



RoseKennedyGreenway.org

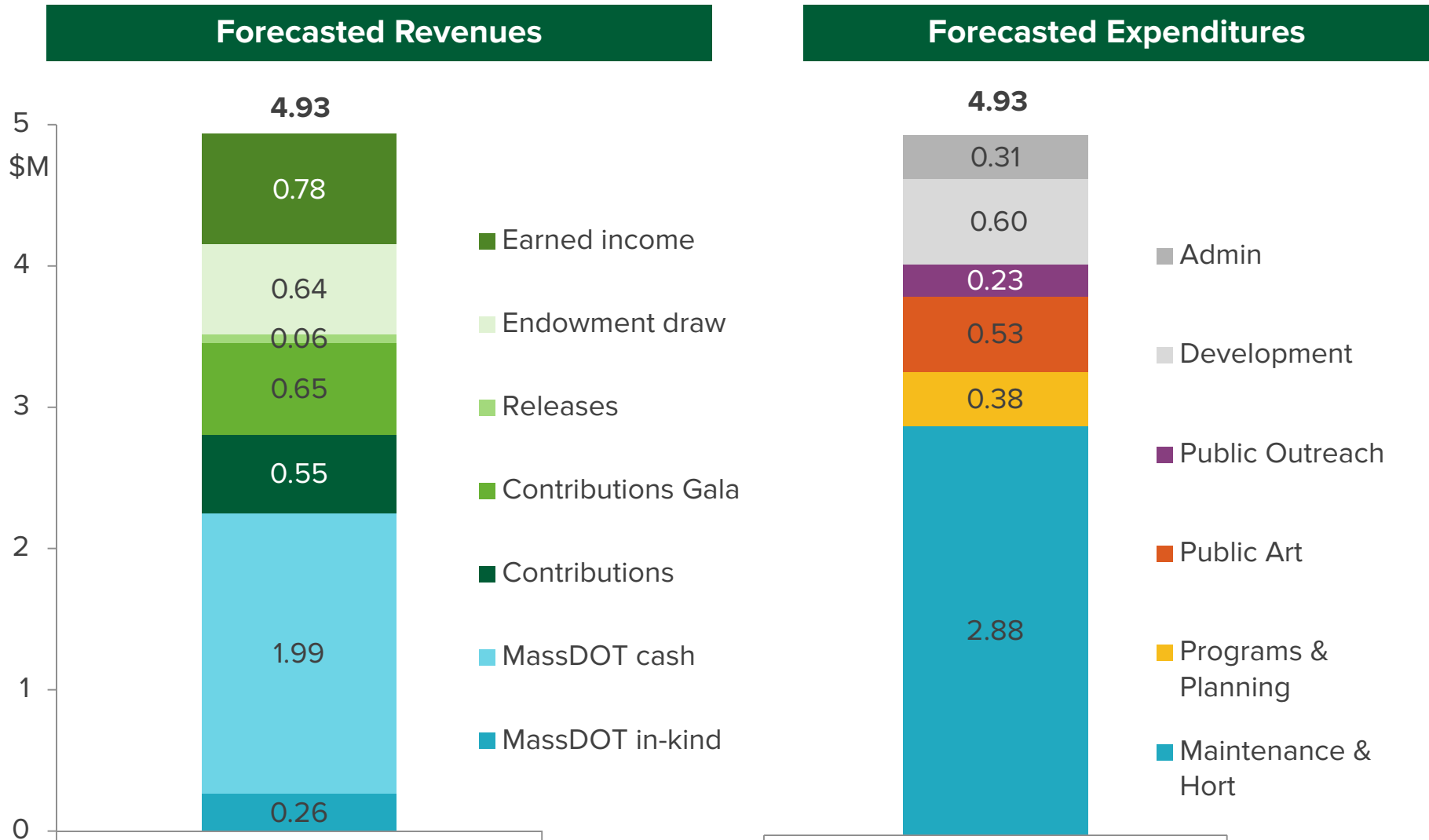
FY15B Results, FY16 Goals & Budget

FARMC Meeting, December 8, 2015
Board Meeting, December 10, 2015

Overview of key matters

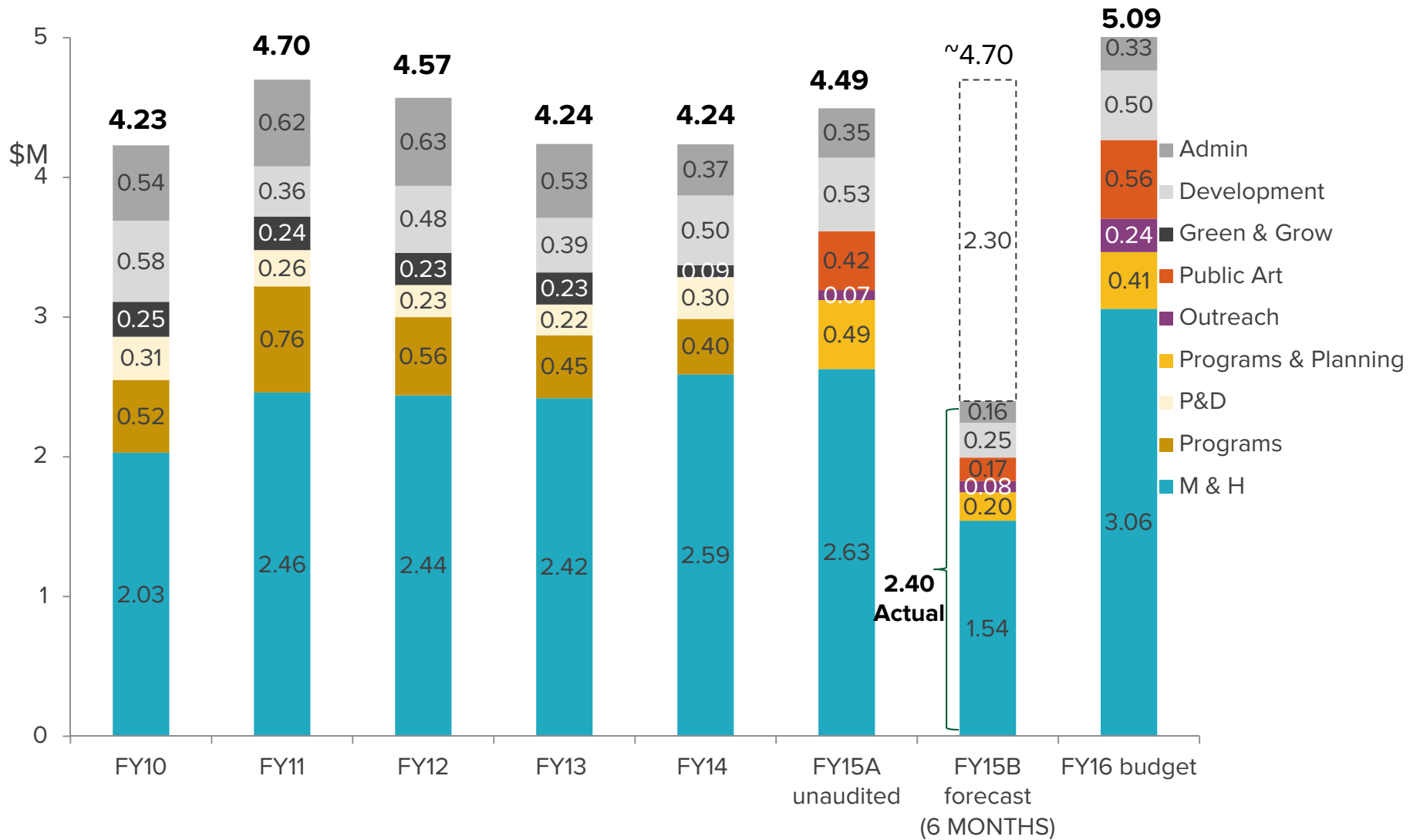
- FY16 is the first fiscal year to be calendar year
 - FY15 was 18-months (July 1, 2014 - Dec 31, 2015)
 - FY14 and prior fiscal years were July 1 – June 30
- Larger operating budget reflects programmatic changes of past 2 years:
 - Public Art, Ranger, and Volunteer programs
 - Care for 17 acres of Greenway + AHP + Fed
- Significant capital expenditures anticipated
- Abutter conversations ongoing but no additional funding reflected in budget
- No Greenway capital reserve; Carousel reserve is growing

