



# *Life* on the Greenway

Fiscal Year 2015 Report July 1, 2014-December 31, 2015

**THE  
GREEN  
WAY**

Rose Kennedy Greenway LLC

Photo: Gordon Adamyk



**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!

A handwritten signature in blue ink, appearing to read "J Brackenbury".

Jesse Brackenbury  
Executive Director

A handwritten signature in black ink, appearing to read "Jim M. Kalustian".

Jim Kalustian  
Board Chair



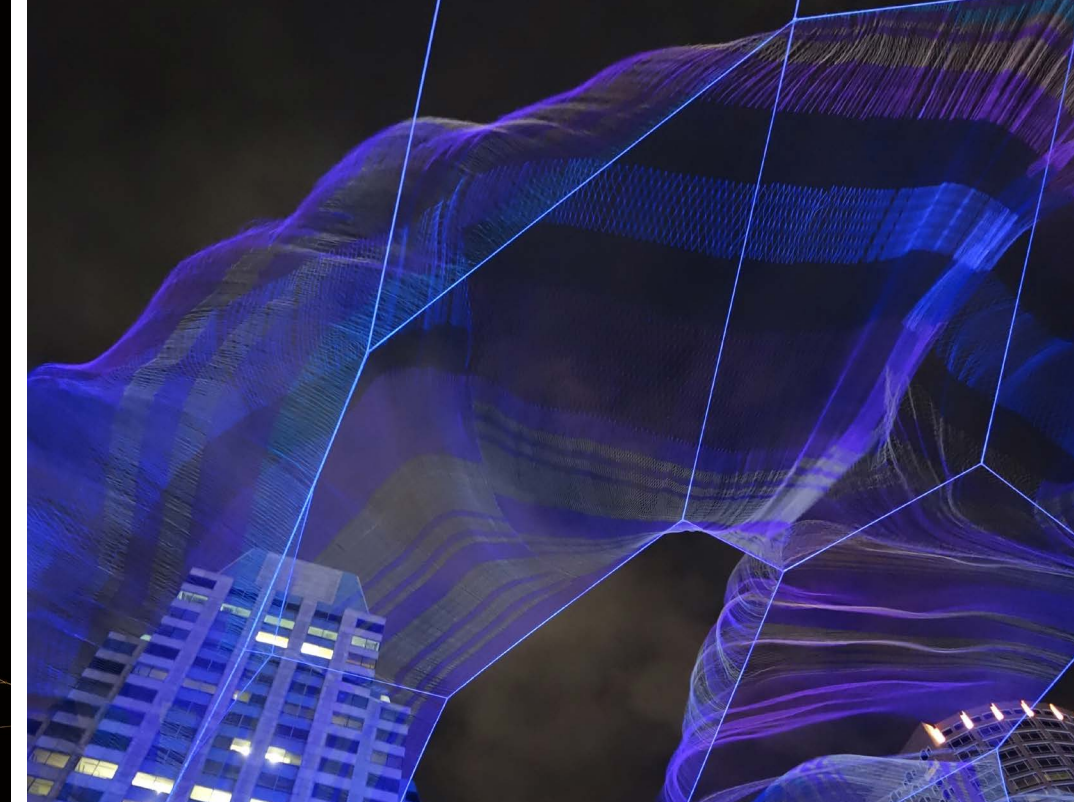




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The Conservancy commissioned and installed a monumental Janet Echelman sculpture, *As If It Were Already Here*, suspended 350 feet over the park from three adjacent skyscrapers. The piece brought the gardens beneath alive and was celebrated by Pulitzer 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.







The Conservancy brought multiple temporary exhibitions of contemporary Public Art. From launching a series of exhibits based on the Chinese Zodiac calendar to teaming up with other groups to host new and innovative art displays, The Greenway welcomed voices both local and international.

