municipal action, due either to lack of resources or of jurisdiction. Comfortable movement around, into and through town is critical to revitalization and must be addressed as a social and economic necessity.

8) Balance new development with capacity limitations and larger community needs

Red Bank's capacity for growth is subject to certain natural constraints. The limits of growth and the alternative forms which can be supported must be identified in order to protect the community from a new round of unsustainable development.

Red Bank's waterfront is viewed as a significant asset for the town's commercial revitalization, a bonus in its ability to attract both investment and visitors. Much of the waterfront flanks the existing commercial district, and has historically

been the site of development. Pressure for increased rates in town, especially those of highest and best return, is directing renewed attention to waterfront sites.

Efforts to develop properties throughout town must incorporate larger community needs as well. Such efforts must:

- Balance private development with the community's need for frequent and truly public access to its waterfront
- Scale responsible development with respect to the river's ecological constraints and the need for open space
- Reinforce the vitality of existing commercial districts with appropriately scaled construction and complimentary uses
- Recognize traffic and parking as capacity limitations. Efforts to increase capacity by widening streets and converting large blocks of land for parking destroy the very character which attracts investment to the town

9) Maintain current level of municipal services for residents and commercial sectors alike

- Continue training and team-building efforts at local government level
- Strive for efficiency in local operations
- Contain expenses and their impact on local taxes
- Modernize facilities and operations
- Increase shared services among nearby municipalities

The application of this vision and its goals, into specific objectives and activities, is presented in the next chapter, Red Bank's Strategic Action Plan

7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32

CHAPTER THREE

STRATEGIC ACTION PLAN

Red Bank' strategic revitalization program focuses on actions which support a self-sustaining community, based on economic health and inclusive of diverse populations and needs. The community's dual role, as an existing regional center and a community of tremendous internal cohesion, must be balanced in these actions. Steps which enhance regional status and economic strength must be implemented in concert with physical and social requirements of the local community.

The Red Bank Strategic Action Plan brings together economic, physical and human strategies for the community's sustained growth. These actions are presented in summary to provide an overview of the Action Plan, followed by a focused list describing the highest priority actions.

ACTION SUMMARY

1) Stabilize and advance commercial areas

- Identify and develop riverfront sites, particularly at the end of Broad Street, with public access and integration into the business district
- Connect riverfront development to rest of community, ensuring integrated design and streetscape
- Implement a phased Streetscape Plan to create inviting commercial districts with livable public spaces
- Revise zoning and planning regulations and create design guidelines to preserve character of town and expedite and enhance its economic growth
- Continue to support RiverCenter, Red Bank's Special Improvement District

2) Increase residential population

- Encourage higher residential density in central and other commercial districts
- Increase housing at all economic levels, to include affordable, market rate, and 203K residential units
- Initiate "Upstairs Downtown" program and pursue HMFA housing initiatives
- Continue to convert tax defaulted properties to home ownership where opportunities present themselves

- Balance increased density with ample open space and recreation
- Reduce residential tax burden

3) Create network of significant open spaces

- Develop Riverside Gardens Park
- Continue to develop riverwalk along length of riverfront
- Provide recreation at neighborhood as well as regional level
- Connect into County network of greenways to improve access to regional open space and recreational opportunities
- Create Open Space and Recreation Plan to demonstrate potential opportunities and connections

4) Expand identity as regional arts, entertainment and cultural center

- Promote Red Bank's year round arts, entertainment and cultural activities
- Support use of Armory as exhibition and special events facility
- Explore potential for Magnet Arts High School
- Conduct historic resources inventory to identify districts and buildings of historic merit

5) Support local community's human services needs

- Continue to foster public / private partnerships which address social needs in the community. Examples of such programs include the following, with a particular concentration along the West Bergen corridor:
 - Count Basie Learning Center
 - Senior Center
 - Senior Housing
 - Lunch Break
 - Monmouth Day Care
 - Mentoring programs
 - YMCA
 - Community gardens on vacant sites
- Continue to identify potential programs which address underlying needs in disadvantaged households. Pilot programs for supplemental housing initiatives, supplemental medical facilities, and job training and "life" skills are among typical possibilities
- Continue support of extensive number of existing programs noted in Appendix II

6) Improve local school system's reputation

- Evaluate school's needs
- Improve physical access to primary school

- Develop supplemental programs to maintain participation in educational process
- Educate beyond school age population
- Attract programs to aid in this effort

7) Improve circulation into and through town

- Create pedestrian circulation plan, to encourage places for people to walk through business districts, entertainment and recreation areas, and to connect comfortably with transportation and parking facilities
- Create circulation plan for travel around, into and through town, to provide clear and comfortable road systems for travelers
- Continue to create and implement innovative urban parking solutions which preserve the character of the town
- Cultivate Monmouth Street as connector for westside and downtown districts
- Work with NJ Transit to rehabilitate the railroad station and its surrounding area; incorporate the Monmouth County Transit Study findings where feasible
- Revise State Highway 35 intersections at:
 - Maple Avenue, Front St. and State Highway 35
 - Riverside Avenue, Bridge Street and Highway 35 (note DOT-planned renovations to Cooper's Bridge at this intersection)
 - Newman Springs Road, Broad Street, and State Highway 35
- Modify new Cooper's Bridge design to enhance pedestrian and bicycle use, and to allow future connection with riverwalk

8) Enhance visual impressions of town

- Improve gateways and edges of town, to create positive impression upon arrival in Red Bank which compares favorably with surrounding areas
- Work with NJ Transit to landscape train tracks' rights-of-way, presenting an attractive view as commuters travel through town and increase positive image of town
- Reduce billboards in traditional commercial and residential neighborhoods
- Plant street trees extensively, to enhance their immediate environment and to reinforce connections throughout neighborhoods

STRATEGIC ACTIONS: DESCRIPTION

1) Stabilize commercial areas

Identify and develop waterfront sites, particularly at end of Broad Street, with public access and integration into business district

Much of the development in downtown Red Bank supports regional commerce. The financial basis of this activity cannot be born solely by the residents of Red Bank. Pursue publicly funded support for revitalization based on infrastructure, transportation, cultural and related opportunities.

Connect riverfront development to rest of community, ensuring integrated design and streetscape

Red Bank was selected for a 1995 grant from the Association of New Jersey Environmental Associations to conduct a modeling project which explored issues pertaining to successful development in an existing historic commercial district. The site chosen for study is the intersection of Red Bank's primary retail district (Broad St.) with the riverfront at Marine Park.

The ANJEC process has produced a series of findings, many of which revealed the impact on waterfront development on existing commercial development in Red Bank. Incorporate the ANJEC findings in future development proposals, and apply its concepts to local planning policy where possible.

Create readily apparent connections between riverfront development and the Central Commercial District, primarily through pedestrian, streetscape, and wayfinding measures, to promote awareness of Red Bank's variety.

Implement a phased Streetscape Plan for downtown districts, to create inviting commercial districts with livable public spaces

Enhance the downtown commercial district with streetscape improvements as recommended in the preliminary proposal done by T&M and RiverCenter's Visual Improvement Committee. Improvements should address consistent paving materials, strong tree canopy, generous sidewalks, pedestrian scale street lighting, and related street furnishings such as benches and trash receptacles. Review layout of these amenities for compliance with circulation needs, e.g. comfortable

walking places, connections to parking and other destinations, and inviting transit elements.

Revise zoning and planning regulations and create design guidelines to preserve character of town and expedite and enhance its economic growth

Red Bank benefits from a number of distinct neighborhoods. The variety of experiences and choices increases the town's regional appeal, and thereby bolsters its economic opportunities. As further development and planning work occurs, care must be taken to retain each neighborhood's distinctive character while also making connections between neighborhoods apparent and inviting.

Design Overlay Guidelines provide a direction for public and private improvements in the borough's commercial districts. They identify physical elements and qualities which contribute to Red Bank's successful traditional character. Develop design guidelines which respond to each neighborhood's character, for example a warehouse district versus Broad St. retail area versus cultural arts district. Revise zoning to eliminate obscure and irrelevant constrictions, simplify its application, update definitions, and direct development in a manner consistent with town's character and intended land use.

Continue to support RiverCenter, Red Bank's Special Improvement District

Red Bank RiverCenter is in its fourth year of operation. It has been recognized as a highly successful venture, and can be credited for much of the buoyant optimism fueling the revitalization of Red Bank's traditional downtown district. Continue to support the special improvement district and work cooperatively on joint ventures which foster both business and residential well-being.

2) Increase residential population

Encourage higher density residential population in central and other commercial districts

The Vision Plan's vision for downtown encourages new residential development and mixed uses north of Oakland Street within walking distance of the train station. Additionally, the 1995 Master Plan Housing Element recommends zoning and use changes which increase residential occupancy of current retail and office zones.

