

BRADLEY BEACH STRATEGIC PLAN

2019- 2023 (130th Anniversary)

May 28, 2019 Council Meeting

MISSION

Bradley Beach is a unique oceanfront and family community, home to residents and welcoming to visitors and businesses. As a small but diverse town, our Bradley Beach municipality seeks to offer the best quality of life, civic engagement, services for tax dollars and financial stability in a caring, inclusive and transparent environment.

VISION

Bradley Beach will strive to be a vibrant, desirable, affordable and inclusive community for residents and visitors to our oceanfront town, recognized for its family character, efficient municipal services and strong financial health. Forward thinking and strategic governing will successfully manage the development of residential growth, the beach front, and Main Street with balanced land use, positive tourism, environmental and coastal stewardship, embracing diversity and unity of year round residents, summer residents/visitors and businesses.

VALUES/OPERATING PRINCIPLES

- Honesty
- Transparency
- Financial Stewardship
- Inclusive Public/Civic Engagement
- Forward Thinking Leadership
- Welcoming and Excellent Town Services

INTERNAL ASSESSMENT

Financials

*Positive Budget/Audit Results *Good Fund Balance, Good Cash Position, Debt Low (10% of State Limit)

*Small Administrative/Planning Staff

*Opportunities for Shared Services/ Technology Savings/ New Funding

Taxes

*Flat Tax Rate compared to 2014 *Decrease in 2018 and 2019 Municipal Tax Component

*Increased Real Estate Values Since 2014

Beach

*First Class Beach

* Daily Beach Badges Declines in 2017 and 2018, Seasonal Beach Badge Increases, Overall Beach Revenue Down

Public Safety

- *Low Crime Rate/Annual Crime Declines
- *Fire and First Aid Calls Flat

Communications

- *Opportunity for Identity and Cohesive Marketing as well as Town Communications

Civic Engagement

- * Active Public Participation *New Volunteer Potential

Infrastructure

- * Continued Needs for Aging Infrastructure/ Capital Plan

EXTERNAL ASSESSMENT

Unique Town Positioning

- *Central Location, Walkability, Public Transportation
- * Viable Main Street
- * Beautiful Ocean/Lake Front

Population

- *4,300- 10% decline in 2010 Census; Growth to 4,780 projected for 2040
- * Estimated Summer Growth to 30,000 with Renters and Beach Visitors; Parking Challenges

Households

- *2,152 (3,172 Units) in 2010 Census; Growth to 2,310 projected for 2040

Municipal Services

- * 2019 Town Survey
Rated Well- Beach/Oceanfront, Public Safety, Sanitation, Emergency/Storm Service
Opportunities for Improvement- Main Street, Code Violations, Town Communications, Street Maintenance

Environment/Coastal Planning

- *Continued Area of Concern (Climate Change/Sea Levels)

Neighboring Towns

- *Growth in Households (Belmar, Neptune, Asbury Park) *Opportunities for Collaboration

State and County

- *Continued Tax Challenges *Current/ New Regulations *Increasing Real Estate Values

KEY ISSUES (Developed by Borough Council/Rank Order based on Public Survey 3/19)

Top Issues (25 % or More Cited by Survey Participants)

- Controlling Taxes
- Main Street - Business Attraction, Right Size Development
- Beach and Oceanfront Development
- Parking - Main Street, Residential , Beach
- Aging Infrastructure

Moderately High Issues (15 %- 25 %)

- Planning for Climate Change
- Code Enforcement
- Real Estate Value/Investment
- Public Safety

Other Issues (10 % or Less)

- Attracting Young People/Families
- Streamlined Operations
- Housing Development
- Education Options
- Identity/Marketing
- Governance Systems

2019- 2023 GOALS/STRATEGIES

1. Bradley Beach Character Preservation

- Implement Master Plan recommendations on residential planning and zoning, including graduated housing, plus overall density and land use standards.
- Pursue housing options to attract young families and seniors, with a focus on underutilized land and West of Main Street.

2. Main Street Excellence

- Conduct Streetscape survey, and set standards for Main Street appearance.
- Pursue State designation of Main Street as an Area of Rehabilitation, to support street and storefront improvements.
- Implement a market study of residents, visitors and developers to identify viable Main Street business opportunities.
- Conduct a parking study and identify options/improvements.

