



The Greenway Conservancy

Five-Year Strategic Business Plan
2019-2023

TDC

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Executive Summary

The Greenway Conservancy is pleased to share the following Five-Year Strategic Business Plan which builds on the organization's success and articulates a path forward.

Since the Conservancy began management of the park in 2009, The Greenway has become a treasured Boston asset, and the Conservancy has become a respected steward and placemaker. With the 2017 landmark funding agreement between the Commonwealth, the City of Boston, and property owners, the Conservancy is at an inflection point.

The Strategic Business Plan research revealed that:

- The Conservancy serves a larger subset of the market than previously assumed and is perceived very positively by both stakeholders and the Greater Boston market.
- The Conservancy has the opportunity to further diversify its audience through communication and relationship building
- Stakeholders are excited by the idea of additional capital investments on The Greenway and support continued investment in the current public art program.
- The Conservancy, through focused communication and additional development capacity, has the opportunity to grow individual giving through both major gifts and the creation of a robust membership program.

The Greenway Conservancy will create broad-based engagement with the public park by leveraging its existing momentum and broadening and deepening participation and support. The Greenway will actively reach out to diverse local audiences, create two signature destinations, focus its communications and branding, and strengthen its Development Department. This plan forecasts budget growth over the five years of 25%, comparable to organizational budget growth over the last five years. Specific initiatives are laid out with timetables and costs, but the Greenway must also retain its entrepreneurial nimbleness to accommodate new opportunities or changes to economic, political, or community circumstances. To accomplish the exciting strategies laid out in the Strategic Business Plan, the Conservancy will increase individual philanthropic revenue by expanding major giving and creating a robust membership program.

Introduction

The Rose Kennedy Greenway Conservancy manages and cares for The Greenway, the contemporary public park in the heart of Boston. The Conservancy was initially established as a non-profit organization in 2004 to guide the emerging park system being constructed by the Central Artery Tunnel Project (the “Big Dig”) and to raise funds for an endowment and operations. On October 4, 2008, tens of thousands of people came together for the parks’ Inaugural Celebration. In February of 2009, the Conservancy began management of the park through the first of multiple agreements with the land owner, the Massachusetts Department of Transportation.

The Conservancy has experienced significant success over the last ten years, overcoming initial public skepticism from the “Big Dig,” the Great Recession, and an unfamiliar business model.

The Conservancy has:

- Demonstrated expertise in the care of the park
- Established itself as a placemaker through innovative programming and partnerships
- Garnered national attention for temporary exhibitions of contemporary public art
- Enhanced the experience on The Greenway through capital investments

Building on these success, the Commonwealth, the City of Boston, property owners, and the Conservancy signed a landmark foundational funding agreement in 2017 that is due for renewal in 2023.

The Conservancy now has the opportunity to further increase its impact, deepen its reach, invest in the park, and expand its base of support. In order to best take advantage of the momentum, the Conservancy created this Five-Year Strategic Business Plan to articulate a path forward.

The plan is the culmination of ten months of research and deliberation, which took place between December 2017 and September 2018. To guide the process, the Conservancy’s Executive Director created a Strategic Business Plan Advisory Group comprised of members of the Conservancy’s Board of Directors, senior staff, and other key stakeholders. TDC, a nonprofit management consulting and research firm, was engaged to facilitate the process, and Prescott & Associates, a strategic marketing and research firm, was engaged to create a communications plan. The Strategic Business Planning effort was supported by a restricted grant from the Barr Foundation. For a detailed timeline and list of stakeholders, please see Appendices 1 and 2.

Key Findings

To guide the planning process research was conducted along four dimensions:

1. The makeup of the Conservancy's **audience** and their perception of the organization and the park
2. The **diversity** of the Conservancy's current audience and how public parks across the country approach increasing audience diversity
3. The satisfaction of the current audience with the Conservancy's programmatic **offerings** and the feasibility of future organizational investments in the park
4. The effectiveness of the Conservancy's **communications** with current and potential stakeholders and future **development** opportunities

The research consisted of five main pieces:

1. **Interviews:** Interviews and focus groups were conducted with 81 stakeholders including staff (31), board (14), and external stakeholders (36).¹
2. **Greenway base survey:** An online survey was sent to the Conservancy's base, which was defined as all households from the organization's internal eNews list with available email addresses. The survey was sent to 11,858 households and received 405 responses (3% response rate).
3. **Market sample survey:** An online survey was sent to a random market sample within the Conservancy's geographic market, which was defined as a 25-mile radius of The Greenway's zip codes. The market sample was a general sample of adults ages 18-74 years old and made up of 600 households.²
4. **Benchmarking:** Six benchmarking interviews were conducted with other public parks in the US, which were selected for their experience with audience diversity.³
5. **Development analysis:** Analysis of the Conservancy's donor database was conducted to more deeply understand the current donor pipeline.

¹ For a full list of participants, see Appendix 2.

² 26% of the households were from within 5 miles, 24% from 5.1-10 miles, and 49% from 10.1-25 miles.

³ For a full list of benchmarking organizations, see Appendix 2.

Audience

The team conducted research to understand who utilizes The Greenway and found that the park serves not only people who work and live downtown, but also those who do not. Of the market sample who neither live nor work downtown, over 65% had visited The Greenway in the last two years.⁴ This finding contradicts a previously held perception about who uses The Greenway and reveals that the Conservancy serves a wider subset of the market than previously assumed.

The Conservancy was pleased to learn that audience perception of The Greenway is highly favorable across all segments. Over 90% of the Greenway base and 70% of the market sample said they either like or love The Greenway.⁵ Respondents specifically noted that they enjoy The Greenway's "park-ness", public art, features/free events, and changeability. Interviewees further elaborated on this positive perception and noted that the Conservancy is regarded as a skilled place maker and as a shared platform for the Boston community to utilize. One interviewee noted that, "The Greenway is a platform and space that doesn't exist elsewhere in the city."

