

City of Red Bank

SMALL AREA STUDY:

FORMER RED BANK MIDDLE SCHOOL SITE



ACKNOWLEDGMENTS

CITY OF RED BANK

Leslie Johnson, Director of Community Development
Michael Pham, Community Planner

STEERING COMMITTEE

Martin Granum, City Manager
Greg Tate, Director of Public Works
Eddie Clinton, Building Official
Ashley Gates, SETD Senior Planner

Becky Browder, Planning Commissioner
Brenna Kelly, Planning Commissioner
Sonja Millard, Planning Commissioner
Robin Pipkin-Parker, Planning Commissioner
Blake Pierce, Planning Commissioner
Ben Richards, Planning Commissioner
Kate Skonberg, Planning Commissioner

Hollie Berry, City Commissioner
Stefanie Dalton, City Commissioner
Jamie Fairbanks-Harvey, City Commissioner
Terri Holmes, City Commissioner
Pete Phillips, City Commissioner
Hayes Wilkinson, City Commissioner

CONSULTANT TEAM

Adam Williamson, TSW - Principal in Charge
Beverly Bell, TSW - Project Manager
Allison Stewart-Harris, TSW
Bert Kuyrkendall, TSW
Roxanne Raven, TSW
Leslie Gray, JS&A

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	1
CHAPTER 2: COMMUNITY INPUT	7
CHAPTER 3: RECOMMENDATIONS	19
CHAPTER 4: IMPLEMENTATION	27



01

INTRODUCTION



The Planning Process
Project Schedule
Site History
Site Context

INTRODUCTION

THE PLANNING PROCESS

This small area study for the former Red Bank Middle School site was created as a part of the City of Red Bank's Comprehensive Plan to develop a vision for the future use of the site.

The comprehensive plan is the City's overarching policy statement and blueprint for the community's future. The plan captures Red Bank's long-term aspirations and provides targeted goals, needs, and opportunities that are realistic, practical, and achievable to ensure the plan is oriented for implementation.

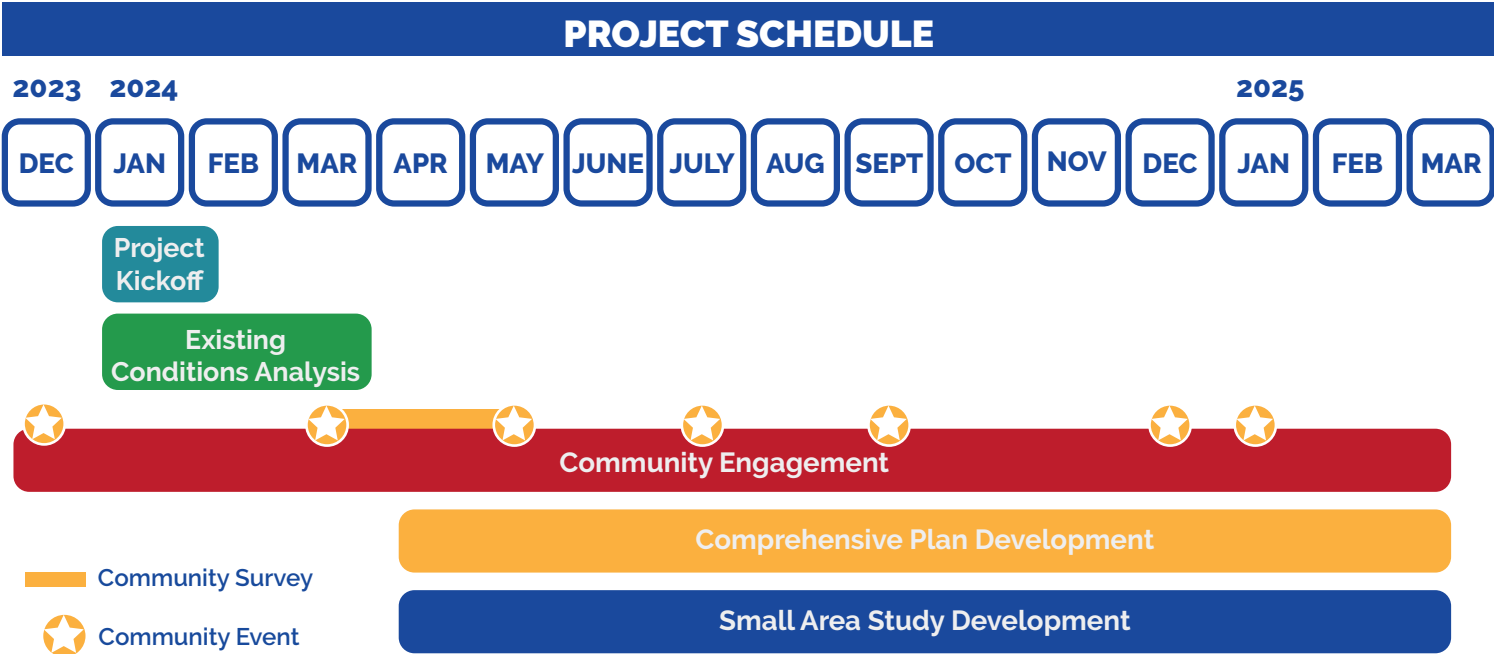
The purpose of this small area study is to create a vision for the former Red Bank Middle School site, guided by public input, that complements the overall comprehensive plan. This study identifies the most suitable land uses for the site and establishes a preferred balance of public spaces with opportunities for future development. Additionally, the study recommends specific elements for the public space, based on community preferences. This document concludes with an action plan to facilitate the next steps towards the implementation of the vision, including preliminary cost estimates, funding strategies, potential partners, and policy recommendations.

SCHEDULE

The planning processes for the comprehensive plan and small area study formally kicked off in January of 2024 when the consultant team met with City staff and leadership to outline goals. The timeline below shows how the small area study integrated into the overall comprehensive planning process. Overall findings from the existing conditions, engagement, and recommendations of the comprehensive plan helped lay the framework for the small area study.

