



Central Park Conservancy

ANNUAL REPORT 2017



Table of Contents

2 Partnership

- 4 Letter from the Conservancy President
- 5 Letter from the Chairman of the Board of Trustees
- 6 Letter from the Mayor and the Parks Commissioner
- 7 Serving New York City's Parks
- 8 Forever Green
- 12 Honoring Douglas Blonsky

16 Craftsmanship

- 18 Native Meadow Opens in the Dene Landscape
- 20 Electric Carts Provide Cleaner, Quieter Transportation
- 21 Modernizing the Toll Family Playground
- 22 Restoring the Ramble's Watercourse
- 24 Enhancing and Diversifying the Ravine
- 26 Conservation of the Seventh Regiment Memorial
- 27 Updating the Southwest Corner

28 Stewardship

- 30 Operations by the Numbers
- 32 Central Park Conservancy Institute for Urban Parks
- 36 Community Programs
- 38 Volunteer Department

40 Friendship

- 46 Women's Committee
- 48 The Greensward Circle

50 Financials

74 Supporters

114 Staff & Volunteers

124 Central Park Conservancy Mission, Guiding Principle, Core Values, and Credits



Partnership

Central Park Conservancy

After 32 years of working in Central Park, it hasn't been an easy decision to step down as President and CEO. But this important space has never been more beautiful, better managed, or financially strong than it is today.

I've been lucky to be a part of the Conservancy's mission as it accomplished what some once considered impossible. Since 1985 — when Betsy Barlow Rogers hired me as a Landscape Architect —

we have touched almost every part of the Park's 843 acres, investing nearly \$1 billion in its renaissance. The Central Park Conservancy has transformed the Park into one of the safest, most beloved, and democratic spaces in New York City and one of the most visited parks in the world. More importantly, we implemented an accountable management system that did not exist before, allowing for these improvements to be maintained for generations to come.

We have fostered relationships with invaluable supporters like Richard Gilder, whose Wonder of New York Challenge leveraged our first major gift in 1993 to be matched by the City of New York and Conservancy supporters. It established a strong trajectory for Central Park's future. We also gained the confidence of trustee John Paulson. His \$100 million gift to the Central Park Conservancy through the Paulson Family Foundation recognized the great work we've done over many years and underscored the vast importance of public green spaces to urban environments. That incredibly generous gift led to the \$300 million Forever Green campaign, which is currently seeding dozens of major projects throughout the Park. It also inspired similar contributions to parks around the country, growing public awareness of the important connection between green spaces and the health and vitality of every city. This awareness is something I've dedicated my career to.

My love for Central Park has inspired me to help create new ways for visitors to experience this masterpiece of landscape architecture — connecting them with the Park's original intent as a scenic retreat from urban life. The Central Park experience has never been more significant and impactful than it is today, especially to New Yorkers.

I feel honored to be a part of the success of the Park and I am confident in its future. I know the importance it holds for New York City and for the world.



Douglas Blonsky
President & CEO, Central Park Conservancy
and Central Park Administrator



Douglas Blonsky, Mitchell J. Silver, and Thomas L. Kempner, Jr.

From The Conservancy Chairman

Earlier this year Doug Blonsky announced that after 32 years, he would be stepping down as the Conservancy's President and CEO. While his accomplishments in that time have been too numerous to count, it's important to acknowledge the most significant of many highlights.

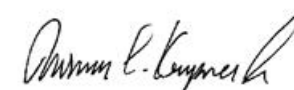
First, under Doug's leadership, Central Park is enjoying the single longest period of sustained health in its 160-year history. During his tenure, several innovative park management and preservation practices have been developed which supported the Park's transformation into today's beautiful oasis. Doug's pioneering approach solidified the Conservancy's role as a leader in urban park management and helped to ensure that the Park remains the vibrant cultural center of New York. The restoration of the Great Lawn turned a dust bowl into the lush, green respite people enjoy every year; the Harlem Meer and the construction of the Charles A. Dana Discovery Center beautified and activated one of the least visited and most neglected areas of the Park; and the Minton tile ceiling at Bethesda Terrace Arcade restored one of the Park's main architectural features to its original splendor. Doug's vision and guidance helped to revive this most important public space, contributing to New York's preeminent position among the greatest cities in the world.

Doug has also led several record capital campaigns. He was instrumental in securing the 2012 Paulson Family Foundation gift: the largest single gift ever bestowed upon a park at the time. From physical restoration to public programs, Doug's dedication, vision, and influence have inspired New Yorkers to become outstanding stewards of Central Park in many ways.

