



ROSE KENNEDY GREENWAY CONSERVANCY

# ANNUAL REPORT 2021

**THE  
GREEN  
WAY**



*“I have loved spending Monday mornings helping out with the gardens on the Rose Kennedy Greenway for the past 7+ years. It feels as if the park is my backyard as I notice the vibrant colors burst forth from plants that I have placed in the ground myself. The Horticulture staff are always appreciative of the help and have a lot to share and teach. Interacting with the public as they walk through and voice appreciation for my efforts is a plus.”*

*– Greenway Conservancy volunteer*

Dear Friends,

2021 was a year of new beginnings for the Greenway Conservancy, with the appointments of a new executive director, a new curator and director of public art, and a new director of horticulture. With the fresh perspectives and breadth of experience of this new leadership, the Conservancy is poised to move in exciting new directions that expand our ideas of what public space like The Greenway can mean in an urban setting.

The Greenway continued to be a place of renewal during the pandemic, providing an outdoor oasis for thousands seeking respite from unexpectedly prolonged periods of isolation. During warmer weather we welcomed back our small business partners, whose presence on The Greenway contributes to an engaging, exciting park experience and boosts the economic health of the city and region. Visitors enjoyed our markets, food trucks, and beer and wine gardens, record numbers whirled on the Greenway Carousel, and children eagerly returned to splash in our fountains. With the support of the Greenway Business Improvement District, the Conservancy launched Rediscover The Greenway, a diverse series of more than 50 performances and live music events in the summer and fall, designed to help bring vibrancy to Boston's downtown as our city began to safely reopen.

Visitors were greeted by the playful, colorful work of photographer Daniel Gordon, whose exhibition showcased his photographic vision in a variety of media and marked the first time a single artist was extensively featured along the entire span of the park. Continuing the Conservancy's annual Zodiac curation during this Year of the Ox, we presented Boston artist Andy Li's text and fiber-based work in Chinatown's Auntie Kay and Uncle Frank Chin Park.

The Greenway continued to grow this year, and not just in the sense of the plants in our organically maintained gardens or our ever-expanding vision of what a park can be. In 2021, the Conservancy initiated long-planned improvements in Chin Park, and began the construction of a new North Meadow park at the northern terminus of The Greenway. We continue to create special and inclusive places all along the park for residents, workers, and visitors to gather, play, unwind, and explore. This means 2022 is a year to deepen our efforts on Diversity, Equity, and Inclusion—in our programming, public art, and in the Conservancy's community partnerships.

Ultimately, The Greenway is about connecting. The Conservancy's stewardship, programming, and operation of the park are all in the service of bringing people together in the outdoors. The Greenway acts as a bridge of green space, linking neighborhood to neighborhood, and person to person. We are grateful that you chose to connect with the Conservancy, place your trust in our stewardship of The Greenway, and invest your support in our work to bring our community together. Thank you!

With appreciation,

Chris Cook  
Executive Director



Doug Husid  
Board Chair





# YOUR PARK

*For over a decade, it has been the Greenway Conservancy's mission to manage and care for The Greenway, providing vibrant green space that is essential to everyone who shares our city. Throughout this second pandemic year, The Greenway served as a place of joy and renewal where Boston residents, workers, and visitors reconnected with nature, friends, and neighbors.*



**We welcomed you back downtown** with over 320 free events, including a new farmers market and the full season return of our beer and wine gardens. **We showcased our community**, with over 50 brand-new performances and movies through a special Rediscover The Greenway series.

**We helped the park shine**, moving forward essential improvements like new safety surfacing at the PlayCubes in Auntie Kay & Uncle Frank Chin Park and the completion of a conversion to all energy-efficient LED lighting. **We engaged the senses** with the first-ever comprehensive exhibit across The Greenway by a single artist and a new walking path through our Greenway Meadow.

# 855

trees mapped across the park





## Organic Park Care

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The Conservancy continues to improve The Greenway's physical appearance through attentive ecological horticulture and thoughtful design improvements. As the park becomes more established, we are shifting our focus to the complexity of the ecology, tailoring our maintenance efforts to the needs of the park.

This year, we continued supporting pollinators and wildlife throughout the park with additional plantings of New England native species and the maturation of our meadow, which now has a walking path inviting visitors to immerse themselves in wildflowers. We also completed a comprehensive assessment of the park's 885 trees, which included the establishment of a GIS tree management database and the structural pruning of 119 trees.