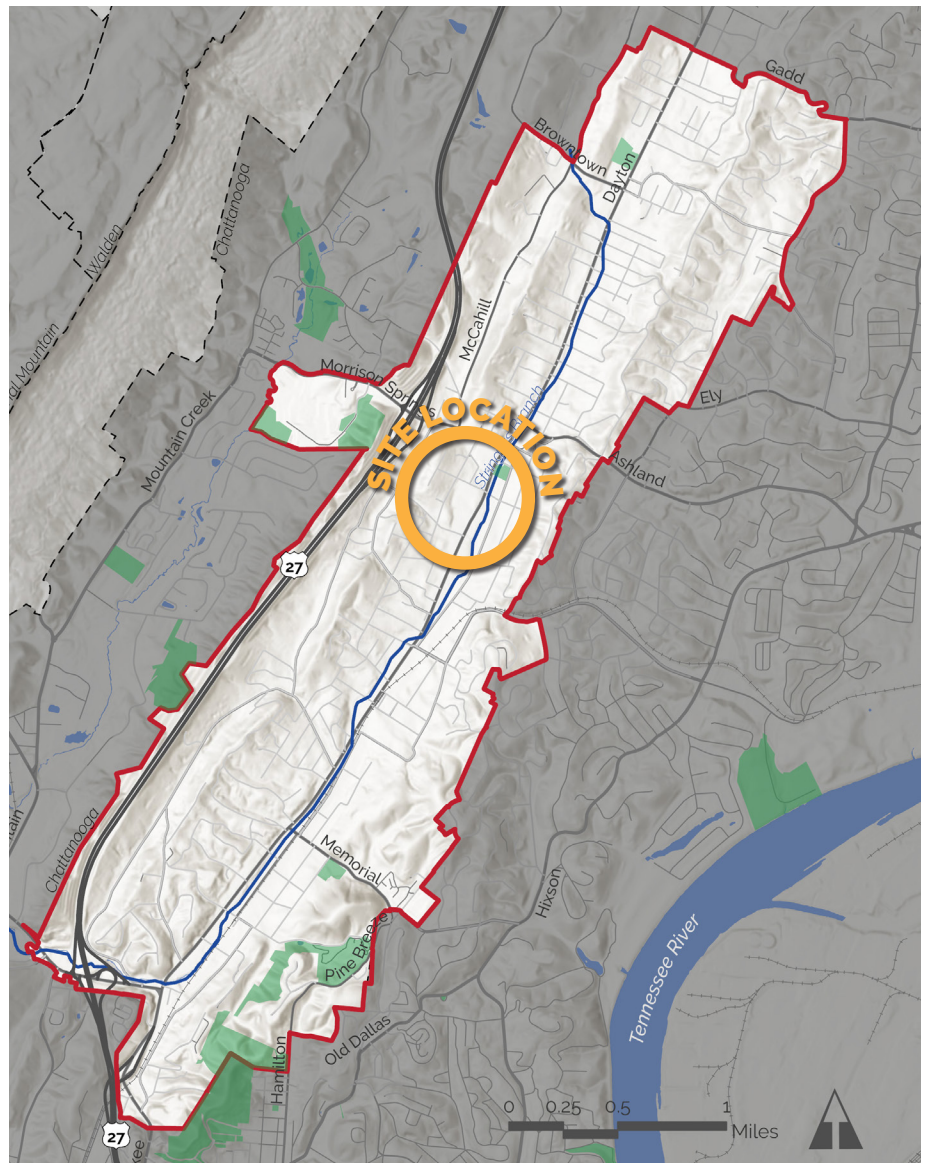
Engagement milestones that were specific to the small area study included preliminary feedback at the Public Kickoff Meeting in March 2024, a community survey in April through June of 2024, a small area study workshop in September 2024, and pop-up event at the Christmas Parade in December 2024.

The community engagement guided the development of plan recommendations throughout the summer and fall. After refining the plan December 2024 through January 2025, the Draft Plan Open House gave residents and stakeholders a final opportunity to provide input in January 2025.



CITY OF RED BANK

- ▬ City Limits
- ▬ Parks
- ▬ Waterbodies
- ▬ Nearby Cities
- ▬ Hamilton County
- ▬ Freeway
- ▬ Major Roads
- ▬ Local Streets



STUDY AREA



Aerial of the Former Red Bank Middle School study area.

INTRODUCTION

SITE HISTORY

This site was home to not only the previous Red Bank Middle School, but also Red Bank High School and has fostered many memories for Red Bank residents over the years. Red Bank High School was built in 1938 with additions that expanded its footprint in 1939, 1944, and in 1955. The building remained the high school until 1982 when the middle school swapped campuses to allow for more growth for the high school. The building was torn down in 2013 due to financial constraints of the needed repairs. These academic uses fostered the site as a community hub, providing residents with a space for gathering and building community.



Photo of the former Red Bank High School.

SITE CONTEXT

The site is a vacant parcel located in the Central Red Bank center, a key activity node for the city.

The site is approximately 12 acres with frontage along three streets: Dayton Boulevard, W. Leawood Avenue, and Oakland Terrace. The surrounding properties along Dayton Boulevard are commercial with large parking lots. In the next block north towards Morrison Springs Road, historic downtown Red Bank provides a mix of historic buildings, churches, large retail (Food City), and the Red Bank City Park. The study area site backs up to residential neighborhoods along Oakland Terrace, but does not have existing sidewalk connectivity to the site. There is also topographical challenges that limit access from the neighborhood into the site.

The Oakland Terrace edge is wooded with a mix of hardwood and deciduous trees interspersed with non-native plants. The site also featured a specimen Virginia Pine that was awarded the Tennessee Champion Tree Award. The majority of the site is open lawn with a mix of perennial grasses in the rear of the site. Three trees are located northeast corner of the site. The stone walls and staircases along Dayton Boulevard are the last remaining hardscape elements associated with the previous school uses. Otherwise, the site is vacant of any built structures.



The site features premiere frontage along Dayton Boulevard. Sidewalks currently feel unsafe due to the proximity and lack of barriers from Dayton Boulevard. Stone walls and stairs from the school still remain today.



The majority of the site is a vacant open field, filled mostly with grass.



A service entry from W. Leawood Avenue, just north of Sliger Circle.



Adjacent properties have large parking areas that provide potential for future shared parking.



The western edge of the site contains a mix of pines and hardwoods interspersed with non-native invasive plants. A sidewalk runs along W. Leawood Avenue.

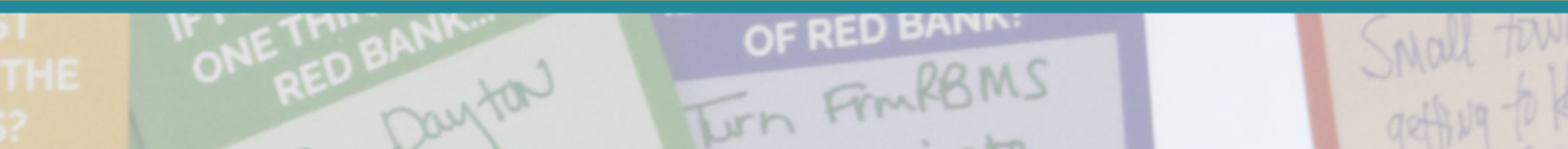


02

COMMUNITY INPUT



Community Input Process
What We Heard
Community Input Summaries



COMMUNITY INPUT PROCESS

Community input is key to ensuring that the small area study reflects the community's values. By gathering a broad range of feedback, the City of Red Bank can trust that the plan will effectively guide decisions about future site development. Opportunities for input were integrated into the overall comprehensive planning process. To hear from as many people as possible, multiple avenues for input were provided for residents, business owners, and visitors to share their ideas and thoughts. Engagement efforts that gathered community input for the small area study are highlighted in red in the timeline below.

OUTREACH METHODS

The planning team hosted a variety of in-person and virtual activities to ensure participation was easily accessible. Outreach methods included a dedicated page for project updates and past meeting materials on the City's website, an online survey, public meetings, and pop-up events.

MARKETING TACTICS

The planning team worked with City staff to widely advertise opportunities for community engagement. To get the word out, the team leveraged the City's website, used social media, attended local events, and installed yard signs and street banners around the city. Some materials were translated to reach residents and stakeholders who speak Spanish as their primary language.

