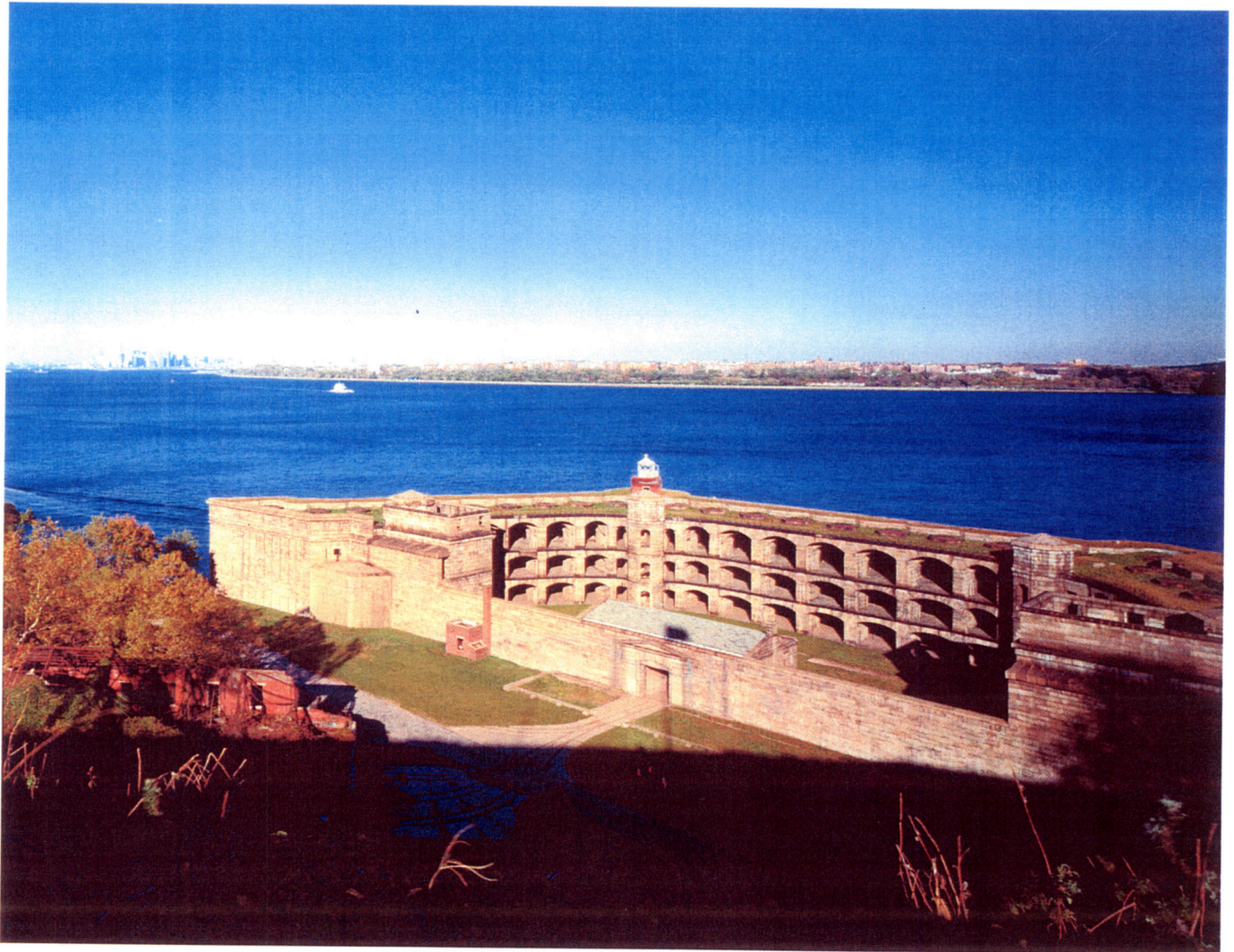




A Strategic Plan For the National Parks of New York Harbor



JUNE 2002 DRAFT

New Jersey

● St. Paul's Church

● Hamilton Grange

● Grant's Tomb

● Theodore Roosevelt Birthplace

● Lower Eastside Tenement Museum

● Federal Hall

● Castle Clinton

● Ellis Island NM

● Statue of Liberty NM

● Governors Island NM

New York City

Upper Bay

Lower Bay

Frank Charles Memorial Park

Canarsie Pier

Jamaica Bay Wildlife Refuge

JAMAICA BAY UNIT

Floyd Bennett Field

Fort Wadsworth

Miller Field

STATEN ISLAND UNIT

Great Kills Park

Jacob Riis Park

Fort Tilden

Breezy Point

ATLANTIC OCEAN

SANDY HOOK UNIT

Fort Hancock



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A STRATEGIC PLAN FOR THE NATIONAL PARKS OF NEW YORK HARBOR

I. INTRODUCTION

The National Parks of New York Harbor is a collaboration among several units of the National Park System—with leadership and support provided by a special office under the direction of a senior agency executive—to advance the mission of the National Park Service within the New York-New Jersey metropolitan area.

The Mission of the National Park Service

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout the country and the world.

National Park Service Core Values

Shared Stewardship – We share a commitment to resource stewardship with the global preservation community.

Excellence – We strive continually to learn and improve so that we may achieve the highest ideals of public service.

Integrity – We deal honestly and fairly with the public and one another.

Tradition – We are proud of it, we learn from it; we are not bound by it.

Respect – We embrace each other's differences so that we may enrich the well-being of everyone.



Northeast Region Guiding Principles

The following guide management of parks in the Northeast Region of the National Park System. These four ideas should be interpreted as both broad organizational objectives as well as standards for personal conduct. The intentions and work methods of the National Parks of New York Harbor are motivated by these concepts:

- **PRESERVING OUR HERITAGE**
- **SERVING OUR PUBLIC**
- **COLLABORATING WITH OUR PARTNERS**
- **FOSTERING EXCELLENCE AND DIVERSITY**

Mission Statement of The National Parks Of New York Harbor

The mission of the National Parks of New York Harbor is to enhance the identity, visibility and public support of our sites, to collaborate with others in the New York–New Jersey metropolitan area in the care and appropriate use of all historic, recreational and natural resources, and to promote the National Park System.

II. THE NATIONAL PARKS OF NEW YORK HARBOR