More recently, he established the Central Park Conservancy Institute for Urban Parks to share best practices with park groups and park professionals locally and around the world. Under Doug's guidance, the Conservancy has received numerous awards and honors. He has become a leading expert on urban park management, speaking internationally on subjects ranging from trash management and zone management to public-private partnerships.

Beyond these incredible achievements, Doug has been a comforting presence for staff, volunteers, trustees and the millions of visitors who come to the Park. For many, he simply is Central Park. Words alone cannot express our gratitude for his devotion and care. On a personal level, I have been deeply honored to have worked closely with such an outstanding man for the last eight years.

Doug equipped the Conservancy to carry his legacy of keeping Central Park the most beautiful and inviting park in the world. We honor him by continuing our work and by helping urban park managers around the world achieve the same standard of excellence in their parks.



Thomas L. Kempner, Jr.
Chairman, Central Park Conservancy

The City of New York

Parks mean so much to New Yorkers. They are a refuge from the bustling City — a place to exercise and spend time with family and friends. Parks are where children can learn and grow. And for many New Yorkers, our green spaces provide an affordable way to spend their summer vacations when an out-of-town trip just isn't in the budget. This is why it is essential that we make sure every park gets all the help we can give it regardless of its ZIP code.

Our residents are known for chipping in to help our parks in so many ways through their own physical efforts, their donations, and the organizations they create. One of these New Yorkers is Doug Blonsky, who has announced his plans to retire as President and CEO of the Central Park Conservancy. We are grateful for the long-standing partnership between the City of New York and the Conservancy, which has helped to make Central Park a premier destination, and for Doug's contribution to that success across three decades.

Doug has overseen the restoration of the Great Lawn, the rebuilding of iconic boat landings, and the continued renewal of natural areas throughout the Park, including the Hallett Nature Sanctuary, which recently opened daily for the first time since the 1930s. Doug also pushed forward significant developments in urban park management, which are now being implemented Citywide and nationally. His innovative zone management system reimaged how the Conservancy cares for its lawns and clears trash and recycling from the Park.

The Institute for Urban Parks shares the Conservancy's expertise with thousands of park professionals worldwide. Through its support of the City's Community Parks Initiative, the Conservancy has also provided classroom and in-the-field trainings for hundreds of NYC Parks operations and horticulture staff and supported parks throughout the City by completing dozens of turf restoration projects and advising on zone management programs modeled after the Conservancy's own system.

When you invest in a park, it does something big for the community and for our City. We want to thank Doug for his outstanding service to the City's parks, and we look forward to continuing our partnership with future leaders of this New York City institution. An active and thriving Conservancy means beautiful, healthy recreational spaces for millions of New Yorkers and visitors to use. We thank Doug for his outstanding service to the five boroughs and wish the Conservancy and its departing President many more wonderful years.



Bill de Blasio
Mayor
City of New York



Mitchell J. Silver, FAICP
Commissioner
Department of Parks and Recreation

Serving New York City's Parks



Conservancy and NYC Parks staff work together to keep City parks healthy and vibrant.

The Central Park Conservancy's 37-year partnership with the City of New York has been a model for parks groups around the country. It has advanced the conversation about the role of urban parks and the need for their effective management. NYC Parks has been a champion of the Conservancy's work in Central Park, as well as in our efforts to provide training and assistance to other parks throughout New York City.

In 2017, we worked closely with NYC Parks through our Park-to-Park and Five Borough programs. Both of these initiatives, managed through the Conservancy's Institute for Urban Parks, take our best practices and provide hands-on support to park professionals locally and globally. To date, we've trained and educated 8,300 current and aspiring park managers (1,900 of them this year).

This year, our Institute for Urban Parks has also trained 25 gardeners in the City's Community Parks Initiative. This program invests in neighborhood parks with the greatest need. Together, NYC Parks and the Conservancy are working to ensure the health of not only Central Park, but parks throughout New York City. Our partnership with NYC Parks is an everyday affair, and we're proud to care for Central Park on their behalf.

FOREVER GREEN

ENSURING THE FUTURE OF CENTRAL PARK



In 2016, the Central Park Conservancy launched **Forever Green: Ensuring the Future of Central Park**, a 10-year campaign to restore and preserve Frederick Law Olmsted and Calvert Vaux's historic vision for the extraordinary landscape of the Park.