Proposed FY16 operating budget



Including cash+in-kind; excludes \$303k depreciation expense, a majority of which relates to the fully-funded carousel

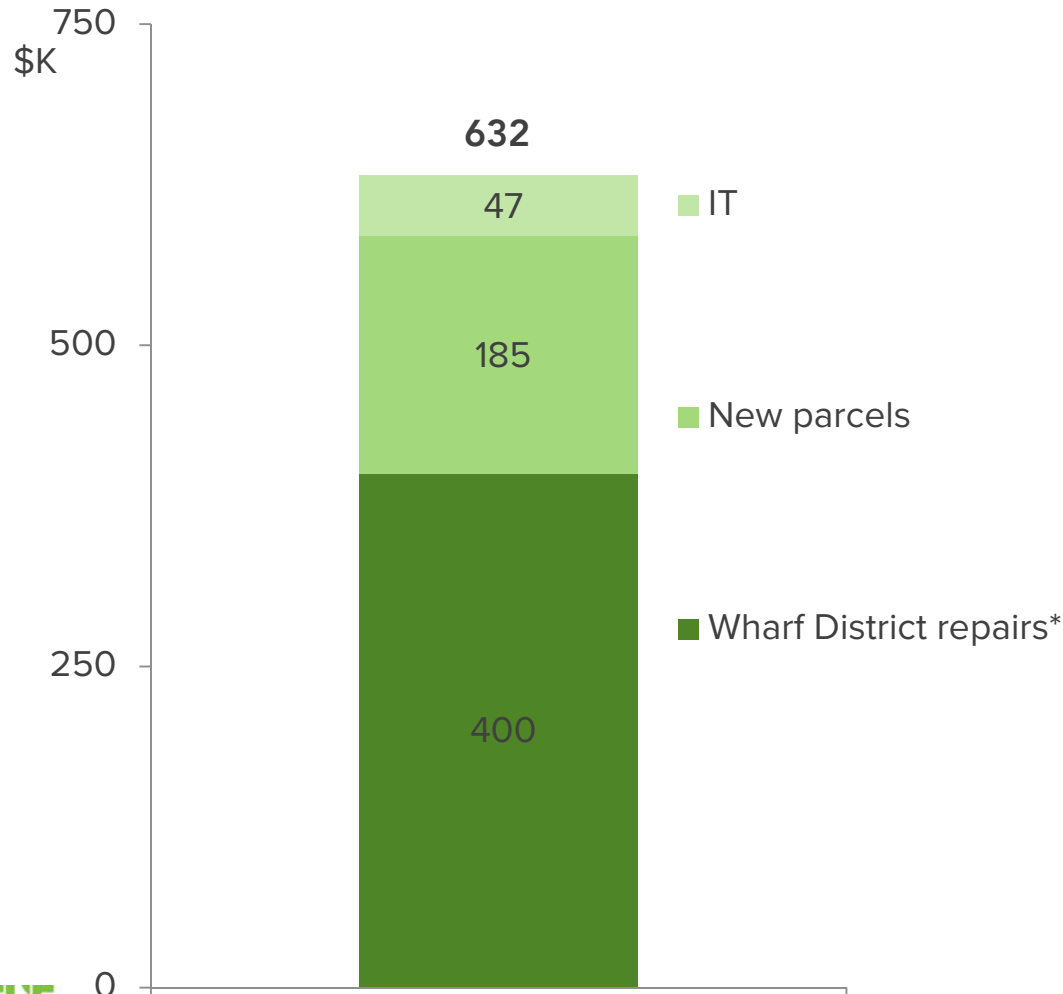
FY10 – FY16 recurring operating expenses