Increase market rate residential units

Initiate "Upstairs Downtown" program and pursue HMFA housing initiatives

Continue to convert tax defaulted properties to home ownership where opportunities present themselves

Balance increased density with ample open space and recreation

Red Bank's efforts for economic revitalization coupled with its geographic limitations produce a development pattern of some density. The increased density of proposed development requires a comparable investment in public amenities regarding open space and the quality of those spaces. Open space must be provided at every level, i.e. not just sports fields elsewhere in town. The quality of the public spaces must be in direct proportion to the density of development they accompany.

Reduce residential tax burden

Continue efforts to relieve undue tax burden on Borough residents, as noted earlier in document.

3) Create network of significant open spaces

Develop Riverside Gardens Park

Continue to develop riverwalk along length of riverfront

Although Red Bank is bounded by the Navesink River on two sides, and has a navigable and protected recreational boating port, the water is virtually invisible and inaccessible from downtown and residential neighborhoods. Develop a riverfront walkway to extend the length of the shoreline throughout the central commercial district. Make frequent connections to this Riverwalk from many places in town, and design those connections to be obvious and inviting.

Build Riverwalk in two phases. Create the first phase from Riverview Hospital on Front Street to the Oyster Point Hotel at the base of Highway 35's Cooper's Bridge. Extend the Riverwalk in its second phase beyond Cooper's Bridge to western end of Monmouth Street, at the sight of new Seniors Center.

Provide recreation at neighborhood as well as regional level

Develop various recreational opportunities at a neighborhood level. Emphasize safety, proximity and appropriate response to community needs. Give special attention in distressed or vacant areas to uses which can afford recreation without facilitating drug traffic.

Connect into County network of greenways to improve access to regional open space and recreational opportunities

Red Bank is located in the eastern part of Monmouth County, where higher population density coincides with lower availability of open space. Recreational open space is clustered to the north and west in an excellent series of county parks, and to the east at various ocean beaches. The County Park System has targeted a series of greenways linking existing public lands, but the planned network is located primarily on the perimeter of the county and is non-existent within nearly five miles of Red Bank.

Support Red Bank's role as a recreational destination and share Red Bank's riverfront access with the region. Incorporate greenway access from County network into and throughout Red Bank's local area.

Create Open Space and Recreation Plan to demonstrate potential opportunities and connections

Initiatives for open space and for recreational opportunities recur throughout this Strategic Plan. Integrate existing and proposed open spaces into a unified Open Space Plan. Devote specific attention to

public facilities for outdoor recreation. Evaluate public improvements for ways to include open space amenities, thereby increasing the benefit of such investments.

4) Expand identity as regional arts, entertainment and cultural center

Promote Red Bank's year round arts, entertainment and cultural activities

Encourage the completion of Count Basie Theater renovations, and improve programming and marketing campaigns. Count Basie Theater houses performing arts program in association with Monmouth Council of the Arts. It hosts programs in theater, dance, and jazz, symphony and rock concerts. The theater is attempting to raise funds to complete much needed physical improvements to the building's facade and roof. Programming has dropped off in recent years, and should be improved in tandem with the physical work.

The theater is located precisely in the middle of the Monmouth Street corridor noted earlier. It draws a regional audience and allegiances. It also attracts supporting enterprises such as restaurants, studios and galleries. The Basie's presence contributes strongly to efforts to revitalize Monmouth Street in connection with adjoining parts of the commercial district.

Support use of Armory as exhibition and special events facility

The National Guard's Armory is located one block from the railroad station and just south of the central commercial district. The building's size and its proximity to these areas of activity make it an ideal location for special events requiring large exhibition space. Acquire the building from the state and utilize its potential as a visitor destination.

Explore potential for Magnet Arts High School

Explore regional magnet school for applied arts. There are currently several programs run on a regional basis which target special areas of education. The Marine Academy of Science and Technology at Sandy Hook, the Technology High School at Brookdale Community College, and the performing arts program at Red Bank Regional High School all enjoy excellent reputations.

Red Bank is already known as a community of the arts, and attracts both artists and their audience. Foster this aspect of the community with a program comparable to the ones above, focusing on applied visual arts and design at a high school level.

Conduct historic resources inventory to identify districts and buildings of historic merit

Conduct historic resources inventory to identify districts and buildings of historic merit

Conduct an Historic Buildings Survey and pursue adaptive re-use policies. Red Bank's historic districts and structures form much of the character attracting retail and tourism interest. These resources, once lost, cannot be replicated with newly built pseudo-historic buildings. At the same time the condition or sizes of these older structures can pose unfamiliar challenges to developers more accustomed to new construction in a suburban strip environment.

Protect this economic asset by pursuing adaptive re-use policy for significant structures. Support statewide code revisions which modify requirements for older buildings in downtown areas. Conduct survey to identify both those areas of historic merit and conversely those of less merit.

5) Support local community's human services needs

Continue to foster public / private partnerships which address social needs in the community.

Many of the programs and initiatives identified in this action exist in some proximity to West Bergen Place between Shrewsbury Avenue and Maple Avenue. This street is identified in the Vision Plan as a significant linkage between disconnected neighborhoods.

For the purpose of the Strategic Plan, this area is presented as the West Bergen Corridor. What now presents a mixed image, of neighborhood in need and of outreach programs responding to those needs, can be strengthened and enhanced as a cohesive district of pride and resources

Examples of such programs include:

Count Basie Learning Center

The Count Basie Learning Center is a private, non-profit, community effort to offer a wide range of training to local school students. After considerable effort, renovations have been completed in a building at the corner of Bridge St. and West Bergen Place. It will provide a place for students to study when schools are not open, and the supervision to assist them; it will *not* a place for recreational activities. It will also offer training in job skills, ranging from the most basic of how to get and keep a job, to the technical aspects of work, including the use of computers. Its goal is to raise the aspirations of students so that they expect to do well in school, and that they can then go on with confidence to employment or more education.

A wide range of support is needed for this outreach program. Site improvements are nearly complete but programming and staffing needs remain.

Senior Center

The Borough of Red Bank operates an extensive set of programs meeting the need of senior citizens. The Red Bank Senior Center currently provides health screening, exercise, entertainment, cultural and educational classes, and personal support programs. The Senior Center is also a Nutrition Center Site, providing transportation as well as meals to seniors in the area.

The Senior Center is currently housed in substandard facilities adjacent to the public works yard. Efforts have

been made to improve the Senior Center facility. A new site has been obtained by the Borough, and architectural plans have been drawn. Funding for the new Senior Center will be the next step in upgrading this program.

Senior Housing

The Borough of Red Bank is actively pursuing renovation of two major facilities into senior citizen housing. The former grade school known as River Street School was abandoned for ten years; it is now undergoing renovation to 62 units of affordable housing for seniors. A second project, the former site of Red Bank Lumber, is also targeted for redevelopment to senior housing by a private developer.

Support for both of these facilities extends beyond their actual site. Coordination of medical and social programs, such as the ones provided by the Senior Center, will enhance the support available to the elderly in this area. Sensitivity to issues of transportation, especially regarding comfortable areas to walk, places to gather safely, and availability of public transit, supports independence in daily routines.

Lunch Break

Lunch Break is a well-known and highly regarded program, serving hot meals to the needy on a daily basis. As a local resource, it also dispenses other forms of care for those in extreme need.

Lunch Break is situated on Bergen Place, diagonally opposite the new Count Basie Learning Center. Its presence anchors a neighborhood in need, and presents an affirmative example of response to such needs. Nonetheless, the building itself has been the target of vandalism, primarily by occupants of nearby properties, and the program is in need of constant financial support.

Efforts to develop a cohesive neighborhood along West Bergen Place may stabilize sites along it, and increase the success of their social missions.

Monmouth Day Care

Monmouth Day Care operates a day care center on the eastern end of West Bergen Place, and owns a second building on West Bergen next to the Count Basie Learning

Center. This institution has taken a leadership role in meeting community needs, and continues to do so. Their vacant building is available for lease, and is a prime facility for many of the outreach programs noted in this document. Every effort is being made to continue this group's positive presence in this area.

Mentoring programs

Performance within the educational system is effected by impoverished conditions and lack of traditional networks for children after school. Community outreach programs are striving to address these needs, many of which are beyond the scope of the educational system. Recognizing this need, continue to support supplemental programs and to broaden their reach and their financial base. Examples of programs are Count Basie Learning Center, Aslan Youth Ministries Mentor Program, Urban Schools Service Corps, and YMCA Leaders in Training programs.

YMCA

Community gardens on vacant sites

Several prominent sites in the West Bergen Corridor are currently vacant, awaiting possible development for community facilities. In the interim these sites offer great potential for a positive statement about community life in this area. A Community garden program offers social, recreational and psychological benefits, in addition to the obvious nutritional ones.

Continue to identify potential programs which address underlying needs in disadvantaged households. Pilot programs for supplemental housing initiatives, supplemental medical facilities, and job training and "life" skills are among typical possibilities

Supplemental housing initiatives

Experience with the Scattered Site Housing Program revealed that financial eligibility alone was not sufficient. Applicants were in some case unfamiliar with procedures financial institutions take for granted. Supplemental information on maintenance and upkeep was also deemed relevant for first-time home owners. Programs which provide this information will increase the success of efforts to increase home ownership in distressed areas.