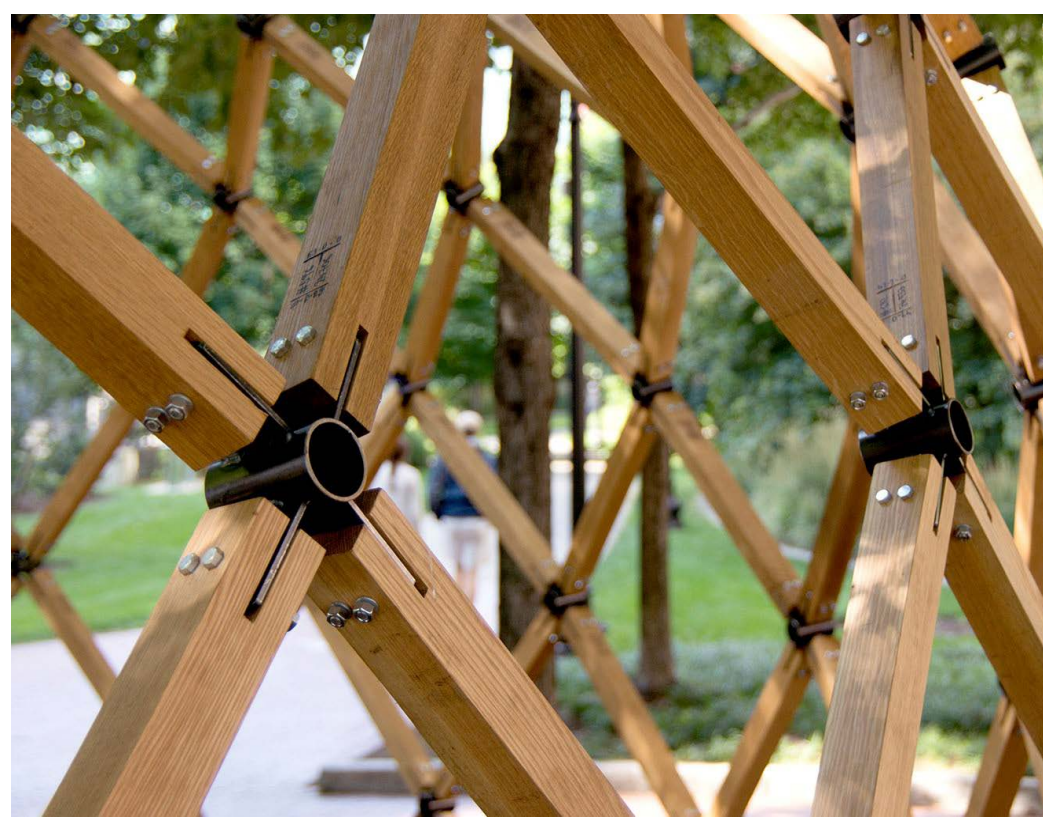
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(clockwise from top right)

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 Oh,



Photo: Mark Pasnik



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.







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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](http://www.rosekennedygreenway.org/publicart) for *Gesture III: One Great Turning*, a digital performance combining drone and ground videography.

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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.



Photo: Geoff Hargadon





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The Greenway hosts over 300 events each year, welcoming over a million trackable visitors annually! Clockwise from the top left: we were excited to welcome the Boys and Girls Club of Boston, Dan Beyer's "Snow-decahedrons", a new tradition of Caroling at the Carousel, Greenway visitors enjoying one of more than 80 free fitness classes, and an aerial view of the 2015 Greenway Spring Food Festival.