Diversity

Despite high visitation across geographic segments, the market sample and Greenway base surveys show that the Conservancy has the opportunity to diversify its audience racially and economically.⁶ Notably the surveys found that if diverse audiences are aware of The Greenway, they have a positive perception of the park.⁷ However awareness, both aided and unaided, among people of color is low in comparison to Caucasian audiences. Interviewees also emphasized the importance of broadening the diversity of the audience by ensuring the park is welcoming to and representative of all.

To further understand how other parks approach diversity, benchmarking interviews were conducted. Benchmark organizations noted that it is important to approach diversity actively and create multiple layers of engagement in order to inspire diverse audiences to use the park repeatedly. One benchmark organization concluded that, "we want diverse visitors to leave with a different reason to return than the one they originally came for." Benchmark organizations emphasized, however, that there is no one way to approach audience diversity and instead parks need to continually practice communication, listening, and relationship building with diverse audiences, through visitor intercepts or partnerships. The team was pleased to find that the Conservancy has been employing many of the same programmatic approaches as benchmark organizations, which positively reinforced the Conservancy's current programming. Lastly,

⁴ For more detail on visitation, see Appendix 3 "The Greenway Visitation – Have Visited The Greenway"

⁵ For more detail, see Appendix 3 "Feelings for The Greenway"

⁶ For more detail on demographics, see Appendix 3 "Demographic Snapshot"

⁷ In the market sample, 62% of people of color respondents noted that they love or like The Greenway. This number is similar to the Caucasian response of 60%.

benchmark organizations warned that it is challenging for parks to measure success in regards to engaging diverse audiences but noted that diversity of staff and board is a major indicator.

Offerings

Existing Offerings

First, the surveys revealed that while many people are familiar and pleased with The Greenway, people are less familiar with the park's specific program offerings (such as fitness classes or the summer concert series). The Conservancy's public art program is less known by the market sample, better known by the Greenway base, and came up repeatedly in interviews. Many interviewees noted that the success the Conservancy has experienced in public art should continue. One interviewee said, "the Conservancy set the bar high, and we see the excitement public art can generate." Further, interviewees observed that public art can "put Boston on the map" and encourage "people who don't already come to The Greenway" to visit.

Second, the Conservancy has been successful in experimenting with new-to-Boston offerings such as organic land care, food trucks, free Wi-Fi, zip line, pollinator ribbon, and beer gardens. The team would like to note that this five-year Plan's expression of priorities is not to preclude the nimble approach that was celebrated by interviewees. Changing economic, political, or community circumstances could advance new priorities and the emergence of an important new opportunity would certainly necessitate new resources and/or reprioritizing.

Third, while 66% of the Greenway base and 56% of the market sample understood that The Greenway was one, continuous park, there is opportunity for The Greenway to better communicate this through signage and marketing.

Lastly, the team also learned the existing offerings have been successfully executed by a staff team that has historically run lean and is currently stretched thin.

Future Offerings

The Conservancy tested two capital investment opportunities in interviews:

- **Dewey Square Park** – creation of a new design for Dewey Square Park that buffers the site from traffic, lights up the mural and offers features like a café or fire pits to establish a full-time destination that welcomes people to Boston. Interviewees were nearly unanimous in their support of a Dewey Square Park project. They noted that "Dewey is a pivotal place and deserves better" and that "it could be an oasis and destination that draws traffic."
- **Signature Garden** – engagement of world-renowned garden designer Julie Moir Messervy to create a signature garden between Oliver and High Streets that links the

Wharf District and the Fort Point Channel Parks. The idea generated enthusiasm and many of interviewees involved in the horticulture world were excited by Messervy.

No other capital projects were repeatedly mentioned by the stakeholder groups.

Communications and Development

Communications

The Conservancy set out to understand how to best broaden and deepen relationships with all stakeholders and found that there are common audience misconceptions around who manages and funds the park. Only 23% of the market sample knew that The Greenway was managed by a non-profit organization that relies on individual donors. Such misconceptions create confusion about the role of individual giving and membership in the Conservancy's business model. In order to broaden and deepen support, the Conservancy needs to clarify its role in the stewardship of The Greenway and articulate the importance of individual giving through communications.

Development

The team also found that the Conservancy's current donor database reveals relatively strong participation by corporations and foundations but a thin pipeline among individual donors. Further research through interviews revealed that the Conservancy has the opportunity to grow annual individual giving. The surveys also showed that the Conservancy has the potential to build a robust and vibrant membership program. The majority of respondents in the market sample and the Greenway base were not aware of the existing membership program and many of them noted that they would consider joining.⁸

In conclusion, research findings helped illuminate who the Conservancy's audience is, how the Conservancy is perceived, what programmatic and capital investments should be prioritized, and how the Conservancy could create a broader base of individual support. These findings informed the following vision, overarching goal, and strategies.

Additionally, during the course of the strategic business planning process, a communications plan was crafted based on the research findings. This was very beneficial to the Conservancy as the communications plan was able to inform the strategic business plan and vice versa. For more detail on the research and outcomes of the communications plan, please see Appendix 5.

⁸ For additional information, see Appendix 3 "Membership Program Awareness."

Strategic Direction

The Greenway Conservancy has reaffirmed the following vision for the next five years:

The Greenway is and will continue to be a beautiful, vibrant park where all are welcomed to gather, play, unwind, and explore.

Over the next five years the Conservancy will continue to lead with its public art and programming and will assure the park experience is welcoming to all audiences. The Conservancy will create a signature garden between Oliver and High Streets and will re-design Dewey Square Park to become a destination that welcomes people to Boston. The Conservancy will finance this work by expanding individuals' philanthropic support, complementing continued strength with corporations and earned income. Broader engagement from diverse communities and deepened relationships with funders will lead to an extension of the landmark multi-party agreement.