In addition to supporting acquisition of new housing sites, there is also a need to address maintenance and upgrade of existing properties.

Supplemental medical facilities

Facilities for routine medical care are available in Red Bank. Efforts to provide off-site facilities at a neighborhood level have been considered, and should be included in plans which seek to strengthen this neighborhood. Its proximity to day care, mentoring, and senior housing facilities would be beneficial to their members.

Job training and "life" skills

Community outreach efforts have identified the need for employment support programs, such as classes planned at Count Basie Learning Center. An additional need exists for basic "life" skills training, addressing banking procedures, dress codes, resumes, correspondence, credit ratings, etc. Such programs provide an infrastructure of skills needed for success in meeting job and housing obligations

Continue support of extensive number of programs noted in Appendix I

A wide variety of programs in Red Bank addresses human needs. The Borough will continue its active support of such initiatives, and continue to seek funding sources to meet and alleviate these needs.

6) Improve local school system's reputation

Evaluate school's needs

Local school system continues to produce disappointing test scores, despite recent attempts at reform and changes in administration. Once again a new administration is in place. Efforts for improvement must address measures within the school system and consider additional factors external to it, such as impoverished households and image problems within the larger community.

Improve physical access to primary school

Red Bank Primary School is a modern facility with well funded programs. The school is located at a far end of town, on the river's edge at the end of a dead end street. Its location minimizes the school's presence and discourages community awareness of the facility. Additionally, many children have to cross Shrewsbury Avenue to reach the school; this street serves as a de facto by-pass to State Highway 35, on Maple Ave, and experiences high volumes of traffic as children are traveling to school. This traffic further inhibits the community from using the school.

A partial step in increasing support of the public school system and improving the public's perception of it is to create an appealing route to the Primary School. Develop a positive image of the school facility extending into the community.

Develop supplemental programs to maintain participation in educational process

Performance within the educational system is effected by impoverished conditions and lack of traditional networks for children after school. Community outreach programs are striving to address these needs, many of which are beyond the scope of the educational system. Recognizing this need, continue to support supplemental programs and to broaden their reach and their financial base. Examples of programs are Count Basie Learning Center, Aslan Youth Ministries Mentor Program, Urban Schools Service Corps, and YMCA Leaders in Training programs.

Educate beyond school age population

Encourage participation in the educational process by extending learning resources to adults. For adults beyond the school system, develop realistic means of acquiring basic skills, improving job eligibility, and attaining higher education. Contribute to the adults' ease with education and thereby increase overall support of the school system. Examples of programs include adult training at Count Basie Learning Center, and

development of teleconferencing satellite capabilities with Brookdale
Community College.

Attract programs to aid in this effort

7) Improve circulation into and through town

Create circulation plan for travel around, into and through town, to provide clear and comfortable road systems for travelers

Traveling by car through the downtown district can be disorienting and frustrating. An outdated road pattern and increased volumes constrain economic growth. Develop a comprehensive circulation study to evaluate simple improvements and critical needs regarding automotive circulation. Indicate connections with pedestrian activity, parking facilities, and key destinations. Emphasize accessibility and legibility, in preference over normal standards of highway mobility.

Create pedestrian circulation plan, to encourage places for people to walk through business districts, entertainment and recreation areas, and to connect comfortably with transportation and parking facilities

Red Bank's appeal as a place to walk is critical to the success of Red Bank's commercial district. Merchants benefit from the pedestrian traffic, and a strong retail community attracts further investments. Investment in walkable public spaces is essential to Red Bank's economic revitalization.

Develop pedestrian circulation plan for Central Commercial District. Include requirements for public access from downtown streets to the Riverwalk, identify passages for pedestrians through parking lots and into town, specify design criteria of parks and plazas. Seek in every way opportunities for civilized and primarily passive recreational spaces in the downtown and riverfront districts.

Continue to create and implement innovative urban parking solutions which preserve the character of the town

Sufficient parking capacity and public awareness of its availability are essential to continued economic expansion. Parking resources must accommodate tenant needs for commercial projects, supply adequate capacity for retail and tourism visitors, and continue to provide local residents with convenience downtown.

Provide parking capacity in sympathy with the Red Bank's small town character, and increase the perception of parking availability for casual users. Resist parking solutions which interrupt downtown streets with prominent surface parking. Create appealing passages between parking facilities and the areas they serve (ex. Dubliner House walkway). Incorporate appropriate signage within larger wayfinding systems throughout the Borough.

Cultivate Monmouth Street as connector for westside and downtown districts

Historically Monmouth Street served as a connector between Red Bank's west side and downtown districts, and also linked the downtown to its railroad station. Today, strong commercial districts exist at either end but significant activity lags midway along Monmouth Street. Re-establish connections between the two commercial neighborhoods. Create activity at Monmouth Street's midpoint with projects that emphasize Red Bank's cultural resources and that maintain its inviting pedestrian atmosphere.

Work with NJ Transit to rehabilitate the railroad station and its surrounding area; incorporate Monmouth County Transit Study findings where feasible

In June 1995 the Monmouth County Planning Board completed a detailed study of possible development patterns that could take place adjacent to the train and bus station in Red Bank. The Plan developed a set of detailed design, use, and site plan recommendations for the NJT properties. (These properties are already targeted for extensive renovation, due to ADA requirements for a two block long elevated platform.) General recommendations were made as well for future development of areas in town that are within walking distance of the Station.

Pursue rehabilitation of the station district as a means to revitalize the area and spur its redevelopment. Apply techniques and strategies recommended by NJ Transit in its *Planning for Transit-Friendly Land Use* handbook.

Coordinate implementation of local efforts and County recommendations with New Jersey Transit. Devote special attention to suggestions which reduce disadvantages of the proposed elevated platform, and which promote positive aspects of transit in the community.

Note: Sociological Study to be conducted by Project for Public Spaces on June 5-6, 1996.

Revise State Highway 35 intersections at

1. Maple Avenue, Front Street, and State Highway 35
2. Riverside Avenue, Bridge Street, and Highway 35.
Note DOT-planned renovations to Cooper's Bridge at this intersection, as well as its proximity to Riverwalk.
3. Newman Springs Road, Broad Street, and State Highway 35

Modify new Cooper's Bridge design to enhance pedestrian and bicycle use, and to allow future connection with riverwalk

The Navesink River crossing for State Highway 35, known as Cooper's Bridge, is scheduled for reconstruction by NJ DOT. At the same time, Red Bank is developing detailed design documents for construction of a pedestrian promenade along the riverfront. Phase I of Riverwalk will terminate at Cooper's Bridge, with Phase II subsequently extending beyond the bridge to Monmouth Street's western end.

The reconstruction of Cooper's Bridge offers a prime opportunity for NJ DOT to implement the principles of livable communities in an urban setting. Modify the bridge design to include ample pedestrian walkways and appropriate lighting, and create a comfortable connection between the new bridge and Riverwalk. Provide reasonable facilities for cycling and walking across the bridge, so that it serves more than one mode of transportation.

8) Enhance visual impressions of town

Improve gateways and edges of town, to create positive impression upon arrival in Red Bank which compares favorable with surrounding areas

Cultivate a positive impression for people arriving by car in Red Bank. Currently the principle points of entry fail to do so. They are confusing, unattractive and time-consuming to use. Key areas are:

- Cooper's Bridge as State Highway 35 enters from the north
- Hubbard's Bridge as County Highway 5..intersects NJ Transit trestle and county road 5..
- State Highway 35 Maple Avenue intersection with NJ Transit line and Newman Springs Road (County Highway 520)
- Shrewsbury Avenue (County road 5..) intersection with Newman Springs Road (County Highway 520)

Travelers also arrive by train and bus in Red Bank. Red Bank's railroad station is an historic resource, but the station area lacks amenities and is visually isolated from adjoining neighborhoods. The Monmouth County Planning Board has recently completed a study of Red Bank's railroad station, citing the proposed design as an urban model for transit friendly land use. Implement the Transit Study's recommendations to both improve this gateway and promote the appeal of using mass transit.

Also consider marine gateways. The landing at Marine Park is an historic site where early trade was conducted. This area is still a point of arrival for recreational marine travelers. Development along the river, be it commercial or recreational, should enhance the experience of arriving in Red Bank by boat.

Work with NJ Transit to landscape train tracks' rights-of-way, presenting an attractive view as commuters travel through town and increase positive image of town

As noted earlier, the North Coast Line of NJ Transit is a prominent but not positive element in Red Bank's landscape. Currently the tracks present views of the State Highway and of dormant industrial uses buried in the center of town. These views should be improved by a richly layered series of landscape plantings placed strategically along its length.

This work would improve quality of rail and car travel, provide an opportunity for pedestrian amenities, and add more street trees to the borough.

Reduce billboards in traditional commercial and residential neighborhoods

Billboard advertising dominates key view sheds throughout the borough. By municipal ordinance construction of new billboards is prohibited in the TK area. Civic-minded property owners have been eliminating some existing billboards, but many billboards remain grandfathered.