* For comparison to FY10-FY14 audited financials, Gala expenses are netted out & depreciation is included
 * FY15A&B doesn't include non-recurring expenditures for capital, new parcel repairs, and Echelman sculpture
 * FY15B annualized to \$4.7M for comparability, taking into account seasonal variances

Proposed FY16 capital expenditures

Forecasted Expenditures



* As fundraising permits

Capital revenues

- IT: will proceed regardless of fundraising; \$50K grant in progress
- New parcel repairs and improvements: funded; MassDOT \$185K
- Wharf: dependent on fundraising; ~\$400K asks currently pending & ~\$100K additional anticipated
- No Greenway capital reserve; Carousel reserve is growing

Results for FY15B (7.1.15 – 12.31.15)

FY15B Goals, as presented July 2015:

FY15B
results

Beauty

- Maintain Greenway and contracted properties at highest level
- Complete North End repairs and improvements
- Begin care of and improvements on new lease parcels

✓
✓
✓

Vibrancy

- Host 300 free events in 2015
- Launch Art Ambassador tours
- Install new contemporary mural on Greenway Wall at Dewey Sq. Park
- Request proposals for 2016 Chinatown zodiac public art installation
- Plan for winter market attraction

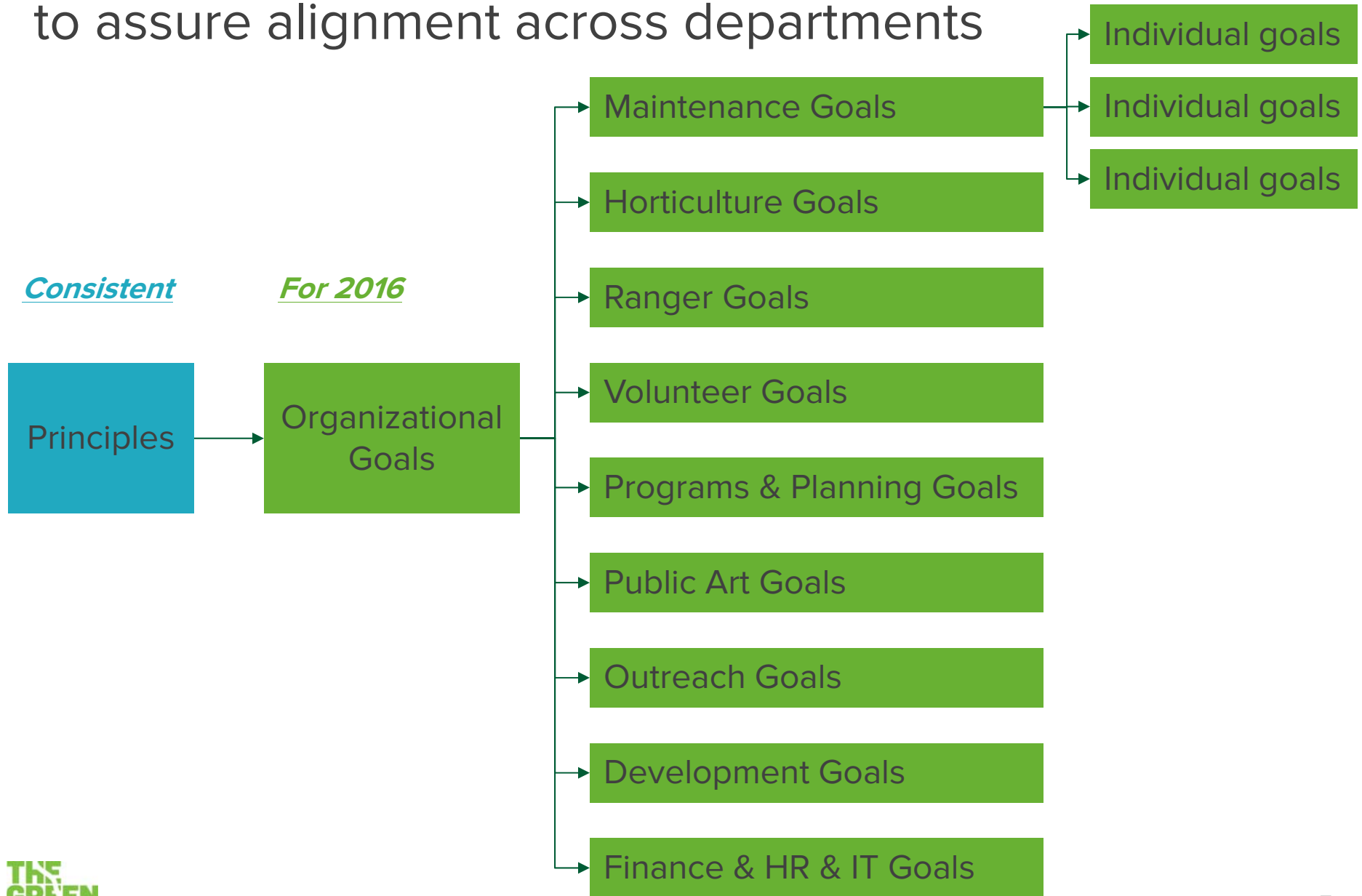
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And more!