OUTREACH METHODS



STAKEHOLDER
INTERVIEWS
& STEERING
COMMITTEE



COMMUNITY
SURVEY



PUBLIC
MEETINGS
& POP-UP
EVENTS



ONLINE AND
IN-PERSON
MARKETING
EFFORTS

COMMUNITY INPUT PROCESS TIMELINE



WHAT WE HEARD

KEY THEMES

The following identifies the key themes that arose from the spectrum of feedback collected throughout the year-long planning process. **These themes present a vision for the site as a well-connected community hub that serves the local community with ample open space for recreation and gathering, along with thoughtful future development.**

Emphasize Public Engagement and Participation

High priority was placed on broad public engagement throughout the planning process, ensuring that the small area study aligns with community needs and goals.

Focus on Open Space

The highest demand was for open space that provides natural greenspace and facilitates a variety of events and recreation activities. People wanted to see approximately eight acres of open space on the site.

Foster Future Development that Supports the Vision

On average, residents expressed a preference for dedicating approximately four acres to future development. The community favored potential uses that focused on civic, educational, and commercial purposes, with an emphasis on high-quality design that meets the evolving needs of local residents.

Create a Central Gathering Space

There is broad support for transforming this site into a central community gathering space where people can attend events, meet neighbors, and enjoy open outdoor space.

Expand Connectivity and Trails

Residents expressed a strong desire for enhanced connectivity to the site from surrounding neighborhoods and Dayton Boulevard. They also emphasized the importance of providing ample walking and biking opportunities throughout the site.

Utilize Ecological Restoration Efforts

Residents highlighted the importance of ecological restoration and effective stormwater management for the site, with a focus on creating a biodiverse environment that prioritizes native plants and provides habitat for local species.



Participants sharing feedback on draft visions for the former Red Bank Middle School site.

COMMUNITY INPUT SUMMARIES

PUBLIC KICKOFF MEETING

The Public Kickoff Meeting took place on March 14, 2024 at the Red Bank Community Center. Over 100 people attended the meeting, which was advertised to the public on the City's website and Facebook page, and through marketing signs posted across Dayton Boulevard and throughout the city.

The meeting began with a presentation reviewing the comprehensive plan and small area study processes and key findings of the existing conditions analysis. Those who were unable to attend in person could find the presentation slides and a recording of the meeting on the City's website.

After the presentation, participants provided input on both the comprehensive plan and small area study. Using cards with different prompts, participants identified strengths and areas for improvement across the city, which expanded the initial list of needs and opportunities for the plan. Participants informed the initial stages of the small area study by voting for their desired land uses and features for the former Red Bank Middle School site through a series of visual preference surveys.

KEY TAKEAWAYS

The community identified the following preferences for the former Red Bank Middle School site:

- ◆ There was strong support for greenspace and civic uses and less support for commercial and residential uses.
- ◆ For future retail and/or civic uses, people supported pop-up events with businesses, casual eateries, a library, a sit-down restaurant/bar, and community/education spaces.
- ◆ For the public space amenities, participants favored native gardens, amphitheater-stage, pedestrian boulevard, central plaza, flexible seating, and shade areas.
- ◆ The community would like to see recreation amenities including open lawn, multi-use trails, splashpad, playspace, yard games, and native plant trails.
- ◆ The site should have creative placemaking elements such as artful landscapes, functional art, murals, playable art, and art pocket parks.



Community members participating in the input activities at the Public Kickoff Meeting.



Visual preference surveys helped the team identify priority uses and programming for the small area study.

COMMUNITY INPUT SUMMARIES

SMALL AREA STUDY SURVEY

Surveys are useful tools to reach a large number of residents and stakeholders. Following the Public Kickoff Meeting, the planning team launched the community survey to further explore the vision for the former Red Bank Middle School site and inform the small area study.

The kickoff meeting revealed varying perceptions of the site and its potential as a central node; in response, the planning team used the survey to take a deeper dive into balancing community expectations with long-term financial feasibility. This survey served as a critical pivot in the public engagement process, ensuring that community input directly shaped the study's direction.

The primary objective of the survey was to clarify land use preferences for the site, particularly the balance between greenspace and other potential uses. The survey yielded both quantitative and qualitative data, offering insight into key needs and opportunities.

The community survey was conducted from April 15 to May 31, 2024, in both English and Spanish. It was available online through the City's website and in print at City Hall. A total of 1,365 responses were received, representing 11.2% of Red Bank's population—exceeding the typical 5–10% response rate for cities of similar size. This strong participation is considered a statistically significant representation of the city, enhancing the validity of the results. The raw survey data is provided in the Appendix of the 2025 Comprehensive Plan.

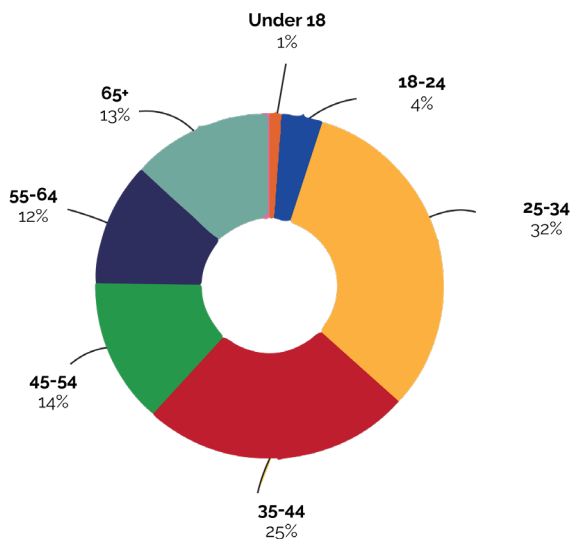
RESULTS

Of the 1,365 people who took the survey, 88 percent lived in Red Bank. Others worked in Red Bank or visited often and felt invested in the community's future. The age distribution of respondents matched that of the city's population more broadly. There were three key findings from this survey:

- ◆ The most important land uses for the site are greenspace, park, and recreation.
- ◆ Other uses that received support were civic, educational, and commercial. Residential and mixed-use were not selected as important.
- ◆ On average, people would like to see eight acres of the site devoted to greenspace, park and recreation uses.