Red Bank's Special Improvement District recently surveyed this condition and found that of 34 existing billboards, nearly half are on property owned by NJ Transit. Clearly this presents an opportunity for state action in support of the State Redevelopment Plan. Under a proposed plan, NJ Transit would abandon each billboard in its right of way as the current lease expires. This action requires little expenditure on the State's part and would yield a significant improvement for the town's image to regional travelers.

Plant street trees extensively, to enhance their immediate environment and to reinforce connections throughout neighborhoods

A key image of Red Bank acknowledged by visitors and residents alike is that of a community of tree lined streets and well maintained older homes. The majority of these trees are mature and date before overhead utilities competed with their growth. Several actions must be pursued to maintain this alluring amenity and foster the comfort that street trees afford.

Include major street trees in all new development and in all surface parking. Exercise much attention to the proper selection of species and planting requirements, since poor quality is a long term expense to the community. Incorporate street trees and related details in circulation plans, parking lot design, streetscape plans and pedestrian networks. Seek opportunities for co-funding with non-profit organizations, and utilize resources from the Division of Parks and Forestry's Community Forestry program.

APPENDICES

Appendix I

Assessment Data

Appendix II

Community Vision Process

Appendix III

Summary of Planning Initiatives

APPENDIX I

ASSESSMENT DATA

Prepared by Brown & Keener, Urban Designers unless otherwise noted. Material reflects data available in 1995.

A COMPACT, ESTABLISHED COMMUNITY

Red Bank Today

The Borough acquired much of its present form between the 1920s and the 1950s, when it was a thriving commercial center of about 13,000. That era motivated the growth of the community and established to a great degree, the structure of Red Bank today. Red Bank's Broad Street continues to be "Main Street" for the surrounding communities of Rumson, Shrewsbury, Little Silver, Fair Haven, Middletown, and Tinton Falls. The commercial district provides essential services to the region and leads Monmouth County in service businesses and is second in retail sales. In recent decades the borough has diligently maintained and upgraded the aging infrastructure and private sector initiatives have inhabited the existing commercial building stock in inventive ways.

MEASURES OF DISTRESS

Special Challenges

Ranked 67th in its level of "Distress" among New Jersey's 537 Communities, Red Bank faces especially difficult challenges in three of the eight indices of "distress". First, the population, and thus the number of tax payers, has declined precipitously in the last 40 years. In the last decade alone the number of people living in the Borough has declined about 15%. Second, the number of children participating in AFDC (Aid for Dependent Children) in relation to the overall population is 21.2 per 1,000 people, which is an indication of social and economic distress. Third, the equalized property tax rate for the borough is the 4th highest of Monmouth County's 53 municipalities (per 1991 figures, Monmouth County Board of Taxation). This represents a significant negative incentive to businesses and families considering moving to, or remaining, in Red Bank.

Not mentioned in the eight factors considered in the evaluation of "municipalities in distress" is the quality and reputation of the local schools. This is of particular concern in Red Bank. The Red Bank Middle School students have historically scored poorly in statewide standardized tests. For example, only 17% of Red Bank 8th graders had a score of "satisfactory" or above in the Math portion of the test, compared to (60 -70%?)

of 8th graders in Freehold Borough, a community of similar size and demographics. In addition, rumors of violence in the Middle School have influenced the opinion of area residents to the extent that potential newcomers are warned away from the school district. These characteristics in themselves can have a devastating effect over time, and must be addressed.

THE COMMUNITY'S VISION FOR REVITALIZATION

The citizen workshops revealed strong consensus around several revitalization concepts:

1. The *riverfront* is an untapped resource.
2. Responsible, well-planned development in limited areas should attract *new residents* and *ease the tax burden* of residents.
3. The town today is the model for the future. The essential *character* of the town must sustained and nurtured.
4. The *balance* of residential neighborhoods and commerce will be protected.

The community also offered the following cautions:

1. A great deal of concern was expressed about past real estate development proposals that had failed, leaving several prominent places in the town abandoned, boarded up, and fenced off.
2. Many participants felt that no planning effort could accomplish as much for the future stability and revitalization of the town as would a substantial improvement in the quality of public education.

This overall Strategic Plan identifies numerous areas of need and revitalization / redevelopment opportunities. One of the principal functions of the Strategic Plan is that it is an instrument to assist all levels of government, from local to the State and the County, to identify potential areas of collaboration. The citizens, the Borough government, and the business community of Red Bank have accomplished a great deal and there is a shared vision of what can, and should happen in the future. In order to realize this vision, new methods of the cooperation and mutual assistance between various governmental agencies, local organizations, and the private sector are essential.

LIVING IN RED BANK

The Gradual Decline in Residential Population

Red Bank's population has declined from its 1950 peak to the number of people that lived there 1920. Between 1980 and 1990, the population dropped 11.5%. A straight statistical forecast to 1999 indicates that this decline will continue to about 9,700, although a weighted forecast by the County indicates a resumption of growth-based partly on Red Bank's allocated share of anticipated County growth, plus the potential from new development.

The population decline reflects both the nationwide trend towards smaller household size and some loss of housing units due to vacancy, demolition, and structural deterioration. In Red Bank, the household size declined from 2.58 people per household in 1970 to 2.19 in 1990. This factor alone is responsible for almost 90% of the overall drop in Red Bank's population between 1970 and 1990. During this period the racial/demographic profile of the Borough has remained stable, indicating that the tendency for smaller households is a cross-cultural phenomenon.

The Public School System

Red Bank's public school system presents a significant measure of the economic stresses born by this borough. Ranked at nearly the bottom of all municipalities in Monmouth County, the local school system struggles with many of the issues found in urban environments. Statistics indicate that while increased spending and supportive levels of education are available, such solutions have not sufficed.

Statistics on Red Bank's educational system concentrate on grades K through 8. Students in grades 9 to 12 participate in a regional high school system. Numbers reflect data for the school year 1994-1995, for purposes of consistency in reporting.

1994 - 1995, per Commissioner of Education	Primary School	Middle School	State Average
Enrollment	555	317	NA
Average class size	19.7	18.0	21.9
Student /faculty ratio	12.6 : 1	7.9 : 1	14.2
Student attendance rate***	93.6%	92.8%	94.5
Student mobility rate ***	18.9%	39.5%	16.3
Instructional time	5 hr 35 min	5 hr 43 min	5 hr 23 min
Faculty attendance rate	96.0%	94.3%	93.9
Student / administration ratio	555 : 1	296 : 1	306.5:1
Comparative cost per pupil	\$8,925	\$8,925	\$6,919
Students eligible for free or reduced price meals***	66%	70%	NA

Source: Red Bank Board of Education, Department of Education

*** Student attendance rate, mobility rate, and eligibility for subsidized meals indicate factors which may contribute significantly to the school system's overall academic performance.

Results of the statewide diagnostic for grade 8 have consistently portrayed the school system's level of distress. For the academic year 1994-1995, students completing elementary education in Red Bank's public school system performed as follows:

Student Performance on 1994-1995 Early Warning Test, Grade 8			
	Level 1 "Competence"	Level 2 "Minimal competence"	Level 3 "Not proficient"
Reading			
Red Bank	36.4 %	47.0 %	16.7 %
State Average	54.0 %	36.8 %	9.2%
Mathematics			
Red Bank	24.2 %	40.9%	34.8%
State Average	38.6%	42.0 %	19.5%
Writing			
Red Bank	47.7 %	21.5 %	30.8 %
State Average	67.8 %	20.6 %	11.5 %

Source: Red Bank Board of Education, Department of Education

Taxes

Ratable properties in the Borough of Red Bank are apportioned almost equally between residential versus commercial and tax exempt categories.

1995 Tax List District Summary			
Classification	Land Value	Improvement Value	Total Value
Vacant land	9,593,100	0	9,593,100
Residential	175,288,250	201,070,035	376,358,285
Class 4:			
Commercial (4A)	77,787,250	109,232,650	187,019,900
Industrial (4B)	8,590,600	10,889,500	19,480,100
Apartment (4C)	17,144,400	34,922,800	52,067,200
Class 4 total	103,522,250	155,044,950	258,567,200
Ratable Total	288,403,600	356,114,985	644,518,585
Tax exempts:			
Public school	2,858,100	7,192,400	10,505,500
Other school	69,600	116,800	186,400
Charitable	15,982,000	9,287,600	25,269,600
Cemetery	0	0	0
Miscellaneous	3,945,100	7,449,800	11,394,900
Exempt Total	38,689,800	73,969,600	112,659,400

Source: Borough of Red Bank, Taxing District 39

A closer inspection of tax exempt properties reveals that among Monmouth County municipalities, Red Bank bears a unique burden. As shown in the following table, the Borough ranks highest in its county by a factor of 200% in the amount of tax exempt charitable and church properties per square mile. Unlike other tax exempt uses such as cemeteries or parklands, these uses require a full complement of municipal services and infrastructure. In the case of Red Bank, these costs are born by a community that already pays one of the higher tax rates in the County.