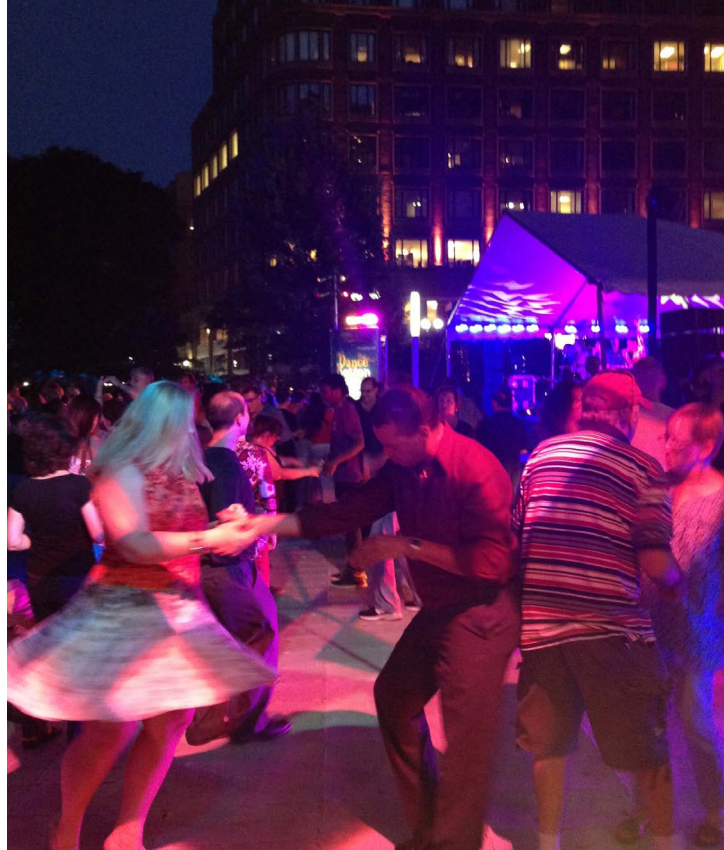
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The seventh annual Greenway Gala, the biggest source of unrestricted funds for the Conservancy honored Goulston & Storrs. Held under a tent on The Greenway, the magical evening culminated in a lantern-lit processional to *As If It Were Already Here* (featured on the cover of this report). All Gala photos by Pierce Harman.