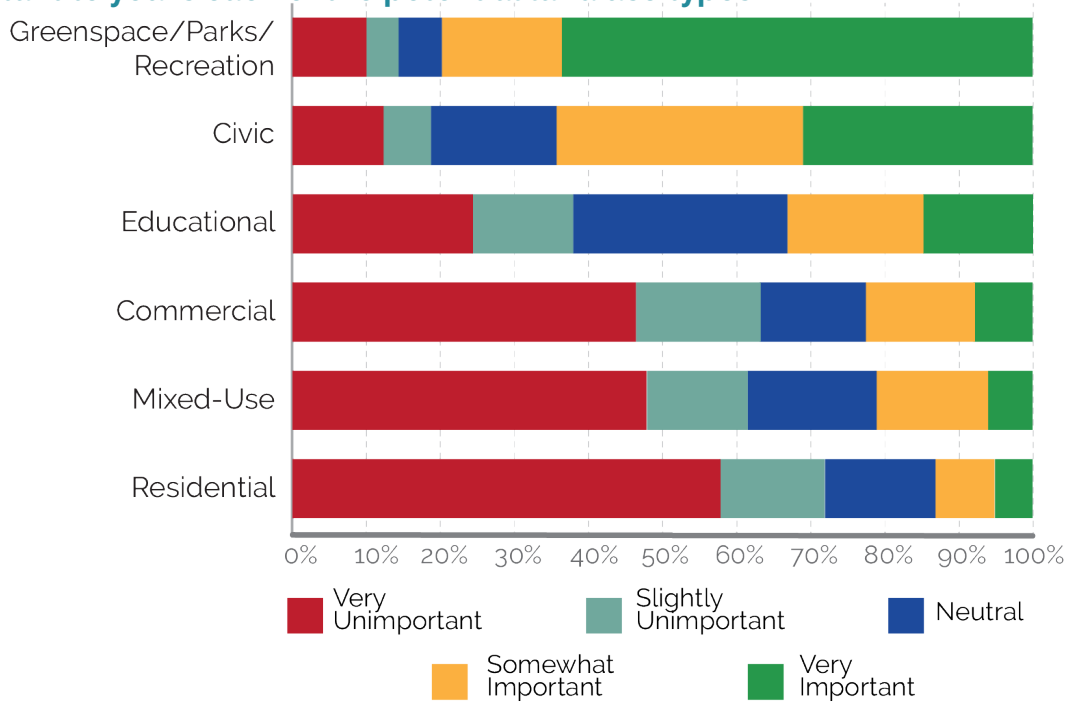
The City's long-term financial obligations are a key concern for most respondents. However, several comments noted that the question was somewhat unclear and open to multiple interpretations. As a result, it will be essential to provide education for the public on how the City's Capital Improvements Plan provides the long-term financial and strategic architecture for infrastructure, parks, and transportation projects.

Age of Respondents

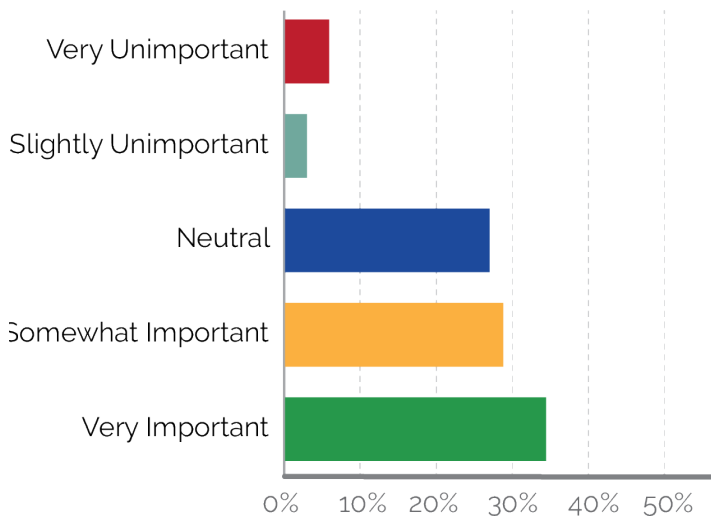


COMMUNITY INPUT SUMMARIES

How important to you is each of the potential land use types?



How important to you are the City's long-term financial obligations to the site?



Relationship of Respondents to Red Bank

- 88% live in Red Bank.
- 5% own a business in Red Bank.
- 11% work in Red Bank.
- 9% don't live or work in Red Bank, but visit often.
- 1% don't have a current connection to Red Bank, but are interested in its future.

***Note:** totals exceed 100% because respondents were able to select more than one option to describe their relationship to the city.*

COMMUNITY INPUT SUMMARIES

JUBILEE POP-UP

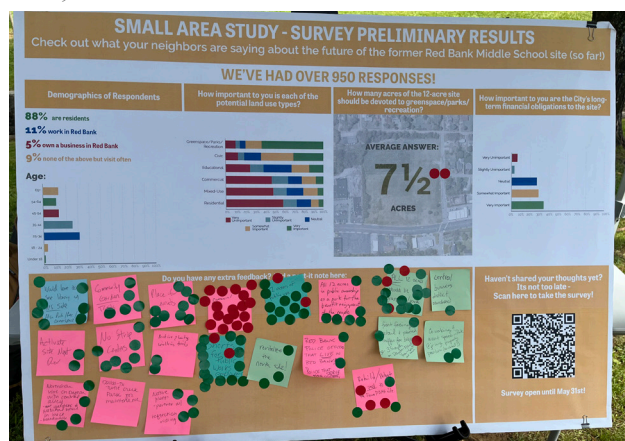
The planning team attended Red Bank's Annual Jubilee event on May 5, 2024. The purpose of attending the Jubilee was to collect public feedback on draft goals, needs, and opportunities for the comprehensive plan, gauge opinions on future population growth, and share initial results of the small area study community survey for feedback. Over 50 people stopped by to provide input and talk with the planning team.

KEY TAKEAWAYS

- ◆ Additional comments on the small area survey findings highlighted various desired uses for the site, with greenspace and civic uses remaining highly important



Jubilee attendees stopping by the pop-up to provide feedback on the comprehensive plan and small area study.



Input on the preliminary results of the small area study presented at the Jubilee.

COMMUNITY WORKSHOPS

Community workshops provide guided visioning exercises for participants to inform draft recommendations. Workshops were hosted for both the comprehensive plan and the small area study to refine draft ideas for the recommendations of each plan.

SMALL AREA STUDY DESIGN WORKSHOP

This community workshop was held on September 21, 2024, at the former Red Bank Middle School site to generate ideas for the small area study, including the programming of public space and potential additional uses. The workshop had over 100 attendees, with 98 completing the exercise. Based on community survey results, which indicated a preference for approximately eight acres of public open space, participants were given a worksheet to design the allocated open space. Stickers, scaled to represent various amenities, were provided for participants to place on their worksheets, helping to identify preferred amenities and their desired locations. Additionally, a question asked participants to select preferred land uses for the remaining four acres from options including civic, educational, or restaurant/retail—selections that were runners-up in the survey. Three open-ended questions also invited participants to share personal memories of the site and their hopes for its future.



Participants creating their vision for the future public space at the former Red Bank Middle School site.

COMMUNITY INPUT SUMMARIES

The top preferred features included an open lawn space, a food truck area, water features, flexible seating and tables, a playground, a stage/amphitheater, native plant gardens, public art, and a covered pavilion. A central plaza, an adventure zone, and yard games received moderate results.

- ◆ Over half of participants wanted to see the additional four acres of the site used for civic space (52 votes), while restaurant/retail received 36 votes and education received 15 votes. Retaining all acreage for park space received 15 votes.
- ◆ Many expressed a desire to utilize the site for open, flexible greenspace, preserve its natural beauty, and engage in community events, social gatherings, recreational activities, and outdoor pursuits.
- ◆ Overall, participants felt the site should be comfortable, safe, and welcoming.

EXAMPLE WORKSHEET FROM WORKSHOP 2 WITH TOP RESULTS

FORMER RED BANK MIDDLE SCHOOL SITE DESIGN YOUR PUBLIC SPACE!

Based on the 1,365 responses from the public survey conducted earlier this year, **8 acres** was the average amount of the 12-acre site that respondents felt should be devoted to greenspace, parks, and recreation.