Tax Exempt Properties per Square Mile			
	SQUARE MILES	CHURCH & CHARITABLE PROPERTY	TAX EXEMPT PROPERTY PER SQUARE MILE
Red Bank	1.75	\$65,758,000	\$37,576,000
Asbury Park	1.5	26,855,000	17,903,333
Keyport	1.4	23,836,000	17,025,714
Bradley Beach	0.7	6,716,200	9,594,571
Belmar	1	9,285,300	9,285,300
Freehold Borough	1.9	16,509,500	8,689,211
Atlantic Highlands	1.2	9,248,800	7,707,333
Long Branch	5.1	39,049,900	7,656,843
Neptune	8	58,659,100	7,332,388
Manasquan	1.4	10,144,400	7,246,000
Keansburg	0.95	6,143,200	6,466,526
Avon	0.4	2,584,800	6,462,000
Englishtown	0.57	2,948,900	5,173,509
Deal	1.2	5,824,700	4,853,917
Sea Girt	1.05	5,018,200	4,779,238
Spring Lake	1.3	5,928,500	4,560,385
Highlands	0.64	2,882,100	4,503,281
Fair Haven	1.55	6,431,700	4,149,484
Matawan	2.26	8,744,000	3,869,027
Allentown	0.6	2,292,450	3,820,750
South Belmar	0.2	719,900	3,599,500
Farmingdale	0.5	1,496,800	2,993,600
Shrewsbury Borough	2.3	6,287,500	2,733,696
Ocean	11.2	29,703,400	2,652,089
West Long Branch	2.83	6,330,200	2,236,820
Middletown	41.08	77,159,900	1,878,284
Eatontown	5.8	9,579,200	1,651,586
Union Beach	1.8	2,792,600	1,551,444
Rumson	5.2	7,429,100	1,428,673
Aberdeen	5.45	7,524,900	1,380,716
Little Silver	2.8	3,821,300	1,364,750
Brielle	1.65	2,103,800	1,275,030
Monmouth Beach	1.1	1,215,600	1,105,091
Spring Lake Heights	1.3	1,392,400	1,071,077
Neptune City	0.9	938,100	1,042,333

Sea Bright	0.6	565,700	942,833
Allenhurst	0.3	253,200	844,000
Tinton Falls	15.15	12,163,100	802,845
Hazlet	5.6	3,507,400	626,321
Howell	62.1	30,735,500	494,936
Marlboro	30.35	14,676,400	483,572
Wall	31.01	14,640,500	472,122
Manalapan	30.85	9,942,200	322,276
Holmdel	17.9	5,642,100	315,201
Oceanport	3.1	801,500	258,548
Roosevelt	1.93	312,600	161,969
Freehold Township	37	5,969,200	161,330
Colts Neck	31.7	3,905,900	123,215
Upper Freehold	47.45	3,663,600	77,210
Millstone	37.38	1,005,100	26,889
Interlaken	0.38		0
Loch Arbor	0.1		0
Shrewsbury Township	0.09		0

Source: Monmouth County Abstract of Ratables, Design Management

Cost of Housing

The median value of Red Bank's owner occupied housing in 1990 was only 86% of the County's. Owner occupied housing accounted 47.5% of occupied units in Red Bank, 72.6% in the county and 64% in the state.

Median Value Housing Costs		
	Red Bank	Monmouth County
Owner	\$155,400	\$180,00
Rental	\$581 per month	\$567 per month

Low income households

The share of renters whose payments represent more than 35% of household income is in line with that of the County as a whole.

Rent = 35% of Income	
Red Bank	Monmouth County
33.6%	31.6%

Age of Housing Stock

The age of the housing stock makes clear that Red Bank has seen little of the residential development expansion experienced by Monmouth County in the past decade.

Age of Housing Stock		
	Red Bank	Monmouth County
Units built before 1940	39.9 %	20.2 %
Units built after 1980	5.1 %	19.4 %

More recently however, the Borough has been successful in attracting quality developments; proposals for approximately 200 housing units have been approved and will begin construction this year. Of these new housing units 15% will be HUD supported affordable housing for families, 25% will be housing for senior citizens created by the adaptive re-use of the vacant River Street School, 25% will be market rate single family housing and 35% will be in a new mid rise condominium building. In addition to the houses, apartments and condominiums already approved for construction other projects have preliminary approvals including a 60 unit apartment building, (for seniors) which will occupy the site of the old Red Bank Lumber building. ¹

It is also important to preserve and improve the existing housing stock (nearly 40% of the buildings in the Borough were built before 1940). Red Bank has implemented several initiatives to encourage maintenance and support rehabilitation of the Borough's older homes. These initiatives include, for example, Zoning revisions that allow expanded uses in some areas have contributed to the restoration of houses along Shrewsbury Avenue and Maple Avenue; a Regional Contribution agreement that will lead to the rehabilitation of 45 units for low and moderate income housing; a Scattered Site Rehabilitation Program in partnership with a non-profit developer; and a Property Maintenance Code Enforcement Program.

Income and Employment

The extent of poverty and unemployment in the Borough is greater than in the County as a whole. There is also greater diversity in incomes and occupational distribution. In the last decade, Red Bank slipped in per capita income from 28th in the County to 34th and in median household income from 41st to 43rd.

¹ None of these projects yet have their proper "market names" however their "referred-to-as" names and approved design occupancies are: The Molly - 70 units; River St. School - 62 units; Spatial Design (HUD for families) - 30 units; Prospect - 52 units; Wesley Arms (Red Bank Lumber) - 61 units. *Borough of Red Bank*

Per Capita Income				
	Red Bank	Monmouth County	Share	Rank
1969	\$7,295	\$7,054	103 %	NA
1979	\$14,786	\$15,132	98 %	28
1989	\$14,079	\$20,565	69 %	34

There is considerable disparity among groups in terms of household income, with the median household income for blacks amounting to less than half of that of white households. Hispanic median household income is 66% of that for all households and for blacks the comparable ratio is 56%.

The rate of poverty among households is substantially higher for blacks than for whites and Red Bank's overall rate is much higher than Monmouth County's.

Rate of Poverty among Black Households		
	Red Bank	Monmouth County
1979	9.1 %	6.0 %
1989	6.3 %	3.4 %

Employment

In 1990, the unemployment rate among Residents of Red Bank was 8.9% , compared with the 7.6% rate for Monmouth County.

The resident employment concentration in services industries reflects both a general trend in the State and County and Red Bank's own strength in these businesses during the growth period of the past decade.

Local Employment by Industry	
Industry	Number of Jobs
Services	2,195
Retail	889
F.I.R.E	575
Manufacturing	556
Construction	289
Public Administration	267
Transportation	233
Communication	180
A.F.F.M.	108
Wholesale Trade	81

Employment by Occupation	
Occupation	Number of Jobs
Managerial, Professional	1,815
Technical, Sales, Administrative Support	1,575
Service	791
Operator Fabricator, Laborer	668
Precision Production, Craft, Repair	433
Farming, Forestry, Mining	91

Education

Occupations and educational attainment go hand in hand. The share of residents who have completed either graduate school or college is almost equal to that of Monmouth County's. As indicated above, Red Bank also has in its work force a high proportion of residents who are in managerial, specialist and professional occupations, the ones that require the most education and training.

On the other hand, a larger share of the Borough's work force left high school after completing ninth grade, but before graduation, than in the County. The level of formal education for residents in Red Bank and Monmouth County over the age of 25 is shown below.

Educational Attainment		
	Red Bank	Monmouth County
Less than 9th Grade	5.9 %	5.9 %
9th to 12th	13.0 %	11.3 %
High School Graduate	53 %	54.4 %
College Graduate	17.2 %	17.7 %
Graduate School	10.9 %	10.7 %

Improvements in the perception and reality of the Red Bank school system will influence many aspects of local life, including the outcome of the population goals described earlier. The more desirable the schools, the larger the average household size.

In addition, of course, quality educational attainment will be a key ingredient in increasing average incomes now somewhat depressed because low levels of educational attainment limit individual economic opportunity. This is underscored by employment trends in Red Bank. By and large, employment growth is in the areas

requiring high levels of education. This contrasts with the low educational attainment among those who have not completed high school, compared with the County population.

Human Services

Human services are provided in Red Bank through an extensive array of public and private enterprises. In addition to programs administered directly by the Borough, networks of private, non-profit, and volunteer efforts address diverse needs. Extensive medical facilities, religious congregations, and senior citizen facilities are well established in the Borough, serving a regional audience. Volunteer efforts support outreach programs at every level.

Examples of representative institutions and programs addressing human service needs include:

- Red Bank Housing Authority
- Monmouth Day Care
- Drug Alliance - Alcohol and Drug Abuse Program
 - Coordinates extensive community based programs
- Senior Center; also Nutrition Center Site
- Municipal Welfare office
- Job Training Center
- Affordable Housing Initiatives
 - see Housing Element
 - Scattered Site Program
- Borough Recreation Program
- Head Start
- Latch Key program
- Volunteer Center
- Lunch Break
- Westside Ministerium
- Salvation Army programs
- Count Basie Learning Center
- Aslan Ministry
- Mentor Program
- Operation Mustard Seed
- YMCA
- Collier House (young single mothers)

Source: Design Management

Crime and Security

The rate of crime per 1000 persons increased in the last two reporting periods, (1992 and 1993) and is significantly higher than the rate in Monmouth County.

