



ROSE KENNEDY GREENWAY CONSERVANCY

ANNUAL REPORT 2020

**THE
GREEN
WAY**



“I have been a volunteer at The Greenway for a number of years, and I must say, never in that time has the park held more value and importance than this year. My time spent being a part of the team caring for it has been a wonderful respite from our 2020 troubles. And this was not just for me, but also for everyone in the city of Boston and its visitors, who I have watched enjoying the park’s stunning plantings, its engaging art displays, and its refreshing water features — all in a safe and healthy way.”

— Greenway Supporter

Dear Friends,

In the extraordinary year that was 2020, The Greenway was a steadfast source of joy and renewal. The Conservancy ensured that our community had a safe and beautiful haven in which to unwind amidst gardens, explore new art exhibitions, delight in our fountains and Carousel, and regain a sense of normalcy.

The Conservancy’s leadership in contemporary public art was more important than ever with museums suffering closures and restrictions. Park visitors could experience new commissions from artists Catalina Delgado-Trunk, Yinka Shonibare, Furen Dai, and Yu-Wen Wu, and artworks from Super A and Juan Travieso remained on view. In response to the pandemic, we made our Augmented Reality artworks accessible from home and hosted multiple webinars with our artists.

Even amidst the pandemic, the Conservancy was able to support and safely open our beer and wine gardens, spin the Carousel, and turn on the fountains. Working carefully within government guidelines, we hosted over 200 free events, including fitness classes and the weekly farmers and artisan markets.

Chinatown was disproportionately impacted by the economic effects of the pandemic, and we worked to support the community and improve the portion of The Greenway that runs through the neighborhood. Our team joined other nonprofits in the community resilience campaign We Love Boston Chinatown by hosting small, socially-distanced outdoor performances with local musicians. The Conservancy also completed the design and community process for lighting improvements on The Greenway in Chinatown; fundraising will allow a significant set of improvements to be implemented in Spring 2021.

We completed important planning work to care for the Greenway’s assets as they age and are threatened by climate change. The Conservancy’s new State of Good Repair Study had reassuring results about current care, asset conditions, and funding levels. Our new “Climate Change Vulnerability Assessment and Asset Management Plan” provides a roadmap for the Conservancy to protect vulnerable assets, manage risks from the effects of climate change, and adopt practices to reduce its carbon footprint.

The Greenway makes Boston a more beautiful, green, and resilient city through the Conservancy’s commitment to excellence in urban park management. The pandemic resulted in an enormous drop in our earned income, making your donations more important than ever. Thank you for being part of our valued family of supporters!

Jesse Brackenbury
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. This year, despite many challenges, we were grateful to remain your backyard, your outdoor art museum, your fitness studio, your respite — your park.



We built connections as the world turned virtual, engaging thousands in a series of free webinars and sharing our work caring for The Greenway. **We helped you stretch and unwind**, hosting over 100 free outdoor fitness classes in 2020. We heard from you that our park was more important to your well-being than ever.

We expanded horizons in a time when opportunities to experience art were scarce; the Conservancy's Public Art program continued to showcase world-class art in 2020. **We invited you to learn and discover**, launching The Greenway Interactive Bloom Tracker, which lets visitors locate and explore flowering perennials across our organically maintained park.



6,000

viewers enjoyed Conservancy webinars



Organic Park Care

Working throughout the year with special pandemic safety protocols, the Conservancy completed several landscape projects, including renovating the serpentine bed and bamboo in Auntie Kay and Uncle Frank Chin Park. In a little-used corner of The Greenway near Pearl Street, we created a special “nook” with several new benches and additional horticultural interest. The wildflower meadow planted in 2019 has filled in, becoming more lush.

Design development was completed for the renovation of the gardens between Oliver and High streets, a priority in the Conservancy’s Strategic Business Plan. The existing gardens received a temporary original design with no seating. The Conservancy, working with a world-renowned designer, Julie Moir Messervy, has continued design work for a destination garden with special lighting and seating.

Maintenance and Improvements

The Greenway Conservancy commissioned a “Climate Change Vulnerability Assessment and Asset Management Plan”, presenting a roadmap for the Conservancy to protect vulnerable assets and manage risks from the effects of climate change, and to adopt more sustainable practices to reduce its carbon footprint. Additionally, the Conservancy commissioned a State of Good Repair (SGR) Study that assessed the condition of park infrastructure from paving to fountain components to benches. By completing these analyses, the Conservancy is in an excellent position to plan ahead and ensure that The Greenway remains a safe and beautiful space.

Volunteers

Since the pandemic meant many of our typical groups were not able to volunteer, we engaged our individual horticulture volunteers to provide essential fieldwork assistance. By establishing safety protocols and clear, compassionate communication, volunteers contributed 1,659 hours this year.



