The Waterfront Alliance works to **protect, transform, and revitalize** our harbor and waterfront.

**A Message from the Chairman and the President:**

New York Harbor is a big, busy place. We often use numbers to tell the story: 720 miles of shoreline, 32 million ferry passengers annually, 250,000 port-related jobs, the largest port on the East Coast, 100 species of fish (and growing), 24 boat clubs (and growing), etc. Keeping pace, the Waterfront Alliance tells a compelling story with numbers, too, having enjoyed a remarkable year of growth and impact, beginning with the expansion of New York City ferry service to all five boroughs, doubling the neighborhoods served. In a much-anticipated move, we released Waterfront Edge Design Guidelines (WEDG), a groundbreaking program now used by dozens of waterfront developments around the metropolitan area, which is increasing access and improving resilience and the environment everywhere. Fifteen thousand underprivileged children have had life-changing experiences getting on the water through Harbor Camp, and our Community Eco Docks are opening up the harbor to thousands more, many for the first time.

But progress and numbers tell only part of the story. To achieve our audacious mission to protect, transform, and revitalize our harbor and waterfront we must change the region’s fundamental relationship with the water. Our job is to get New Yorkers and New Jerseyans to own and protect our harbor and waterways just as San Franciscans love their bay and Chicagoans embrace their lake. Reading through the pages of this annual report you will see many examples of how the Waterfront Alliance has grown remarkably in its brief nine-year history as a civic force for our waterfront. A little harder to capture is the public’s dawning realization that we are blessed with the greatest harbor in the world and it is ours to use and enjoy.

The Waterfront Alliance at its core is the vanguard of a movement, now more than 850 businesses and civic organizations strong—one more important number—that is dedicated to reuniting all of us with our magnificent harbor. We invite you to join us.

*Christopher O. Ward, Chair of the Board of Trustees*  
*Roland Lewis, President and CEO*
# TABLE of CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAUNCHING THE WATERFRONT ALLIANCE</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OUR PROGRAMS</strong></td>
<td></td>
</tr>
<tr>
<td>Waterfront Edge Design Guidelines</td>
<td>5</td>
</tr>
<tr>
<td>Neighborhood Docks</td>
<td>7</td>
</tr>
<tr>
<td>Harbor Camp</td>
<td>9</td>
</tr>
<tr>
<td>Policy and Advocacy</td>
<td>11</td>
</tr>
<tr>
<td><strong>OUR EVENTS</strong></td>
<td></td>
</tr>
<tr>
<td>Waterfront Conference</td>
<td>13</td>
</tr>
<tr>
<td>City of Water Day</td>
<td>15</td>
</tr>
<tr>
<td>Heroes of the Harbor</td>
<td>17</td>
</tr>
<tr>
<td><strong>IN THE NEWS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OUR FINANCIALS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OUR SUPPORTERS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>ALLIANCE PARTNERS</strong></td>
<td></td>
</tr>
</tbody>
</table>
LAUNCHING the WATERFRONT ALLIANCE
This was the year that we dropped five syllables and clarified our focus, the year that the Metropolitan Waterfront Alliance became, simply, the Waterfront Alliance.

Along with the new name, we unveiled an elegant new logo: five vertical dark blue lines representing our urban focus over five wavy lines in shades of blue representing water. And with this iconic logo, we rolled out a whole new brand, including a reinvigorated, user-friendly website, new social media platforms that introduced the immediately popular hashtag #OurWaterfront, and an updated WaterWire newsletter design.

The new brand and website officially launched on July 18, 2015, to coincide with City of Water Day. To tens of thousands of people celebrating #OurWaterfront at dozens of City of Water Day sites throughout the region, on Governors Island and in Hoboken, this was the same Waterfront Alliance communicating the message that all these hundreds of miles of shoreline are ours to enjoy, use, and protect. Our brand may be updated, but our mission to protect, transform, and revitalize our harbor and waterfront has not changed.
Shape Your Waterfront
How to promote access, resiliency, and ecology at the water’s edge
The release of Waterfront Edge Design Guidelines (WEDG) in January 2015 offered planners, developers, and communities a whole new approach to waterfront design, one that embraces the notion that the waterfront can—and should—be more resilient, environmentally healthy, accessible, and equitable for all.

Created by the Waterfront Alliance with a multi-disciplinary task force of regulators, design professionals, civic organizations, and Alliance Partners, WEDG Version 1.0 is a comprehensive set of guidelines that includes best practices and a ratings system for residential/commercial, parks, and industrial/maritime projects.