## Maintenance and Improvements

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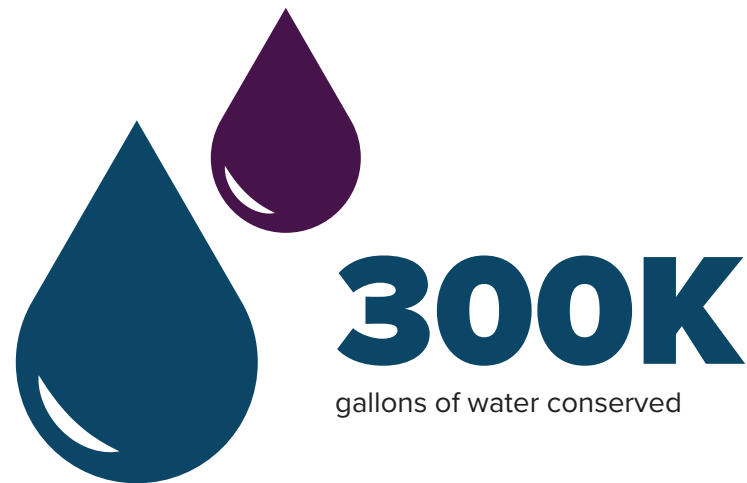
We care for six fountains, acres of granite paving, and complex lighting systems, support infrastructure for the Conservancy's programs and public art installations, and more. The maintenance team also oversees our contracted basic maintenance including lawn mowing, litter and trash removal, and snow removal.

The Conservancy successfully conducted RFP processes for two exciting and important projects for the future of our spaces. The North Meadow project broke ground in Fall 2021 and is scheduled for completion in Spring 2022. The Chin Park Lighting project is scheduled to break ground in 2022.

## Volunteers

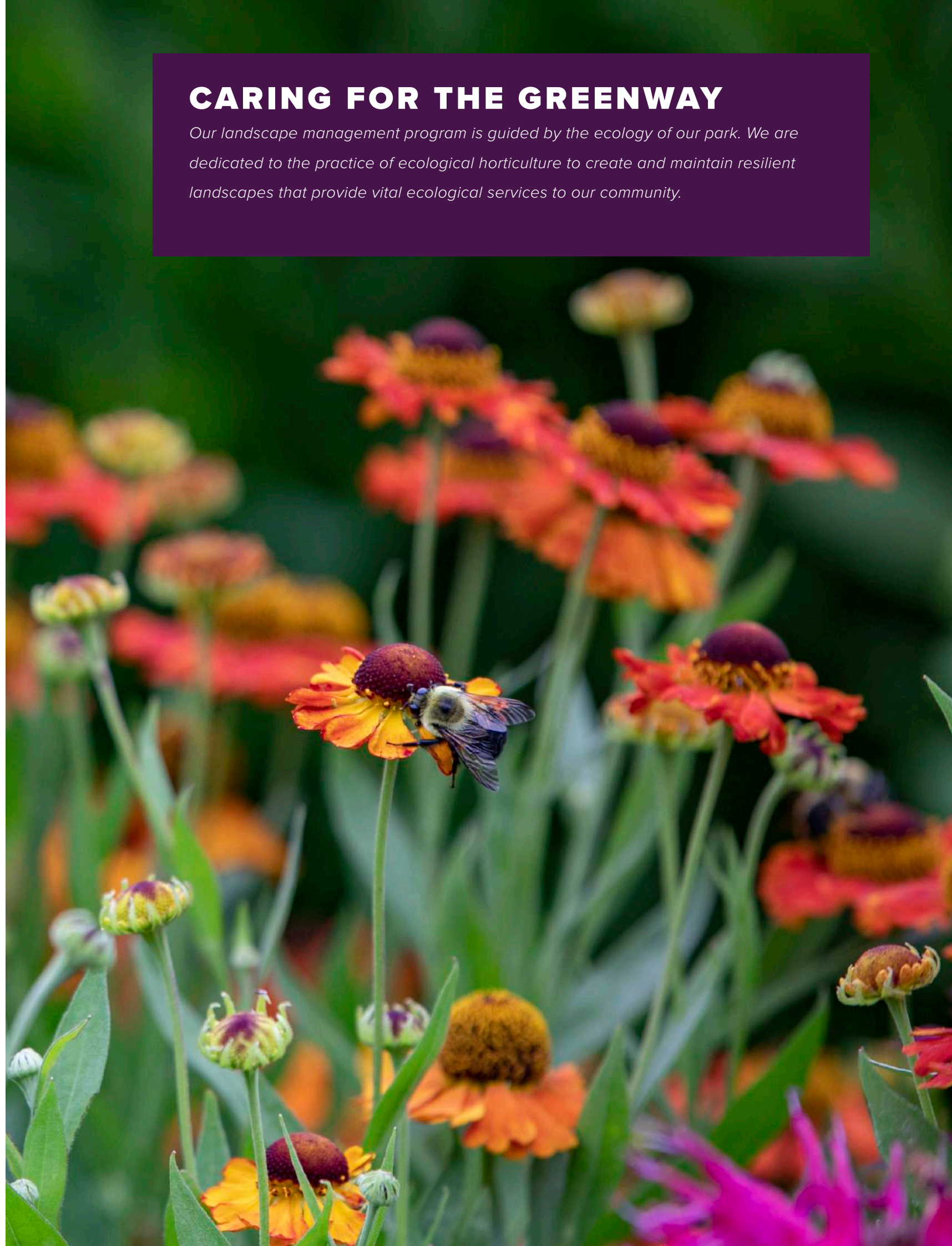
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In 2021, we began to welcome more volunteers back to the park, and we also hosted several group virtual workshops on seed starting and pollinator homebuilding. By establishing safety protocols and clear, compassionate communication, we engaged 450 volunteers who contributed 1177 hours to provide essential fieldwork assistance. On the strength of reviews from volunteers, the Conservancy has won the "Top Rated Award" from GreatNonProfits.org eleven years running.