1,028

assets detailed in the State of Good Repair Study

CARING FOR THE GREENWAY

As one of the first organically-maintained public parks in the United States, the Conservancy uses sustainable landscape practices that are innovative, award-winning, and fiscally sound; our plants are better able to withstand the stresses of public use and the demands of an urban setting.





The Greenway's normally packed schedule of over 450 events was significantly impacted by the pandemic. Unfortunately, typical offerings such as Boston Local Food Festival, Films at the Gate, Lantern Festival, Boston Calling Block Parties, and various other festivals and family activities were not able to occur. That said, the pandemic amplified the importance of The Greenway as an open and welcoming outdoor space that provides the public with essential opportunities to nurture their mental and physical health and social well-being.

The Conservancy still safely hosted over 200 free events in 2020, including markets, fitness classes, and small-scale performances. We worked closely with 15 fitness instructors to offer over 100 free classes for instructors and attendees grateful for a safe, beautiful, outdoor space to exercise. We brought our community together on The Greenway through partnerships with Experience Chinatown and the Boston Lyric Opera. Over 17,000 people took a spin on The Greenway Carousel at The Tiffany & Co. Foundation Grove. We supported local business through our Greenway Food Truck Program, Boston Public Market Farmers Market, and Greenway Open Market.

Ultimately, The Greenway was an essential resource for neighbors and visitors this year. Our unique and adaptable programming allowed for bright spots in an isolating year.



102
free, outdoor fitness classes



TRILLFIT Cardio Dance

SUPPORTING LOCAL BUSINESSES

The pandemic amplified the importance of The Greenway as an open and welcoming outdoor space that provides the public with essential opportunities to nurture their mental and physical health and social well-being.



Boston Public Market at Dewey Square



Experience Chinatown



Greenway Artisan Market

EVENTS 2020



City Winery on The Greenway



The Greenway Carousel at The Tiffany & Co. Foundation Grove



A Mouse with Ears and Tail

PUBLIC ART

The Greenway Conservancy has become a leader in contemporary public art in Boston. Our Greenway Public Art Program gives residents, workers, and tourists a reason to visit, linger, and discuss.

We expanded horizons in 2020 by presenting major new artworks by artists of color who are all immigrants to their respective countries. The Greenway Conservancy's 2020 public art season explored our ever-evolving racial, cultural, and national identities within the context of globalization, migration, and immigration. With imagery rooted in history, folklore, foodways, and nature, featured artworks exposed the complexities and promise of our interconnected world.

From May to December we presented a series of webinars in conjunction with the physical public art projects featured on The Greenway. Through these online webinars and posted videos we were able to reach thousands of viewers, encompassing regional, national, and international participants.

Public Art featured in 2020:

A Mouse with Ears and Tail, Furen Dai

Augmented Reality Art, Nancy Baker Cahill, John Craig

Freeman & Will Pappenheimer

Engulf, Juan Travis

Global Connections: Mesoamerican Myths, the Domestication of Nourishment, and its Distribution, Catalina Delgado-Trunk

Lantern Stories, Yu-Wen Wu

Resonance, Super A (Stefan Thelen)

