



Summary of the Waterfront Alliance's Five-Year Strategic Plan 2019–2023

After a decade of leading the charge in how the New York metropolitan region views and uses its harbor, and with more than 1,000 Alliance Partners committed to bringing real change to our region's 700+ miles of coastline, the Waterfront Alliance is stepping into the new and critical leadership role to define New York Harbor's response to sea level rise and coastal storms. Our crucial, long-term focus on increasing waterfront accessibility for all, along with our efforts to advocate for a working waterfront that is a vital source of business activity and good jobs, will continue, and we will seek additional financial support for expanding our work on resilience and our overall impact over the next five years.

Mission: *The Waterfront Alliance inspires and effects resilient, revitalized, and accessible coastlines for all communities.*

Vision: *New York Harbor and the surrounding waterways should be a shared resource for all. Our coastal communities must resolutely prepare for the reality of sea level rise and be prepared for the next big storm. Adapting to this new reality, we will create healthy, resilient, accessible, and equitable waterways that are alive with commerce and recreation, and exciting waterfront destinations that reflect the vitality and diversity of the communities that surround them.*

Goals by 2023:

- **Goal 1:** Build **consensus around the most critical resiliency investments** and policy changes needed, and inspire public and private actions to implement them.
- **Goal 2:** Establish Waterfront Alliance as a **national leader in resilient, sustainable, and accessible waterfront design**.
- **Goal 3:** Provide New Yorkers with **more opportunities to get on or touch the water**.
- **Goal 4:** Position the **waterfront as a vital source of business activity and jobs** that reduce our region's carbon footprint.
- **Goal 5:** Develop a **larger, more diverse funding base** and internal systems and process that **drive organizational impact and viability**.

Implementation Strategy: Combining the mutually reinforcing strategies of resiliency and adaption, with a continued focus on increasing waterfront access and advocating for the working waterfront, we will expand our mission to provide greater impact for the communities and waterways of New York Harbor, through the following steps over five years:

- Facilitate rigorous expert analysis of top adaptations and generate consensus; design and launch a political action campaign around adaptation priorities.
- Establish Waterfront Edge Design Guidelines (“WEDG”) as the standard for new waterfront building in New York City and other coastal cities.
- Participate as a key partner with the City of New York in the development of the 2021 Comprehensive Waterfront Plan.
- Help citizens and community groups advocate for more access, cleaner water, and resilient neighborhoods; improve waterfront access through maritime activation planning.
- Provide expanded educational programming through Estuary Explorers hands-on science field trips for public school students and teachers.
- Lead three task forces—resiliency, access, and working waterfront—to ensure that pertinent waterfront issues are addressed in the new Comprehensive Waterfront Plan.
- Make meaningful gains in increasing citywide ferry service and waterfront jobs.
- Invest in communications, policy expertise, fundraising, and community outreach through four new staff positions.
- Strengthen organizational impact and viability through increased fundraising, board expansion, and professional development opportunities for staff and board.

Measuring Impact: An implementation plan describing activities, outcomes, and measures for each goal will be used as a tool to continuously monitor and evaluate the strategic plan and update it. The strategic plan will feed into Waterfront Alliance’s annual work plan and budget, and regular updates will be provided to the board of trustees.

Financial Investments: Successful implementation of the plan will require the budget to grow from \$1.5M to at least \$2M over five years, the addition of four new staff positions, and a new approach to fundraising with a resiliency focus. Streamlining existing programs will result in a minimal net loss of funds, and the resiliency work will require new funders. This new fundraising challenge for the Waterfront Alliance will be met through an expansion of the development team, and through commitments from the board of trustees to engage differently in fundraising.