The National Parks of New York Harbor shares a common geographic base, similar challenges and opportunities, a belief in the mission and core values of the National Park Service, and a collective vision of what we can achieve by working together.

Our Common Challenge

The New York-New Jersey metropolitan area is the nation's most populous, ethnically diverse urban complex. The area is also the nation's center for finance, media and culture.

The National Park Service manages a number of park units within the New York- New Jersey metropolitan area.

National parks located in the metropolitan area are, in general, not well known, not identified with the National Park System, and not adequately supported by the public.

In addition, the broader mission of the National Park Service is not understood or supported by the civic and political leadership of the area.

The National Parks of New York Harbor (NPNH) collaboration was created by the National Park Service in response to these conditions.

Organization

The National Parks of New York Harbor is an organizational network that is focused on improved "internal" coordination and expanded "external" relations. The National Parks of New York Harbor is not an operational organization. Park superintendents are responsible for management of their respective units as well as active participation in the larger initiative.

Organization of the National Parks of New York Harbor consists of two parts:

A collaboration of National Park Service sites and affiliated areas, functioning as a sub-cluster, and

An office of the Regional Director (Northeast Region) that is headed by a senior NPS executive, staffed by core group of specialized professionals, and guided by an executive council drawn from the sub-cluster.

The office of the NPNH Executive Director provides a centralized location for coordination of external communications, funding initiatives and major partnerships on behalf of the sub-cluster.

Collaboration and partnerships with other federal agencies, state and local government, public institutions and private organizations are central to everything done by the National Parks of New York Harbor.



Participating Parks

The National Parks of New York Harbor currently consists of: the Statue of Liberty National Monument and Ellis Island, Manhattan Sites, the Lower East Side Tenement Museum, Governors Island National Monument, and Gateway National Recreation Area.



Units administered by Manhattan Sites include: Castle Clinton National Monument, Federal Hall National Memorial, General Grant National Memorial, Hamilton Grange National Memorial, Saint Paul's Church National Historical Site, and Theodore Roosevelt Birthplace National Historical Site.