We need your input on what site elements you would like to see in the 8 acres of greenspace, parks, and recreation! On the table, you will find a variety of potential site element stickers to choose from. The stickers are scaled to approximately represent the amount of space that element requires. Once you have filled in the allocated 8-acre space on your map, it will be complete. **Please note that the exact placement of the outlined areas are likely to change based on final designs to create the most suitable layout.**

Directions:

- Chose your preferred site elements and place them within the 8-acre red boundary on the adjacent map. **Each site must include parking and restrooms!**
- Use a marker to draw in trails/sidewalks.
- If you don't see something you want, draw/write it in!
- In the yellow boundary to the right, select what you want to be included in the additional 4-acres.

DON'T FORGET THE BACK!

OAKLAND TERRACE

Add park elements in this 8-acre red box!

W. LEAWOOD AVE

DAYTON BOULEVARD

What would you like to see in the additional 4-acres? Check all that apply:

<input checked="" type="checkbox"/> Civic space (i.e. library, community center, recreation center, etc.)	<input type="checkbox"/> Restaurant/retail
<input type="checkbox"/> Educational (public, trade, technical)	<input type="checkbox"/> Other: _____

Open Lawn:
87 votes

Food Truck Area:
61 votes

Tied with 59 Votes:
Water Features,
Flexible seating,
Playground

COMMUNITY INPUT SUMMARIES

CHRISTMAS POP-UP 2024

The planning team returned to the Christmas Festival and Parade in 2024 to get input on the two draft visions for the small area study site.

Over 80 participants voted for their favorite vision and were able to provide specific feedback for each vision by writing down their favorite elements and needs for improvement.

KEY TAKEAWAYS

General feedback for both visions was overwhelmingly positive, but **the public had a slight preference for Option A over Option B.** The visions are shown on page 17.

Option A was preferred for its focus on longer trails and more paved paths, the bouldering area and playground, and its emphasis on native plants, pollinators, and restoration efforts. Amenities like the stage, pavilions, food trucks, and water features were also popular, along with centralized parking.

For each vision activity, three to four comments expressed a desire to keep all 12 acres in public ownership or to not sell for commercial development; however, this was not expressed by the majority of the 80 participants. Another concern, expressed by three comments on the board recommended minimizing parking on site. Yet, other comments desired more parking for restaurants.

Option B was praised for its accessible and unpaved trails, garden areas, and yard games. People valued the amphitheater, covered stage, fountains, yard games, and large pavilions. Recommended improvements included the proximity of key amenities like the plaza and bathrooms. Vision A's consolidated parking was preferred over the multiple lots shown for Vision B. Suggestions included expanding the food truck area and repositioning the natural trail to avoid conflicts with open areas.

RESULTS FROM CHRISTMAS POP-UP COMPARING DRAFT VISIONS



Participants providing feedback on the small area study visions at the Christmas Pop-Up 2024.

COMMUNITY INPUT SUMMARIES

DRAFT VISION PLANS SHARED AT THE CHRISTMAS POP-UP 2024

FORMER RED BANK MIDDLE SCHOOL SITE OPTION A

- A OPEN LAWN
- B COVERED STAGE
- C MARKET/FOOD TRUCK PLAZA WITH SEATING
- D RESTROOM
- E LARGE PAVILION WITH SEATING
- F SMALL PAVILION WITH SEATING
- G WATER FEATURE
- H GARDEN AREA
- I BOULDERING/EXERCISE PARK
- J PLAY AREA
- K PAVED TRAIL
- L UNPAVED NATURE TRAIL
- M PARKING
- N NATIVE LANDSCAPE RESTORATION
- O PUBLIC ART/HISTORIC INTERPRETIVE ART
- P BENCH SEATING (ALONG TRAILS)
- Q FUTURE DEVELOPMENT (CIVIC, RESTAURANT/RETAIL, EDUCATION)



FORMER RED BANK MIDDLE SCHOOL SITE OPTION B

- A OPEN LAWN
- B COVERED STAGE
- C MARKET/FOOD TRUCK PLAZA WITH SEATING
- D RESTROOM
- E LARGE PAVILION WITH SEATING
- F SMALL PAVILION WITH SEATING
- G WATER FEATURE
- H GARDEN AREA
- I YARD GAMES AREA
- J PLAY AREA
- K PAVED TRAIL
- L UNPAVED NATURE TRAIL
- M PARKING
- N NATIVE LANDSCAPE RESTORATION
- O PUBLIC ART/HISTORIC INTERPRETIVE ART
- P BENCH SEATING (ALONG TRAILS)
- Q FUTURE DEVELOPMENT (CIVIC, RESTAURANT/RETAIL, EDUCATION)



COMMUNITY INPUT SUMMARIES

PUBLIC OPEN HOUSE

The Public Open House occurred on Tuesday, January 28, 2025. The purpose of the Open House was to provide the public with an opportunity to view the final comprehensive plan recommendations and provide final input on the illustrative vision and plan for the former Red Bank Middle School site.. More than 45 residents attended and provided feedback through commenting on the comprehensive plan recommendations directly and filling out a "report card" for the small area study recommendations with space for further comments. The input was incorporated into the plan before the adoption hearing.

KEY TAKEAWAYS

- ◆ There was mostly positive feedback for the vision and layout of the small area study, particularly for the parks and open space recommendations. The average grade for the overall vision was a "B."
- ◆ Key concerns about the illustrative vision included labeling the future development as "undefined" or mixed opinions about the land use ratio reflected from the survey. Many of the negative comments focused on details of the design which were beyond the scope of this study but were cataloged for the future.
- ◆ The top three highest priority elements for the site were green space and trails, community spaces and structures such as large covered pavilions, an amphitheater, and play spaces and activity areas.
- ◆ Feedback on the small area study's implementation plan acknowledged that it was realistic, but emphasized the need for sustainable funding sources.



Participants providing feedback at the Public Open House.

ADOPTION HEARING

The planning team presented the draft comprehensive plan and draft small area study at a Board of Commissioners work session in March 2025. This plan was formally adopted by the Red Bank City Commission at its public hearing in April 2025. The plan represented a culmination or continuation of many of the goals of the City Commission, both past and present, which are summarized below for reference.

2023 GOALS

- ◆ Revamp the stormwater ordinance, processes, and fee structure. *Vice Mayor Dalton*
- ◆ Improve multi-modal transportation networks. *Mayor Berry*
- ◆ Develop a comprehensive plan, including fulfilling the land conversion agreement and the former Red Bank Middle School site. *Commissioner Phillips*
- ◆ Create a Red Bank Community Library and Civic Center. *Commissioner Fairbanks-Harvey*
- ◆ Develop parks, trails, and recreation services. *Commissioner Wilkinson*

2024 GOALS

- ◆ Identify and celebrate areas of Stringer's Branch in which the City can take ownership of and/or partner where possible. *Vice Mayor Dalton*
- ◆ Improve multi-modal transportation networks *Mayor Berry*
- ◆ Develop a comprehensive plan, including fulfilling the land conversion agreement and the former Red Bank Middle School site. *Commissioner Phillips*
- ◆ Update entrances to the City. *Commissioner Fairbanks-Harvey*
- ◆ Develop parks, trails, and recreation services. *Commissioner Wilkinson*



03

RECOMMENDATIONS



Vision
Programming

VISION

The goal of this small area study is to illustrate the community's vision to guide next steps in the site's development in line with residents' needs, vision, and overall city goals. The community input process demonstrated that this site is very important to the community and should serve as a community hub for residents and future generations. A democratic community input process was utilized to establish a framework for the site that is visionary, yet realistic, practical, and achievable to ensure the plan is oriented for implementation.