The release of WEDG Version 1.0 unveiled a dynamic brand and identity, with the pro bono services of world-renowned design firm, Pentagram. After identifying and certifying an initial four projects—showcased at the WEDG launch and month-long exhibit at the American Institute of Architect’s Center for Architecture—we have now identified more than 40 waterfront projects, of which we are scoring 10 to assess for possible certification and analysis of how we can improve WEDG and the certification process for Version 2.0.

WEDG is being embraced by the public, government agencies, and private developers alike. Manhattan Community Boards 1 and 6 have passed resolutions to use WEDG in all future waterfront development projects within their boundaries, and many other community boards are now seeking to follow suit.

WEDG
Available as a free download on our website, WEDG is important for communities and professionals alike, providing them the toolkit of best practices for responsible waterfront development and stewardship of our coastal resources in a time of changing climate.
PROGRAMS
NEIGHBORHOOD
DOCKS
The happy faces of the people who step onto a pier or a dock say it all: there’s no place they’d rather be. One direct way that the Waterfront Alliance encourages people to connect with the water is through the construction, installation, and programming of Community Eco Docks, part of our far-reaching Neighborhood Docks program. Community Eco Docks are floating docks accessible by water to a wide range of vessels and available by land to all kinds of programming.

The Waterfront Alliance is working to construct a regional network of Community Eco Docks. So far, Community Eco Docks with boating programs can be found at Pier 2 in Brooklyn Bridge Park and at Gantry Plaza State Park in Queens. While the Bay Ridge Community Eco Dock at American Veterans Memorial Pier (69th Street Pier) in Brooklyn is undergoing gangway repairs, we have continued to sponsor popular, free family events such as the Sailors Carnival at the pier. In September 2015, the Waterfront Alliance sponsored an successful waterfront festival and beach cleanup at Hallets Cove in Astoria, Queens, future home of a Community Eco Dock. And a new Community Eco Dock with water-related programming is coming to Dyckman Marina in Inwood, Manhattan, in 2016. An interactive map on the Waterfront Alliance’s new website allows users to easily locate their nearest dock and view upcoming dock programs.

DockNYC

A complimentary component of the Neighborhood Docks program is the Waterfront Alliance’s partnership with Billybey Marina Services for DockNYC, an initiative of the New York City Economic Development Corporation to activate six berthing sites around the city to provide public access and spur local economic development. The sites, at Homeport in Stapleton, Staten Island; West Harlem Piers, at West 125th Street/Hudson River; Skyport, East 23rd Street/East River; Pier 36, Montgomery Street/East River; Atlantic Basin, Red Hook, Brooklyn; and Sunset Park, Brooklyn, are operated by our partner, BillyBey Marina Services. The Waterfront Alliance provides programming according to the interests of the community, aligned with the unique characteristics of the site. DockNYC programs for the 2015 summer season included children’s boat tours based at Pier 36 and cultural programming at Atlantic Basin at PortSide NewYork.
Thank you very much for the invaluable work you do. Without programs like these, the students we serve—whose parents do not necessarily have the means to expose them to maritime history or education—would never have had the opportunity of being enriched by such a vital part of New York culture. You truly made an impact on our students.

- Haydn Diaz, Arab-American Family Support Center
The 2015 Harbor Camp season—the 11th season of Harbor Camp—got more than 3,000 children on or in the water through more than 100 programs—our most successful summer in the history of the program. These children, who might not otherwise have had such opportunities, have sailed, kayaked, toured historic vessels, cast fishing rods, and dipped their hands into touch tanks. They’ve cooled off at the waterfront and they’ve had a blast. Almost effortlessly, they’ve learned about the history of New York’s great natural harbor and the science of the estuary’s ecosystem.

The goal of Harbor Camp is to provide children from underserved parts of New York City and New Jersey with ecological and maritime education—along with a healthy dose of fun—and to cultivate environmental stewardship. Acting as a liaison between waterfront program providers and participating camp programs vetted through the United Neighborhood Houses, the Waterfront Alliance provides camps with a budget and allows them to choose their waterfront experiences. Thanks to the Alcoa Foundation, the TD Charitable Foundation, and private individual donors, more children than ever were able to have fun at the waterfront this summer, bringing the number of children served by Harbor Camp to more than 15,000.

