

The Rose Kennedy Greenway is a mile and a half of contemporary parks in the heart of Boston. The Greenway, a roof garden atop a highway tunnel, connects people and the city with beauty and fun. The non-profit Conservancy maintains, programs, and improves The Greenway on behalf of the public and in partnership with the Commonwealth of Massachusetts.



Dear Friends,

This past year, we changed our fiscal year to a calendar-year basis. We hope you enjoy this Annual Report, which covers the eighteen month period of July 2014 through December 2015!

During Fiscal Year 2015, The Greenway changed the conversation about contemporary public art in the Commonwealth. The Conservancy commissioned world-renowned local artist Janet Echelman to create her aerial sculpture, *As If It Were Already Here* (featured on the cover), drawing international attention and press. Our partnership with other organizations continues to help us bring new and innovative art to Boston (our latest Greenway Wall mural, Lawrence Weiner's *A TRANSLATION FROM ONE LANGUAGE TO ANOTHER*, is thanks to a partnership with the MIT List Visual Arts Center, while a collaboration with the Peabody Essex Museum introduced Theo Jensen's *Strandbeests* to Dewey Square last August), and a partnership with Radian brought Kyu Seok Oh's *Wandering Sheep* to Chinatown Park, the first in our new series based on the Chinese Zodiac calendar.

Over a million trackable visitors enjoyed all The Greenway has to offer, whether they were attending one of our 300+ events, utilizing the free Wi-Fi, grabbing a meal at one of the food trucks, or taking a ride on the Greenway Carousel at The Tiffany & Co. Foundation Grove, while millions more casually enjoyed the fountains, gardens, and plazas. And our grant-funded ranger program helps ensure that all who visit are safe and welcome.

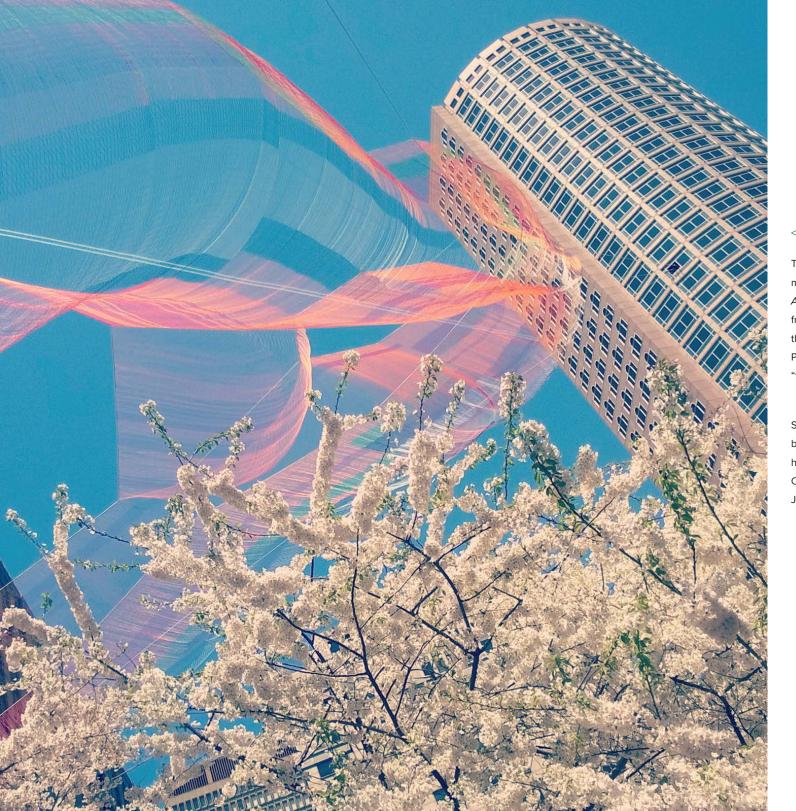
Thank you for being a part of all the excitement over this past year, and we look forward to all that 2016 will bring!