LAND USES

To align with the results of the community survey, it is recommended to dedicate approximately eight acres to open space and greenspace and approximately four acres to future development. This allocation strikes a balance, reflecting a compromise between the diverse opinions of residents. For future development, the most desired uses were civic, educational, and commercial. For future retail and/or civic uses, people supported pop-up events with businesses, casual eateries, a sit-down restaurant/bar, and civic spaces like a library. Residential and mixed-use developments were repeatedly not supported by the majority of residents throughout the process.

Integrating civic, educational, and commercial uses on the site fosters a harmonious relationship with the surrounding open space, enhancing the overall functionality and appeal of the area. By incorporating active uses, such as restaurants, retail, and other community-focused amenities on the site, it not only increases the likelihood of the site's long-term success but also improves safety through natural surveillance and increased foot traffic. This thoughtful integration offers visitors a diverse array of experiences in one convenient location, minimizing the need for travel or crossing busy streets. As a result, the area becomes more vibrant, accessible, and engaging, encouraging people to spend more time outdoors and fostering a sense of community. Recommendations for future development can be found on page 24.

PUBLIC SPACE ELEMENTS

The community envisions a safe, welcoming, and active open space with ample walking and biking trails that could facilitate a wide variety of events, gathering, and outdoor recreation opportunities. The illustrative vision, shown on the next page, focuses elements around two large open lawn spaces. The lawn area and surrounding features closest to Dayton Boulevard are envisioned as highly active with adjacent future development and event opportunities. A mix of shade elements are incorporated throughout to ensure comfort in warm summer months including tree-lined paths with benches, small pavilions, and large pavilions. It is recommended that one of the large pavilions have retractable walls to facilitate year-round events. A covered stage is located on the central lawn space that can accommodate an event of approximately 500 people. Adjacent to the stage, there is a market/food truck plaza with seating that could accommodate at least 12 food trucks and host current City events such as Food Truck Fridays. A restroom is located adjacent to the covered stage to provide easy access for the food truck area and central access for the remainder of the site.

The second open lawn space towards the rear of the site features both paved trails and unpaved nature trails, providing a quieter nature-based experience that can be utilized even when large events are occurring in the central lawn area. A garden area is proposed near the parking area in the rear of the site which could include community garden plots, orchard trees, a teaching garden, or botanical nature gardens. Other active recreation elements include a bouldering/exercise park and play area to accommodate a wide range of ages and abilities. A plaza adjacent to Dayton Boulevard provides an opportunity for creative placemaking with public art, a water feature, such as a splash pad or fountain, and covered pavilions. Public art is integrated throughout the site and a great way to celebrate the history of the former schools with historic interpretive art. Native landscape restoration and green infrastructure should be utilized throughout the site. Example images of these site elements can be found on page 25.



ILLUSTRATIVE VISION - KEY

- | | | |
|---|-----------------------------------|---|
| A OPEN LAWN | G WATER FEATURE | M PARKING |
| B COVERED STAGE | H GARDEN AREA | N NATIVE LANDSCAPE RESTORATION |
| C MARKET/FOOD TRUCK PLAZA WITH SEATING | I BOULDERING/EXERCISE PARK | O PUBLIC ART/HISTORIC INTERPRETIVE ART |
| D RESTROOM | J PLAY AREA | P BENCH SEATING (ALONG TRAILS) |
| E LARGE PAVILION WITH SEATING | K PAVED TRAIL | Q FUTURE DEVELOPMENT (CIVIC, RESTAURANT/RETAIL, EDUCATION) |
| F SMALL PAVILION WITH SEATING | L UNPAVED NATURE TRAIL | |

VISION

PARKING

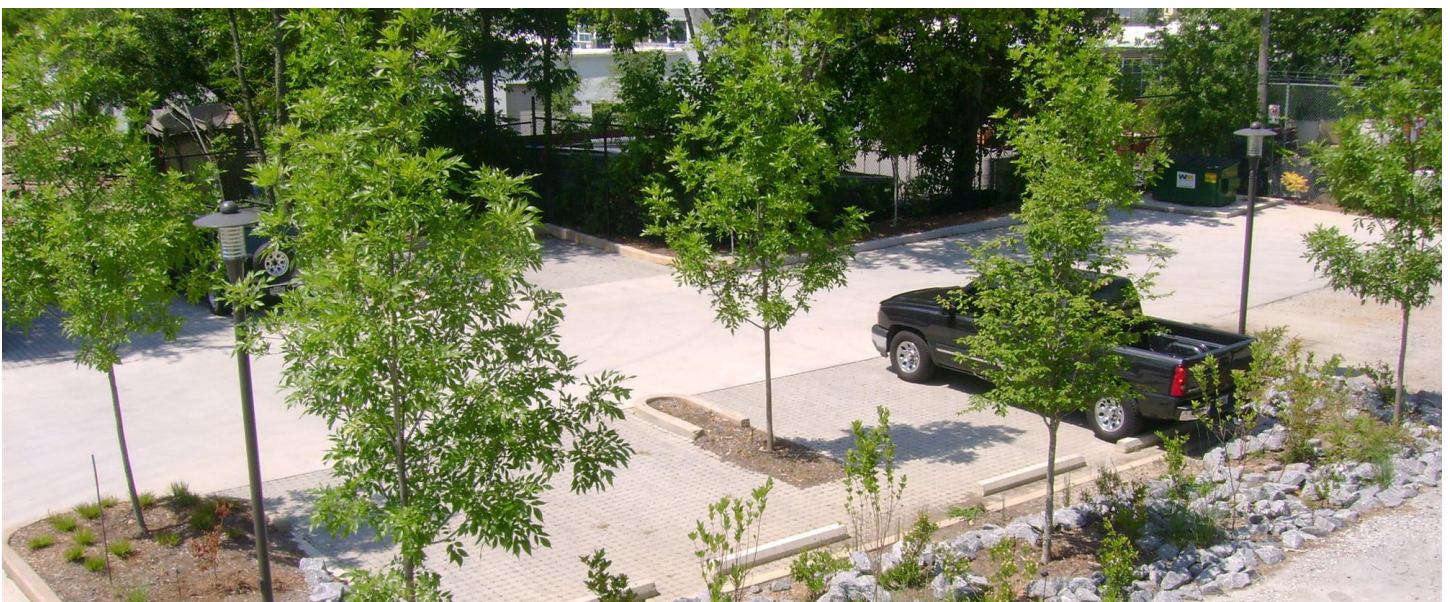
The vision includes approximately 80 spaces of surface parking and 45 on-street parking spaces along Dayton Boulevard and W. Leawood Avenue for a total of 125 total parking spaces.. There were some concerns raised by the community about dedicating a portion of the site to parking and whether it was necessary. By assigning usage estimates of the various open space elements, it was determined that the park would likely require a base of 30-50 parking spaces, depending on time of day and season. During peak demand for special events or festivals, the site may require parking for up to 300 vehicles. Additionally, ADA accessible parking spaces are needed.