**SPLASH!**

At the beginning of each summer, the Waterfront Alliance publishes SPLASH!, a guide to low- and no-cost waterfront educational opportunities in New York and New Jersey. Educators, camp counselors, and families use this guide to explore the New York Harbor and waterfront. Splash may be downloaded on the Waterfront Alliance website.
New Ferry Service for New Yorkers

In February 2015, Mayor Bill de Blasio announced plans for the new Citywide Ferry Service reaching all five boroughs, with affordable fares equivalent to a subway or bus ride. This long-held policy goal of the Waterfront Alliance is an enormous step forward for New Yorkers in many waterfront districts such as Red Hook, Astoria, and Soundview, that are disconnected from the region’s mass transit network. Mayor de Blasio adopted many of the priorities advanced by the Waterfront Alliance, positioning the new service as a way to address inequality and connect outer-borough communities with economic opportunities.

The Waterfront Alliance has been the preeminent civic voice for expanded waterborne transit, and our advocacy at from the grassroots level to elected representatives pressed the issue forward, raising a call for ferry transit service to Bay Ridge, Roosevelt Island, Coney Island, and other underserved districts. As plans for the new service move towards implementation, the Waterfront Alliance remains committed to working with officials and stakeholders to ensure that the call for a frequent, affordable ferry network serving all five boroughs is fully realized.
Addressing the Costs of Climate Change

Our region’s response to the challenges that Sandy set before us has been tremendous. We have done an excellent job with available resources, but it is not nearly enough. This year, the Waterfront Alliance issued a report calling on inter-governmental cooperation to define, fund, and execute a multi-generational strategy to reduce flood risk associated with climate change and sea level rise.

Rising seas, more intense storms, and a substantial increase of related damages by the end of the century require us to look farther into the future and prepare. Climate Change Accounting: What Is the Cost? assesses experts’ estimates for the cost of inaction, and outlines domestic and international precedents for cross-jurisdictional collaboration to protect and improve shared waterways and coastal regions. The full report can be viewed and downloaded on our website.

Toward a More Welcoming Harbor and Waterways

As New Yorkers rediscover the waterfront, there are still few communities with access to the full scope of educational, cultural, and environmental resources our waterways provide. Despite its 520 miles of coastline, New York City remains largely unwelcoming to many types of vessels, offering limited opportunities for communities to enjoy and use the waterways. A buzz of activity at the Bay Ridge Community Eco Dock successfully proved the concept that the public’s call for access to the waterways is widespread, and growing.

This year, the Waterfront Alliance celebrated the allocation of $2 million by New York City Council Member Costa Constantinides and Queens Borough President Melinda Katz for environmental restoration and public access at Hallets Cove in Astoria, Queens. The project will bring a wealth of recreational and educational opportunities to western Queens residents. Residents of Staten Island, the South Bronx, northeast Queens, Coney Island, and all across the city deserve the same opportunities, and in the coming year the Waterfront Alliance will work to expand the program all across the region.
"There's nobody better positioned than the Waterfront Alliance to spearhead real substantive engagement so that we make this ferry system perform as well as it possibly can, so that we maximize connectivity benefits, so that it really delivers on its promise."

- Joan Byron, Pratt Center for Community Development
On May 7, 2015, more than 600 experts from government, academia, design and architecture, engineering, development, journalism, environmental conservation, and the maritime industry boarded the *Hornblower Infinity* for the Waterfront Alliance’s seventh annual Waterfront Conference.

The region’s largest gathering of waterfront advocates and professionals, the conference offers participants dynamic sessions in which to exchange ideas, propose innovative strategies, and learn about cutting-edge technology. This year’s conference was themed “Shaping Your 21st Century Waterfront” and included topics such as integrating citywide ferry service into the mass transit network, preserving jobs at the working waterfront, and implementing greener shorelines. The conference’s keynote speaker was Timothy Beatley, Ph.D., professor of sustainable communities at the University of Virginia and the author of *Blue Urbanism: Exploring Connections between Cities and Oceans*.

The Waterfront Alliance’s newly released Waterfront Edge Design Guidelines (WEDG), were the watchwords of the day. As the Hornblower Infinity cruised past some of the shorelines under discussion, there were multiple, intersecting conversations about resiliency, trends in waterfront design, and specific projects that exhibited WEDG principles.

The conference also featured the release of the Waterfront Alliance’s *Climate Change Accounting: We've Made Only a Down Payment*. That report thoroughly examines the region’s recovery efforts to date and recognizes the pressing need to plan and execute a multi-generational vision to reduce climate change risk. The day concluded as the Waterfront Alliance honored grassroots activists from around the metropolitan region who worked to bring ferry service to their underserved coastal neighborhoods.