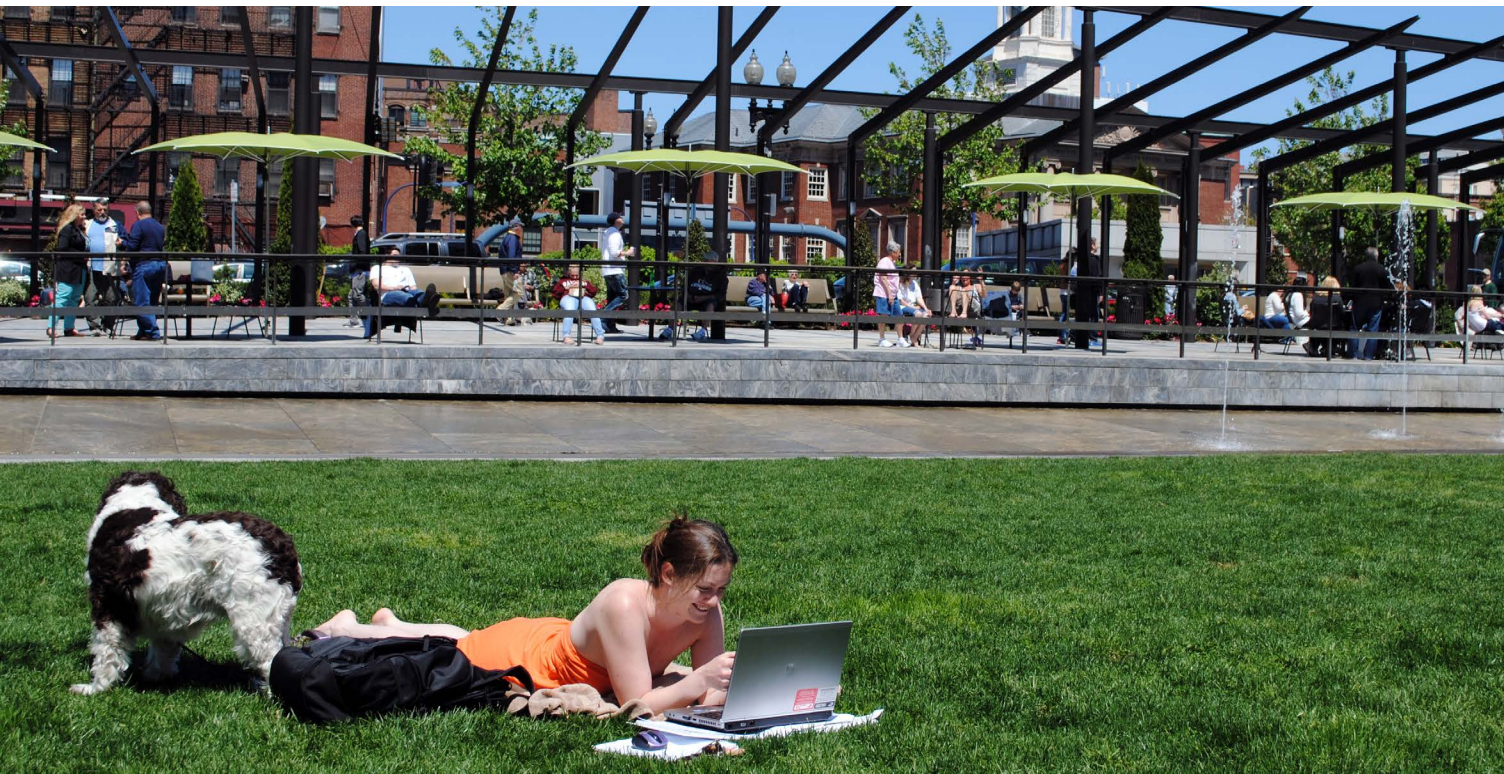




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(top left) The Boston Ballet joined the Conservancy for a performance under *As If It Were Already Here*. (top right) We hosted the Celebrity Series' *Let's Dance Boston*, featuring five consecutive nights of free dance lessons and dancing to a live 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.

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(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.



Photo credit: @BostonTweet





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The Conservancy has planted over 100,000 bulbs on The Greenway since its inception! From allium to narcissus, these beautiful signs of spring are always welcome!

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.

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!







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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.

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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.





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.



