

COVER PAGE

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1. Introduction

Community revitalization, including the ongoing maintenance of a successfully implemented revitalization effort, is difficult work. Unlike project-focused economic development, which is often driven by highly quantifiable financial documents, community development / revitalization is a much broader and much more complex task. The primary focus of community revitalization is to address **all of the issues** which contribute to creating or maintaining the best possible environment for investment in a business district or neighborhood, while simultaneously working to improve the quality of life for residents, customers and other stakeholders. The community revitalization effort requires that issues in the area of physical improvements, community marketing and business development be addressed. In some communities, the “safe, clean and green” issues assume added importance. In many communities, where no municipal-based community development department exists, these functions often fall upon one or more non-profit organizations who then serve as the de facto community development arm for the municipality. In larger communities, where such municipal departments do exist, the issue of implementation are often compounded due to the often-time large number of organizations desiring to have a hand in the revitalization effort. Throw in the problems of diminishing human and financial resources for such efforts, and the effort only becomes more intricate.

In such an environment, the ability of the community, writ large, to all be “rowing the boat in the same direction” becomes paramount. Communities that are able to put in place a system where all of the development players are following a shared playbook have the greatest chance of success in their revitalization effort. This shared effort is increasing being referred to in the philanthropic community as “**Collective Impact.**” Communities that fail to reach this critical level of cooperation often find themselves wasting valuable resources, including time.

The most important thing that the community can do to insure that this critical coordination of resources is used effectively is to undertake a widely accessible community visioning process. By widely accessible, the visioning process should be open to all stakeholders who have an interest in the revitalization effort. The visioning effort, when implemented effectively, serves three primary functions.

1. **Process:** First and foremost, a well thought out visioning effort provides a platform with which to maximize stakeholder input and avoid a top-down effort with little stakeholder buy-in.
2. **Filter:** Because the visioning process can be rather lengthy, taking four to six months, it provides a good indicator of the willingness of the community to undertake the larger revitalization implementation effort. As such the effort serves as a vehicle for “filtering out” those communities not dedicated to the revitalization journey.
3. **Product:** Finally, and most importantly, the visioning effort should result in a market-driven and asset-based vision statement unique to that community. Market-Driven meaning it takes into account the current socio-economic and lifestyle characteristics of the trade area. By Asset-Based, the vision statement takes into account those current and potential economic “generators” that produce wealth and revenue for the community. This statement then serves as the foundation for a multi-year implementation strategy.

For more detailed information on the visioning process, go to [\(URL\)](#)

2. Executive Summary

This document details a community visioning process that was undertaken by the Red Bank Rivercenter (RBRC) during the Summer and Fall of 2018. The RBRC contracted with the Pennsylvania Downtown Center (PDC) to provide this service. The PDC provided technical assistance in facilitating a series of five public meetings, open to the public, for the purpose of garnering public input and obtaining public perceptions about Red Bank generally and the Red Bank Central Business District (CBD).

- A. **Public Meetings:** Five public “workshop” meetings were held in June, July, August, September and November. In addition, there were five meetings with a Steering Committee put together by RBRC to oversee the visioning process. Each meeting, which averaged about 40 to 50 participants, took the attendees through an evolutionary process of increasing more focused tasks designed to reach consensus on a series of issues. Input was garnered on current perceptions and problems, current economic generators, community values and desired future directions. Input was also obtained from a series of focus groups meetings with downtown stakeholders.
- B. **Public Perceptions:** In addition to attendee and focus group input, the larger Red Bank community was given the chance to participate through an on-line perception survey based on Project for Public Spaces “What Makes a Place Great” matrix. A total of 581 individuals responded to the survey. Public perceptions also included focus group sessions with various segments of the downtown Red Bank stakeholders.
- C. **Secondary Source Data:** PDC also used secondary source data the U.S. Census Bureau and the American Community Survey to generate the most current socio-economic data. In addition, PDC used Environics (formerly Claritas) to generate lifestyle preference information.
- D. **Vision Statement:** Following the analysis of this information, a “responsive” vision statement was crafted. Responsive indicates that the vision statement expands and contracts according to the level of detail required for the intended use and audience. The most detailed version is for use by the RBRC Board of Directors. There is also the “business card” version. The “elevator version” of the speech is provided below:

Located along the scenic Navesink River, Red Bank’s central business district is New Jersey’s premier year-round destination and a stylish business address. Convenient to New York City, Philadelphia and the Jersey Shore, this multi-faceted downtown serves a discriminating and diverse customer base of residents, employers, workers and visitors who make the most of Red Bank’s following assets:

- *A Re-imagined and reinvigorated year-round riverfront*
- *Regional center for both customers and makers of the arts and creativity*
- *A delectable location for wide array of unique dining and shopping experiences*
- *A New Jersey Transit Village with easy access to large portions of metropolitan New York City*
- *A center for health and wellness*
- *A hub of financial services*

The Red Bank Rivercenter, in partnership, with the Borough of Red Bank, the Red Bank Visitor’s Center and other allied organizations, will work together to make this vision a reality.

3. Red Bank Today

The following sections provide information on both the socio-economic market realities of both Red Bank and the greater Red Bank region as of the Summer of 2018. This section also details the local and regional perceptions of the Red Bank Central Business District (CBD) in the same time frame.

a. The Red Bank Region

The Borough of Red Bank is a New Jersey municipality located in Monmouth County at the mouth of the Navesink River.

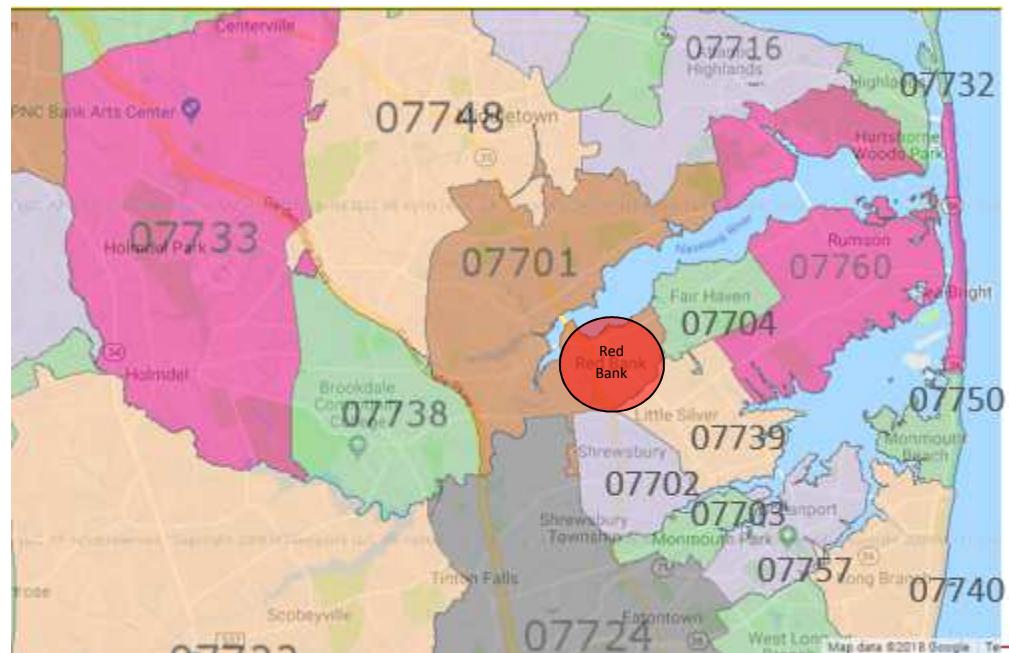


The boundaries of the Borough of Red Bank are detailed in below



The zip codes that comprise the immediate red Bank region are detailed on Map

Red Bank Rivercenter - 2019 Vision Statement & Action Strategy



b. Red Bank Socio-Economic Character

i. 2018 Red Bank Socio-Economic Summary

i. POPULATION:

- a. The population in this area is estimated to change from **24,374** to **23,796**, resulting in a growth of **-2.4%** between 2010 and the current year. Over the next five years, the population is projected to grow by **-0.7%**.
- b. The population in the United States is estimated to change from **308,745,538** to **326,533,070**, resulting in a growth of **5.8%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.5%**.
- c. Other Population Information:

Population Characteristics	Red Bank	United States
Median Age (estimated today)	42.4	38.4
Median Age (5 year estimate)	43.6	39.3
Average Age (estimated today)	43.6	39.3
White Alone	77.2 %	70.0 %
Black or African American Alone	5.9 %	12.8 %
Am. Indian / Alaskan Native	0.6 %	1.0 %
Asian	1.8 %	5.7 %
Native Hawaiian/ Pacific Isl.	0.1 %	6.8 %
Other Race	12.2 %	3.4 %
Hispanic or Latino	23.4 %	18.2 %

ii. HOUSEHOLD:

Household Trends	Red Bank	United States
2010 # of Households	9,729	116,716,292
Estimated Current Number	9,621	123,942,960
Change in % of Households	-0.2 %	+ 3.7%

iii. EDUCATION:

Population Aged 25+ With a...	Red Bank	United States
Bachelor's Degree	26.7 %	18.9 %
Professional School Degree	3.3 %	2.0 %
Master's Degree	13.9 %	8.2 %
Doctorate	1.6 %	1.4 %

iv. INCOME

Household Income	Red Bank	United States
2018 Average HHI (estimated)	\$ 124,469	\$ 86,278
Future 5 Year Change	\$ 133,487	\$ 95,107
Projected 5 Year Change	+ 7.25 %	+ 10.23 %