The overarching goal of the Strategic Business Plan which will further the mission and accomplish the Conservancy's vision is:

The Greenway Conservancy will create broad-based engagement with the contemporary public park in the heart of Boston.

Strategies

Leverage the Existing Momentum

The Greenway Conservancy will capitalize on its success and current strengths.

- A. Continue to deliver high-quality opportunities for people to gather, play, unwind, and explore on The Greenway.**
- B. Continue the Greenway Conservancy's leadership in public art.**
- C. Invest in infrastructure to enhance the visitor experience.**
 - a. Create a signature garden to enliven the area between Oliver and High Streets (2020)
 - b. Establish Dewey Square as a destination that welcomes people to Boston (2022)
 - c. Increase signage to both assist people and encourage them to visit more of The Greenway
- D. Strengthen internal capacity to ensure the Conservancy has a solid foundation and organizational flexibility.**
 - a. Enhance talent management (2019)
 - i. Add staff capacity in human resources
 - ii. Improve process implementation for feedback, goal setting, and reviews
 - iii. Explore new professional development opportunities for staff
 - iv. Develop proactive approaches to natural employee turnover
 - b. Enhance capacity to steward The Greenway
 - i. Invest in additional maintenance and programs staff (2019)
 - ii. Assure the construction of a maintenance facility
 - iii. Strengthen the Conservancy's ability to continually collect and analyze market data to respond to the needs of the audience
 - c. Update financial systems to better serve the organization (2020)

Broaden and Deepen Engagement and Support

The Greenway Conservancy will further engage stakeholders using new organizational activities.

A. *Build on current organizational inclusion efforts to broaden the Greenway*

Conservancy's audience.

- a. Create new practices with an eye toward inclusion (2019)
 - i. Reach out actively to identify events that can bring in broadly diverse audiences
 - ii. Create organizational policies to increase visitation from economically diverse populations, such as subsidizing Carousel tickets for EBT recipients
- b. Develop new partnerships and deepen existing partnerships (2021)
 - i. Establish an advisory group(s) of diverse connectors from the community to guide and collaborate with the Conservancy
 - ii. Invest in an additional staff person to manage and explore partnerships
 - iii. Build new partnerships with community organizations to increase racial and economic diversity on The Greenway
 - iv. Explore offering mini-grants to subsidize events for community organizations to support audience diversification
- c. Deepen organizational skills around inclusion
 - i. Continue to recruit racially diverse board members
 - ii. Create and implement new hiring and personnel policies to reinforce equitable processes
 - iii. Explore potential of contracting processes to support Minority Business Enterprises
 - iv. Train and educate staff on diversity, equity and inclusion (2020)

B. *Create broad-based participation through communications.*

- a. Build Greenway awareness and familiarity across all audience segments (2019)
 - i. More clearly define The Greenway brand and the Conservancy's management role
 - ii. Build upon the communications plan with investments such as design services, a website redesign, and in-park branding
- b. Expand ranks of advocates for the Conservancy (2019)
 - i. Equip all stakeholders to better advocate for the Conservancy
 - ii. Encourage BID members to act as philanthropic ambassadors
 - iii. Continue to strengthen government relationships at the city and state

C. *Deepen relationships with current donors and engage and cultivate new donors.*

- a. Emphasize the culture of philanthropy for staff and board to deepen collaboration
- b. Support and grow board involvement in fundraising
- c. Create a robust "membership program"

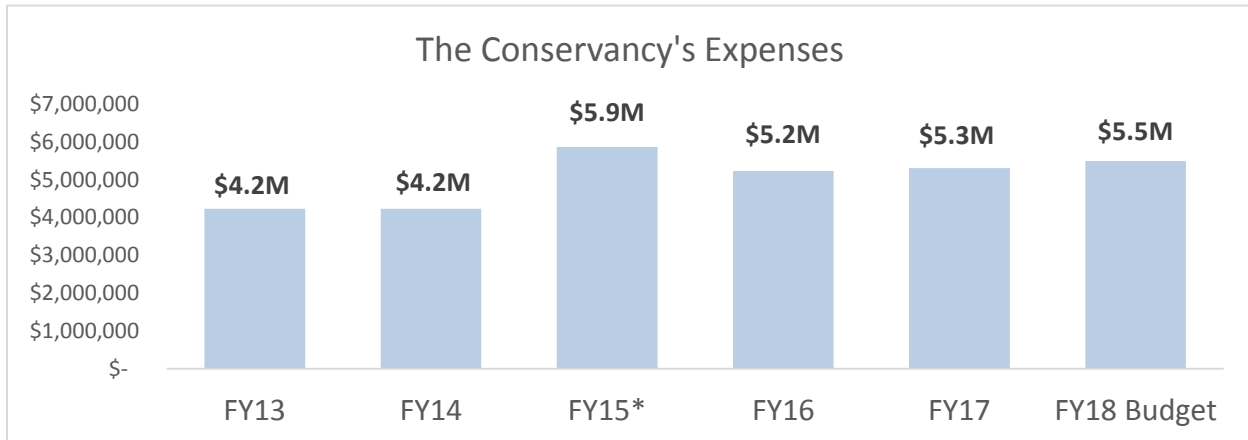
- d. Strengthen the individual major donor base for both operating and capital gifts
- e. Build on existing strengths in corporate giving within the context of a shrinking and highly competitive market

D. Strengthen internal capacity to successfully broaden and deepen engagement and support.

- a. Increase capacity in Development
 - i. Attract the best talent in a highly competitive market by offering compensation packages based on development market rates
 - ii. Invest in additional Development staff (2019+)
 - iii. Continue investment in Development data systems to broaden the pool of prospects (2020)
- b. Increase the number of Park Rangers to welcome all visitors to a safe Greenway (2021)

Financial Analysis

Since its inception the Greenway Conservancy has defied expectations and continued to grow its operation while maintaining surpluses. This growth is reflected in the Conservancy's expenses, which grew by 30% between FY13 and FY18.