It is recommended to explore partnerships with surrounding property owners to determine potential for shared parking opportunities. This design assumes that these shared parking scenarios are a real possibility and therefore does not accommodate parking for the peak event demands. Residents expressed a need for better connectivity from neighborhoods to destinations, therefore, a key consideration for providing sufficient on-site parking in combination with shared parking is to reduce and ideally eliminate overflow parking on the surrounding neighborhood streets. Parking on

neighborhood streets will foster unsafe walking and biking conditions, especially on streets that lack sidewalks. Finally, it is recommended to utilize green infrastructure techniques in the parking areas, such as permeable pavers, bioretention areas, and trees to reduce the urban heat island effect.

PRIVATE VS. PUBLIC OWNERSHIP

The next key question for the City will be to determine how much of the vision is financially feasible to achieve with City ownership and whether private ownership or investment could play a role in maximizing the potential to realize the vision for public space. Carefully considered private development, when aligned with the overall vision for the site, can offer significant opportunities for public-private partnerships, which can be instrumental in funding and facilitating the realization of the open space goals. These collaborations may provide the necessary resources to offset the substantial costs associated with developing the space, ensuring that the vision remains achievable. As detailed in the following chapter, the proposed open space is estimated to require approximately \$9 million in funding for implementation, underscoring the importance of a strategic approach to financing that may incorporate both public and private contributions.



Example of parking lot green infrastructure.

VISION

If financially feasible, there is an excellent opportunity to leverage the site for restaurant and small business incubation. This could start as by providing a physical space for food truck pop-ups that are programmed by an operator then eventually moving the business owner into a short-term restaurant incubator space, owned by the City and operated by a partner. After building their business for a determined time, the incubator helps support the business moving to a Dayton Boulevard storefront as a viable business, opening up the incubator space for another start-up business.

In this scenario, the City maintains ownership of the incubator site but finds a long-term partner to operate. Note, these often require additional funding sources. The intent of the strategy is to help create more small businesses in Red Bank, promote entrepreneurship, position the City as an economic development leader, and provide more activities and amenities for Red Bank residents, something the residents have been vocal about in the planning process. Because incubators can be challenging and expensive models, it is recommended to consider messaging the incubator as a set duration (i.e., 5 or 10 years) so that there is a clear pathway and transition out without it being perceived as a "failure."

RESTAURANT AND SMALL BUSINESS INCUBATOR SCENARIO



PROGRAMMING

The images shown represent examples of what the look and feel of proposed program elements could be in the public space at the former Red Bank Middle School site. The exact design of each element will be decided in a future design phase.



A OPEN LAWN



B COVERED STAGE



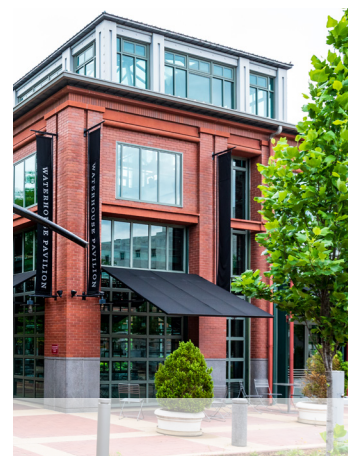
C MARKET/FOOD TRUCK PLAZA WITH SEATING



D RESTROOM



E LARGE PAVILION



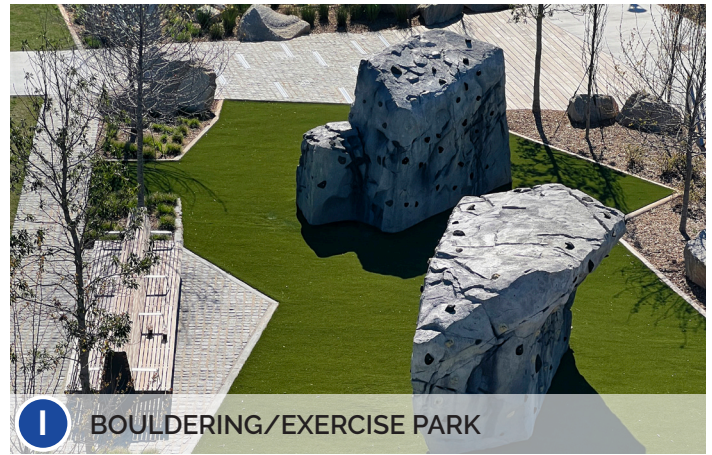
F SMALL PAVILION



G WATER FEATURE



H GARDEN AREA



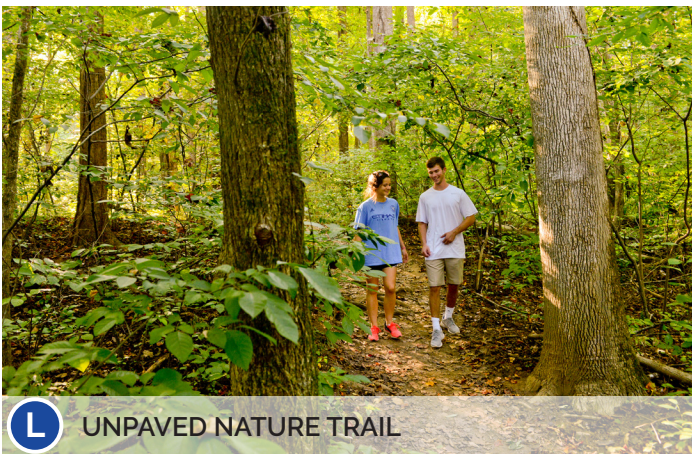
I BOULDERING/EXERCISE PARK



J PLAY AREA



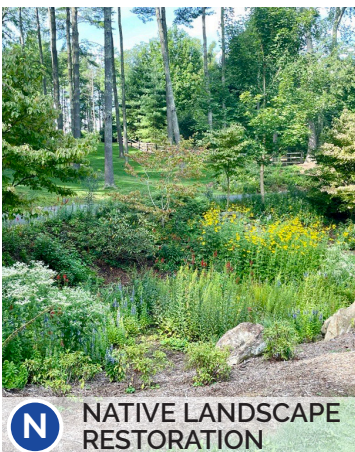
K PAVED TRAIL



L UNPAVED NATURE TRAIL



M PARKING



N NATIVE LANDSCAPE RESTORATION



O PUBLIC ART/
HISTORIC
INTERPRETIVE ART



P BENCH SEATING (ALONG TRAILS)



04

IMPLEMENTATION



Next Steps
Implementation Matrix
Cost Estimate

NEXT STEPS

The redevelopment of the former Red Bank Middle School site aims to create a vibrant, community-focused space blending greenspace with supportive future development uses. Critical next steps are detailed below with implementation steps fully detailed on page 31.

NEXT STEPS

Feasibility Study

This small area study has outlined a vision for the former Red Bank Middle School site based on community input. The next step is a feasibility study to evaluate the financial implications of both public and private funding options. This will help the City make informed, sustainable decisions regarding the potential involvement of private developers for the additional approximate four acres. The feasibility study is also crucial for establishing a budget for the design phase, which will guide the future master planning process and identify opportunities for grants and partnerships.

Master Plan

Following the feasibility study, the City should begin engaging community partners and stakeholders in the planning process. The next phase involves developing a master plan that builds on the insights of this small area study and feasibility analysis. The plan will focus on dedicating approximately eight acres to public open space with amenities, and four acres to future development, with a preference for civic, educational, and retail/commercial uses. Secondary uses—such as a library, community center, or small-scale restaurants and retail—should

complement the open space, encouraging year-round activity and fostering a vibrant community atmosphere.