This ambitious campaign will build upon the Conservancy's decades-long investment in essential rebuilding and infrastructure by raising \$300 million to enable vital long-term planning and restoration throughout the entire Park. Led by Anne S. Harrison, Thomas L. Kempner, Jr., and John Paulson, **Forever Green** encompasses over 50 projects that involve the woodlands, historically and architecturally significant structures, and playgrounds. In sum, **Forever Green** represents a cultural renaissance for Central Park.

The Thompson Family Foundation has pledged a \$25 million cornerstone gift to **Forever Green** to support the restoration of Belvedere Castle and the historic Children's District, including the Dairy Visitor Center & Gift Shop, Kinderberg, and Chess & Checkers House. Planning is already underway for the restoration of additional landscapes and structures that represent the Park's cultural legacy, including the Naumburg Bandshell, Conservatory Garden, and the Park's various bridges and arches.

Forever Green also represents a commitment to the Park's long-term health through endowment support in the specific areas of tree care and horticulture. As a living, breathing ecosystem, Central Park contains hundreds of thousands of plants and trees that require constant care and management. Strengthening the endowment for horticulture and tree care is a promise to future generations of New Yorkers that the Park's natural environment will always be well maintained.

Also included in the promise to future New Yorkers is the expansion of the Central Park Conservancy Institute for Urban Parks. Through its educational arm, the Conservancy will continue to share knowledge and best practices with urban park managers in the five boroughs and across the globe, helping to enhance the quality of urban life everywhere.

The two pillars of **Forever Green** — the Paulson Family Foundation's historic gift and the increased support of the City of New York — have set us on a strong course toward achieving the goals of the Conservancy's 10-year capital plan. We gratefully acknowledge John and Jenny Paulson and the City of New York as visionary partners in ensuring the future of Central Park. We also gratefully acknowledge the lead supporters of **Forever Green**, listed on the following pages.

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Honoring Douglas Blonsky's Visionary Leadership



After nearly four decades of unwavering dedication and passionate stewardship, Douglas Blonsky, President and CEO of the Central Park Conservancy and Central Park Administrator, is preparing to step down. During his tenure, Doug has guided Central Park through the most profound transformation of its 164-year history, restoring it to the beloved oasis it is today. Doug has fostered innovation, secured millions in funding, and overseen the successful management of dozens of restoration projects. His love for and dedication to Central Park has benefited millions of visitors each year and will continue to do so for decades to come. Just a few of Doug's contributions are highlighted below.

Restorations

Great Lawn | The 55-acre Great Lawn was once referred to as “the Great Dust Bowl” due to neglect and unregulated use. Under Doug’s supervision, the Conservancy completed a major two-year restoration of this area in 1997. This restoration also allowed the Conservancy to develop turf care practices which keep this beloved area — and all of the Park’s lawns — lush and green despite intense use throughout the seasons each year.

Playgrounds | All 21 playgrounds in Central Park have been updated or restored during Doug’s tenure, providing optimal play spaces for the more than 3 million children who visit the Park each year. With Doug’s guidance in 2011, the Conservancy launched an initiative to elevate the playgrounds even further to the same standard of excellence that goes into maintaining other areas of the Park.

Woodlands | The Conservancy continues to renew and sustain Central Park’s 80 acres of woodland landscapes — the North Woods, the Ramble, and the Hallett Nature Sanctuary — as part of a 10-year initiative developed under Doug’s leadership. Native plants, shrubs, and trees now flourish throughout these areas while waterbodies and paths have been restored. The Hallett Nature Sanctuary — closed to the public since the 1930s — now welcomes visitors daily.

Harlem Meer | Doug oversaw a four-year restoration of the Harlem Meer and the construction of the Charles A. Dana Discovery Center in 1993. These improvements activated the northern end of the Park which was previously underserved and underused. Today, many community programs take place in this area of the Park. These include the Harlem Meer Performance Festival in summer, the Halloween Pumpkin Flotilla in autumn, and the annual Holiday Lighting event in late fall.



Great Lawn, before and after restoration



East 110th Street Playground, before and after restoration



Ravine, before and after restoration



Harlem Meer, before and after restoration





Minton tile ceiling in the Bethesda Terrace Arcade, before and after restoration

Historic Preservations

Minton Tile Ceiling | In the 1980s, the famed Minton tiles that lined the ceiling of the Bethesda Terrace Arcade were placed in storage after decades of deterioration. During Doug's tenure, the Conservancy completed restoration of the ceiling and the arcade in 2007, revitalizing one of the Park's most stunning architectural features.