*In FY15, the Conservancy changed fiscal years; this graph normalizes the 18-month FY to reflect 12 months. Further, the Conservancy experienced a large one-time expense in FY15 as it undertook the Echelman public art project.

In order to build upon its success and carry out the strategic plan, the Conservancy will need to continue to grow. The following analysis presents the **incremental growth** the Conservancy will need to achieve over the next five years to carry out the plan. In total, it is a 25% expansion, which is in line with historic growth trends.⁹

In the following analysis:

- Expenses are organized as:
 1. Leverage existing momentum, or broaden and deepen engagement and support
 2. One time (capital driven), or ongoing
 3. Planned budget addition, or funding dependent (color coding below)

Planned budget addition

Funding dependent

- Planned budget additions will be funded through normal revenue growth and budget management.

⁹ This is also true in numeric terms. From FY13 to FY18 the budget grew by \$1.3M and the projections estimate budget growth of \$1.4M.

One Time Investments

Leverage Existing Momentum		2019	2020	2021	2022	2023
	Systems update	\$ -	\$ 30,000	\$ -	\$ -	\$ -
	Signature Garden (Parcel 18)	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -
	Dewey Square	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -
Broaden and Deepen Engagement and Support						
	Website redesign	\$ 100,000	\$ -	\$ -	\$ -	\$ -
	Technology and database updates	\$ 12,000	\$ 31,000	\$ 9,000	\$ -	\$ -
	Signage enhancement	\$ 40,000	\$ 50,000	\$ 40,000	\$ -	\$ -
	Visitor experience consultant	\$ 15,000	\$ -	\$ -	\$ -	\$ -
	Office re-design	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Budget addition total		\$ 112,000	\$ 61,000	\$ 9,000	\$ -	\$ -
Funding dependent total		\$ 55,000	\$ 1,550,000	\$ 140,000	\$ 5,000,000	\$ -
One Time Total		\$ 167,000	\$ 1,611,000	\$ 149,000	\$ 5,000,000	\$ -

Ongoing Investments

Leverage Existing Momentum		2019	2020	2021	2022	2023
	Capacity in HR, Maintenance, and Programs	\$ 128,000	\$ 161,000	\$ 164,000	\$ 169,000	\$ 172,000
	Systems ongoing expense	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
	Public art funding	\$ -	\$ -	\$ 125,000	\$ 150,000	\$ 175,000
	Capacity in Public Art and Capital Projects	\$ -	\$ -	\$ 140,000	\$ 144,000	\$ 147,000
	Signature Garden and Dewey Square maintenance	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 75,000
Broaden and Deepen Engagement and Support						
	Professional development	\$ -	\$ 25,000	\$ 26,000	\$ 26,000	\$ 27,000
	Capacity in Development	\$ 169,000	\$ 230,000	\$ 234,000	\$ 241,000	\$ 247,000
	Development expenses	\$ 20,000	\$ 21,000	\$ 21,000	\$ 22,000	\$ 22,000
	Temporary signage	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	Mini-grants for partners	\$ -	\$ -	\$ 15,000	\$ 16,000	\$ 16,000
	Capacity in Park Rangers and Program	\$ -	\$ -	\$ 216,000	\$ 222,000	\$ 227,000
	Capacity in Development and Administration	\$ -	\$ -	\$ 219,000	\$ 224,000	\$ 230,000
Budget addition total		\$ 317,000	\$ 437,000	\$ 460,000	\$ 473,000	\$ 483,000
Funding dependent total		\$ -	\$ 25,000	\$ 765,000	\$ 806,000	\$ 895,000
Ongoing Total		\$ 317,000	\$ 462,000	\$ 1,225,000	\$ 1,279,000	\$ 1,378,000

Please note that personnel estimates include salary and benefits.

Incremental Fundraising Goals

The Conservancy’s budget growth over the last five years has been driven by earned revenue (in FY13 earned revenue was \$0.2M, in FY17 it was \$1.2M). However, many of the sources of this growth (e.g., Carousel ticket sales and food truck fees) have matured and are not be expected to continue to climb significantly. While the Conservancy intends to continue its entrepreneurial approach to earned revenue, to implement the Strategic Business Plan strategies the emphasis will be placed on contributed revenue.

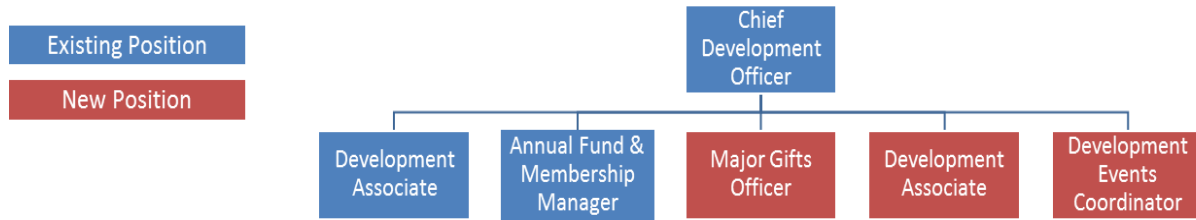
The Conservancy’s success to date with contributed revenue and major gifts from individuals has been with special projects such as the Carousel and the Janet Echelman public art commission. This Plan hypothesizes a significant opportunity for increased major-gift funding for operating purposes which the Conservancy will aggressively pursue. The planned expansion of Development expenditures must yield significant additional resources, but the Conservancy will want to reassess the results of operating versus special project giving toward the end of the five-year period.

