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

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

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

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.

300K gallons of water conserved
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.

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.
EVENTS 2021
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 Traviso
- *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
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 Circle, 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.

$100,000+
- Amelia Peabody Charitable Fund
- Anonymous
- Bar Foundation
- Boston Planning and Development Agency
- City of Boston
- City of Boston Community Preservation Act Fund
- Employee Retention Credit Program
- Greenway Business Improvement District
- MassDOT
- Small Business Administration
- Paycheck Protection Program
- Yawkey Foundation

$25,000 - $99,999
- Autodesk, Inc.
- Bloomberg Philanthropies
- Blue Cross Blue Shield of Massachusetts
- Cabot Family Charitable Trust
- Citizens Bank
- Commonwealth Places Project created by MassDevelopment
- Eaton Vance Corp.
- George B. Henderson Foundation
- Barbara and Amos Hostetter
- The HYM Investment Group, LLC
- John and Phirin Shea
- Samuels & Associates

$10,000 - $24,999
- Beacon Capital Partners, LLC
- BlackRock
- Brookline Bank
- Matthew J. "Matt" Curti
- Conways
- Cushman & Wakefield Inc.
- Negan and Oliver Ewald
- Doug Haudo
- John Moriarty & Assoc., Inc.
- Elizabeth Johnson
- Rebecca Lee
- Anne and比尔Lee
- The Lynch Foundation
- Oxford Properties Group
- Pembroke

The Plymouth Rock Assurance Foundation
- Related Beal
- Street Capital Coroporation
- TD Charitable Foundation
- VH
- The VHAG Foundation

$5,000 - $9,999
- Anonymous
- Berkshire Investments, Inc.
- Boston Residential Group
- Cabot Properties, Inc.
- Kevin and Julie Calabegh
- The Choctaw Foundation
- Dwight and Helen Church
- Commonwealth Builders
- The Cullen Company, Ltd.
- Ella & Perenne Kane Foundation, Inc.
- Blue Method Architects
- Gibb & Lee
- Roxald Gorin and Matthew Budi
- Goulston & Storrs
- Harold Interests, LP
- Kirsten Hoffman and Christopher Hines
- Donald and Scott Johnson
- John Kalustian
- Suzanne A. Lavey, LP
- Martin Lynn
- Phyllis Maloney
- Marc and Anne Margulies
- Mintz Levin Chin, Corin Ferreira and Pipo PC
- The Northern Trust
- Robert Paraskev
- Paul and Edin Babson Foundation
- People's United Charitable Foundation
- PFI
- Roger and Hannah Reiss
- Sambu & Associates
- John and Phin Sheen
- Kimberly Sherman Stander

Tom Syman Provan
- Janet Vasilyev and Robert Birney
- Sheila Widlar
- WS Development Associates LLC

$2,500 - $4,999
- Ali and Bill Achmeyer
- Boston University
- The Dvax Companies
- John and Kelley Danton
- Deborah Decourt
- Teresa Dow
- EarthShare
- Marc and Judith Ehric
- Eventide Asset Management
- Steven and Lee Kay Faber
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- Feghali Architects Inc.
- Goodwin Proctor LLP
- Bob and Judy Gore
- Judy Green
- Guantanamo
- Antonio Hatum and Andrew Lioy
- Houghton MHSCurran
- Kasperly
- World and Robert Lohmar
- Massachusetts Convention Center Authority
- Sachem and Davis cabin
- New Boston Ventures LLC
- Allison Ryder and David Jones
- Upjohn
- Neville and Allison Webb
- Westmoreland Barrington Foundation
- Remee and Sammy Wood
- Ziegler Corporation

$500 - $999
- Marko Alby and Larry Lebovitz
- Marie and John Bartlett
- Helen Chen Schlech
- The Coleman Foundation
- Mary Beth Carlin
- Trust and Robert Fordin
- Sarah Hancock
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- Shawn Haton and Chris Valdivia
- Joanne Haynes & Chris Valdivia
- Hemway & Barnes LLP
- Holland & Knight LLP
- Debbie Johnson
- Sylvia Lewis and Norm Lewis
- OpenView
- Richard Rondeau
- Salty
- Jim and Denise Schley
- 9tree Foundation
- Gail Trigga
- Ramud and Anne Vanderweide