V. HOUSING

Housing Characteristic	Red Bank	United States
% Owner-Occupied	67.6 %	65.0 %
1 Unit Detached	52.9 %	61.4 %
Most Housing Built	Before 1939 (23%)	1970-1979 (14.8%)

Benchmark: USA

Copyright © 2018 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2018

ii. 2012 Red Bank Borough Economic Census

According to data provided by the U.S. Census Bureau, in 2012, the last year for which U.S. Economic Census data is available, the following statistics may be determined for the entirety of the Borough of Red Bank:

• Greatest number of establishments	Professional...	171
• Highest \$ Value of Revenue	Retail Trade	\$283,746,000
• Highest \$ Payroll	Fin. & Ins.	\$183,731,000
• Greatest number of employees	Retail Trade	6,344

Borough of Red Bank 2012 Economic Census Data						
NAICS	Economic Sector	# of Estab.	Value	Payroll	# Emp.	
			\$1,000s			
31-33	Manufacturing	16	D	\$ 11,490	232	
42	Wholesale Trade	11	\$ 57,947	\$ 4,435	60	
44-45	Retail Trade	105	\$ 283,746	\$ 27,434	6,344	
48-49	Transportation & Warehousing	9	\$ 22,870	\$ 3,187	51	
51	Information	22	N	\$ 13,728	203	
52	Finance & Insurance	105	N	\$ 183,731	1,053	
53	Real Estate & Rental Leasing	37	\$ 73,189	\$ 9,001	127	
54	Professional, Scientific, Technical	171	\$ 245,580	\$ 95,159	1,282	
56	Admin.& Waste Management	57	\$ 47,164	\$ 22,359	909	
61	Educational Services	14	\$ 12,726	\$ 6,566	146	
62	Health Care & Social Assistance	129	D	D	9	
71	Arts-Entertainment-Recreation	18	\$ 34,285	\$ 6,193	298	
72	Accommodation & Food Service	77	\$ 77,272	\$ 23,828	1,293	
81	Other Services	76	\$ 35,412	\$ 11,525	434	
2012 Red Bank Borough Total			847	\$ 890,191	\$ 418,636	12,441

- iii. A more recent and slightly different analysis of the economy of Red Bank was generated in the summer of 2018. It is important to note that this date is not solely derived from an economic census but builds upon the 2012 census and adds in data garnered from various sources including the estimates of the American Community Survey. The 2017 U.S. Economic Census which was conducted in April of 2018 for data through December of 2018, will begin posting results in September of 2019 and will continue presenting new economic data through 2021.

This chart, which is detailed on the following page reveals the following:

2018 Environics Economic Characteristics of Red Bank New Jersey				
Industry Segment	# Est.	# of Emp.	\$ Value of Sale	
11: Agriculture, Forestry, Fishing and Hunting	1	3	\$ 324	
21: Mining, Quarrying, and Oil and Gas Extraction	1	25	\$ 22,838	
22: Utilities	1	5	\$ 1,200	
23: Construction	111	632	\$ 415,661	
31: Manufacturing	11	48	\$ 15,078	
32: Manufacturing	10	86	\$ 25,222	
33: Manufacturing	12	197	\$ 26,633	
42: Wholesale Trade	34	252	\$ 1,935,215	
44: Retail Trade	126	893	\$ 263,357	
441: Motor Vehicle and Parts Dealers	9	79	\$ 42,474	
442: Furniture and Home Furnishings Stores	10	78	\$ 17,426	
443: Electronics and Appliance Stores	14	95	\$ 25,332	
444: Building Material and Garden Equipment and Supplies Dealers	11	46	\$ 18,196	
445: Food and Beverage Stores	24	305	\$ 68,862	
446: Health and Personal Care Stores	16	84	\$ 14,381	
447: Gasoline Stations	8	36	\$ 39,778	
448: Clothing and Clothing Accessories Stores	34	170	\$ 36,908	
45: Retail Trade	75	315	\$ 101,412	
451: Sporting Goods, Hobby, Musical Instrument, and Book Stores	15	51	\$ 7,617	
452: General Merchandise Stores	4	9	\$ 1,670	
453: Miscellaneous Store Retailers	50	179	\$ 30,291	
454: Nonstore Retailers	6	76	\$ 61,834	
48: Transportation and Warehousing	32	371	\$ 45,749	
49: Transportation and Warehousing	1	1	\$ 134	
51: Information	32	227	\$ 61,240	
52: Finance and Insurance	196	1,312	\$ 380,182	
53: Real Estate and Rental and Leasing	102	542	\$ 78,222	
54: Professional, Scientific, and Technical Services	297	1,395	\$ 176,691	
55: Management of Companies and Enterprises	3	16	\$ 10,821	
56: Administrative and Support and Waste Mgt.and Rem.Services	88	515	\$ 66,379	
61: Educational Services	25	612	\$ 951	
62: Health Care and Social Assistance	465	4,099	\$ 352,362	
71: Arts, Entertainment, and Recreation	32	556	\$ 34,932	
711: Performing Arts, Spectator Sports, and Related Industries	14	70	\$ 6,055	
712: Museums, Historical Sites, and Similar Institutions	4	16		
713: Amusement, Gambling, and Recreation Industries	14	470	\$ 28,877	
72: Accommodation and Food Services	101	1,049	\$ 74,264	
721: Accommodation	7	300	\$ 30,457	
722: Food Services and Drinking Places	94	749	\$ 43,807	
81: Other Services (except Public Administration)	179	1,051	\$ 50,446	
92: Public Administration	39	421		
99: Unassigned	95	20		
Grand Total	2,069	14,643	\$ 4,139,313	

c. Red Bank Psychographic (Lifestyle) Character

In addition to more traditional socio-economic data presented on the preceding pages, “data-mining” now also allows to examine the lifestyle, or psychographic, preferences of the customer base for a given market area. Most data companies divide the entire population of the United States into a host of market segments, defined by various socio-economic characteristics, and then collect information on dining, shopping, recreational, attitudinal and a host of other individual traits, generally common to that segment. The collection of this data assists revitalization with crafting a better understanding of the customer base they are serving and helps provide a more effective use of financial resources.

In conducting the research for this portion of the report, Environics’ (formerly Claritas) PRIZM segmentation system was utilized. That system identifies sixty-seven household-based segments which are then aggregated into four broad grouping based on residential

preferences (Urban, Suburban, Second City and Town and Country). Within this residential preference context, the 67 lifestyle segments are then further broken down into "social" groupings" based on factors such as income, education etc. the final result is the chart presented on the following page.



Further analysis of the segmentation within the Borough of Red Bank Yields the following results for the five most prominent lifestyle segments within the Borough of Red Bank.



These five segments alone constitute just over 50% of the households in the Borough of Red Bank. By way of comparison, these five segments are found in just under 9% of the households nationally.

Additional consideration of the Red Bank zip code reveals the following:

URBAN	SUBURBAN	SECOND CITY	TOWN & COUNTRY
U1: URBAN UPTOWN	S1: ELITE SUBURBS	C1: SECOND CITY SOCIETY	T1: LANDED GENTRY
Y-1 04: Young Digerati	M-1 01: Upper Crust	F-3 33 Second City Start-Ups	F-1 05: Country Squires
Y-1 26: The Cosmopolitans	M-1 03: Movers & Shakers	F-3 39: Bright Lights, Li'l City	F-1 11 Fast-Track Families
M-1 07: Money & Brains	F-1 02: Networked Neighbors	F-4 61: Second City Generatio	F-1 15: New Homesteaders
M-2 29: American Dreams		M-2 22: Middleburg Manager	M-1 09: Big Fish, Small Pond
U2: MID-TOWN MIX	S2: THE AFFLUENTIALS	C2: CITY CENTERS	T2: COUNTRY COMFORT
Y-1 31: Connected Bohemian	Y-1 13:Upward Bound	Y-2 47: Striving Selfies	F-2 23 Township Travelers
Y-1 35: Urban Achievers	F-1 06: Winner's Circle	Y-2 48: Generation Web	F-2 27: Big Sky Families
Y-2 40: Aspiring A-Listers	F-1 10: Executive Suites	M-3 49: American Classics	F-2 29 White Picket Fences
M-2 17: Urban Elders	F-1 14: Kids & Cul-de-Sacs	M-3 53: Lo-Tech Singles	M-2 18: Mayberry-ville
	F-1 16: Beltway Boomers		M-2 24 Pickup Patriarchs
	M-1 08 Gray Power		M-2 28 Country Casuals
	M-1 12 Cruisin' to Retirement		T3: MIDDLE AMERICA
U3: URBAN CORES	S3: MIDDLEBURBS	C3: MICRO-CITY MIX	F-3 39: Kid Country, USA
Y-3 63: Low-Rise Living	Y-1 25 Up & Comers	Y-3 59: New Melting Pot	F-3 44: Country Strong
F-4 42: Multi-Culti Mosaic	F-2 26: Home Sweet Home	Y-3 64: Family Thrifts	F-3 51: Campers & Camo
F-4 45: Urban Modern Mix	F-2 30 Pools & Patios	Y-3 66: New Beginnings	M-3 32 Traditional Times
F-4 56: Mutli-Culti Families	M-2 20 Empty Nests	M-4 67: Park Bench Seniors	M-3 38: Hometown Retired
M-3 43: City Roots			M-3 46: Heartlanders
			M-3 52 Simple Pleasures

d. Participant's Perceptions & Input

The following section presents a series of questions, and answers to those questions, that were presented to those members of the general public who took advantage of the opportunity to participate in this portion of the Red Bank Central Business District visioning process. It is important to note that these responses reflect only the perceptions and opinions of those in attendance. While they may accurately reflect the perceptions of the larger Red Bank Borough and region, there is no statistical evidence that indicates that this is so.

i. *How would you describe Red Bank today?* Individuals participating in the first public visioning meeting were asked to select three words that they felt best described their perception of the Red Bank CBD in the Summer of 2018. The exercise generated ninety-seven (97) words generally indicating positive perceptions and eighty-four (84) words generally indicating negative perceptions.