Jesse Brackenbury
Executive Director

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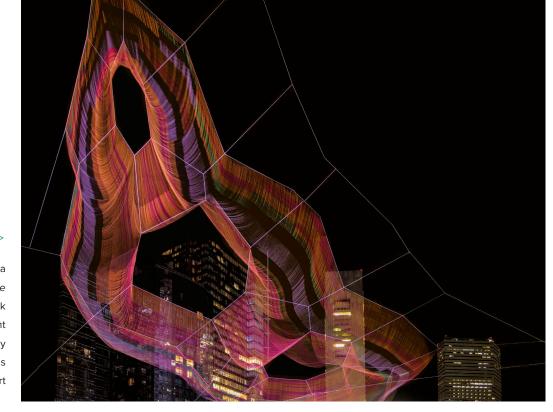






The Conservancy commissioned and installed a monumental Janet Echelman sculpture, As If It Were Already Here, suspended 350 feet over the park from three adjacent skyscrapers. The piece brought the gardens beneath alive and was celebrated by Pulitzer Prize-winning art critic Sebastian Smee as "the most beautiful and audacious piece of public art in Boston in living memory."

Some of the winners of the photo contest sponsored by the Conservancy and Studio Echelman are shown here. Photo credit for image to left: Christopher Connal; images to right listed clockwise from top left: Jared Rentz, Alexander Jenko, Gordon Adamyk, and Jovan Tanasijevic.



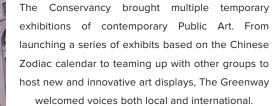








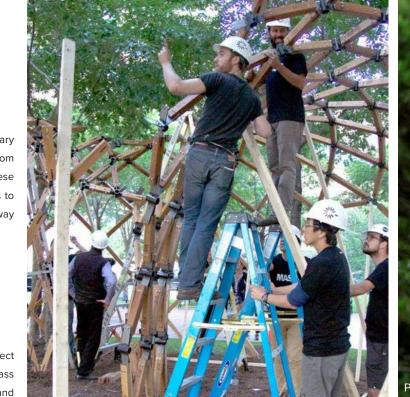






Chinatown Park welcomed *Grove* by GLD architect Joel Lamere and a close-up of *Lo-Fab* by Mass Design Group. *The Fence* featured New England photographers, and *Wandering Sheep* by Kyu Seok

In cooperation with Design Biennial Boston, The Greenway was proud to offer a place for new voices to be heard with four new installations as part of our cooperative effort to bring public art to downtown Boston. Clockwise from top left: construction of *Lo-Fab* by Mass Design Group, *The Tower* by Cristina Parreño Architecture, and a view of the Design Biennial exhibition, with *Marginal* by Landing Studio in the foreground.













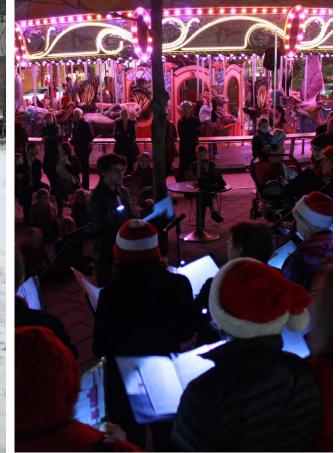
We welcomed our third mural on The Greenway Wall at Dewey Square Park, Shinique Smith's Seven Moon Junction. This vibrant creation, based on Smith's original painting, represents the intersection of art and life in Dewey Square Park. Visit www.rosekennedygreenway.org/publicart for Gesture III: One Great Turning, a digital performance combining drone and ground videography.

The fourth (and current) mural on The Greenway Wall is a text-based piece by internationally-acclaimed artist Lawrence Weiner. A TRANSLATION FROM ONE LANGUAGE TO ANOTHER, like much of Weiner's work, is motivated by the desire to make artwork accessible to all, without needing to purchase a ticket or understand a secret visual language.



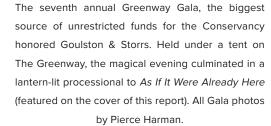














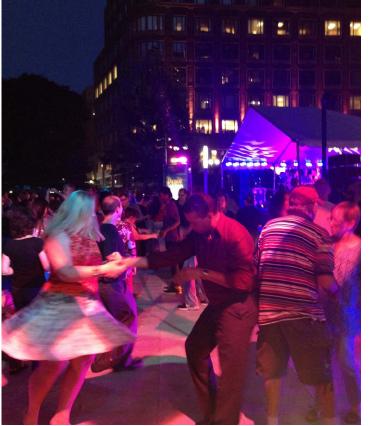












(top left) The Boston Ballet joined the Conservancy for a performance under As If It Were Already Here. (top right) We hosted the Celebrity Series' Let's Dance Boston, featuring five consecutive nights of free dance lessons and dancing to a live band. (bottom) We partnered to upgrade our free Wi-Fi system, improving what is already one of the largest free outdoor networks in the Commonwealth.



