

THE GREEN WAY



The Rose Kennedy Greenway, a roof garden atop a highway tunnel, is a contemporary public park in the heart of Boston. The non-profit Greenway Conservancy maintains, programs, finances, and improves the 1.5-mile Greenway on behalf of the public.



Dear Friends,

The Rose Fitzgerald Kennedy Greenway now embodies a 21st Century Boston. International artists premier their American works in the park. More than 100 free fitness classes take place with the iconic Boston skyline as a backdrop. The park showcases cutting-edge solar and agriculture technology from start-ups. A diversity of festivals bring the park alive, while children splash in the signature fountains. The Greenway has become Boston's favorite backyard and "one of the most innovative places in all of Boston" according to *BostInno*.

A record 1.4 million trackable visitors enjoyed the 400+ events, ate at one of the nationally-recognized food trucks, utilized the carrier-grade free Wi-Fi, or took a ride on the one-of-a-kind Greenway Carousel at The Tiffany & Co. Foundation Grove. Millions more casually enjoyed playing in one of our seven water features, relaxing on the organically maintained lawns, or wandering through the gardens.

The Greenway Conservancy is a recognized leader and award winner and has helped make this unique ribbon of parks a nationally-respected model for other cities. Following on Janet Echelman's *As If It Were Already Here* in 2015, Mehdi Ghadyanloo's *Spaces Of Hope* mural and Ai Weiwei's *Circle of Animals/Zodiac Heads: Bronze* helped cement our reputation as an exemplar in presenting exhibitions of contemporary public art. The Conservancy is a sought-after partner, working with organizations ranging from The Boys and Girls Clubs of Boston to the Celebrity Series to the Brazilian Consulate to the Boston Public Market Association. For the 5th straight year, we again were Top Rated by GreatNonprofits.org.

As we prepare for the 2017 season, we're committed to continuing to sustain and improve our world-class park, offering engaging programs and experiences. We cannot do all that we do without our valued supporters and partners and we thank you for your continuing support!

See you on The Greenway!

A handwritten signature in black ink, appearing to read "Jesse Brackenbury".

Jesse Brackenbury
Executive Director

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

Jim Kalustian
Board Chair





PUBLIC ART



The Conservancy hosted multiple temporary exhibitions of contemporary Public Art. From continuing 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 left: *Monkey See* by Don Kennell, *High Tide* by Carolina Aragon, *May This Never End* by Matthew Hoffman, and *In Search of the Truth* (*The Truth Booth*).



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Clockwise from top left: *Pink Lines as Concentric Arches on Yellow* (*Boston Bloom*) by Kawandee Virdee, *Midden* by Gianna Stewart, and park visitors learn about *Circle of Animals/Zodiac Heads* by Ai Weiwei.



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From late April to late October 2016, The Greenway presented *Circle of Animals/Zodiac Heads* by internationally acclaimed Chinese contemporary artist Ai Weiwei (pronounced 'eye way way') around the Rings Fountain in our Wharf District Park.

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The fifth (and current) mural on The Greenway Wall, *Spaces Of Hope*, was painted by Iranian artist, Mehdi Ghadyanloo. The mural, called 'a triumph' and 'a stunning expression of optimism' by art critics, is the first to be curated entirely by the non-profit Greenway Conservancy.



PROGRAMS





The Greenway hosts over 400 events annually, welcoming 1,379,000 trackable visitors to our parks in 2016! We hosted over 100 free fitness classes, multiple festivals, and many diverse performances.

< Clockwise from the top left: Housing the HUB exhibit during HUBweek, children play at the Spring Food Truck Festival, Lucas Cowan, our Public Art Curator, speaks to a tour group about our public art installations, and one of the five Street Pianos we hosted on The Greenway.



> The eighth annual Greenway Gala, the biggest source of unrestricted funds for the Conservancy, honored Eaton Vance. Held under a tent on The Greenway, the magical evening culminated in a procession to our Rings Fountain and Ai Weiwei's *Circle of Animals/ Zodiac Heads* for performances. Glow in the Park, a networking event for young professionals, was held the following night for its second consecutive year.





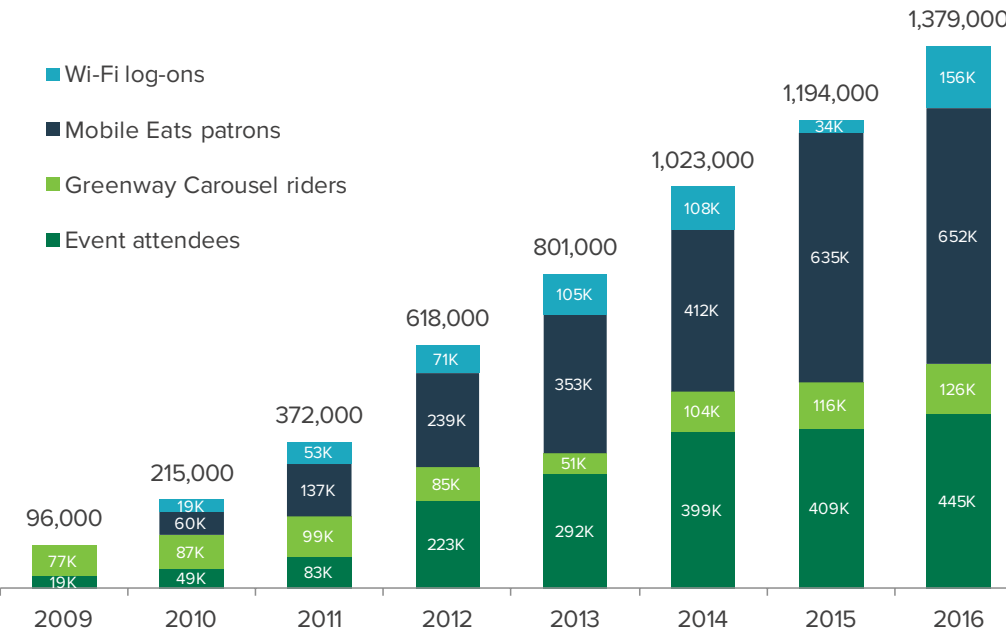
In 2016, we recorded 1,379,000 trackable park visitors on The Greenway, not including the millions of others who passively enjoy our parks each year.