Table 1

Word Groups with Positive Connotations	Word Groups with Negative Connotations
Group 1. Attractive	Group 1. Empty/Vacant
Group 2. Dining	Group 2. Parking
Group 3. The Arts	Group 3. High rents
Group 4. Cultural	Group 4. Directionless
Group 5. Walkable	
Group 6. Lively	

ii. *What are the biggest problems facing the Red Bank CBD today?* Those participating in the first public visioning meeting were asked to select three words that they felt best described their perception of the Red Bank CBD in the Summer of 2018. The respondents suggested a total of 263 different topics that should be addressed. When aggregated by the four “Main Street” functional categories plus a fifth grouping of Safe-Clean-Green issues, the following chart of problem areas emerges:

TABLE 2

Main Street Functional Category Problems	No.	Percentage
Business Development/Economic Vitality	88	33.5%
Design /Public Improvements	83	31.6%
Organizational Concerns	73	27.8%
Marketing Issues	11	4.18%
Safe-Clean-Green Issues	8	3.0%

In terms of specific individual problems, the attendees at the first public visioning session clearly indicated that the single biggest issue facing the Red Bank CBD is parking. While local government relationships placed second, there were clear indications that the parking issue impacted these responses as parking is largely a local government issue. the following as the biggest issues that need to be addressed:

TABLE 3

Specifically Identified Problems	No.	Percentage*
Parking Issues	43	16.3%
Local Government Relationships	18	6.8 %
High Rentals	13	4.9 %
Vacancies	10	3.8 %
Signage / Traffic (tied)	7	2.7 %

* Based on 263 “problem” responses

iii. What are the most important economic generators for the Red Bank CBD? The first meeting participants were asked to identify those current assets that have the ability to have the greatest impact on the future development of the red Bank CBD. The question elicited 239 ideas from the attendees. The top five assets receiving he most votes are as follows:

TABLE 4

Specifically Identified Economic Generators	No.	Percentage*
River / Waterfront	36	15.0 %
Restaurants & Dining Establishments	31	12.9 %
Theaters	24	10.0 %
Arts and Culture	17	7.1 %
Hospital-Health Care / Transit Station (tied)	12	5.0 %

* Based on 239 identified assets

iv. What terms do you think best reflect the values of the Red Bank community? The final question presented at the first public meeting asked attendees to take time to consider a host of words representing concepts that we would generally think of as personal values. The object of the exercise is to determine if there is a clear set of personal values that, when aggregated, might be able to begin to point out a set of shared community values. The participants provided individual 109 value concepts and 311 responses which they felt were important to them. The top individual value terms were as follows:

TABLE 6

Top Individual Value Concepts	No.	Percentage*
Creativity	12	
Accountability	11	
Community	10	
Collaboration / Family / Kindness / Sustainability	8	

* Based on 311 responses to 109 value concepts

The 311 responses were then allocated across the 109 identified concepts and those 109 were aggregated into similar value terms. For instance, abundance, growth, prosperity and wealth were merged into a single values group. The average number of people responding to each term in that group was then used to determine those concepts most valued by the respondents and those least valued.

TABLE 6

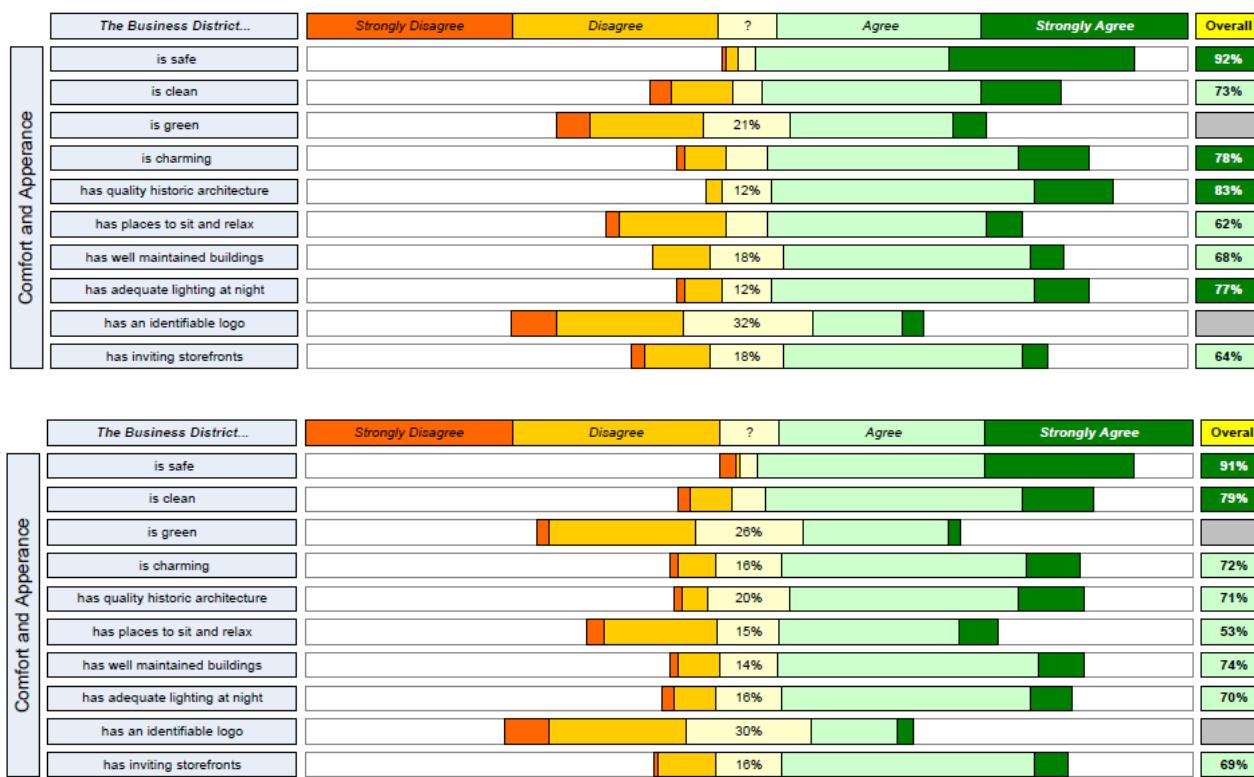
Top Community Values Grouping	Terms in Group	Avg. Response Per Term
Community	4	6.00
Relationships	3	5.00
Uniqueness	2	4.00
Creativity	7	3.86
Accountability	11	3.64
Lowest Rated Value Groupings		
Individuality	4	.80
Benevolence	10	.75
Balance	3	.67

The complete listing of all aggregated values is found in Appendix **XX**

- e. **Focus Groups Input:** The visioning process also included focus group sessions with various components of the downtown Red Bank stakeholders who already have a strong presence in the Red Bank CBD. The results of those focus groups interviews are as follows:
 - i. Restaurants & Eateries
 - ii. Property Owners
 - iii. Arts & Antiques
 - iv. Borough of Red Bank
 - v. Visitors Center
 - vi. Business Community
- f. **“Regional” Perception:** In addition to the input provided by those attending the visioning public workshop sessions, the process also seeks to obtain perceptual input from a broader audience. Utilizing Project For Public Spaces’ *What Makes A Place Great* format residents from a larger area are asked to respond to a series of standard statements and to respond to those statements using a five point strongly agree to strongly disagree format. The statements are broken into five areas for consideration by the respondent. These include 1) Comfort and Appearance, 2) Economic Characteristics, 3) Community

Attitude, 4) Activities, and 5) Access and Linkages. These perceptions are further analyzed by those living within the 07701 zip code, which is the “home” zip code for the Borough of Red Bank, and those living in outside of 07701 but generally within the larger Red Bank trade area. A total of 581 individuals responded to the “Image Development Report” with 267 responses coming from the 07701 zip code and 281 coming from individuals residing in other nearby zip codes. The data is presented below in each of the five groups of responses. The 07701 zip code information is the first chart in each section and the “other zip code” is detailed in the second chart.