(clockwise from top left) In cooperation with the Peabody Essex Museum, we welcomed Theo Jansen's Strandbeest to The Greenway for an afternoon; "Mmm, broccoli!" Shoppers at the Farmer's Market in Dewey Square Park enjoy fresh local produce; Boston Calling brought us a weekly block party with free admission and music, and a young visitor enjoys exploring the fountains in the North End Parks.

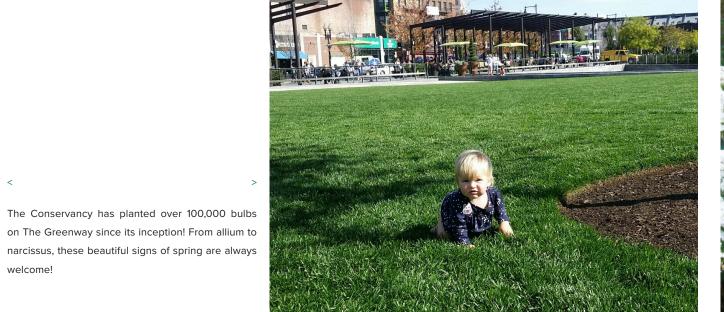
















The Greenway is maintained using sustainable and organic horticulture, which helps ensure a safe place for children and pets. What's more, the Conservancy's Park Ranger program helps keep the parks safe and welcoming for all, providing an in-person presence during open hours.

welcome!

We work closely with volunteers, both from local businesses and individuals, to help us care for The Greenway. From helping keep the gardens blooming, to working on special projects in the Conservancy offices, to strolling the parks and providing information to visitors about our Public Art program, volunteers help keep us going!











With seven water features, The Greenway offers something for everyone. The Rings Fountain (top) gives visitors a chance to splash around on a hot day, while Harbor Fog (bottom right) emits a cooling mist. For a quieter experience, the Armenian Heritage Park fountain (bottom left) features the Abstract Sculpture, which is reconfigured annually in celebration of the immigrant experience.

The Greenway Carousel at The Tiffany & Co.
Foundation Grove has turned two years old! This
Carousel, considered New England's most accessible
carousel for those with physical or auditory
disabilities, features fourteen different animals, all
native to Massachusetts.



DONORS

The Conservancy gratefully acknowledges those whose gifts, pledges and in-kind services have helped to sustain our work between July 1 2014 and December 31 2015

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FINANCIALS

In July 2015, the Board of Directors voted to approve a change in the Conservancy's fiscal year end from June 30 to December 31 for years beginning on and after July 1, 2014. This was initiated to better reflect a natural business year. At the recommendation of our auditors, FY15 was extended to 18 months (July 1, 2014-December 31, 2015) to accommodate the change. FY16 will reflect the new January 1-December 31 calendar fiscal year.