Boat Landings | The Park's original plan featured boat landings on the Lake that served as scenic lookouts and docks for boaters. Over time, as these landings were repaired and rebuilt, much of the original detail was lost. In 2016, Doug oversaw the Conservancy's re-creation of structures that were true to the original rustic and Victorian designs.

Events

Frederick Law Olmsted Awards Luncheon | In its 35-year history, the Frederick Law Olmsted Awards Luncheon has raised more than \$51 million to support the care of Central Park. Hosted each year by the Conservancy's Women's Committee, the event raised \$4.5 million in 2017 alone, a portion of which will go toward the restoration of Conservatory Garden.

Philanthropy

Historic Gift and Forever Green | Through the work completed while Doug has been President and CEO, the Conservancy gained the confidence of trustee John A. Paulson who made a \$100 million transformational gift in 2012: the largest monetary donation in the Conservancy's history. Four years later, the Conservancy launched Forever Green: Ensuring the Future of Central Park, a 10-year, \$300 million campaign to restore and preserve the historic vision for the extraordinary landscape of Central Park.



Jose Figueroa



Bronwyn Harris

Innovation and Stewardship

Zone Management System | Perhaps Doug's most important contribution to Central Park's future, the zone management system was implemented in 1995. Staff members were assigned to one of 49 geographic "zones" in the Park, which they clean and maintain daily. This system encourages accountability and measurable results while allowing the Conservancy to sustain a well-managed and well-maintained Park.

Recycling and Trash Management System | In 2013, the Conservancy installed more than 700 garbage and recycling receptacles throughout the landscape which were specifically designed and patented for Central Park with Doug's input. The strategy of "carry in, carry out" when it comes to garbage resulted in the return of the Eastern chipmunk to the north end of the Park. A new fleet of 52 electric carts for garbage collection was also introduced to replace gas-powered carts. Quieter, with no emissions, these new vehicles make waste management cleaner and greener.

Institute for Urban Parks | As part of Doug's vision, the Conservancy created its Institute for Urban Parks in 2013 with the aim of helping parks around the world implement healthy management techniques. The Institute shares the Conservancy's best practices and management expertise with other urban parks locally, nationally, and globally. To date, over 4,000 park professionals have benefited from the Institute's expertise.

Partnership with City | Doug helped to develop and manage the Conservancy's longstanding partnership with the City of New York and NYC Parks to ensure that the public-private partnership between the Conservancy and the City is effective and adaptive to changes in the political landscape.



Craftsmanship

Native Meadow Opens in the Dene Landscape

The Dene Slope, a vibrant native meadow with rustic seating and a trail, opened to the public last fall. This 1.25-acre meadow is now the largest of its kind in Central Park. Our work on the meadow included installing new irrigation infrastructure, eliminating weeds, seeding the area with native grasses and wildflowers, and constructing a trail. The Conservancy's three-person rustic crew also built and installed a rustic bench where visitors can rest and take in sweeping views.

In certain respects, native meadows can be less resource-intensive to maintain than lawns. A meadow's tall grasses don't require mowing and prevent self-seeding invasive species from taking over. The Dene Slope's blooms also support the habitat by providing nourishment for pollinators, birds, and other wildlife.



Electric Carts Provide Cleaner, Quieter Transportation

Operations staff rely on carts every day to assist in all aspects of their work, including trash and recycling pick-up. Last January, the Conservancy introduced a new fleet of 52 electric carts to replace our gas-powered ones. Quieter, with no emissions, these new carts support our commitment to environmental sustainability and reduce impact on Park visitors.

To keep our new electric carts accessible and charged, we added a parking area at the 79th Street Maintenance Yard with charging stations, installed new electric service and related infrastructure from the property line at Central Park West to the Yard, and restored the impacted landscape.



Larry Boes, Brett Miller

Modernizing the Toll Family Playground

Central Park's playgrounds provide a variety of play experiences for the millions of children who visit them each year. Located just inside the Park at West 84th Street, the recently reconstructed Toll Family Playground caters to toddlers and pre-school-aged children. The original playground in this location was built in 1936, and it was last renovated by the Conservancy in the late 1990s.