## CARING FOR THE GREENWAY

*Our landscape management program is guided by the ecology of our park. We are dedicated to the practice of ecological horticulture to create and maintain resilient landscapes that provide vital ecological services to our community.*





Our programs team was able to support and host over 320 free events on The Greenway in 2021, including markets, fitness classes, and performances. Favorite festivals returned, reflecting the many partners that bring their events to The Greenway, including Boston Calling Block Parties, Boston Local Food Festival, the Caribbean One World Expo, Jazz in the Park, Films at the Gate, and the Lantern Festival. We also created an opportunity with the Greenway Business Improvement District to launch a series of 50+ performances, movies, and more with our Rediscover The Greenway series. This series helped drive interest and excitement about being downtown, while also supporting our local arts organizations.

The Greenway played an important open space role for the public, especially Chinatown community members, who continued to actively look for ways to safely spend time with family and friends outdoors. We hosted more programs than ever before in this space, through expanded programming with our strong community partners.

**50+**

*Rediscover The Greenway performances*



*Tuesday Tunes Performance  
Rediscover The Greenway*

# SUPPORTING LOCAL BUSINESSES

*The arrival of the COVID 19 vaccine allowed for event guidelines to be lifted in May 2021. The relative safety of outdoor spaces provided the public and our event partners with a comfortable space to gather and celebrate.*





*Lion Dance Performance  
Rediscover The Greenway*



*Boston Public Market at Dewey Square*



*Wandering Wednesday Performance  
Rediscover The Greenway*

# EVENTS 2021



*Trillium Garden on The Greenway*



*The Greenway Carousel at The Tiffany & Co. Foundation Grove*





*Summer Still Life with Lobsters and Fern*

# PUBLIC ART

*The Greenway Conservancy continues to lead in contemporary public art. Our Greenway Public Art Program gives residents, workers, and tourists a reason to visit, linger, and discuss.*

In 2021, the Conservancy brought free, accessible, and outdoor contemporary exhibits to The Greenway from one national artist and one local artist, including the first comprehensive exhibition across The Greenway by a single artist, Daniel Gordon.

Boston-based artist Andy Li's *The Herd* was the latest project of our annual Zodiac curation in Chinatown for the Year of the Ox.

## **Public Art featured in 2021:**

*Blue Poppies*, Daniel Gordon

*New Canvas*, Daniel Gordon

*Still Life*, Daniel Gordon

*Summer Still Life with Lobsters and Fern*, Daniel Gordon

*Engulf*, Juan Travis

*The Herd*, Andy Li

With the ongoing coronavirus pandemic, we continued webinar-based programming. In January, we presented a webinar in conjunction with the physical public art projects featured on The Greenway: Curating for the Chinese Zodiac. Through these online webinars and posted videos, we were able to reach over 600 unique viewers, encompassing