$1,000 -1,499
- Alexander, Aronson, Panning & Co., PC
- Anonymous
- Arthur J. Gallaghers & Co.
- Susan Benot

Martha Erickson
- Martin and Kathleen Fogle
- Chris Fraz
- Marjorie Gevelde
- Sylvia Hammer
- Jennifer Jones and Christine Armstrong
- KPMG International
- Lawrence & Solomon Foundation
- Eugene and Janet Loeve
- Geoffrey Lewis and Amy Caplan
- Sharan and Brad Mal
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- Stan Miller and John Finley
- Kate Meany
- John Mac Mannery
- Anthony and Susan Morris
- John Murphy
- Robert J. Murray
- Anthony and Kitty Pelle
- Christopher and Sylvia Perry
- Alexander Pitman
- Michelle and Tom Roffe
- Laura Rods
- Sadie and Malin Sales
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- Kate Delene
- Ela and John Davis
- Dennis and Diane Delaney
- Nancy Delcosco
- John and Mei Dai
- Ann Dourvas and Beth Jakowski
- James Dolen
- Betty Darce Delon
- Mark Snyderman
- Cynthia Sos Hoo
- Hing Hoo Sook
- Charles Stephens
- Tibble & Brown
- Arthur and Andrea Waldosten
- Catherine and Craig Weston
- David Wilkinson
- Jodi Wobin

$100 - $499
- Angela Albamese
- Margarita Araujo and Thomas McGlinn
- Anonymous
- Katherine and Rodney Armstrong
- Ricardo Avichat
- Autodesk Foundation
- Mark Asiala and Yuki Wu
- Steven Beckhaus
- Carol Bell and James Re
- Sally Belcher and Harold Morin
- Raynand Bendere
- Mary Bennett
- Joseph and Marilyn Benoit
- James and Mickey Berkman
- Barry Bernstein
- Jane and Kelly Bernstein
- Judy Bernstein
- Kristen Brink
- Gannon Botin
- Robert Bogner
- Daniel and Mary Harmer
- Posl and Ann Heslop
- Emily Hsodis
- Jill Harter
- Mary Hewett
- Albert Holmes
- Michael Horwitz and Eilen Mulkey

Myles Brown and Judy Gerber
- Andrew Brown
- Lauren Brown
- Lewis Burleigh
- Claire Castella
- Arthur and Lawrence Caver
- David Carvin
- Annette and Caroline Astacides
- Cathleen Cavenagh and David Cook
- Peter and Patricia Cooper
- Linda and James Craven
- Louise Creed and William Powers
- David Delene and Brian Patton
- T. Edmund Daly
- Amy De George

Samantha and Michael McNiss
- Kathleen and Robert Jacob
- Thomas and Maryann Jakult
- Ellen, John
- Michael Jerzut
- Dawn Johnson
- Sharon Johnson
- Roger Joseph and Patrick Palmer
- Jessica Joseph
- Jose Joelevitch
- Julia Garden Sargent
- Liu Jun Tian
- Marilyn Kaplan
- Mary Kay Leonard
- David Kelker
- Coniee, Joe and Frances Kelly
- Cynthia Kelly
- Daniel Kelly
- Jarret Kemp
- Gregory Kennesow
- Jacqueline Kelehan
- Patrick King
- Norman Kowalewski and Lee Pfaff
- Monica Kratzmann
- Blair Kaspar
- Linda Fawer
- Eilam Fry
- Adam Fawer
- Robert Fettig
- Debbie and Bob First
- Doug Froy
- Sarah Freiman
- Kathleen Friedman
- Cathleen and James Gannon
- Catherine Geck
- Alan Gates
- Patrick and Janice Glynn
- Elizabeth Good and Tucker Ross
- Al Soffer
- Susan Good
- Patrick and Robert Gaydo
- Lisa Green
- Doug Grabel
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- Monica Hiles
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Susan Houle
- Robert Hoyt and Mary King
- Ellen Hume and John Shattuck
- Frederick Hunt
- Jill Hyde
- Linda Huylen and Lena Miller
- Emily Hyle and Philip Niskan
- Catherine Jacobo
- John and Marcs Imboscra
- Edward Jackson
- Kathryn and Robert Jacob
- Thomas and Maryann Jakult
- Ellen, John
- Mary Jean Shultz
- David Kelker
- Jane and Jerry Berman
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Thomas Misk
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- Kate Rumnford
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- Shawn Singer
- Andrew Sassano
- Leslie Sargent and David Roseman
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- Victor Zanuzak
- Tedd Saunders
- Stanley Schurg
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- Frees Siewiansk
- Kyley Shepherd
- Sandy Simonson
- Simply Dining INC
- Thomas Smaro
- Mouneen and Ath Smith
- Angela Soo Hoo
- Viki and Jeff Spruill
- Ellen Starren
- Robert and Joan Steen
## 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.