This Plan hypothesizes that the Development Department must meet the following incremental fundraising goal by 2022 to achieve the Strategic Business Plan strategies. The goal will be used as a benchmark to evaluate the department’s progress. It is important to note that the goal does not include capital funds.

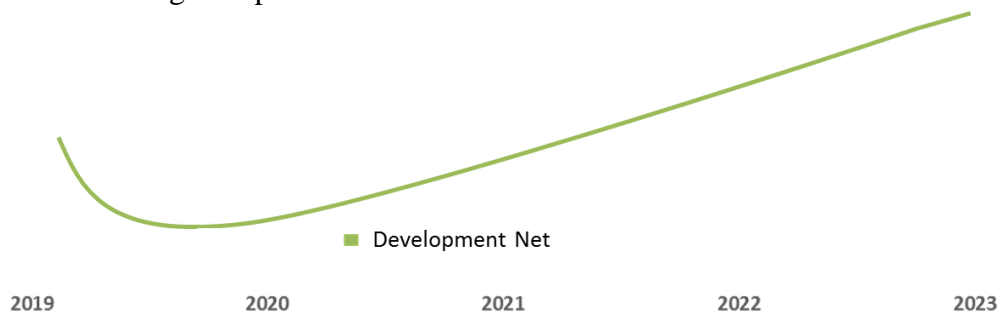
2022 (Incremental Operating)	
Individual	\$700,000
Membership	\$200,000
Corporate	\$200,000
Total	\$1,100,000

In the fourth quarter of 2018 and the first quarter of 2019 after making the following necessary hires, the development department will flesh out strategies to reach this goal. The development department will hire three additional personnel which will affect the development org chart¹⁰ in the following way:

¹⁰ For a full view of the org chart, please see Appendix 2.



Net revenues from Development will experience a J-Curve—the first few years will have a deficit before having a surplus.



Strategic Conditions

The Greenway Conservancy's plan relies on the following conditions that inherently entail risk:

Environmental Conditions

Conditions for the larger operating environment.

- The economy will continue to experience growth.

Strategic Conditions

Conditions for key stakeholders and audiences.

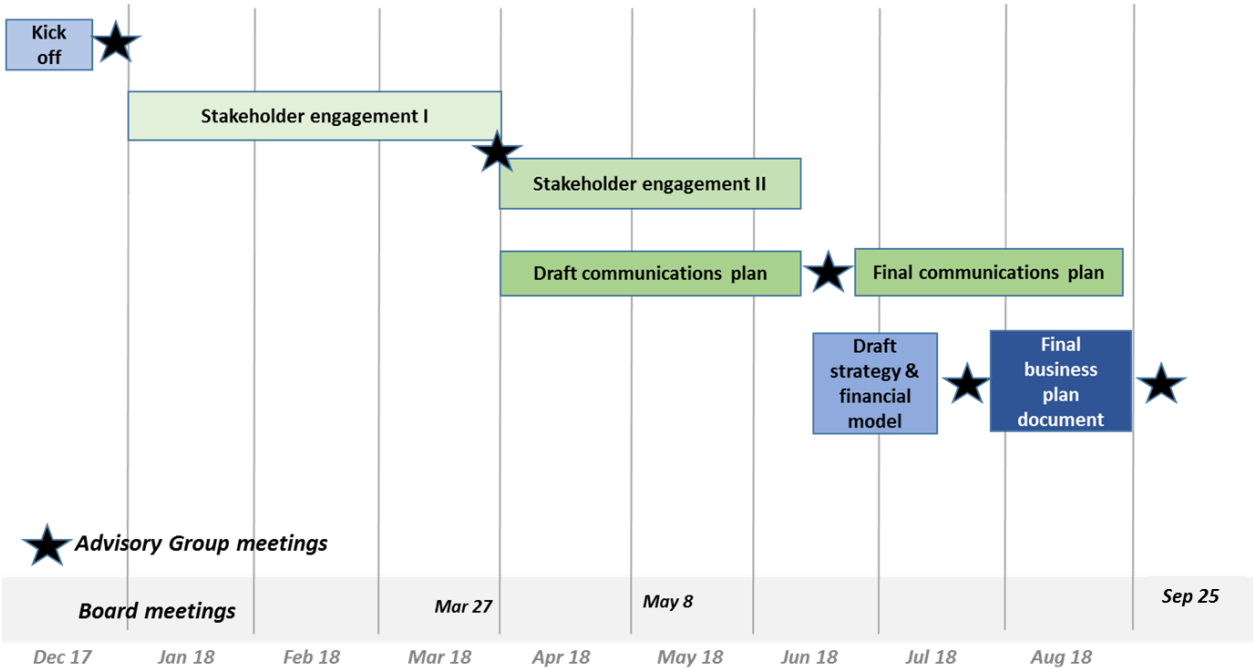
- The donor base has the opportunity to grow in both breadth and depth and will expand by utilizing the connections of the Board of Directors and other stakeholders.
- Newly developed stakeholder relationships will continue to prosper.

Organizational Conditions

Conditions for the organization's performance.

- The talent and leadership, staff and board, at the Greenway Conservancy will embrace the expectations set out in the Strategic Business Plan.