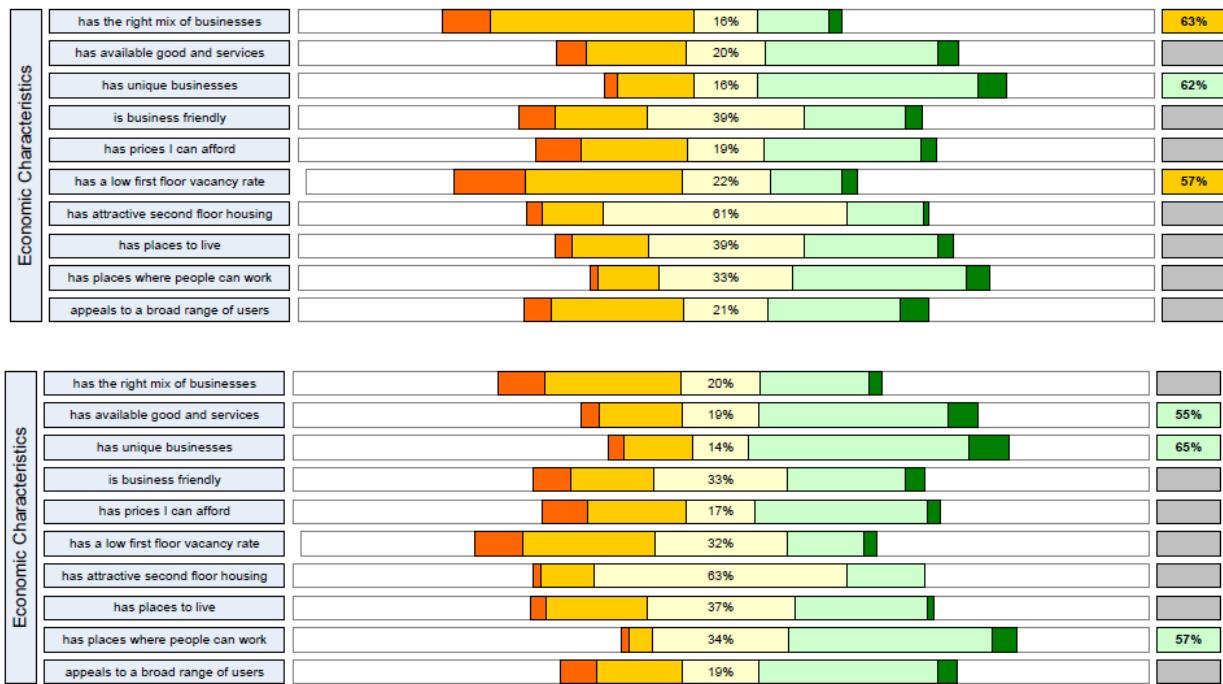
Downtown Red Bank Comfort and Appearance



The perceptions of Red Bank’s physical attributes are very strong among both the residents of the 07702 zip code and those residing in other zip codes. In both groups, respondents were in agreement with eight of the ten statements, with the perception of Downtown Red Bank as a safe place being particularly strong with 92% and 91% agreeing with that statement.

The two categories where these was not a relatively strong level of agreement were also the same for both 07701 residents and those residing in other zip codes. For both groups residents were overall “neutral” as to whether or not Downtown Red Bank is “green” and the extent to which the downtown has an identifiable logo as part of its branding effort.

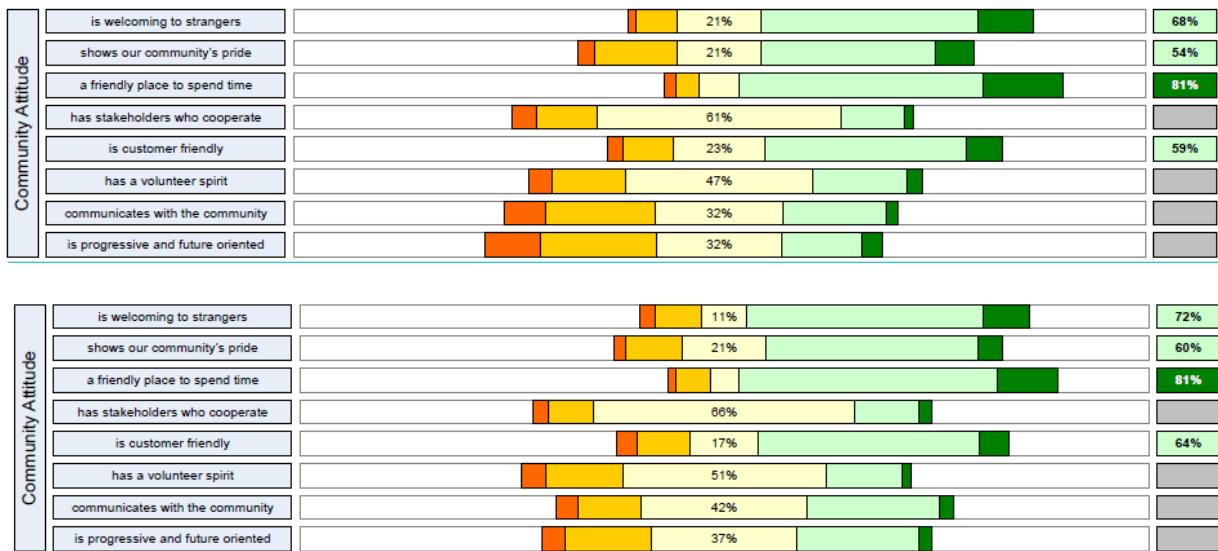
Economic Characteristics



When it comes to community perceptions of the economic character of Downtown Red Bank, there is significantly reduced level of “agreement” with the statements in this category. For residents of the 07701 zip0 code, there is overall agreement with only one of the ten statements, that being that Downtown Red Bank has unique businesses. Residents within 07701 are neutral on seven of the ten issues and have slightly negative perceptions as to whether Downtown Red Bank has the right mix of businesses and the extent to which it has a low first floor vacancy rate

Residents of other zip codes in the general red Bank trade area have a slightly better perception of the economic character of Downtown Red Bank compared to their neighbors inside the 07701 zip code. There are no negative perceptions of the Red Bank business district by this group. This group agrees that Red Bank has unique businesses. They also feel slightly more positive about the availability of goods and services in downtown Red Bank and the district capacity to provide places for people to work.

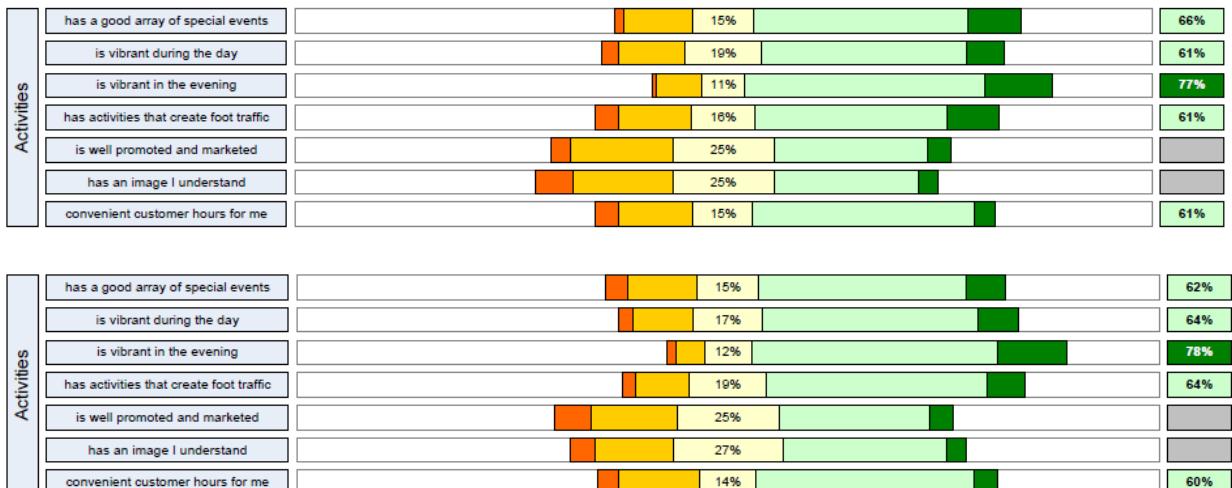
Community Attitudes



When it comes to community attitudes, the Red Bank CBD once again garners relatively high marks from both zip code groups. An identical and very high percentage of respondents in both groups (81%) agree that the Red Bank business district a friendly place to spend time. There is also general agreement that downtown Red Bank is welcoming to strangers, exhibits a significant degree of community pride and is customer friendly.

While there are no explicitly negative perceptions about the Red Bank CBD from either group, residents within the 07701 zip code have slightly stronger negative perceptions of the community as being internally communicative and progressive of future oriented.

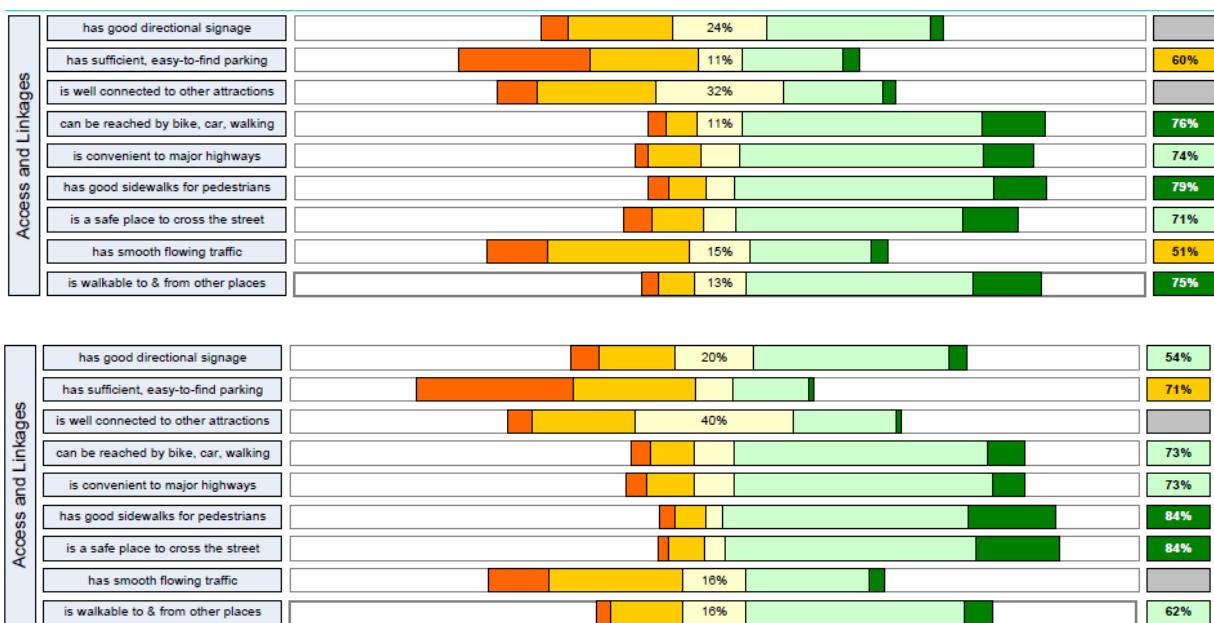
Community Activities



The Community Activity group of statements provides another category where there is a high degree of positive consistency between the two zip code groups. There are almost