- Deinstall Janet Echelman aerial sculpture
- Welcome the opening of Boston Public Market & One Greenway
- Increase understanding and appreciation of The Greenway
- Complete fiscal year change

✓
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New internal goal-setting process to assure alignment across departments



Organizational Principles

- **Maintain and improve the beautiful and welcoming Greenway**
- **Curate innovative park experiences**
- **Build understanding and engagement across diverse audiences**
- **Increase and diversify funding**

2016 Organizational Goals ("FY16 Statement of Activities and Goals")

- **Maintain and improve the beautiful and welcoming Greenway**
 - Continue existing high-quality care for Greenway, AHP, Fed
 - Complete initial improvements to new parcels and plan for additional work
 - Address in-park human service challenges by deepening relationships
 - Improve operational facilities
- **Curate innovative park experiences**
 - Maintain 1.2M tracked attendance, plus increase evening/winter activation
 - Build on public art momentum in 2016 and develop plan through 2018, including “next big thing”
 - Systematically improve collaboration and coordination among departments
- **Build understanding and engagement across diverse audiences**
 - Improve in-park messaging [incl. ambassadorship]
 - Develop standards and processes for owned media and for free media (e.g., listings)
 - Develop media relationships and secure media sponsors
 - Deepen community connections, especially in Chinatown
- **Increase and diversify funding**
 - Deepen relationships and support from individual donors
 - Launch new earned income initiatives
 - Make progress toward significantly greater abutter support
 - Secure additional funding for capital repairs

Illustrative 2016 Departmental Goals: Maintenance

- Continue advocating for the construction of a Maintenance Facility.
- Incorporate reparations and maintenance of new parcels that were added to our leased property in 2015.
- Restore hardscape assets in the Wharf District as funding allows. This includes:
 - Replace 29 step lights on P15
 - Resurface the light blades & pencil light poles
 - Fix Wharf benches (resurface metal components & replace wood slats as needed)
 - Install skate deterrents on the P15 stage
 - Restore mechanical components of Harbor Fog
 - Procure/refurbish new trash/recycling barrels
- Inventory all Greenway technology, make remotely accessible, and train maintenance staff.
- Collaborate on planning for public art and programs to assure that Maintenance ramifications are understood and accommodated.