Appendix 1: Process



Appendix 2: Participants

Strategic Business Plan Advisory Working Group:

- Jesse Brackenbury, Executive Director, The Greenway Conservancy staff
- Howard Breslau, Chief Development Officer, The Greenway Conservancy staff
- Keelin Caldwell, Director of Programs and Community Engagement, The Greenway Conservancy staff
- Tracey Cooke, Director of Finance and Administration, The Greenway Conservancy staff
- Jim Kalustian, Chair of the Conservancy Board
- Kathryn Burton, Vice Chair of the Conservancy Board
- Bryant McBride, Board Member
- Georgia Murray, Former Chair of the Conservancy Board, External Stakeholder
- Chad Remis, Head of Boston platform at Oxford Properties Group, Inc., External Stakeholder

Additional Conservancy Staff input:

- Steph Almasi, Seasonal Horticulturist/Volunteer Program Assistant
- Talia Aronson, Office and HR Coordinator
- Alan Auger, Creative Manager
- Tom Ball, Maintenance and Construction Supervisor
- Michael Bestoso, Season Irrigation Technician
- Alex Carbone, Horticulture Intern
- Bruce Carstairs, Maintenance Mason
- Darrah Cole, Senior Horticulturist and Designer
- Lucas Cowan, Public Art Curator
- Tori Hiney, Plant Health Care Horticulturist
- Kiara Huntress, Park Ranger
- Leonard Krushova, Maintenance Assistant
- Kait Ziskin Levesque, Programs Manager
- Lev McCarthy, Project Coordinator
- Samantha McGinnis, Director of Programs and Earned Income
- Karla Noboa, Volunteer and Programs Coordinator
- Sheila Novak, Public Art Project Manager
- Eileen Ong, Programs and Business Development Manager
- Keva Pariyar, Office and Programmatic Assistant
- Elana Price, Manager of Membership and Annual Fund
- Robert Pittman, Maintenance Technician
- Srivi Radhakrishnan, Accounting Supervisor
- Anthony Ruggiero, Horticulture Foreman
- Stu Shillaber, Director of Horticulture
- Robert Stigberg, Director of Maintenance and Capital
- Soniya Tejwani, Programs Coordinator

- Gary Thorp, Irrigation and Landscape Specialist

Additional Conservancy Board input:

- Alli (and Bill) Achtmeyer, Event Stylist
- Chris Betke, Partner, Coughlin & Betke, LLP
- Mark Boyle, Real Estate and Asset Development, MBTA
- James Chan, Consultant, Chan 888 Consulting
- Karen Johnson, Managing Director, The Debt Exchange
- Susanne Lavoie, Executive Director, Wharf District Council
- Jane Pappalardo, Community Arts Advocate
- John Pregmon, Program Attorney, Massachusetts Continuing Legal Education
- Robyn Reed, Park Art Curator, Friends of Christopher Columbus Park
- Bud Ris, Clerk & Treasurer of the Conservancy Board, Former President of the New England Aquarium
- Rev. Cheng Imm Tan, President, CIT Consulting & Coaching

Additional External Stakeholder input:

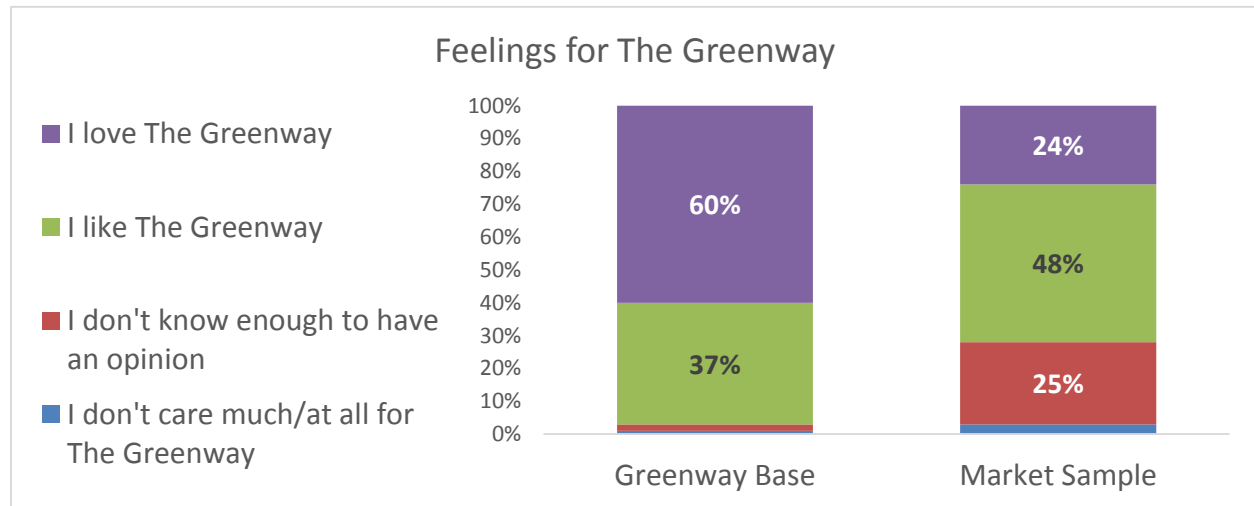
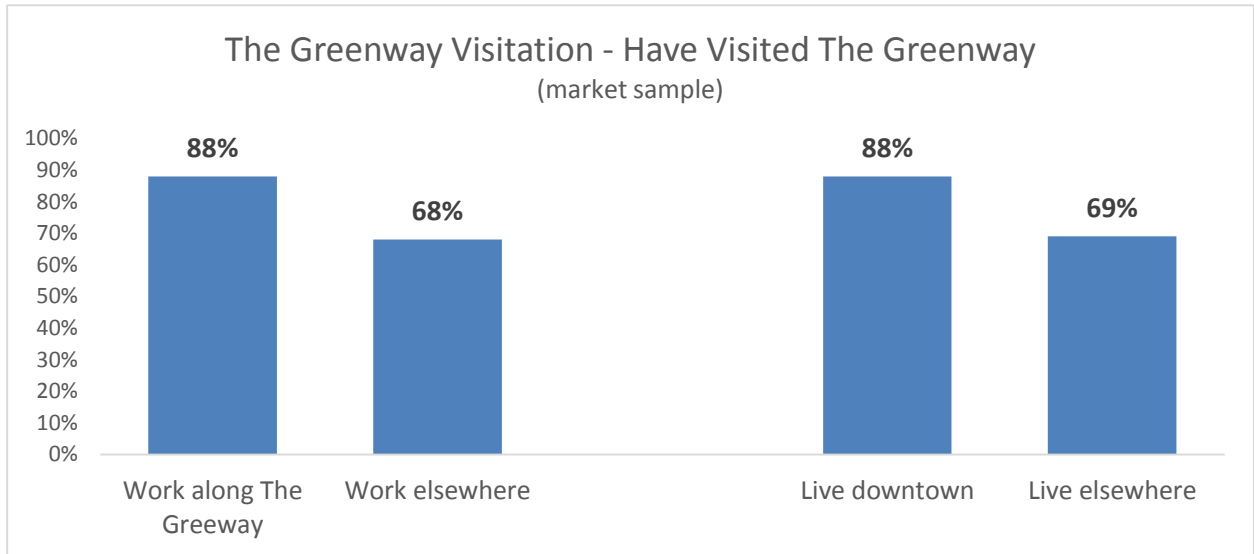
- Joel Barrera, Deputy Chief of Staff, Office of the Governor Charlie Baker
- Jeff Beale, Chief Administrative Officer, Eaton Vance
- Jeff Bellows, Vice President Corporate Citizenship & Public Affairs, Blue Cross Blue Shield of Massachusetts
- Joseph Boncore, Massachusetts State Senator
- Kevin (and Julie) Callaghan, Managing Director, Berkshire Partners
- Janelle Chan, Undersecretary, Department of Housing and Community Development, Commonwealth of Massachusetts (& former Conservancy Board member)
- Rick Dimino, President and CEO, A Better City
- Lynne Doblin, Executive Director, Richard and Susan Smith Family Foundation
- Ronald Druker, President, The Druker Cos.
- Lydia Edwards, Boston City Councilor
- Allyson Esposito, Director, Arts and Culture Program, The Boston Foundation
- Katie Everett, Executive Director, The Lynch Foundation
- Oliver (and Negin) Ewald, Managing Director, Audax Private Equity
- Ed Flynn, Boston City Councilor
- Robert & Doris Gordon, Harbor Towers residents (& former Curatorial Committee members)
- Paul Grogan, President & CEO, The Boston Foundation
- Alan Leventhal, Chairman & CEO, Beacon Capital
- Joyce Linehan, Chief of Policy, City of Boston
- Aaron Michlewitz, Massachusetts State Representative
- Tom Moroney, Boston Bureau Chief, Bloomberg
- Rick Musiol, Senior Vice President, Citizens Bank
- Eleanor and Frank Pao, Philanthropists
- Chris Olie, President & CEO, Plymouth Rock Insurance