Rate of Crime / 1000 Population				
	All Crimes		Violent Crimes	
	1992	1993	1992	1993
Red Bank	50.3	69.0	4.1	4.5
Monmouth County	38.2	36.4	3.4	3.1

During the Citizen workshops, one of the participants said that Red Bank had many of the favorable aspects of Manhattan "without the hassle". Indeed, Red Bank is free from those signs of disorder-graffiti, panhandling and loitering -that keep shoppers and diners away and discourage business prospects. There are lots of people moving on Red Bank's sidewalks, an irreplaceable image builder.

Red Bank has a relatively high ratio of policemen per resident compared to the surrounding county, and violent crime rates remain very low. On the other hand, during the period when non-violent crime diminished in New Jersey, it rose 40% in Red Bank, led by motor vehicle theft (up 75%), and burglary, (up 15%). Of these , larceny/theft represented 75% of all non-violent crimes (compared with 60% statewide).

While any form of crime must be taken seriously, from the standpoint of Red Bank's future redevelopment and its appeal to new businesses, customers and entertainment seekers, the key factor-public perception-is quite favorable.

FISCAL RESOURCES

Special Costs

A regional center bears special costs . A significant portion of municipal operational and capital funds are dedicated to items that can be considered regional needs and amenities. Also, a substantial amount of the property within the Downtown is occupied by tax exempt entities that generally serve, not just Red Bank, but the region (see table in taxation discussion). In some ways these two factors limit what the Borough can accomplish, because of potential revenues not realized from tax exempt uses, and because the funds dedicated to support regional commerce and regional recreation cannot be used otherwise. In recognition of this, it is proposed that specific infrastructure projects be identified that should receive regional agency and/or private support. Structured parking, certain utility / roadway improvements, as well as resident access to outdoor recreation should be considered.

Outstanding Debt

Red Bank's statutory debt limit is approximately \$22 million, which is based on the calculation of 3.5% of the average ad valorem assessment over the last three years. Red Bank's projected outstanding debt when two pending issues are completed is \$8 million. This amount of debt is included within the current tax rate. Though additional debt within the next four or five years would require increases in the tax rate, this would certainly be within the statutory debt capacity and, as noted below, debt service requirements will drop in 1999 and leave additional capacity within current debt levels.

Red Bank is finalizing two bond issues totaling \$4.4 million. The first, for \$2.5 million, will take out notes for projects currently being completed. These projects include street improvements, acquisition for Riverside Park, the utility fleet, parking lots, street improvements, and the acquisition of the site for the senior citizen center. The second bond issue, for \$1.7 million, will finance the new municipal complex. These issues will bring total outstanding debt to \$8.7 million.

Red Bank has three Urban Development Action Grant (UDAG) projects which are yielding repayments to the municipality. They are:

- 1). Parking garage leased to Riverview Hospital. Repayments are flowing to the parking utility to pay for debt service on the garage. There is no available cash flow.
- 2). & 3). These consist of grant/loans for the Oyster Point Hotel and the adjacent office building. Repayments have been used to pay debt service on infrastructure improvements made for this development. This debt will be paid off in 1997, and repayments will continue until 2002 and 2006. The amount of repayment is \$8700/Month or \$104,000/year until 2002. It continues at a lower rate until 2006. Under the UDAG grant, repayments must be used for Community Development related activities.

Capacity to Undertake a Revitalization Program

Current projects include recent construction of the senior center and continuing work at the newly combined municipal complex (amount uncertain, but costs will be offset somewhat by proceeds from sale of the office building currently occupied by city staff), as well as ongoing street improvements and repairs. The water and sewer authority may also initiate improvements over the net 10 to 15 years, but these would be self liquidating and would not count against debt capacity.

Red Bank's budget for debt service will drop significantly in the year 2000 with the retirement of old debt. Projected debt service requirements are shown below:

Projected Debt Service Requirements			
	Current	New	Total
1999	\$648,000	\$90,000	\$738,000
2000	\$374,000	\$90,000	\$464,000
2001	\$98,000	\$90,000	\$198,000
2002	\$99,000	\$90,000	\$199,000
2003	\$36,000	\$100,000	\$136,000
2004 -2010	Substantially level to 2010		

Source: Borough of Red Bank, The Atlantic Group

Creation of new commercial and residential development is likely to require the Borough to finance, in whole or in part some, structured parking. These data indicate that bonding for such purposes will be more readily accomplished later in the six year planning period.

Other Funding Sources, Other Resources-Economic center for the Region:

A Regional Center

If Red Bank sold goods and services only to its residents, its commercial area would be a tiny one with little variety, few jobs and paying a minuscule share of Borough revenues. Because it is a regional center, however, Red Bank leads the County in service businesses and is second in retail sales (behind Middletown, largest in population). Statewide, Red Bank ranks 51 in retail sales. It is sixteenth in service receipts, up from 34 in 1982 with less than 2% of Monmouth County's population Red Bank accounts for 6% of total sales and 18% of service firm receipts. Two different trends are working, however. Red Bank's position as a retail center continues to decline slowly, while the service sector has grown at a brisk rate.

Service Growth

In five years, the Borough added 118 service businesses and 2,858 jobs. Leading the gains in the service sector is the category composed of engineering, accounting, research, management and architecture. In the most recent five-year Census report, Red Bank added 38 firms and 1,388 jobs in this grouping. Legal, business services and health (non-hospital) were the other major gainers.

Red Bank also has a significant and growing base of businesses in the service category of "Amusements, Recreation Services, Including Motion Pictures and Museums". The number of these firms increased from 9 to 15 in the five-year period ending 1987, producing almost 100 jobs and receipts of \$2,139,000.

Reflecting the decentralization trend of businesses statewide, Red Bank declined slightly between 1982 and 1987 in its share of service establishments compared with Monmouth County. On the other hand, the Red Bank firms were large and growing in terms of receipts and employment .

Retail Decline

Looking at the ten-year trend in retail, Red Bank lost market share within Monmouth County as measured by number of establishments, jobs and retail sales. The decline in share of retail sales affected every category-of-retail except furniture. By 1987, there were so few general merchandise establishments (e.g., department stores) that data were withheld for reasons of confidentiality.

Retail Trends: % of County Sales		
	Share of Monmouth County	
	1987	1977
Building Materials	1.9 %	3.8 %
General Merchandise	NA	3.8 %
Food	2.6 %	3.2 %
Automotive Dealers	10.0 %	10.5 %
Apparel and Accessories	5.9 %	14.2 %
Furniture / Home Furnishings	9.0 %	7.6 %
Eating and Drinking	4.0 %	4.6 %
Drug and Proprietary	3.5 %	6.9 %
Miscellaneous	NA	8.1 %

Source 1990 Census, The Atlantic Group

Forty-five percent of all retail sales in Red Bank are in the automotive category, accounting for one in every ten dollars spent in Monmouth County for this purpose. The major losses in retail establishments were in miscellaneous and apparel and accessory categories. The major gain, reflecting a statewide trend, was in eating and drinking establishments, although this category declined as a share of Monmouth County.

Competition And Collaboration-In the region, Red Bank will continue to compete with highway-oriented locations for office, retail and residential development. Red Bank's competitive advantage is primarily convenience and amenity. Within Monmouth County, Red Bank stands alone as a traditional town center with its diversity and compactness, plus the appeal of its water orientation.

Red Bank's future in retail will depend upon the town's ability to provide commercial space that is highly visible and offers the size, shape and window display areas sought by the contemporary market. Its appeal to service businesses will continue to be strong. To avoid further displacement of residential or retail uses, however, will require the community to make sites available in attractive new locations, such as those nearer to the train station and the hotels than has been traditional. To maintain the commercial efficiency and appearance of traditional downtowns will mean encouraging development of office space above grade combined with street level retail without set backs. Advance commitment to parking will broaden the appeal of these new sites to developers. The benefit to Red Bank will be increased non-residential property tax payments, more local employment opportunities (thereby strengthening the residential market) and more service employees as customers of retail establishments.

Red Bank must build on these strengths. Additional recreational, cultural and dining offerings will help attract residents and office tenants. In the commercial center, improvements are required to make the river visible. Red Bank has the advantage of being distinctive; it must enhance as well as market that advantage.

APPENDIX II

VISION PROCESS ACTION LIST

Prepared by Brown & Keener, Urban Designers. Material reflects results of 1994 Red Bank Vision Process community meetings, as described in Community Assessment.