**Did you miss the boat?**  
Videos of full panel presentations are available to view on our website!

**Save the Date!** The next *Waterfront Conference*, once again aboard the *Hornblower Infinity* and again sponsored by *ARCADIS*, will take place on **Thursday, May 12, 2016**.
While our mission is to ensure that our waterfront is resilient and accessible to all, with opportunity for education and good jobs, we must also be sure to use this precious resource for plain old fun! — Roland Lewis, president and CEO, Waterfront Alliance
For the past eight summers, the Waterfront Alliance has organized and presented City of Water Day, a festive celebration of the waterways and waterfronts of New York and New Jersey, and a wonderful way to experience the greatness of our world-class harbor, to appreciate a precious natural resource, and to be together with friends and family having fun outside in the waterfront breeze.

Taking place this year on July 18, City of Water Day drew tens of thousands of people to Governors Island, Maxwell Place Park in Hoboken, New Jersey, and more than 50 In Your Neighborhood waterfront sites in all five boroughs, Yonkers, and New Jersey. There they found free boat tours on ferries, schooners, fireboats, tall ships, and tugboats; free fishing, rowing and kayaking lessons and demonstrations; and all kinds of free fun and educational activities at the Waterfront Activity Fair, where hundreds of organizations set up tables with information about their work, and offered games, crafts, and giveaways.

This was the third summer of the Con Edison Cardboard Kayak Race on City of Water Day, where 25 teams—the most ever!—designed and built boats made from nothing more than cardboard and duct tape, and then tested the seaworthiness of their vessels in short races off Governors Island. During five heats, a huge crowd cheered for teams from local boat clubs, for high school and college students, for the Upper West Side moms, for the confident Coast Guard cadets, and then an exciting finale revealed the winner: Stevens Institute of Technology, for the third consecutive year!

Save the Date! City of Water Day 2016 will take place on Saturday, July 16.
Because of the work of this year’s Heroes of the Harbor, our environment is cleaner; our shorelines are more resilient and accessible; and our children—future stewards of this precious natural resource—are engaged in marine science and advocacy. Elizabeth H. Atwood, philanthropist and honorary chair of the Heroes of the Harbor host committee
Meet our 2015 Heroes

**AECOM** is a global provider of technical and management support services, including civil and building engineering, architecture and landscape architecture, and urban planning and design, to a broad range of markets. AECOM’s work around New York Harbor ranges from improving our water quality through cutting-edge wastewater treatment, to Sandy recovery and improved resiliency, to helping the container ports operate more efficiently and better environmentally, to numerous waterfront parks and ecosystem restoration.

**James Corner Field Operations** leads complex urban design, planning, and landscape architecture projects around the world. Committed to innovative design of public spaces, Field Operations has created 21st century waterfronts around the New York Harbor, including three quarters of a mile of Brooklyn waterfront as part of the Domino Sugar and Greenpoint Landing projects that were among the first waterfront projects to address post-hurricane Sandy regulations for developments in flood hazard zones. Field Operations is best known for leading the design and construction of the iconic High Line—a 23-block-long park built on a reclaimed elevated railway.

**Billion Oyster Project (BOP)** is an ecosystem restoration and education project run by the New York Harbor Foundation in collaboration with the Urban Assembly New York Harbor School. Together they are working to restore one billion live oysters to New York Harbor. Over the last several years they have restored more than 16 million oysters to the harbor. Juggling students, scientists, and volunteers, BOP also successfully engages restaurants (to recycle oyster shells), other nonprofit organizations, and the corporate world, resulting in a huge, exhilarating effort that is already transforming our waterways.
The region is teeming with waterfront news, stories, and ideas. Reporters and bloggers regularly contact the Waterfront Alliance with questions, knowing that Alliance interviews and event coverage will produce insightful and knowledgeable information about our waterfront.

In May, we saw an abundance of media hits related to our annual Waterfront Conference, including Waterfront Alliance chair Christopher Ward interviewed on WNBC on May 6 about the Mayor’s five borough ferry service initiative, Sandy resiliency efforts, and the working waterfront.

City of Water Day also got the media out on our waterfront. Thanks to television and radio coverage, newspaper and magazine articles and listings, and lots of attention in the blogosphere, the regional media audience for City of Water Day was estimated to reach a cool half million.

Are you following the Waterfront Alliance? Find out all the latest waterfront news when you connect with us!

@OurWaterfront  WaterfrontAlliance  #OurWaterfront
"Dozens boarded the 30-year-old Clipper City in Battery Park Saturday. It was one of many free boat rides and events held across New York Harbor to celebrate the eighth annual City of Water Day, organized by the Waterfront Alliance. The alliance has been pushing for waterfront redevelopment across the city and added ferry service. Many say it’s much needed..."