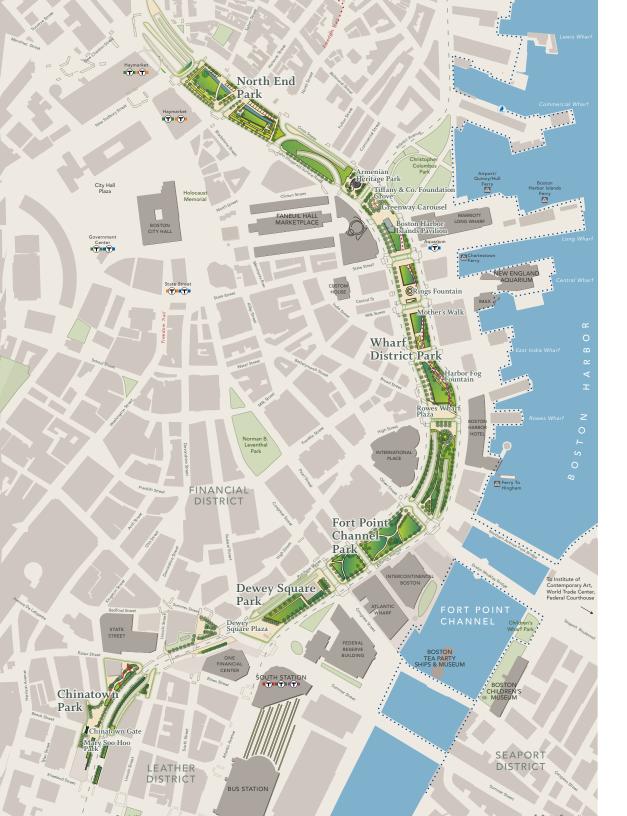
During the FY15 18-month period, the Conservancy achieved unprecedented growth in private revenue and in-kind support, in large part due to an extensive public art campaign. Earned income in FY15 also increased significantly because of strong management of the Mobile Eats Program paired with the continued strength in the food truck industry; other notable earned revenue factors included event fee opportunities and contracted maintenance and horticultural services for two abutting properties. In addition to the Greenway Gala fundraising event, the Conservancy introduced a new annual fundraising event for young professionals. MassDOT funding for maintenance and horticulture, including cash and in-kind, increased in FY15 to help supplement for the care of new parcels that were added to the Conservancy's lease.

On the expense side, in FY15 the Conservancy grew the percentage spent on programmatic items to over 85%. The majority of these programmatic costs were for organic landscape care, park maintenance, and hundreds of free public programs. The largest increase was for the large-scale public art Echelman exhibit; a new program introduced 2 park rangers for security and ambassadorship. Administrative expenditures remained low in FY15 due to close monitoring of budgets combined with new cost-saving approaches to IT management. Fundraising efforts and associated expenditures were increased to secure contributions for the expanded public art, rangers, and volunteer programs.

In FY15, non-operating support included capital funding from MassDOT for both equipment and new parcel improvements. Significant contributions were also received from donors to help fund a new drinking fountain and a major capital repairs project in North End parks. In keeping with our investment policy, the Conservancy continued to draw from the endowment at a pre-set rate to fund current operations. The Conservancy's investment income was negative in FY15 due to poor market performance. In alignment with our fixed asset policies, the Conservancy wrote off two discontinued leasehold improvement projects and several disposed assets.

The Greenway operates with a public/ private funding model. Since its founding, the Conservancy has leveraged its government support to raise more than \$34M through philanthropy and other private funds.

| Operating Revenue and Support | FY15 18-month period | |
|--|----------------------|--|
| Government support, MassDOT | \$2,885,948 | |
| Government support, grants | \$119,000 | |
| In-kind revenue - public | \$442,500 | |
| In-kind revenue - private | \$664,064 | |
| Contributions and grants | \$2,238,122 | |
| Gala & event revenue, net | \$352,390 | |
| Earned revenue | \$1,142,095 | |
| Endowment draw for current operations | \$961,508 | |
| Other Income and recoveries | \$10,973 | |
| Total operating revenue and support | \$8,816,600 | |
| | | |
| Operating Expenses before Depreciation | | |
| Programmatic | \$7,593,413 | |
| Administrative | \$495,938 | |
| Fundraising | \$723,367 | |
| Total operating expenses before depreciation | \$8,812,718 | |
| | | |
| Depreciation | \$407,109 | |
| | | |
| Non-Operating Revenue and Support | | |
| Government support, MassDOT - capital projects | \$299,456 | |
| Government support, grants - capital projects | \$225,000 | |
| Contributions and grants, capital projects | \$50,000 | |
| Endowment draw for current operations | \$(961,508) | |
| Investment income, net of fees | \$(730,061) | |
| Write-off of assets no longer in service | \$(303,355) | |
| Total non-operating revenue and support | \$(1,420,468) | |
| | | |
| Change in net assets | \$(1,823,695) | |
| Net assets, beginning of the year | \$21,599,021 | |
| Net assets, end of the year | \$19,775,326 | |
| | | |



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