Highest ranked actions, as identified in the 1994 Vision Process workshops:

- Implement connection of Broad Street to the river
- Provide new housing opportunities
- Develop pedestrian connections downtown
- Encourage a vital and compact Shrewsbury Ave. commercial area
- Improve public schools
- Complete Count Basie Learning Center and establish it as a computer/learning/recreation/arts center
- Create streetscape plan to unify business district
- Encourage new and "over the shop" apartment and condo developments and a mix of uses in the downtown commercial area
- Develop visual gateways to define the physical entrances of Red Bank

Additional citizen responses developed during Vision workshops:

- Create neighborhood centers
- Encourage formation of neighborhood associations
- Develop increased riverfront access for all residents
- Make connections to proposed river walk and fishing piers at ends of public streets
- Consider riverfront park/walk on both the north and west banks of the river
- Develop more marine-oriented recreation e.g., Boating, fishing, and swimming.
- Consider needs of seniors in new and existing parks
- Utilize new Senior Center for activities for all ages
- Create new tot lots
- Investigate feasibility of reusing the Armory for recreation center
- Investigate feasibility of reusing old River Street School for recreation center
- Create large new recreation area (for sports) that is easily accessible to all neighborhoods
- Nurture Red Bank's unique cultural identity i.e., marine associated activities and performing arts (the "music band")
- Design some parking lots as public spaces for multiple uses
- Develop pedestrian/bikeway connection across railroad tracks
- Preserve existing Broad Street retail / commercial businesses
- Create streetscape plan with lighting, trees, sidewalks, to unify business district
- Improve pedestrian connections between hotels and downtown

- Encourage higher density residential development within walking distance of train station
- Provide housing opportunities for low and moderate income residents
- Revise zoning codes to allow smaller dwelling sizes in some areas of town
- Allow higher residential densities in some areas
- Reduce off-street parking requirements for residential uses in some areas e.g., Downtown
- Encourage mix of uses in some areas e.g., Downtown
- Relocate Primary School
- Enhance distinctiveness of individual neighborhoods
- Create neighborhood centers and recreational facilities
- Enhance east-west connections
- Pursue alternatives to NJ Transit project to close Oakland Street
- Establish community gardens
- Develop visual gateways to define physical entrances of Red Bank
- Zone for transition between present zoning districts
- Encourage private investment in existing and underutilized buildings
- Preserve old houses on Broad Street and Maple Avenue
- Reuse, or restore River Street School
- Remove, reuse, or restore the armory building
- Create design guidelines
- Establish historical society
- Develop pedestrian connections to the downtown parking lots, which together with other walkways create a network of paths at the centers of the blocks
- Improve Wharf Ave. for more comfortable pedestrian use
- Make connections to proposed river walk and fishing piers at ends of public streets
- Create open walkways and views to the river between all riverfront developments
- Enlarge the vision for the downtown and unify its area
- Develop area around the train station and west Monmouth (includes the antique center)
- Encourage new retail and entertainment on Monmouth street
- Improve parking downtown
- Improve wayfinding system, improve appearance of advertising and commercial identification
- Encourage commerce along entire length of Shrewsbury Avenue
- Revise zoning codes to allow smaller dwelling sizes in some areas of town
- Allow higher densities in some residential areas
- Encourage mix of uses in some areas e.g., Downtown
- Encourage private investment in existing and underutilized buildings
- Develop Monmouth Street as nighttime entertainment center
- Provide clear directional signage and destination identification
- Provide shuttle service to connect key destinations (\$ by advertisers?)

APPENDIX III

Planning Studies, 1994 -1995

Red Bank 1995 Master Plan, December 1995

Red Bank Vision Plan, October 1994

ANJEC State Plan Implementation Project, 1995

Environmental Resource Inventory, Phase One, 1995

Downtown Red Bank Vision Process Report, June 1994

**Monmouth County Transit Centers Station Neighborhood Vicinity
Plan, June 1995**

Riverwalk Public Promenade Proposal

**Ongoing initiatives with neighborhood alliances for Count Basie
Learning Center, senior residences, housing ventures, and
community development work.**

RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 1) *Identify and develop riverfront sites, particularly at the end of Broad Street, with public access and integration into existing business district*

Much of the development in downtown Red Bank supports regional commerce. The financial basis of this activity cannot be born solely by the residents of Red Bank. Facilitate private investment and pursue publicly funded support for revitalization based on infrastructure, transportation, cultural and related opportunities.

RED BANK STRATEGIC PLAN

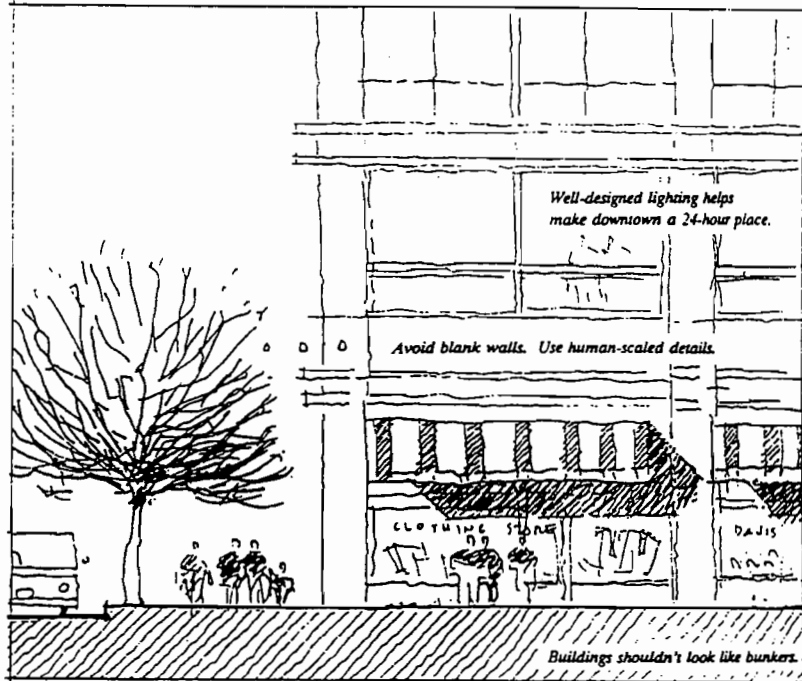
PRIORITY ACTIONS

Action 2) Develop new, user-friendly and re-organized zoning and planning regulations and create design guidelines to preserve character of town and promote its economic growth

Revise zoning to eliminate obscure and irrelevant constrictions, simplify its application, update definitions, and direct development in a manner consistent with town's character and intended land use. Use Design Overlay Guidelines to provide a direction for public and private improvements in the borough's commercial districts. Identify physical elements and qualities which contribute to Red Bank's successful traditional character, and apply guidelines which respond to each neighborhood's character, for example a warehouse district versus Broad St. retail area versus cultural arts district.

Principle:

People should have strong visual connections to buildings. That's because human-scaled details on buildings help create a vital, friendly place for pedestrians. A strong building-to-pedestrian relationship helps make downtown feel more inviting and active 24 hours a day.

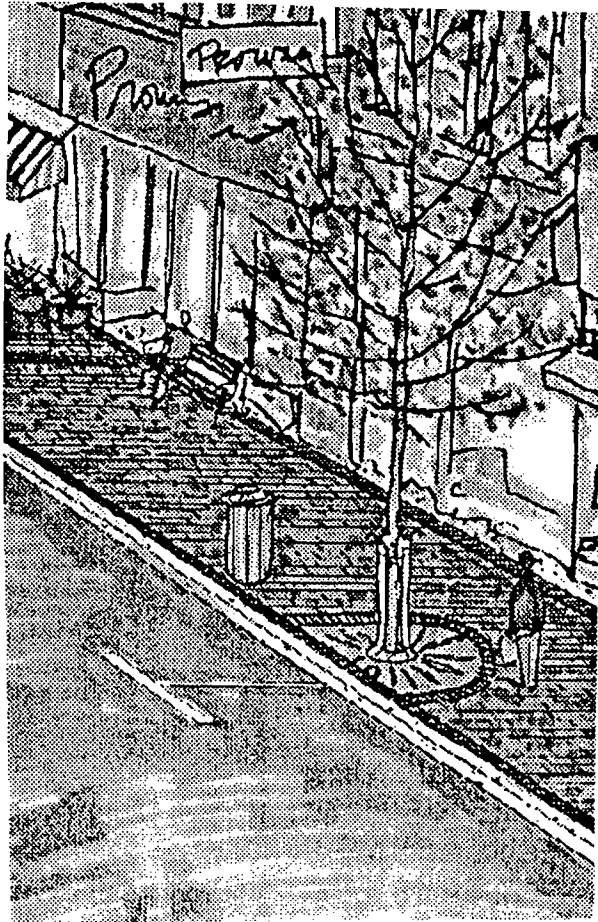


RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 3) *Implement a phased Streetscape Plan to create inviting commercial districts with livable public spaces*

Enhance the downtown commercial district with streetscape improvements as recommended in the preliminary proposal done by T&M and RiverCenter's Visual Improvement Committee. Improvements should address consistent paving materials, strong tree canopy, generous sidewalks, pedestrian scale street lighting, and related street furnishings such as benches and trash receptacles. Review layout of these amenities for compliance with circulation needs, e.g. comfortable walking places, connections to parking and other destinations, and inviting transit elements.