Wind Sculpture (SG) V, Yinka Shonibare BCE



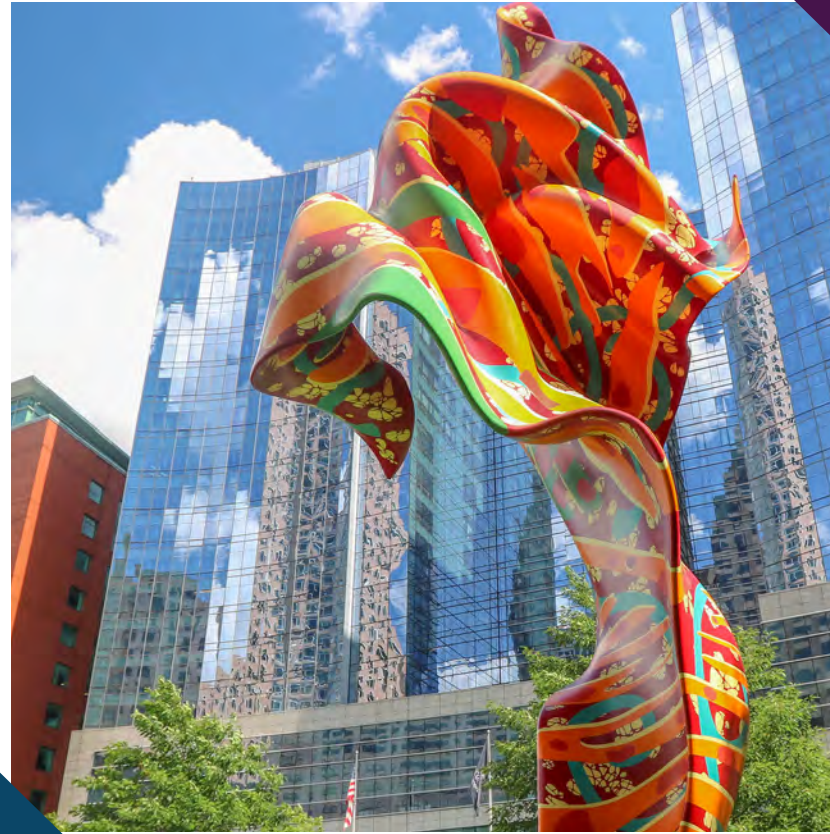
31

lanterns sharing stories from the Chinatown community





Lantern Stories



Wind Sculpture (SG) V



Global Connections: Mesoamerican Myths, the Domestication of Nourishment, and its Distribution



Engulf



Resonance

PUBLIC ART 2020

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, 2020.

* Denotes members of the **Greenway Circles**, 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

| | | | | | | |
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**As of December 31, 2020*



FINANCIALS

The Greenway operates with a public/private funding model. Since its founding, the Conservancy has leveraged its government support to raise more than \$60M of philanthropy and other private funds.

The coronavirus pandemic significantly affected the 2020 financial results. Earned income revenues fell by nearly 80% as our food trucks, beer garden, and Carousel suffered from closures and decreased demand. No Gala or Young Professionals events could be held, so the Conservancy's fundraising from typical event supporters was down; Gala-associated in-kind donations were also down. Direct philanthropic support was down compared to 2019, though it held up much better than expected amidst the crisis. The Conservancy received \$603,000 from the federal Paycheck Protection Program, which we expect to be fully forgiven. Competitive grant funding was also received from the National Endowment for the Arts and for capital improvements in Chinatown from the Massachusetts Cultural Facilities Fund.

The Greenway Business Improvement District (BID), MassDOT, and 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 made budget reductions in 2020 in response to the revenue declines. Programmatic spending represented 75% of expenditures but was down nearly \$0.7M from 2019. Administrative expenses were up in 2020 due to new expenses for the Executive Director Search and consulting work on Diversity, Equity, and Inclusion. A hiring freeze and across-the-board expense reductions helped the Conservancy achieve only a small deficit for the year.

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.

| | 2020 | 2019 |
|---|---------------------|---------------------|
| Operating Revenue and Support | | |
| Contributions, BID | \$1,005,450 | \$1,252,000 |
| Contributed income | \$857,877 | \$909,975 |
| Government support, MassDOT | \$750,000 | \$625,000 |
| Endowment draw for current operations | \$700,876 | \$697,321 |
| Government support, grants | \$663,000 | \$16,500 |
| Gala & event revenue, net | \$355,345 | \$492,892 |
| Earned revenue | \$350,584 | \$1,643,639 |
| Government support, City of Boston | \$246,686 | \$281,741 |
| In-kind revenue, private | \$228,291 | \$304,556 |
| In-kind revenue, public | \$265,561 | \$252,727 |
| Other income and recoveries | \$165,597 | \$123,126 |
| Total operating revenue and support | \$5,589,267 | \$6,599,477 |
| Operating Expenses before Depreciation | | |
| Programmatic | \$4,238,933 | \$4,918,779 |
| Administrative | \$695,544 | \$560,232 |
| Fundraising | \$731,837 | \$759,341 |
| Total operating expenses before depreciation | \$5,666,314 | \$6,238,352 |
| Depreciation | \$497,117 | \$439,116 |
| Non-Operating Revenue and Support | | |
| Contributions, BID - Enhancements | \$494,550 | \$248,000 |
| Government support, MassDOT - capital | \$288,197 | \$243,040 |
| Contributions and grants - capital | \$0 | \$160,480 |
| Government support, grants - capital | \$194,200 | \$30,000 |
| In-kind revenue - capital | \$0 | \$104,825 |
| Investment income, net of fees | \$2,940,008 | \$2,931,001 |
| Gain/loss on fixed assets | \$(9,659) | \$(27,993) |
| Endowment pledge | \$0 | \$0 |
| Endowment draw for current operations | \$(700,876) | \$(697,321) |
| Total non-operating revenue and support | \$3,206,420 | \$2,992,032 |
| Change in net assets | \$2,632,256 | \$2,914,041 |
| Net assets, beginning of the year | \$24,713,452 | \$21,799,411 |
| Net assets, end of the year | \$27,345,708 | \$24,713,452 |



THE GREEN WAY

617 292 0020 

rosekennedygreenway.org 

185 Kneeland Street
Boston MA 02111 