3. Beachfront and Oceanfront Development

- Develop a beachfront design (ideal model) for activities/attractions/amenities from North to South, which balances resident interests and our competitive position to attract beach visitors.
- Implement a tourism plan, with a focus on families, which supports annual daily beach badge sales of 125,000 and 10,000 seasonal badges.
- Pursue oceanfront /Ocean Avenue full restaurant.

4. Infrastructure Enhancements

- Implement 10 Year Capital Plan (estimated at \$25-30M) to address sewers, streets, and municipal technology/facilities.
- Implement an Environmental/Coastal Protection Plan to protect beach, enhance lakes, and create a walkable town with trees and open space.

5. Powerful Communications

- Create a single Bradley Beach identity, including brand, slogans and logos.
- Implement a Town Communications plan, which promotes involvement, inclusion and unity and engages resident inputs in Strategic Plan implementation.
- Design a Town Promotion and Marketing Plan.
- Form an alliance with neighboring towns, with a focus on businesses.

6. Controlling Taxes

- Continue actions to maintain current tax rate.
- Seek additional shared services and neighboring town consolidation opportunities.
- Research and benchmark best practices in municipal property and sewer tax systems.

7. Civic Engagement

- Create a volunteer plan for roles and recruiting, including Fire Department, First Aid and Boards/Commissions.
- Establish an on line community system to share /expand public information and voice on key issues/ governing.

8. High Impact Governance

- Document and communicate planning, decision making and budget systems, including Council functions.
- Document roles/bylaws for all current and new Boards/Commissions/Committees.
- Ensure Staff job descriptions, objectives and performance reviews/recognition.

9. High Quality Municipal Services

- Consistently track and publish measures of success in public safety, emergency/preparedness management, sanitation and street maintenance and beachfront to maintain current high performance.
- Publicize code (ordinance) enforcement system and results to enhance resident /business agreement and trust.
- Create/document and promote an environmental stewardship plan.

10. Financial Health

- Seek new revenue sources - government, private, fees, non profit entities.
- Continue to achieve balanced municipal, beach and sewer budgets through revenue generation, zero based analysis and streamlined operations.
- Maintain current and strong Fund Balance position of 15% of total revenue, while investing in Strategic Plan.
- Fund Infrastructure/ 10 Year Capital Plan through prudent increase of debt /bonding.

Note: 10 Goals; 30 Strategies

FUNDING PLAN

2019-2020

Allocate Fund Balance to support Strategic Development Studies- Main Street, Parking, Beachfront/Oceanfront, Bradley Beach Identity/Marketing, Funding/Grant Research

2020-2023

Develop Funding Plan to increase annual capital spending to \$2M-\$3M per year, double/triple current level in support of 10 Year Capital Plan Strategic Developments with Return on Investments (above).

Develop Revenue/Expense Plans to support additional bonds/debt and resultant debt service.

MEASURES OF SUCCESS

1. High Quality Municipal Services

- Public Safety
- Code Enforcement
- Sanitation and Streets
- Resident and Business Satisfaction

2. Main Street Excellence

- Occupancy/Diversity
- Appearance Standards

3. Beachfront and Oceanfront Development

- Beach Badge Sales

4. Infrastructure Enhancements

- 10 Year Capital Plan
- Coastal Protection Plans

5. Controlling Taxes

- Tax Rate (Municipal and Total)
- Property Assessments

6. Civic Engagement

- Volunteer Numbers

7. High Impact Governance

- Town Communications

8. Financial Health

- Budget/Actuals
- Fund Balance Management
- New Revenue Source

2019-2020

- Form Public (Resident/Business) Task Forces June 2019 to December 2019 led by Mayor, to study/recommend plans to support these five Strategic Plan Goals:

Main Street Excellence

Beachfront and Oceanfront Development

Powerful Communications

Controlling Taxes

Civic Engagement

- Confirm Action Plans, Funding, Timetable for these five goals in 2020.
- Form Administrative Action Teams comprised of Bradley Beach Staff Leadership, Council Members and Boards/Commission Chairs (as appropriate) to implement Action Plans for these five Strategic Plan Goals:

Bradley Beach Character Preservation

Infrastructure Enhancements

High Impact Governance

High Quality Municipal Services

Financial Health

2021-2023

- Design and implement projects and funding for:

Main Street Excellence

Beachfront and Oceanfront Development

Infrastructure Enhancements

- Continue implementation and tracking results for all other goals:

Bradley Beach Character Preservation

Powerful Communications

Controlling Taxes

Civic Engagement

High Impact Governance

High Quality Municipal Services

Financial Health

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