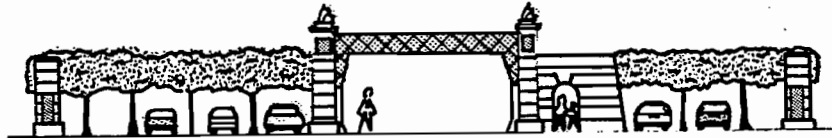
RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 4) Continue to create and implement innovative urban parking solutions which preserve the character of the town

Sufficient parking capacity and public awareness of its availability are essential to continued economic expansion. Parking resources must accommodate tenant needs for commercial projects, supply adequate capacity for retail and tourism visitors, and continue to provide local residents with convenience downtown.

Provide parking capacity in sympathy with the Red Bank's small town character, and increase the perception of parking availability for casual users. Resist parking solutions which interrupt downtown streets with prominent surface parking. Create appealing passages between parking facilities and the areas they serve (ex. Dubliner House walkway). Incorporate appropriate signage within larger wayfinding systems throughout the Borough.



A trellis design with canopy-like shade trees and a sculpted entranceway.

RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 5) *Work with NJ Transit to rehabilitate Railroad Station and its surrounding area*

In June 1995 the Monmouth County Planning Board completed a detailed study of possible development patterns that could take place adjacent to the train and bus station in Red Bank. The Plan developed a set of detailed design, use, and site plan recommendations for the NJT properties. (These properties are already targeted for extensive renovation, due to ADA requirements for a two block long elevated platform.) General recommendations were made as well for future development of areas in town that are within walking distance of the Station.

Pursue rehabilitation of the station district as a means to revitalize the area and spur its redevelopment. Seek state programs where applicable in revitalization of this neighborhood. Where possible, incorporate techniques and strategies recommended by NJ Transit in its *Planning for Transit-Friendly Land Use* handbook.

Coordinate implementation of local efforts and County recommendations with New Jersey Transit. Devote special attention to suggestions which reduce disadvantages of the proposed elevated platform, and which promote positive aspects of transit in the community.

Note: Sociological Study to be conducted by Project for Public Spaces on June 5-6, 1996.



RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 6) Develop Riverside Gardens Park

Riverside Gardens Park is a 1.25 acre site situated on the Navesink River, immediately adjacent to the central business district. The Borough acquired this property in 1993, and plans to develop it as a passive recreation facility which affords access and views to the riverfront.

RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 7) *Promote Red Bank's year round arts, entertainment and cultural activities*

During its annual festival season, Red Bank attracts 500,000 visitors to special events. Ongoing success in this area will be enhanced by alliances and initiatives such as:

Regional theater

Encourage Count Basie Theater to complete renovations and improve programming and marketing campaigns. Count Basie Theater houses performing arts program in association with Monmouth Council of the Arts. It hosts programs in theater, dance, and jazz, symphony and rock concerts. The theater is attempting to raise funds to complete much needed physical improvements to the building's facade and roof. Programming has dropped off in recent years, and should be improved in tandem with the physical work. Encourage stronger relationships and affiliations with other Red Bank organizations.

The theater is located precisely in the middle of the Monmouth Street corridor noted earlier. It draws a regional audience and allegiances, and also attracts supporting enterprises such as restaurants, studios and galleries. The Basie's presence contributes strongly to efforts to revitalize Monmouth Street in connection with adjoining parts of the commercial district.

Special events

Work with RiverCenter on promotion and creation of special events calendar.

Potential Visitors' Center

Consider the creation of Visitors' Center, possibly at riverfront location and/or railroad station.

Municipal support

Continue to provide Borough support as host and offering municipal services, and assist in seeking independent corporate sponsors.

RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 8) Increase housing inventory at all levels, to include affordable, market rate, and 203K residential units



RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 9) Revitalize West Bergen Avenue.....Assist the Count Basie Learning Center to become fully operational

Count Basie Learning Center

The Count Basie Learning Center is a private, non-profit, community effort to offer a wide range of training to local school students. After considerable effort, renovations have been completed in a building at the corner of Bridge St. and West Bergen Place. It will provide a place for students to study when schools are not open, and the supervision to assist them; it will *not* a place for recreational activities. It will also offer training in job skills, ranging from the most basic of how to get and keep a job, to the technical aspects of work, including the use of computers. Its goal is to raise the aspirations of students so that they expect to do well in school, and that they can then go on with confidence to employment or more education.

A wide range of support is needed for this outreach program. Site improvements are nearly complete but programming and staffing needs remain.

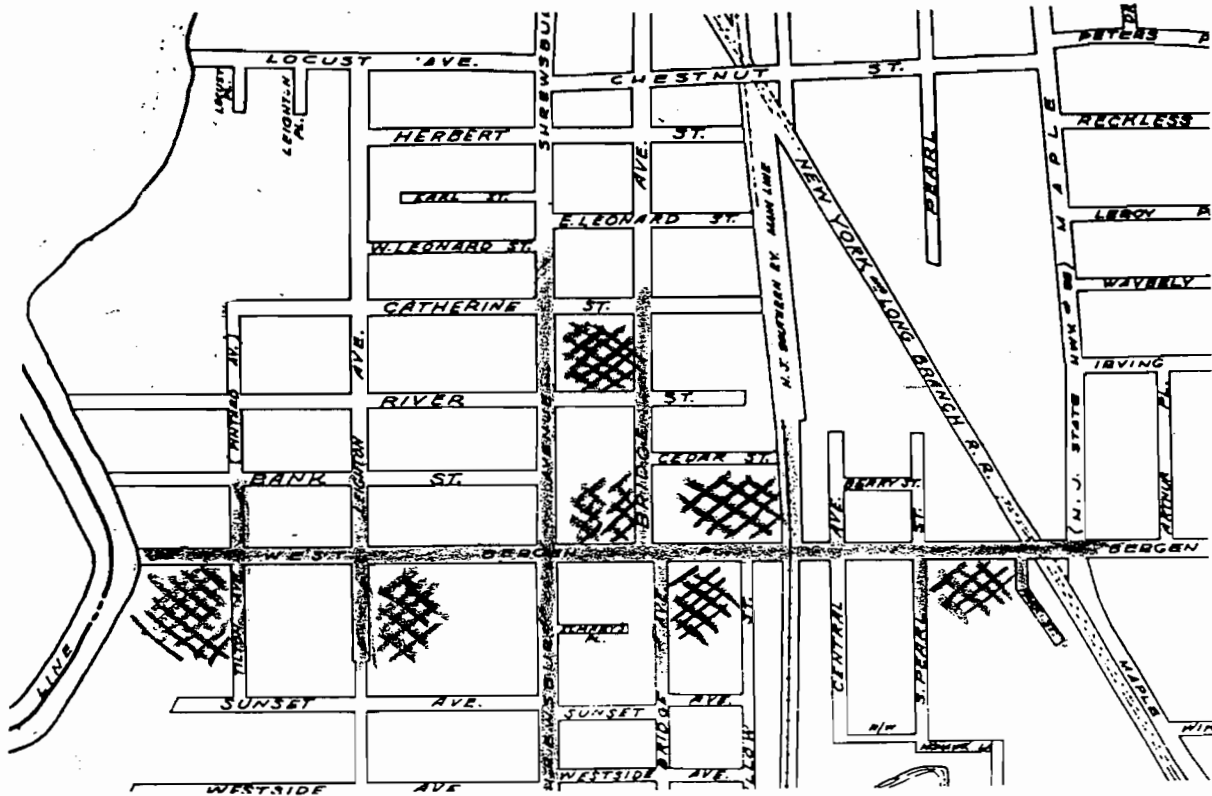
Action:

1. Identify funding requirements for CBLC.
 - a) Physical improvements
 - b) CDBG application was submitted in August 1995 for completion of site improvements and parking facilities. This improvement will complete the transformation of a formerly derelict location, with the intention of attracting volunteers more readily to the center and projecting a positive image to members of the community.
2. Identify Program Needs
 - a) Develop program description, and identify areas of opportunity for community input.
 - b) Tap into existing corporate programs which share expertise and resources.
 - c) Explore link with learning specialists e.g. graduate program at Bank St. School in NYC. (Local liaison has expressed interest.)
 - d) Explore progressive learning methods which supplement traditional academic approach.. Canvas existing programs for "best and brightest" innovative teachers. Maintain emphasis on programs which attract students and imbed learning in appealing activities
 - e) Identify technology requirements
 - f) Seek funding for specific technology acquisition
 - g) Explore overlap with technology resources e.g. technology foundations and related networks

RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

3. Define staffing requirements. Identify funding requirements and publicize staffing needs to potential audiences of volunteers.



RED BANK STRATEGIC PLAN

PRIORITY ACTIONS

Action 10) *Implement wayfinding and greening projects as a means of improving circulation and the environment*

Improve gateways into town, and include rights of way and parking areas in wayfinding programs.

Study existing circulation, recreation and pedestrian systems. Identify opportunities to integrate wayfinding and greening amenities with functional areas.

Encourage street tree programs, with possible outreach through Environmental Commission, local schools and civic groups.