< Clockwise from the top left: Jinta la Mvta performance, TD Bank Carnival of Dogs, and a donut mosaic of legendary Red Sox player, David Ortiz, created by Dunkin' Donuts.

> Clockwise from the top right: MSL Pilates Bootcamp, Bostoberfest, and BU Bangra dancers.



Greenway Trackable Attendance



PLAY





In 2016, The Greenway introduced Play programming to our parks, offering an innovative space for free, unstructured learning experiences that connect kids, families, and adults with the playful elements of our urban park space.

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In partnership with Design Museum Boston and Playworld, The Greenway installed the PlayCubes as a multi-year feature in our Chinatown Park (photos courtesy of Playworld).

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Clockwise from the top left: Nature GreenPLAY, impromptu play in our Chinatown Park, StoryWalk, and a GreenPLAY session with students from the Josiah Quincy School.



ATTRACTIONS





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With seven water features, The Greenway offers something for everyone. The Canal Fountains in our North End Parks (top) and our Rings Fountain (bottom right) in our Wharf District Parks give visitors a chance to splash around on a hot day. 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 featured a new light show for winter. This Carousel, considered New England's most accessible carousel for those with physical or auditory disabilities, features fourteen different animals, all native to Massachusetts.





ORGANIC CARE



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The Greenway is maintained using sustainable and organic horticulture, which helps ensure a safe place for children and pets.

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Bottom right: The Conservancy celebrated planting our 150,000th bulb with State Senator Joe Boncore, Chinatown Business Association president Steven Chen, and Conservancy Board Chair, Jim Kalustian. From allium to narcissus, these beautiful signs of spring are always welcome!

We work closely with volunteers from both 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 and Play programs, volunteers help keep us going!



DONORS

The Conservancy gratefully acknowledges those whose gifts, pledges and in-kind services have helped to sustain our work between January 1, 2016 and December 31, 2016.

* Denotes payments that are part of multi-year grants or pledges

\$100,000 +

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FINANCIALS

2016 (FY16) was the Conservancy’s first calendar-year fiscal year, following the 2015 approval by the Board of Directors of a change from July 1-June 30.

The private sector brought 62% of revenue for the public park in 2016. Revenue from the Greenway Gala fundraising event and the second year of our young professional event, Glow in the Park, grew to \$423K (net). Earned income continued its strong growth trajectory, nearing a million dollars in 2016; good weather helped propel Greenway Carousel ticket sales to record levels, while more Mobile Eats Program vendors and higher “rent” boosted income. MassDOT continued to provide ~\$2M in cash for maintaining and repairing the park’s hardscape and horticulture assets.

Programmatic expenses represented 84% of the total \$5.23M in operating expenses. Major programmatic expense categories include organic landscape care, park maintenance, 400+ free public programs, and public art installations. Administrative expenditures remained low in 2016, as we implemented cost savings measures in payroll processing and telecom. Fundraising costs were slightly lower due to a part-year vacancy in a senior position.

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. The 2016 draw of \$638K was more than covered by the Conservancy’s \$850k in investment income.

The Greenway operates with a public/ private funding model. Since its founding, the Conservancy has leveraged its government support to raise more than \$37M through philanthropy and other private funds.

Operating Revenue and Support	FY16
Government support, MassDOT	\$1,929,231
Government support, grants	\$3,000
In-kind revenue - public	\$283,049
In-kind revenue - private	\$463,258
Contributions and grants	\$1,074,376
Gala & event revenue, net	\$423,880
Earned revenue	\$956,687
Endowment draw for current operations	\$638,076
Other Income and recoveries	\$24,383
Total operating revenue and support	\$5,795,941

Operating Expenses before Depreciation	
Programmatic	\$4,376,206
Administrative	\$342,444
Fundraising	\$513,330
Total operating expenses before depreciation	\$5,231,981

Depreciation	\$315,596
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Non-Operating Revenue and Support	
Government support, MassDOT - capital projects	\$63,449
Government support, grants - capital projects	\$5,000
Contributions and grants, capital projects	\$32,934
Endowment draw for current operations	\$(638,076)
Investment income, net of fees	\$850,914
Total non-operating revenue and support	\$314,221

Change in net assets	\$562,585
Net assets, beginning of the year	\$19,775,326
Net assets, end of the year	\$20,337,911



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