# 1<sup>st</sup>

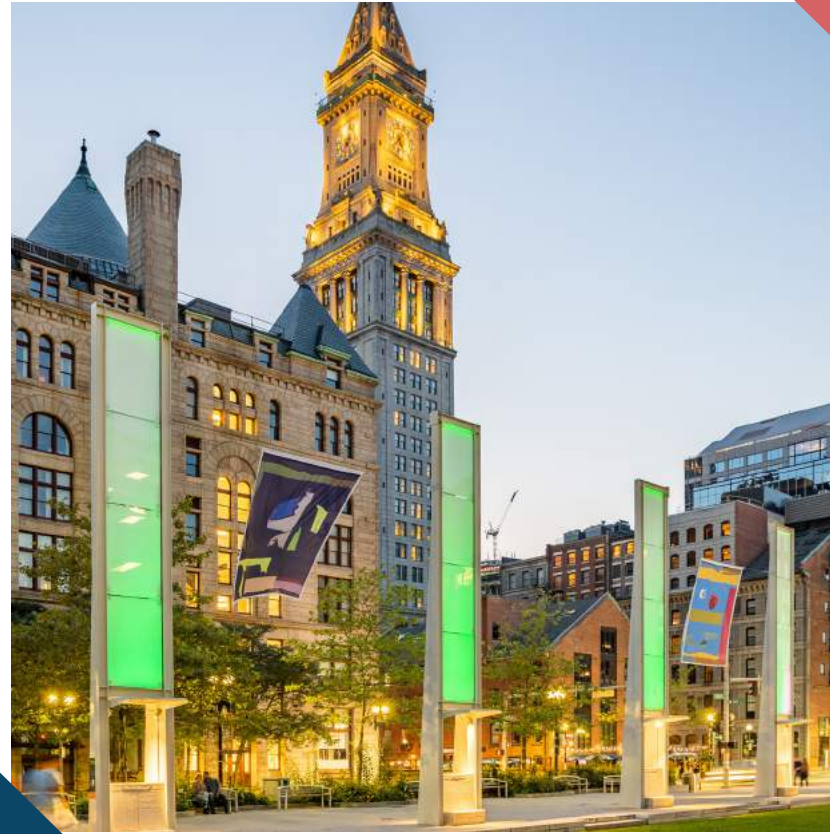
park-wide art exhibit by a single artist







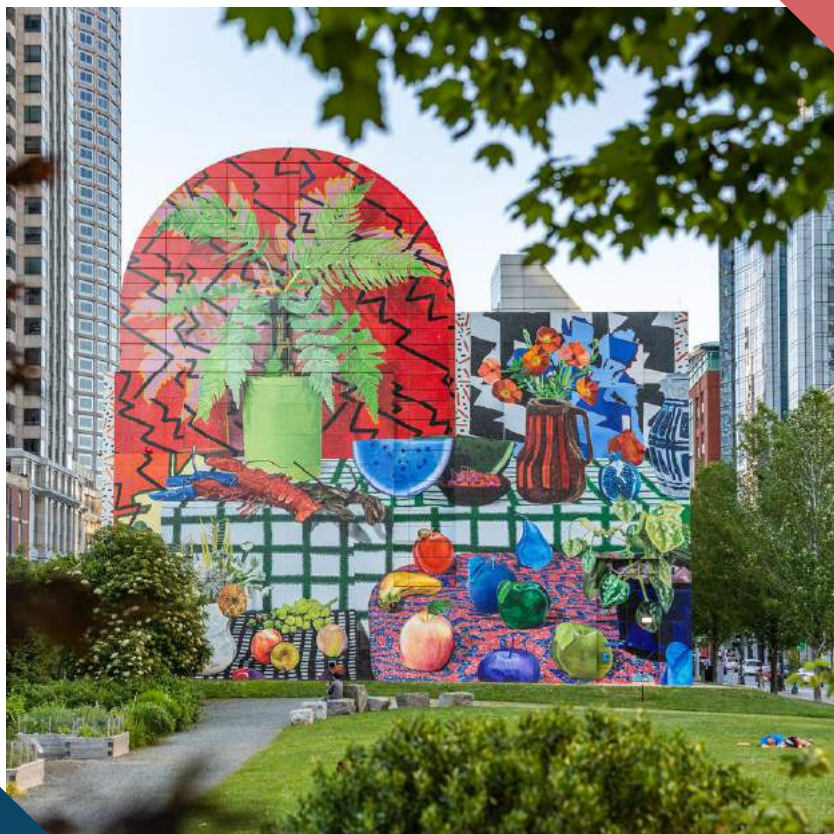
*Blue Poppies*



*New Canvas*



*Still Life*



*Summer Still Life with Lobsters and Fern*



*The Herd*

# **PUBLIC ART 2021**



# DONORS AND SUPPORTERS

The Conservancy gratefully acknowledges those whose gifts, pledges, and in-kind services have helped sustain our work between January 1 and December 31, 2021.

\* Denotes members of the **Greenway Circles**, a group of generous individuals whose unrestricted operating support provides a strong foundation for the work of the Conservancy.  
\*\* Denotes payments that are part of multi-year grants or pledges

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rosekennedygreenway.org.  
Thank you!