identical levels of positive perception by both groups. The strongest area of positive perception relates to Downtown Red Bank being vibrant during the evening, with 77% and 78% of respondents agreeing respectively. There is also agreement by both groups that downtown Red Bank has a good range of special events, is vibrant during the day, generates foot traffic and has convenient hours. While there are no statements which generated negative perceptions, the two statements with the greatest percentage of negative responses dealt with the “image” of the downtown and the extent to which the district is well promoted and marketed.

Access and Linkages



If there is one area where there are some mildly negative perceptions about the Red Bank CBD, it is in this area of “Access and Linkages.” Of the nine statements in this category, 07701 residents had positive perceptions on five, including ease of reaching the district by multiple modes of transport, convenience to major highways, good sidewalks for pedestrians and safe places to cross the streets. 07701 residents also agree that downtown Red Bank is walkable from other locations. Residents of 07701 had neutral perceptions on the issues of quality of the directional signage and connected to other attractions. There were two areas where residents of 07701 had slightly negative perceptions – sufficient and easy to find parking (60% negative) and smooth flowing traffic (51% negative).

Residents of outside zip codes had similar positive perceptions of downtown Red Bank when it comes to ease of reaching the district by multiple modes of transport, convenience to major highways, good sidewalks for pedestrians and safe places to cross the streets. Residents of the outside zip codes also had significantly stronger negative perceptions relative to sufficient and easy to find parking (71% negative).

Overall Perceptions: Compared to many communities looking to “revitalize,” downtown Red Bank has very strong, positive public perception. This is particularly true in the critical areas of safety, being welcoming, being a good place to spend time, having unique businesses, being customer friendly and being walkable. It will come as no surprise that Red Bank’s biggest negative perception are in the areas of parking and traffic. According to these responses, Red Bank could also benefit from better marketing and stronger internal communication with the district.

4. Red Bank Tomorrow

a. Participant’s Future

What 3 words do you hope will define Red Bank in the future? A more difficult question was posed when the first meeting participants suggested three words or terms that they hope will define Red Bank’s CBD in the future. The question generated 145 responses. Answers were recorded as provided and no attempt was made to aggregate similar words because of the nuance in meaning that might be relevant.

TABLE 5

Words Describing Red Bank in the Future	No.	Percentage*
Diverse	7	15.0 %
An Arts Destination / Thriving (Tied)	6	12.9 %
Unique / Vibrant	5	10.0 %
Successful	4	7.1 %
Convenience, Eclectic, Fun, Prosperous, Variety	12	5.0 %

* Based on 145 identified assets

b. “Plans”

In addition to local input and secondary source data, in constructing vision statements it is also beneficial to understand how the business district in question has evolved based on past plans and how it may evolve in the future based on currently operative plans.

The following are vision for Red Bank from previous plans:

i. ***Red Bank Vision Plan 1994***

Red Bank’s commercial area is a major element in its economy, serving as Northern Monmouth county’s regional trade center. While there has been some slow decline in retail, vigorous growth in service businesses and jobs accounts for the center’s growth, rare among Downtown areas in small communities.

The blocks east of Maple Avenue contain the major concentration of shops and offices, the most compact development and the older buildings. This section also contains restaurants and entertainment and the sidewalks are lively day and night. The views to the Navesink River which could be an attractive feature are blocked by small buildings and large signs. The portion west of Maple, though less compact, contains a number of important Downtown destinations--the train station, Count Basie theater, both hotels, the antique center and the Galleria specialty retail shops. The area also contains restaurants, an existing multi-family residential building and another approved for construction. Boating, hotels, restaurants, theaters, shopping and entertainment are the ingredients that will be applied in a strategy to further strengthen the Downtown economy through increased tourism.

ii. 1999 Strategic Revitalization Plan

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.

iii. 2009 Historic Preservation Plan

The Borough of Red Bank is endowed with historic buildings, structures and districts that remind us of the important role this region played in the development of a commercial and residential community to serve the needs of the inland townships surrounding this early river port city. The current business district, as well as several residential districts which date back to the early 1800's, all serve as reminders of the lifestyles of those early settlers and their descendants.

As Red Bank faces the challenges of the 21st century, the borough's historic resources will likely come under attack in some areas. While the preservation of historic sites and districts serves to promote the value of surrounding properties, some of these sites have the potential for development. When the real estate development opportunity afforded by the borough zoning is sufficiently attractive, historic buildings will come under threat.

iv. 2018 Spark's Monmouth County Visitors Guide:

In addition to formal plans, current marketing pieces help to define how Red Bank is being positioned within the regional (county) economy

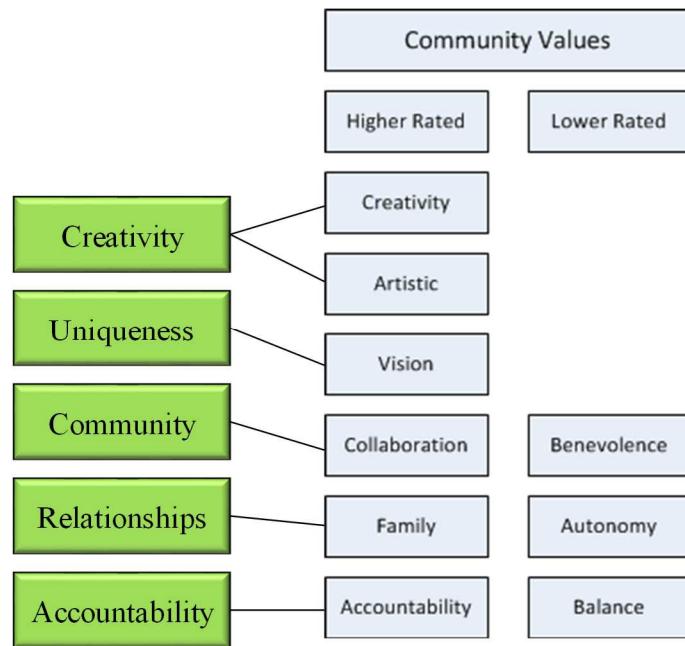
Coastal Region

Sea Bright, Rumson, Fair Haven, Red Bank, Monmouth Beach, Little Silver, Shrewsbury, Tinton Falls, Oceanport, Eatontown, West Long Branch, Long Branch and Deal

Monmouth's Coastal Region is filled with countless arts and entertainment options. The Axelrod Performing Arts Center in Deal, Monmouth University's Pollak Theatre and Center for the Arts in West Long Branch, and the New Jersey Repertory Company in Long Branch produce year-round productions from local playwrights as well as interpretations of well-known theatre. Red Bank—home to the Monmouth Film Festival, Count Basie Theatre, Two River Theater, Bow Tie Cinema, Jazz Arts Project, Phoenix Productions, Indie Street Film Festival, Company of Dance Arts, Tower Hill Concert Series, multiple art alliances and community music organizations—is the go-to spot for nonstop arts action. Looking for visual arts? This region has numerous galleries and museums that feature changing exhibitions: the Guild of Creative Art in Shrewsbury, Beauregard

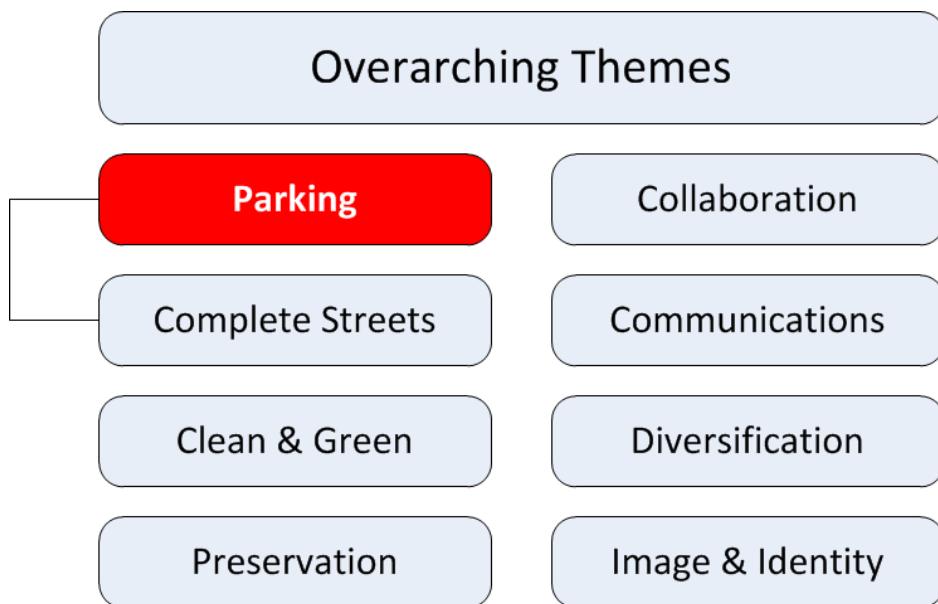
5. Red Bank “Community Values” Concepts

Given the input from the public meeting participants the values listed below in the green boxes represent those value concepts most identified by the attendees. These values are very consistent with the economic assets identified by the meeting participants.