Andrey and Lisa Mykyta	Lynn W. Smiledge	Renee and Sammy Wood	Marla Dolan	Linda A. Lunn	Stephen T. Romano	The Chiofaro Company
Christina Nagler	Maureen A. Smith	WORK, Inc.	Dorothy L. Donahoe	Ari Lurie	Rachael S. Rosselli	Cliff Bar & Co
Nauset Garden Club	Debra A. Sordillo	Siyu Xiao	Claudine Donikian	Jenny Mackintosh	Amanda Ryle	Cookie Monstah
Lindsay Neagle	Louis Sostilio	Junbo Zhang	Denise F. Doyon	Gina Magnuson	Norman and Patricia Sabbey	Robert Gordon
Michael Nichols	Alexander Souroufis	Morton and Myra Zisk	Marilyn Duffy-Cabana	Georgette Burpee Maloof	Abbas and Mary Alice Samii	Goulston & Storrs, PC
Ben and Joanne Niedermeyer	Barbara Anne Sousa		Duncan Spelman and Elizabeth	Michelle Marcinelli	John W. Sears	Graybar Electric Company, Inc.
Herbert Nolan	Mary E. Stack	\$1 to \$99	Grady	Robert and Normajean Marston	Daniel Sieger	Greater Boston Convention and
Tim O'Brien	Judith J. Stackpole	Kirsten Alexander	Morris Englander	Sharon Walker Mastenbrook	Thomas Alan Smarr Jr.	Visitors Bureau
Greg O'Keeffe	State Street Foundation	Helen Alkon	Michael and Gayle Epp	Pavlina Atanasova	Jerome Smith	Harpoon Brewery
Jennifer Osterhout	Joan Lukey Stevenson	Phyllis Andersen	Chris and Fred Fahey	Lisa Melpignano	Alice Speck	Howard Stein Hudson Assoc
Thomas C. Palmer, Jr.	Janet Stewart	Anonymous	John & Anne Fanton	Barbara Boyce Meyer	Marsha Anne Staten	Improper Bostonian
Robert and Joanne Paone	Patricia and Wesley Stimpson	Noah Atlas	Joy Feldman	Margaret E. Michaud	Jean C. Stewart	InterContinental Boston
John M. Pearsall and Mary Ellen	Sigourney Street	Robert J. Avalle	Maureen A. Ferris	Kara Miller	Ellie Sullivan	JetBlue
Miller	Anne Marie and Mark Sutton	Joanna Baker	Sam Flynn-Alling	Whitney Moberg	Gloria Sullivan	Julian Tryba Photography
Tony Pell	Maureen O'Brien and Robert	Ali Baldassare	Nicole Giammarco	Morning Study Group of the	Michael and Jessica Tarselli	KHJ Brand Activation
Matthew Peterson	Sweeney	Eric Bastine	Janet Z. Giele	Lexington Field & Garden Club	Christopher Taylor	The Liberty Hotel
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The Plymouth Rock Foundation	Bree Theobald	Krista Bialowas	Alyse Gould	Keegan Nashan	Lucca Townsend	Massachusetts Convention Center
Scott Poleo	Zachary Thomas	Moira Boles	Hillary Gove	Barbara C. Natke	Elizabeth Twombly	Authority
Richard and Sharon Polisson	Brynn Thompson	Borns Group	Donna and Gerardo Grieco	Elizabeth Near	Frank Ulip	MassDOT
Julia Pollack	Daniel Toscano	Barbara Jeanne Boylan	Emily Gullickson	Caroline Nehls	Uno Restaurant LLC	Massport
John J. Pregmon	Mary and Jim Tracy	Avrah Brandes	Saghar Hamidzade	Kim Lesley Nichols	Eric Volkernick	Mayor Martin J. Walsh and the City
Malinda and Ron Pulicari	Charles and Anna Tretter	Andrew Brown	James Harder	Barbara L. Nihen	Lynne Waldman	of Boston
Alden S. Raine	US Bank Global Corporate Trust	Ruthann Buchman	John and Jocelyn Hayes	Sean O'Connell	Sonia Weinhaus	MBTA
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Thomas Ready	Annick D. Van den Abbeele	Donna Burke	Ann Hershfang	John and Joanne O'Donnell	Margaret Ruth Wermer	Daniel Passacantilli
Robyn Reed	Felipe Venegas	Josephine and Andrew Burke	Grace Holley	Bryan Olds	Doris H. Wilson	Peterson Party Center
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Emily Renshaw	Jenna Ventorino	Claire Cardella	Sarah Hutt	Chris Osgood	Daniel Zeese	Radian
Miguel Rosales	Laura Vogel	Polly Carpenter	Joanne F. Jacobs	Maureen Osolnik	Suhui Zhang	Rugged Events
Susannah Ross	Renata von Tscharnier	Shirley Muirhead Jenkins	Alicia Palombo			Ryan Iron Works, Inc
Diane Rubin	Don Washington	Amy Jones	Carolyn M. Parsons & George H.			Sabroso
Abigail Ruettgers	Mindee Wasserman	Elizabeth Judge	Parsons	In-Kind Donors		Sarni Dry Cleaning
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Amy Sennett	Nancy Wilde	Megan Kiely	Edward Rabinovitz	Boston Calling		WBUR
Mike Seskevich	Dorothy and Richard Willey	Judy Komarow	Shelly B. Rainen	Boston Common Coffee		WBZ
Rosalie Shane	Pace Willisson	Judy and Peter Kugel	Ganesh Rao	Boston Globe		Wicked Wine
Marilyn Shepard	Marcelle M. Willock	Robin Laverdiere	Angela Rappoli	Cabot Creamery Cooperative		Zo on the Go
Karen D. Skinner	Amy M. Wixon	Elizabeth Callery Lavery	Carolyn Reckhow	Celebrity Series of Boston		
Leone Nell Smets	Anita Wolin	J. Lawrence and Elaine B. Dohan	Howard and Gareth Levy	Ryan Robert	Central Wharf Co.	





# 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
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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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\* As of December 31, 2015

# THE GREENWAY

Rose Kennedy [Greenway.org](http://Greenway.org)  
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