**The Greenway Legacy Society**

The Greenway Legacy Society  
recognizes those who play a lasting  
role in securing the Rose Kennedy  
Greenway Conservancy's future  
beyond their lifetime by making  
a bequest or other planned gift  
as part of their estate plan. We  
are indebted to the following  
Legacy Society members for  
their thoughtful generosity and  
stewardship.

Robert and Doris Gordon  
Marlene S. Kaplan  
Rebecca A. Lee  
Janet Veasey and Robert Binney

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<sup>†</sup>As of December 31, 2021





# FINANCIALS

The Greenway operates with a public/private funding model. Since its founding, the Conservancy has leveraged its government support to raise more than \$62M of philanthropy and other private funds.

2021 saw the coronavirus pandemic continue to impact the Conservancy’s finances, especially earned revenue. Historically supported by Boston’s downtown lunch crowds, the Greenway Conservancy’s Food Vending Program experienced an 85% decline from pre-pandemic levels. While generating less revenue than in past years, the drinkeries were buoyed by weekend crowds eager for safer outdoor activities. However, a bright spot for earned revenue was the Greenway Carousel. With a new management model in place and families clamoring for safe, outdoor activities, this iconic Boston attraction had its best year yet.

While typical philanthropic activities were limited by remote work, the Conservancy pivoted well to a successful online Gala. The Conservancy was again honored by its strong philanthropic support; we were particularly delighted to be able to complete a campaign for improved lighting infrastructure in Auntie Kay and Uncle Frank Chin Park on The Greenway. Federal government funding was crucial in 2021 with the organization receiving additional Paycheck Protection Program and Employee Retention Credit support.

The Greenway Business Improvement District (BID), the Massachusetts Department of Transportation (MassDOT), and City of Boston (City) support were consistent with the landmark 2017 multi-party funding agreement. The BID is providing \$1M annually for maintenance and horticulture operations, plus \$0.5M for enhancements. The City’s annual funding fluctuates with the performance of an invested trust fund. MassDOT funds maintenance, horticulture, and capital repairs, as well as providing in-kind support.

The Conservancy continued to manage its budget conservatively in 2021 but began gradually adjusting from necessary budget reductions made in 2020, such as the lifting of a hiring freeze. 2021 also marked the return of The Greenway’s vibrant programming with a special series called Rediscover The Greenway supported by the Greenway BID.

In keeping with our investment policy, the Conservancy continued to draw from the endowment at a Board-approved 4.5% sustainable rate to fund current operations. Strong investment performance drove the overall increase in net assets.

Operating Revenue and Support	2021	2020
Earned revenue	\$906,169	\$350,584
Contributions, BID	\$ 1,256,257	\$1,005,450
Contributed income	\$762,040	\$857,877
Endowment draw for current operations	\$740,090	\$700,876
Government support, MassDOT	\$750,000	\$750,000
Gala & event revenue, net	\$428,309	\$355,345
Government support, City of Boston	\$271,533	\$246,686
Government support, grants	\$614,718	\$663,000
In-kind revenue, private	\$123,359	\$228,291
In-kind revenue, public	\$236,893	\$265,561
Other income and recoveries	\$14,673	\$165,597
Total operating revenue and support	\$6,104,041	\$5,589,267

Operating Expenses before Depreciation		
Programmatic	\$4,261,695	\$4,238,933
Fundraising	\$672,079	\$731,837
Administrative	\$646,770	\$695,544
Total operating expenses before depreciation	\$5,580,544	\$5,666,314

Depreciation	\$552,313	\$497,117
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Non-Operating Revenue and Support		
Contributions, BID - Enhancements	\$243,743	\$494,550
Government support, MassDOT - capital	\$268,686	\$288,197
Contributions and grants - capital	\$474,000	\$0
Government support, grants - capital	\$394,071	\$194,200
In-kind revenue - capital	\$0	\$0
Investment income, net of fees	\$2,668,541	\$2,940,008
Gain/loss on fixed assets	\$0	\$(9,659)
Endowment pledge	\$0	\$0
Endowment draw for current operations	\$(740,090)	\$(700,876)
Total non-operating revenue and support	\$3,308,951	\$3,206,420

Change in net assets	\$3,280,135	\$2,632,256
Net assets, beginning of the year	\$27,345,708	\$24,713,452
Net assets, end of the year	\$30,625,843	\$27,345,708





# THE GREEN WAY

617 292 0020 

[rosekennedygreenway.org](http://rosekennedygreenway.org) 

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