6. Overarching Themes

In conducting a visioning process such as that undertaken in Red Bank, it is commonplace for there to be several overarching themes or issue areas that may be common to all of the proposed transformative strategies. In Red Bank, those overarching themes are as follows:



7. The Red Bank Central Business District Transformative Strategies

The development of an updated “revitalization” plan begins with the establishment of and consensus around one or more transformative strategies as espoused by the National Main Street Center (NMSC) and its Main Street Approach. The Main Street Approach is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. The implementation of the activities associated with these Transformative Strategies generally utilizes the NMSC’s structure of four functional areas – Organization, Economic Vitality, Design and Promotion: The graphic below captures this operational relationship:



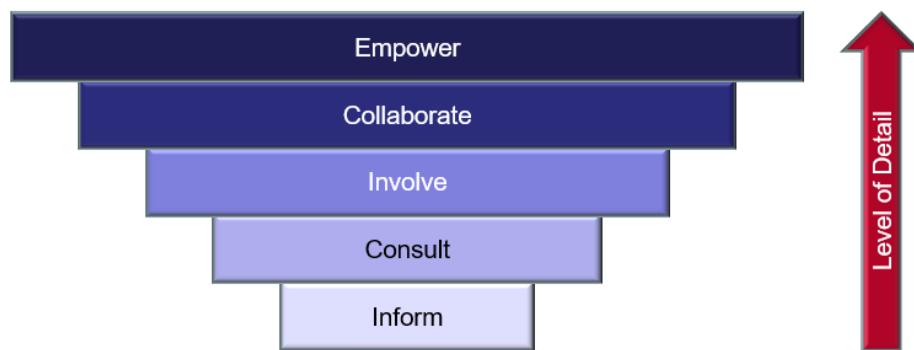
Based on current data related to the socio-economic character of Red Bank and its immediate environs, the current economic assets of the Red Bank Central Business District and the perceptions of the residents of Red Bank and its nearby zip codes, the following Transformative Strategies have been developed as the foundation for the Red Bank vision statement



9. The Red Bank Central Business District Vision Statement

In preparing the Vision Statement for the Red Bank Central Business District, the Red Bank Rivercenter has adopted a what might be referred to as a “responsive” vision statement. This concept is much the same as current digital technology allows the “look” of a web site to adapt, or “respond,” to the platform from which the web site is viewed. In the case of a vision statement, the nature of the statement itself responds to the purpose for which the document is being used. The graphic below summarizes the uses to which the vision statement may be applied. Reading from the bottom of the inverted pyramid below, the more intensive the use of the vision statement, the more detail the vision statement must provide.

A Vision Statement Must Be Responsive



A brief definition of each of the uses is detailed below:

- **Empowerment:** The most detailed edition of the vision statement is the Empowerment form. This is the version that is used by the board of directors of the implementing organization(s). It requires that the board understand the nuances of the vision statement so as to be “empowered” to make appropriate decision concerning the revitalization effort. This version may often be accompanied by clarifying statements or definitions of terms.
- **Collaboration:** This variety of the vision statement may be the detailed version without the supporting documentation. It is intended to be used to entice potential partnering organizations to adopt the vision and then graduate to the Empowerment form of the document.
- **Involvement:** The Involvement form might be thought of as the “elevator speech” rendering of vision statement. This is the version that each board member should be able to deliver with sufficient clarity and consistency so as to encourage the active participation in the revitalization effort by more than casually interested parties.
- **Consultation:** This variety of the vision statement may be thought of as a less formal version of the involvement statement. It is the version that might be “discussed in less detail and less formal settings.
- **Information:** Providing just enough insight for the casual reader to understand the ultimate goal of the revitalization effort. This form is often a tag-line or a slogan and may be referred to as the “back of the business card” version of the vision statement.

For the purposes of this report, three version of the vision statement are provided. The Empowerment version, the Involvement edition and a “suggested” Information format.

The “Empowering” Vision Statement

Located along the historic and scenic Navesink River, Red Bank’s central business district is New Jersey’s premier year-round destination and the most sought after, sophisticated and stylish business address, convenient to New York City, Philadelphia and the Jersey Shore. This riverside gem’s clean, safe and multi-faceted downtown serves a simultaneously discriminating and increasingly diverse customer base of residents, employers, workers and visitors who make the most of Red Bank’s:

1. ***Re-imagined & Reinvigorated Riverfront:*** Building on its historic connection to the river and proximity to the Atlantic Coast, Red Bank’s re-imagined, redeveloped and reinvigorated riverfront provides year-round recreational and leisure-time access to the Navesink River. As a ribbon of green along the river, the banks of the Navesink provide both active and passive sites, attracting the local community and tourists alike, and providing a place for the community to gather and an opportunity for boating, riverfront dining, living and water-based recreation.
2. ***Regional Center for the Arts & Creativity:*** Anchored by the Count Basie Center for the Arts and Two River Theaters, Red Bank’s central business district is the heart of the arts, entertainment and creative community in New Jersey, easily rivaling the largest cities along the east coast. With a strong supporting cast of galleries, arts-related shops, live music settings and smaller performance venues, the downtown is a destination for both patrons of the arts and those artists, both visual and performing, looking for a place to set up shop and call Red Bank home.
3. ***Place for Unique Dining & Shopping Experiences:*** Red Bank’s shopping and dining venues provide both local and regional customers with the finest choice of quality retail establishments and a delectable menu of casual to fine dining experiences. International cuisines from Europe, Asia and the Americas side-by-side with coffee houses, dessert shops, delis and more solidify Red Bank’s position as New Jersey’s foremost dining mecca. Fashion, jewelry, home décor, a famed antiques district and a growing number of experiential businesses make Red Bank a chic destination for those seeking the unique goods and experiences.
4. ***NJ Transit Village:*** Capitalizing on its historic and architecturally significant train station, and convenient and accessible commute to the greater New York metropolitan area, Red Bank’s central business district employs the “Complete Streets” philosophy (creating streets that are friendly to pedestrians, bicyclists, commuters and motorists alike) to make the downtown a commuter and pedestrian’s dream. Coupled with a progressive parking improvement campaign, Red Bank’s core is a sanctuary for those seeking a high-quality residential venue.
5. ***Center for Health and Wellness:*** For those seeking well-being and good health, the Red Bank central business district provides residents and visitors with a host of healthy lifestyle choices. The presence of the Riverview Medical Center serves as a high quality medical and wellness hub for this section of New Jersey and enhances the region’s quality of life.
6. ***Center for Financial Services:*** Red Bank’s significant, regional disposable income and proximity to major centers of trade and commerce make the central business district New Jersey’s largest and most dynamic hub for banking and financial services.

The attainment of this vision will be facilitated by Red Bank Rivercenter, the organization charged with managing Red Bank’s business improvement district, in strong partnership with the borough and in alliance with the Red Bank Visitor’s Center, and other non-profit and private sector organization dedicated to strong collaboration and continuous and transparent communication.

The “Involvement” Vision Statement

Located along the scenic Navesink River, Red Bank’s central business district is New Jersey’s premier year-round destination and a stylish business address. Convenient to New York City, Philadelphia and the Jersey Shore, this multi-faceted downtown serves a discriminating and diverse customer base of residents, employers, workers and visitors who make the most of Red Bank’s following assets:

- A Re-imagined and reinvigorated year-round riverfront
- Regional center for both customers and makers of the arts and creativity
- A delectable location for wide array of unique dining and shopping experiences
- A New Jersey Transit Village with easy access to large portions of metropolitan New York City
- A center for health and wellness
- A hub of financial services

The Red Bank Rivercenter, in partnership, with the Borough of Red Bank, the Red Bank Visitor’s Center and other allied organizations, will work together to make this vision a reality.