<table>
<thead>
<tr>
<th>Operating Revenue and Support</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned revenue</td>
<td>$906,169</td>
<td>$350,584</td>
</tr>
<tr>
<td>Contributions, BID</td>
<td>$1,256,257</td>
<td>$1,005,450</td>
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<tr>
<td>Contributed income</td>
<td>$762,040</td>
<td>$857,877</td>
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<tr>
<td>Endowment draw for current operations</td>
<td>$740,090</td>
<td>$700,876</td>
</tr>
<tr>
<td>Government support, MassDOT</td>
<td>$750,000</td>
<td>$750,000</td>
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<tr>
<td>Gala &amp; event revenue, net</td>
<td>$428,309</td>
<td>$355,345</td>
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<tr>
<td>Government support, City of Boston</td>
<td>$271,533</td>
<td>$246,686</td>
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<tr>
<td>Government support, grants</td>
<td>$614,718</td>
<td>$663,000</td>
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<tr>
<td>In-kind revenue, private</td>
<td>$123,359</td>
<td>$228,291</td>
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<tr>
<td>In-kind revenue, public</td>
<td>$236,893</td>
<td>$265,561</td>
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<tr>
<td>Other income and recoveries</td>
<td>$14,673</td>
<td>$165,597</td>
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<tr>
<td>Total operating revenue and support</td>
<td>$6,104,041</td>
<td>$5,589,267</td>
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<tr>
<th>Operating Expenses before Depreciation</th>
<th>2021</th>
<th>2020</th>
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<tr>
<td>Programmatic</td>
<td>$4,261,695</td>
<td>$4,238,933</td>
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<tr>
<td>Fundraising</td>
<td>$672,079</td>
<td>$731,837</td>
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<tr>
<td>Administrative</td>
<td>$646,770</td>
<td>$695,544</td>
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<tr>
<td>Total operating expenses before depreciation</td>
<td>$5,580,544</td>
<td>$5,666,314</td>
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<tr>
<th>Depreciation</th>
<th>2021</th>
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<tbody>
<tr>
<td></td>
<td>$552,313</td>
<td>$497,317</td>
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<tr>
<th>Non-Operating Revenue and Support</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions, BID - Enhancements</td>
<td>$243,743</td>
<td>$404,550</td>
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<tr>
<td>Government support, MassDOT - capital</td>
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<tr>
<td>Contributions and grants - capital</td>
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<tr>
<td>Government support, grants - capital</td>
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<td>In-kind revenue - capital</td>
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<tr>
<td>Investment income, net of fees</td>
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<td>Gains/loss on fixed assets</td>
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<td>$0</td>
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<tr>
<td>Endowment pledge</td>
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<td>$0</td>
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<tr>
<td>Endowment draw for current operations</td>
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<td>$(700,876)</td>
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<td>Total non-operating revenue and support</td>
<td>$3,308,951</td>
<td>$3,206,420</td>
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<thead>
<tr>
<th>Change in net assets</th>
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<tr>
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<td>$3,280,135</td>
<td>$2,632,256</td>
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<table>
<thead>
<tr>
<th>Net assets, beginning of the year</th>
<th>2021</th>
<th>2020</th>
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<tbody>
<tr>
<td></td>
<td>$27,345,708</td>
<td>$24,713,452</td>
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<table>
<thead>
<tr>
<th>Net assets, end of the year</th>
<th>2021</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$30,625,843</td>
<td>$27,345,708</td>
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