- Joe O'Malley, General Manager, Faneuil Hall Marketplace & South Station
- Colette Phillips, President, CPC Global
- Colleen Richards Powell, Vice President and Director of Corporate Citizenship and Diversity, MFS Investment Management (& former Conservancy Board member)
- Noam Ron, Partner, Hudson Group
- Bea Roy, Greenway Supporter
- Rick Rundell, Senior Director, Autodesk (& Curatorial Committee member)
- Klare Shaw, Director of Programs, Liberty Mutual Insurance
- Navjot Singh, Managing Partner, McKinsey Boston
- Bradley Snyder, Executive Managing Director, Tiger Capital Group
- San San Wong, Director of Arts & Creative, Barr Foundation

Benchmark organizations:

- 11th Street Bridge Park, Washington DC
- Austin Parks, Austin
- Brooklyn Bridge Park, Brooklyn
- Buchanan Street Mall, San Francisco
- The Bentway, Toronto
- High Line Network, New York

Appendix 3: Key Findings



MARKET SAMPLE

Caucasian (N=490)	People of Color (N=93)
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Brand Perceptions (strongly agree):

The Greenway has something for everyone	22%	30%
I don't think the Greenway's offerings are for people like me	5%	5%

Brand Personality (closely associate):

Warm/welcoming	41%	36%
Beautiful	42%	48%
Calm/serene	31%	19%
Elitist	3%	2%

Feelings for The Greenway:

I love The Greenway	20%	19%
I like The Greenway	39%	43%
I don't have enough to have an opinion	37%	32%