A Suggested “Information” Vision Statement

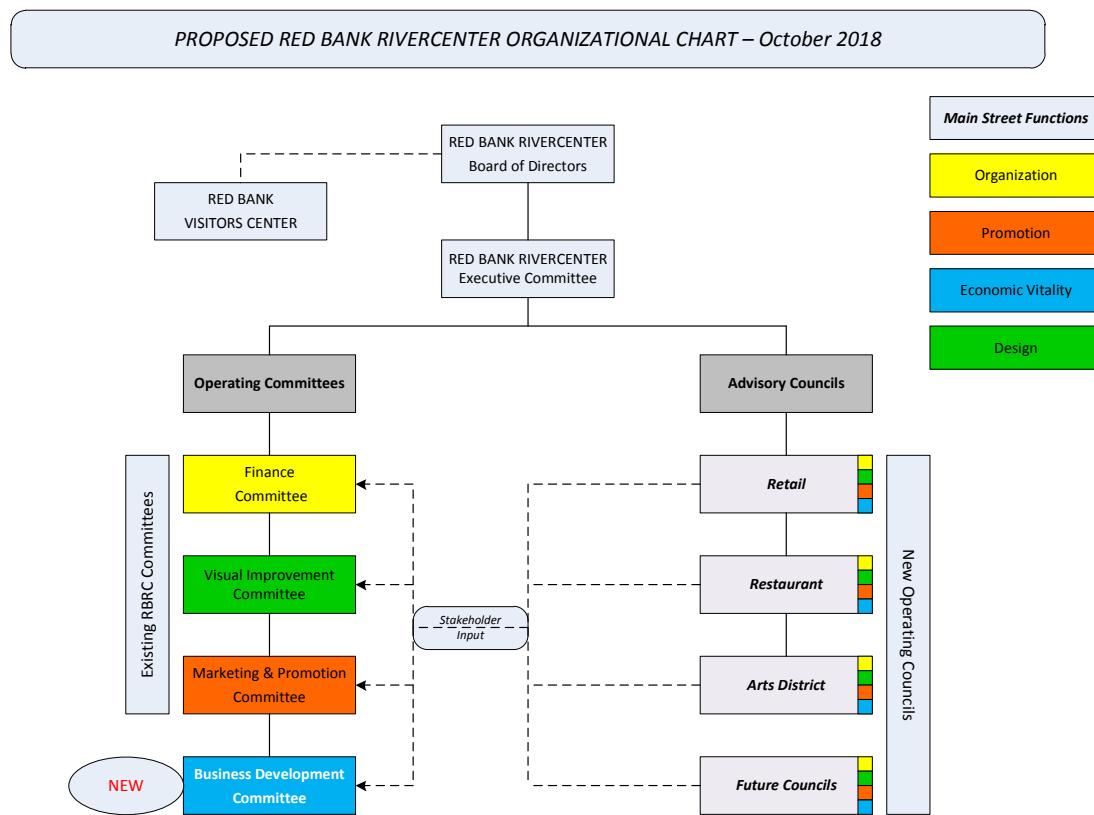
10. Implementation Structure

Red Bank Rivercenter (RBRC) currently operates under what could best be described as a modified “Main Street” organizational structure. In addition to the Board of Directors and an Executive Committee, RBRC operates a Finance, Visual Improvement and Marketing Committee.

In order to fully implement the action items detailed in the next section to attain the proposed vision, certain additions to the RBRC organization structure are recommended. These are as follows:

- Establishment of a permanent Business Development Committee, and
- The creation of three ad hoc advisory councils including a(n):
 - Retail Advisory Council
 - Restaurant Advisory Council
 - Arts District Advisory Council

The proposed new organizational chart would resemble that presented below:



The Business Development Committee (BDC) would become a permanent operating committee of the RBRC. The BDC would perform all of the functions associated with a “Main Street” Economic Vitality Committee. Typical functions for this committee could include support of, and for, business retention, business recruitment, business expansion, business and real estate financing support, business district information and database collection and maintenance, and perhaps technology development is support of the downtown effort.

Each of the three proposed advisory councils would function in all four areas of the Main Street Approach©. Each advisory council would provide stakeholder input form that particular segment of the Red Bank economy into the decision-making process of the RBRC committees and boards. For example, should a new wayfinding system be proposed, each of the three advisory councils would provide comments and input into the development of the system. The advisory councils would not necessarily be permanent components of the RBRC organization structure and would meet as required. The RBRC board would develop guidelines and policies for appointments to the various advisory councils and for the councils’ operation.

11. The Red Bank Action Items

The following pages provide more details information on the Goals and Objectives (The Strategy) necessary for Red Bank to attain the proposed vision. The goals will largely define those desired “Outcomes” resulting from the “outputs” of the proposed objectives. While the RBRC will have a significant degree of control over the outputs produced by the organization, outcomes are far less certain and are influenced by many factors over which the RBRC has far less control (i.e. interest rates impacting investment decisions.)

ORGANIZATION	2019	2020	2021	2022	2023	2024+
<i>Goal O-1. Enhance the effectiveness of the Red Bank RiverCenter (RBRC)operations</i>						
Objective O-1.1. Review and revise the RBRC by-laws	✓					
Objective O-1.2. Create a New Business Development operating committee	✓					
Objective O-1.3. Create three (3) stakeholder advisory councils <i>Retail, Restaurant, Arts District</i>	✓					
Objective O-1.4. Explore the organizational options open to the RBRC & Visitors Center	✓					
<i>Goal O-2. Improve RBRC communications with the larger Red Bank community</i>						
Objective O-2.1: "Audit" RBRC's image within the larger Red Bank community	✓					
Objective O-2.2: Invest in "communication" hardware and technology	✓	✓				
Objective O-2.3: Participate in local events with informational booths		✓	✓	✓	✓	✓
Objective O-2.4: Create and educate a cadre of volunteers for a RBRC Speaker Bureau	✓					
Objective O-2.5: Provide RBRC Speaker's for community organization's meetings, conferences, etc.		✓	✓	✓	✓	✓
Objective O-2.5: Hold quarterly business networking meetings	✓	✓	✓	✓	✓	✓
Objective O-2.6: Hold semi-annual public information update/ listening sessions	✓	✓	✓	✓	✓	✓
Objective O-2.7: Develop a long-term community interaction plan		✓				
<i>Goal O-3: Support the organizational development of the "West End" Transit Village</i>						
Objective O-3.1 Discuss with Borough having the RBRC serve as the T.V. management organization	✓					

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ECONOMIC VITALITY	2019	2020	2021	2022	2023	2024+
Goal EV-1: Create and educate a RBRC Business Development Committee (RB-BDC)						
Objective EV-1.1: Appoint members (5 to 9?) to the RB-BDC	✓					
Objective EV-1.2: Conduct orientation for RB-BDC members	✓					
Objective EV-1.3: Conduct not less than two (2) annual educational sessions for RB-BDC	✓					
Objective EV-1.4: Develop a comprehensive list of local and state incentive programs	✓					
Objective EV-1.5: Evaluate Red Bank's overall business climate		✓				
Objective EV-1.6: Establish business development metrics for Red Bank	✓					
Objective EV-1.7: Develop a RB-BDC services menu (assistance provided by RB-BDC)	✓					
Objective EV-1.8: Develop a business visitation program		✓				
Goal EV-2: Work with business owners to create an "experiential" retail district						
Objective EV-2.1: Conduct an experiential retail survey		✓				
Objective EV-2.2: Hold semi-annual "group" experiential educational sessions			✓	✓	✓	✓
Objective EV-2.3: Provide individual experiential retail assistance			✓	✓	✓	✓
Objective EV-2.4: Develop an annual experiential retail calendar events		✓				
Objective EV-2.5: Develop a Red Bank "loyalty card" program			✓			
Goal EV-3: Expand arts related business efforts.						
Objective EV-3.1: Identify critical arts (cultural?) district partners	✓					
Objective EV-3.2: Define the boundaries of the arts district	✓					
Objective EV-3.3: Inventory the "assets" of the Red Bank Arts District		✓				
Objective EV-3.4: Define the nature of the Red Bank Arts District		✓				
Objective EV-3.5: Define "business" gaps in the Red Bank Arts District		✓				
Objective EV-3.6: Prepare a business recruitment package for the Red Bank Arts District		✓				
Objective EV-3.7: Hold educational seminars for arts district stakeholders		✓	✓	✓	✓	✓
Objective EV-3.8: Hold semi-annual arts district "open houses" for potential investors		✓	✓	✓	✓	✓
Goal EV-4: Encourage the growth of the restaurant-dining sector of Red Bank						
Objective EV-4.1: Inventory and categorize Red Bank's restaurant assets	✓					
Objective EV-4.2: Review Red Bank zoning ordinance for "dining friendliness"		✓				
Objective EV-4.3: Explore development of a food incubator / commercial kitchen			✓			
Objective EV-4.4: Conduct hospitality training sessions for wait-staff		✓				
Objective EV-4.5: Provide "peak period" outdoor entertainment		✓	✓	✓	✓	✓
Objective EV-4.6: Assist restaurants with healthy menu development		✓	✓	✓	✓	✓
Objective EV-4.7: Conduct an urban agriculture feasibility study			✓			
Objective EV-4.8: Conduct food service training for youth / young adults			✓	✓	✓	✓
Objective EV-4.9: Conduct a "Red Bank Market House" feasibility study				✓		
Objective EV-4.10: Develop a take-out delivery service				✓		
Objective EV-4.11: Prepare a district wide "responsible hospitality plan."		✓				