- NY1 News, July 18, 2015

What are the challenges to opening up the waterfront to residential development, given rising sea levels?

“The [Waterfront] Alliance put together Waterfront Edge Design Guidelines [promoting access, resiliency and ecology] in waterfront design. They provide a series of standards, goals and objectives. It's voluntary, much like the LEED certification for energy savings. We just launched it eight months ago. Is that work over? By no means. We're a city that will dynamically face that question forever.”

- Christopher O. Ward, Waterfront Alliance chair of the board of trustees
  Crain's New York, August 13, 2015

“What makes for resilient communities is, of course, a matter of debate. But in a coastal city like New York, community access to the waterfront is the starting point. During a panel on resilience at the recent Waterfront Alliance conference, many of the most popular ideas involved undoing New York’s legacy of building right up to the water’s edge.”

- Next City, May 21, 2015
## OUR FINANCIALS

### PUBLIC SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Contributions and Grants</td>
<td>$1,209,375</td>
<td>$982,037</td>
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<td>Conference Fees and Other Revenue</td>
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<td>Special Events (net of direct expenses)</td>
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<td><strong>Total Public Support and Revenue</strong></td>
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</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
</thead>
<tbody>
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<td><strong>Total Expenses</strong></td>
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</tr>
</tbody>
</table>

### CHANGE IN NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
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<td><strong>Change in Net Assets</strong></td>
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</tr>
</tbody>
</table>

### NET ASSETS

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<tbody>
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<td>Beginning of Year</td>
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<td>End of Year</td>
<td>$642,663</td>
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</table>
2014 TOTAL PUBLIC SUPPORT AND REVENUE: $1,599,929

20% Special Events (net of direct expenses)

4% Conference Fees & Other Revenue

76% Contributions and Grants

2014 TOTAL EXPENSES: $1,407,156

7% Fundraising

7% General & Administrative

86% Program Services
We extend our deepest gratitude to our donors, without which our work would not be possible. The following represents donors from January 2014–August 2015.

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Gentry Lock
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NYC Council - Brooklyn Delegation
NYC Council - Manhattan Delegation
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Hong Kong Dragon Boat Festival in New York
National Safe Boating Council
Newtown Creek Trust
New York Institute of Technology
Ramapo College
Working Harbor Committee

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Fidelity Charitable Gift Fund
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The Heyday Foundation
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John H. Watts, Sequel Energy, Inc.
Steve Wilson, SWP
Roland Lewis, President
As our chairman and president noted in introducing this annual report, numbers help tell the story. The Waterfront Alliance is a coalition of more than 850 organizations working to revitalize, transform, and protect our region’s 720 miles of shared shoreline. Two-thirds of our Alliance partners are nonprofit groups; with the other one-third representing businesses and private organizations. Nearly one quarter offer on-water programs or activities. More than half are based in New York City. Twenty-eight percent identify as regional organizations, 11 percent are New Jersey-based and 8 percent are from elsewhere around the country and the world. Our website provides a full directory of our Alliance Partners and here we introduce you to three longtime partners doing some incredible work around our waterfront.
Partner Spotlight

**Long Island City Community Boathouse**

Staffed completely by volunteers and offering a variety of free paddling programs, the Long Island City Community Boathouse is the epitome of a small waterfront nonprofit dedicated to revitalizing the shoreline. Successfully reconnecting residents and local business people to the East River, the boathouse aims to raise awareness about estuary ecology with its fun and educational paddles, open to anyone. Learn more at licboathouse.org.

**Working Harbor Committee**

If it weren’t for the commitment of the members of the Working Harbor Committee—vessel captains, maritime historians, historic boat owners, and others who have thorough, firsthand knowledge of the working waterfront—many people would not have had opportunities to explore the region’s commercial and industrial waterfront, the largest port on the East Coast. Known for its popular Hidden Harbor Tours, the Working Harbor Committee has enlightened thousands over the course of many summers, showing them tugboat berths, graving docks, and container ports, and visiting places like Erie Basin and the Kill Van Kull. Learn more at workingharbor.com.

**Dewberry**

Dewberry, a professional services firm with offices around the nation, has been recognized for a variety of important post-Sandy resiliency work. Working with the National Oceanic and Atmospheric Administration, Dewberry led the project that comprehensively assessed storm damages along the East Coast, collecting and processing topobathymetric data that was used for mapping, charting, geodesy, and marine debris surveys. Dewberry managed debris removal, particularly in New Jersey, and in Brooklyn the company ran free workshops to help small businesses create disaster preparedness plans. Learn more at dewberry.com.