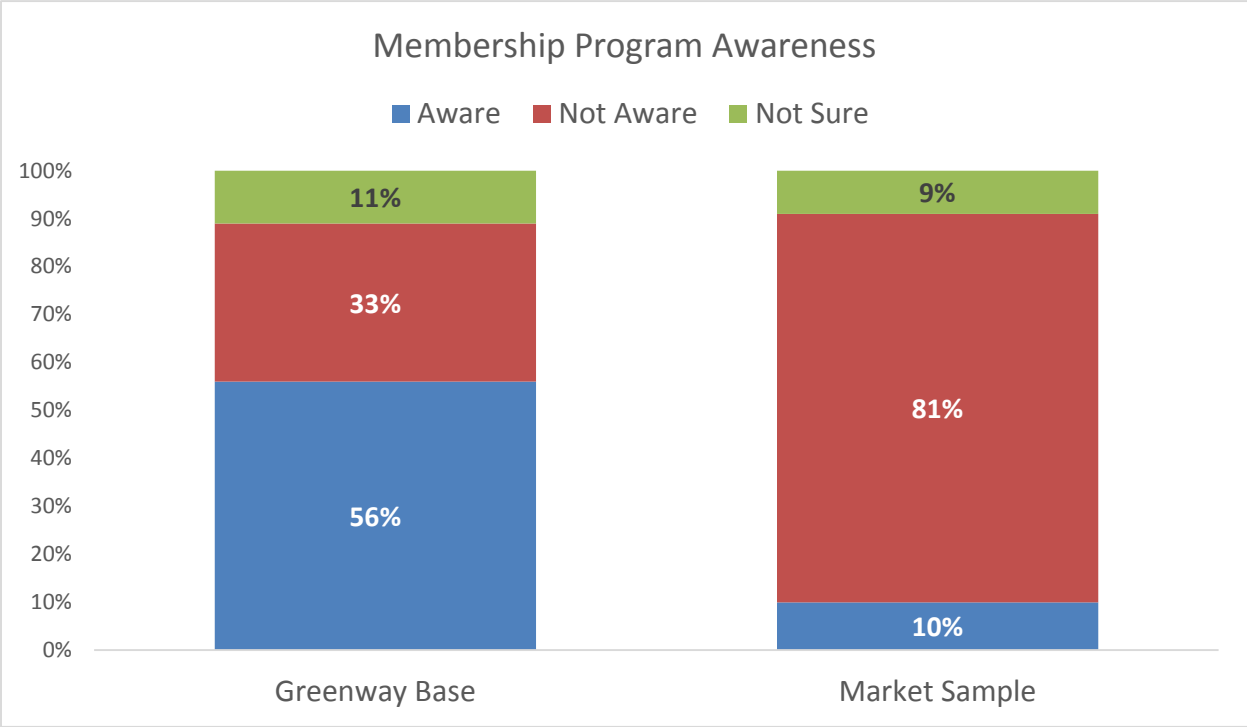
Reasons for Not Visiting The Greenway:

I don't think The Greenway is for people like me	1%	5%
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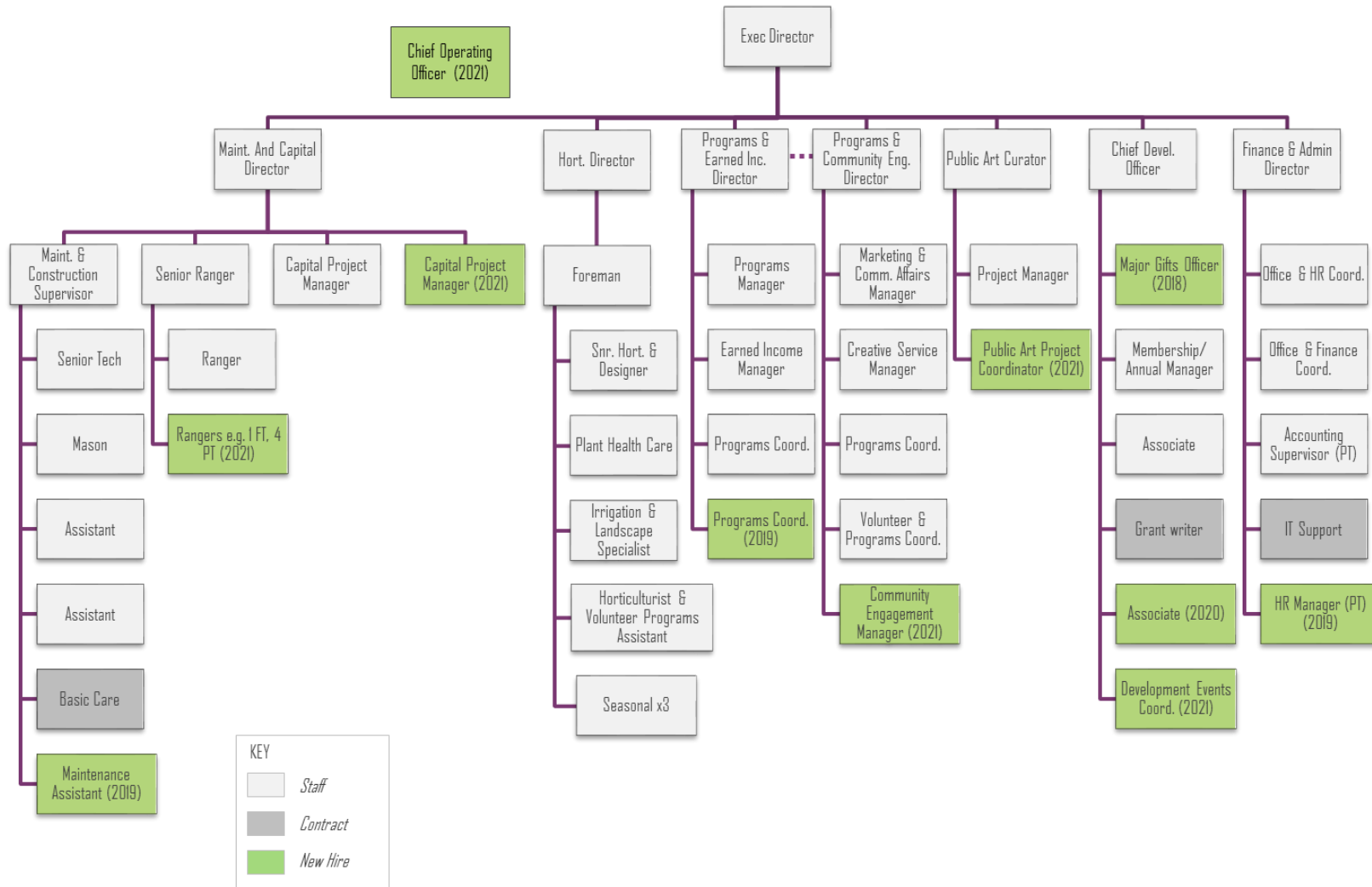
Likelihood of Visiting in Next 12 Months:

Extremely likely	35%	37%
Extremely/very likely	59%	57%

Note: the options above are a subset of the options given in the market sample survey



Appendix 4: Org Chart



Appendix 5: Communications Plan

Please see attached document.