Connectivity will be a key focus, with trails and sidewalks linking the site to nearby neighborhoods and Dayton Boulevard. Infrastructure improvements such as parking, restrooms, and ADA-compliant pathways will enhance accessibility and usability, while streetscape upgrades and pedestrian connections will integrate the site into the surrounding area, aligning with the broader Boulevard Greenway initiative. The community's vision will continue to shape the next phase of design and programming, and ongoing engagement throughout the design process will ensure that the final plans reflect public preferences while addressing practical implementation needs.

Design Process

Once the master plan is complete and funding sources and construction budget are identified, a detailed design process can begin. These critical steps must be completed before construction can proceed. A phased development approach will allow for manageable and visible progress. Initial efforts should prioritize completing the priority public space elements, demonstrating commitment to the project and attracting public support. Subsequent phases can introduce civic or educational features as demand and funding evolve. Sustainability should be a core principle throughout, with green infrastructure and natural stormwater systems preserving the site's natural character while addressing flood risks. A comprehensive maintenance plan will ensure that the site remains safe, attractive, and functional over the long term.



Community members designing their vision for the future site.

NEXT STEPS

INVOLVED STAKEHOLDERS

City of Red Bank: Community Development to oversee planning, public engagement, and coordination of public-private partnerships while partnering with City Commission to issue RFQs and public works to support infrastructure needs on-site.

Developers: Partner on small-scale commercial or civic projects that align with the site's vision.

Citizen Advisory Boards: Consult with boards such as the City's Parks and Recreation Advisory Board, Festival Advisory Board, Public Art Advisory Board, etc. to advise on park layout and elements to address key needs and interests.

Community Groups: Collaborate to design inclusive amenities and programming for the site.

Environmental Organizations: Support sustainable infrastructure and natural resource management.

POSSIBLE FUNDING SOURCES

Public Funding

- ◆ Grants from federal and state programs (e.g., Local Parks and Recreation Fund (LPRF), Land and Water Conservation Fund (LWCF), Recreational Trails Program (RTP), Healthy Built Environments (HBE) Grants, etc.
- ◆ Local funding through municipal bonds, TIFs, or dedicated tax allocations.

Private Contributions

- ◆ Corporate sponsorships or philanthropic donations for specific site elements, such as playgrounds or pavilions.
- ◆ Developer contributions tied to surrounding development.

Partnership Opportunities

- ◆ Collaborate with local businesses or non-profits to fund and program site amenities.
- ◆ Explore funding partnerships with regional environmental or civic organizations.

WHO IS INVOLVED IN IMPLEMENTATION?



Citizens

Participate in the public process to share their ideas

City Staff

Implement public policy to ensure things are on track



Elected Officials

Create legislature and carry out plans

Community Partners

Work with the City to achieve shared goals



Interest Groups

Work to advance community goals and influence public policy

Private Sector

Fund and carry out projects outside the City's jurisdiction



IMPLEMENTATION MATRIX

SMALL AREA STUDY: FORMER RED BANK MIDDLE SCHOOL SITE						
PROJECT NAME/ INITIATIVE	EXPECTED IMPLEMENTATION YEARS					RESPONSIBLE DEPARTMENT
	FY26	FY27	FY28	FY29	FY30+	
Conduct a feasibility assessment for public and private ownership scenarios on the Former Red Bank Middle School site	X					Community Development
Explore community partnerships for potential civic spaces on the former Red Bank Middle School site	ongoing > > > >					Community Development
Hire a consultant to design a master plan of the former Red Bank Middle School site that includes an implementation strategy reflecting results of the feasibility study		X				Community Development
Apply for grants and seek partnerships for additional funding for the former Red Bank Middle School site		X	X			Community Development, City Commission
Hire a consultant to develop a detailed design through construction documents for the former Red Bank Middle School site			X	X		Community Development, City Commission
Start construction on the public space elements of the former Red Bank Middle School site				ongoing > >		Community Development

COST ESTIMATE RANGES	
\$	DESCRIPTION
Staff time	General Budget
\$	\$10,000 to \$249,000
\$	\$250,000 to \$499,999
\$	\$500,000 to \$999,999

COST ESTIMATE RANGES	
\$	DESCRIPTION
\$\$\$\$	\$1,000,000 to \$1,999,999
\$\$\$\$\$	\$2,000,000 to \$3,999,999
\$\$\$\$\$\$	\$4,000,000 +

IMPLEMENTATION MATRIX

SMALL AREA STUDY: FORMER RED BANK MIDDLE SCHOOL SITE		
COST ESTIMATE	FUNDING SOURCE(S)	NOTES
\$	General Fund	
Staff Time	General Fund	
\$	Capital Improvement s Budget	
Staff Time	General Fund	
\$\$	Capital Improvements Budget, Grants, Private Partnerships	
\$\$\$\$\$\$	Capital Improvements Budget, Grants, Private Partnerships	

FISCAL YEARS	
NAME	TIME FRAME
FY26	July 1, 2025 - June 30, 2026
FY27	July 1, 2026 - June 30, 2027
FY28	July 1, 2027 - June 30, 2028
FY29	July 1, 2028 - June 30, 2029
FY30+	July 1, 2029 - June 30, 2030 and on

COST ESTIMATE

Plan Element Description	Estimated Cost*
Sitework Cost Estimate	\$158,000
Clearing, Grubbing, and Demolition	\$75,000
Grading	\$200,000
Erosion Control	\$50,000
Site Elements Cost Estimate	\$6,608,125
Stormwater & Utilities	\$500,000
(1) Covered Stage	\$320,000
Market/Food Truck Plaza with Seating	\$450,000
(1) Restroom	\$700,000
(3) Large Pavilions with Seating	\$240,000
(3) Small Pavilions with Seating	\$75,000
(1) Water Feature	\$800,000
Garden Area	\$40,000
Bouldering/Exercise Area	\$525,000
Play Area	\$450,000
Concrete Paving	\$482,000
Enhanced Paving	\$335,000
Stairs	\$7,000
Unpaved Nature Trail	\$3,300
Parking Lot	\$198,400
Street Parking	\$108,000
Public Art/Historic Interpretive Art	\$30,000
Bench Seating (Along Trails)	\$19,500
Lighting	\$455,000
Native Landscape Restoration	\$359,400
Turf Area	\$330,525
Shrub & Groundcover Area	\$180,000
Subtotal	\$6,766,125
General Conditions (8%)	\$541,290
Fee (8%)	\$541,290
Bonds, Insurance, and Fees (3%)	\$202,984
Contingency (10%)	\$676,613
Escalation (6% per year)	\$270,645
FINAL TOTAL	\$8,988,946

COST ESTIMATE

**These cost estimates are intended only for use as a preliminary evaluation of the relative magnitude of the general costs associated with the project. The material quantities shown herein are subject to change. Unit prices are compiled from job costs of similar projects when such information is available. In the absence of this source of information, other published references may be used to determine approximate unit prices. Variation in items such as raw material costs, labor efficiency, wage rates, and union practices will affect final project costs. The numbers are based on 2024 cost and materials.*