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Goal EV-5: Support property owner efforts to reduce and minimize vacancies						
Objective EV-5.1: Prepare a property inventory for each parcel in the Red Bank CBD		✓				
Objective EV-5.2: Define acceptable level of vacancies within the Red Bank CBD	✓					
Objective EV-5.3: Determine full range of causes related to vacancies	✓					
Objective EV-5.4: Proactively evaluate Red Bank's "generational change" status		✓				
Objective EV-5.5: Evaluate current (and regularly update) Red Bank life-style reports	✓		✓		✓	
Objective EV-5.6: Utilize social media platforms to crowd-source demand ideas		✓				
Objective EV-5.7: Develop and implement a temporary window display program	✓					
Objective EV-5.8: Prioritize incentives to investments filling vacancies	✓					
Objective EV-5.9: Develop and a temporary "Pop-Up" business program	✓					
Objective EV-5.10: Work with Borough to review temporary use regulations	✓					
Objective EV-5.11: Develop and implement a temporary window display program	✓	✓	✓	✓	✓	✓
Goal EV-6 Support the economic development of the "West End" as a Transit Village						
Objective EV-6.1: Work with Borough to provide housing options (inc. affordable) within T.V.	✓	✓	✓	✓	✓	✓
Objective EV-6.2: Assist Borough with marketing the Transit Village to potential investors	✓	✓	✓	✓	✓	✓
Objective EV-6.3: Assist Borough with marketing the Transit Village to potential residents	✓	✓	✓	✓	✓	✓
PROMOTION	2019	2020	2021	2022	2023	2024+
Goal P-1: Expand Red Bank's image as an arts destination						
Objective P-1.1: Review and upgrade the arts district section on the Red Bank web site	✓					
Objective P-1.2: Review and upgrade the arts districts social media efforts		✓				
Objective P-1.3: Identify arts, entertainment and cultural events supporting transit development	✓					
Goal P-2: Enhance Red Bank's image as dining and retail destination						
Objective P-2.1: Evaluate Red Bank's overall Yelp! ratings relative to dining & retail	✓		✓		✓	
Objective P-2.2: Evaluate Red Bank's current retail promotion calendar	✓		✓		✓	✓
Objective P-2.3: Determine current dining/retail promotional goals	✓		✓		✓	
Objective P-2.4: Update Red Bank's promotions based on calendar review and goals	✓		✓		✓	
Objective P-2.5: Participate in national promotion campaigns (i.e. Independents Week)	✓	✓	✓	✓	✓	✓
Goal P-3: Expand and improve the character and quality of riverfront events						
Objective P-3.1: Review the current roster of annual riverfront events	✓		✓		✓	
Objective P-3.2: Define the nature and current quality of each event (quantify?)	✓		✓		✓	
Objective P-3.3: Define a measure(s) of success for each event	✓		✓		✓	
Objective P-3.4: Revise and upgrade riverfront events as necessary	✓		✓		✓	✓
Goal P-4 Support the promotional development of the "West End" as a Transit Village						
Objective P-4.1 Identify annual community events and celebrations that support T.V. growth		✓				
Goal P-5 Develop a new integrated marketing campaign (IMC) specific to the Red Bank CBD						
Objective P-5.1: Prepare a new five year IMC plan		✓				
Objective P-5.2: Implement the five year plan recommendations			✓	✓	✓	✓

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DESIGN	2019	2020	2021	2022	2023	2024+
Goal D-1: Define "soft" physical boundaries of downtown's sub-districts						
Objective D-1.1. Create a downtown district boundary map for program purposes	✓					
Objective D-1.2. Create a unified identity/image for the Red Bank "sub-districts"		✓				
Goal D-2: Implement RBRC elements of the 2018 parking study						
Objective D-2.1. Take lead in designing the proposed wayfinding signage system		✓				
Objective D-2.2. Provide input into design of sheltered pay stations		✓				
Objective D-2.3. Provide input into crafting of the proposed "Valet Parking Ordinance"		✓				
Objective D-2.3. Cooperate with Borough on shared and employee parking initiatives	✓	✓	✓	✓	✓	✓
Goal D-3: Expand and improve public access to the Red Bank riverfront						
Objective D-3.1. Review and revise as needed the Red Bank riverfront master plan		✓				
Objective D-3.2. Re-design Marine Park			✓			
Goal D-4: Improve physical connectivity within the downtown sub-districts						
Objective D-4.1. Implement redesigned wayfinding signage system			✓	✓	✓	✓
Objective D-4.2. Enhance the arts district-retail/dining district pathway		✓	✓	✓		
Objective D-4.3. Increase business district linkages to the riverfront			✓	✓	✓	✓
Goal D-5: Enhance Red Bank's image as a "clean" district						
Objective D-5.1: Conduct a business district litter survey	✓		✓		✓	✓
Objective D-5.2: Identify litter "hot spots" within the business district	✓		✓		✓	
Objective D-5.3: Develop a "Golden Broom" Program		✓				
Objective D-5.4: Implement a graffiti removal strike team			✓	✓	✓	✓
Objective D-5.5: Create an annual "Clean Storefront Award"			✓	✓	✓	✓
Objective D-5.6: Review RBRC current cleaning program and upgrade as needed	✓		✓		✓	✓
Goal D-6 Support the physical development of the "West End" as a Transit Village						
Objective D-6.1 Work with the Borough to implement transit-supportive site design guidelines	✓	✓	✓	✓	✓	✓
Objective D-6.2 Work with the Borough to implement transit-supportive architectural guidelines	✓	✓	✓	✓	✓	✓
Objective D-6.3 Provide input to the Borough on transit-supportive parking regulations	✓	✓	✓			
Objective D-6.4 Assist the Borough with the identification of TOD sites and projects	✓	✓	✓	✓	✓	✓
Objective D-6.5 Work with the Borough to implement transit-supportive site design guidelines	✓	✓	✓	✓	✓	✓
Objective D-6.6 Work with the Borough to implement bicycle and pedestrian improvements	✓	✓	✓	✓	✓	✓
Objective D-6.7: Assist Borough with "placemaking efforts" near the station	✓	✓	✓	✓	✓	✓

Proposed outcomes to serve as metrics for determining the level of success in attaining the proposed vision are provided below:

Goal	Metric
EV-1: Create a RBRC Business Dev. Committee	
EV-2: Create an experiential retail district	Number of businesses with experiential offerings.
EV-3: Expand arts-related business Efforts	Number of businesses in NAICS Code
EV-4 Encourage growth of restaurant/dining	Number of Business in NAICS Codes
EV -5: Support efforts to reduce vacancies	Percentage of vacant storefronts
NV-1: Support the development of West Side T.V.	# of Residents living with ½ mile of train station
P-1: Expand image as an arts destination	Aggregate annual attendance numbers
P-2A: Enhance image as a dining destination	Number and quality of Yelp! reviews
P-2B: Enhance image as a retail destination	Perception of IDR* retail-related indicators
P-3: Expand / improve quality of riverfront events	Attendee satisfaction surveys
D-1: Define boundaries of downtown's "districts"	
D-2: Implement elements of parking study	Perception of Red Bank having parking issues
D-3: Expand public access to the riverfront	Linear feet of publicly accessible riverfront
D-4: Improve "sub-district" connectivity	Walkscore differential between districts
D-5: Enhance downtown's image as a clean place	Perception of downtown as clean

* IDR = Image Development Report

APPENDIX XX: Red Bank Values Statement Aggregation

Abundance	1		Autonomy			Artistic	1	
Growth	6		Freedom	1		Creativity	12	
Prosperity	1		Independence	1		Curiosity	2	
Wealth	6		Individuality	1		Expressiveness	1	
4	14	3.50	4	3	0.75	Innovation	4	
						Inspiration	2	
Acceptance	2		Caring	1		Originality	5	
Diversity	5		Compassion	5		7	27	3.86
Empathy			Kindness	8		Uniqueness	3	
Flexibility			Mindfulness	4		Vision	5	
Inclusiveness	5		Selflessness	2			8	4.00
Open Mindedness	2		Thoughtfulness			Advancement	1	
Tolerance	3			20	3.33	Intelligence	1	
Understanding			Appreciation	2		Knowledge	3	
Warmth	2		Thankfulness			Learning		
Warmth	2		2	2	1.00	Personal Develop.	2	
10	21	2.10				Professionalism	6	
			Adventure	1		Wisdom	1	
Cheerfulness	1		Boldness	1			14	2.00
Fun	4		Challenge	2		Advocacy	1	
Happiness	6		Daring			Decisiveness	1	
Humor	3		Risk-Taking	1		Encouragement		
Playfulness			5	5	1.00	Leadership	6	
5	14	2.80				Motivation		
			Achievement	1		Popularity	1	
Accountability	11		Ambition	1		Power		
Credibility	2		Being the Best	4			8	1.33
Dependability	1		Brilliance	2				
Ethics	2		Excellence	5		Benevolence		
Fairness	1		Perfection			Calmness	1	
Honesty	6		Performance	2		Faith	2	
Loyalty	2		Quality	6		Grace		
Reliability	4		Recognition	1		Humility	1	
Responsibility	4		Success	3		Joy	1	
Responsiveness	1		10	25	2.50	Love		
Trustworthiness	6					Peace	2	
11	40	3.64				Simplicity	1	
Enthusiasm	3		Charity	3		Spirituality		
Excitement	1		Contribution	1		10	8	0.80
Optimism	2		Generosity	3				
Passion	3		Making A Difference	3		Attractiveness	5	
Proactive/Proactivity	2		Service	4		Cleanliness	1	
Zeal			5	14	2.80	2	6	3.00
6	11	1.83						
Family	8		Health	3		Collaboration	8	
Friendships	4		Safety	1		Community	10	
Relationships	3		Security	2		Cooperation	2	
3	15	5.00	Sustainability	8		Teamwork	4	
			Well-Being	2			24	6.00
Commitment	1		5	16	3.20			
Dedication	1					Cleverness	1	
Preparedness	1		Consistency	4		Flexibility		
3	3	1.00	Punctuality			Intuition	1	
Balance	1		Traditionalism			Resilience	2	
Self-Control								
Stability	1					Resourcefulness	2	
3	2	0.67				Versatility	2	
						6	8	1.33