Administration of Gateway National Recreation Area is divided into the Sandy Hook Unit (Monmouth County, New Jersey), Staten Island Unit (New York City), and the Jamaica Bay Unit (Brooklyn and Queens, New York City). Principle sites located within the recreation area include: Fort Hancock, Great Kills Park, Miller Field, Fort Wadsworth, Jacob Riis Park, Floyd Bennett Field and Jamaica Bay.



Partnership programs administered by the National Park Service will be actively promoted and supported as part of this initiative. Examples of partnership programs include: the Land and Water Conservation Fund, Rivers and Trails Conservation Assistance, and the National Landmarks Program.

III. THE NATIONAL PARKS OF NEW YORK HARBOR GOALS AND OBJECTIVES, 2000-2002



- *Accelerate resource protection and sustainable development of New York Harbor*
- *Improve public access to parks*
- *Expand opportunities for students, teachers, and park visitors to better understand the heritage embodied in sites*
- *Raise the awareness of elected officials, community leaders and the general public*
- *Enhance funding for the National Parks of New York Harbor*

SIX MONTH OBJECTIVES

June 11, 2002 through December 15, 2002

GOAL

Accelerate resource protection and sustainable development of New York Harbor.



OBJECTIVES

- 1) Articulate to the National Parks of New York Harbor (NPNH) Management Council the definition of a “seamless network” of parks, recreation and preservation with New York City, State, and non-governmental organizations (NGO’s)
- 2) Establish a cooperative agreement with the Regional Plan Association (RPA)
- 3) Establish an official collaborative relationship with the Metropolitan Waterfront Alliance
- 4) Develop a directory of organizations, businesses and individuals practicing sustainability in the New York – New Jersey metropolitan area
- 5) Working with the Management Council, identify three projects to carry out the “seamless network” with the NPNH
- 6) Identify at least five active projects to exemplify sustainability and resource protection.
- 7) Draft an agreement with New York City, the City University of New York, the State of New York and the federal General Services Administration on the future of Governors Island
- 8) Develop an inventory of environmental initiatives and partners focused on natural resource protection throughout the New York Bight (a water system).

GOAL

Improve public access to parks



OBJECTIVES

- 1) The NPNH Transportation Committee will prepare a status report for implementation of an Intra-NPNH ferry service and present to the Management Council
- 2) Define and present suggestions for expanded business opportunities for the ferry concession at the Statue of Liberty and Ellis Island

GOAL

Expand opportunities for students, teachers and park visitors to better understand the heritage embodied in its sites



OBJECTIVES

- 1) Complete field testing of the “Coastal Defense” educational track
- 2) Conduct a forum of experts to review the “Immigration” educational track (metropolitan communities) of the NPNH Education Center and get input from the attendees
- 3) Conduct a teacher review of the “Immigration” educational track (metropolitan communities) of the NPNH Education Center and get input from the attendees
- 4) Assess the status of Comprehensive Interpretive Plan (CIP) development and develop a strategy for completion of all CIP’s
- 5) Select a university partner for the NPNH Education Center at Fort Wadsworth
- 6) Work with park managers, program leaders and key stakeholders to develop a comprehensive vision of the NPNH Education Center and the long-term strategy for its implementation

GOAL

Raise the awareness of elected officials, community leaders and the general public



OBJECTIVES

- 1) Expand the listings to media outlets about programs and access to NPNH sites
- 2) Award a contract to consultants to develop a branding campaign
- 3) Meet with at least six key officials and community leaders to cultivate awareness of our sites, programs and goals
- 4) Issue an RFP to hire PR/advertising experts to develop a communication plan, including PR and media strategies
- 5) Participate in and seek to influence the “September 11th Memorialization” and the development of lower Manhattan.

GOAL

Enhance funding for the National Parks of New York Harbor



OBJECTIVES

- 1) Prepare a recommendation on the establishment of a new 501(c)(3) or a coalition of 501(c)(3) partner(s) to secure private contributions and corporate sponsorships for programs and projects at NPNH sites
- 2) Develop and recommend to the Executive Council a mechanism for coordinating fundraising actions
- 3) Recommend to the Executive Council an “Earned Revenue Plan”, including products and publications