The Conservancy completely rebuilt this playground last winter, replacing structures and adding modernized and improved equipment and activities for children under 5. This included climbers, tunnels, slides, toddler swings (including an accessible swing), play houses, and other features. We also reconstructed the path from West 85th Street to the playground to make it ADA-accessible. To maintain an open feel of the playground, we also removed its seven-foot steel picket fence and installed a lightweight mesh fence screened by landscape plantings. Additional wood-and-concrete benches and pipe rail help define the edge, as they originally did when this playground was first built.

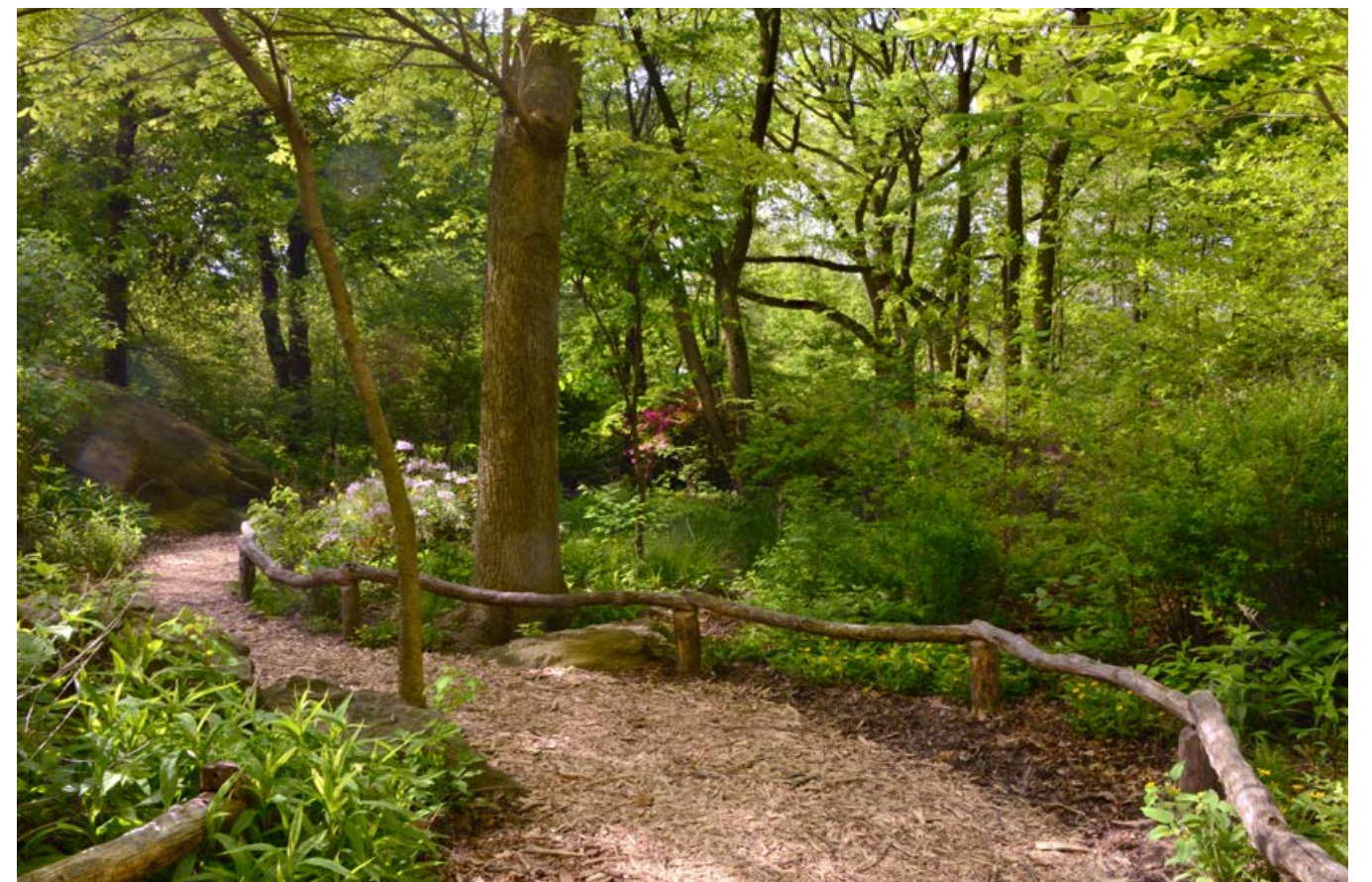
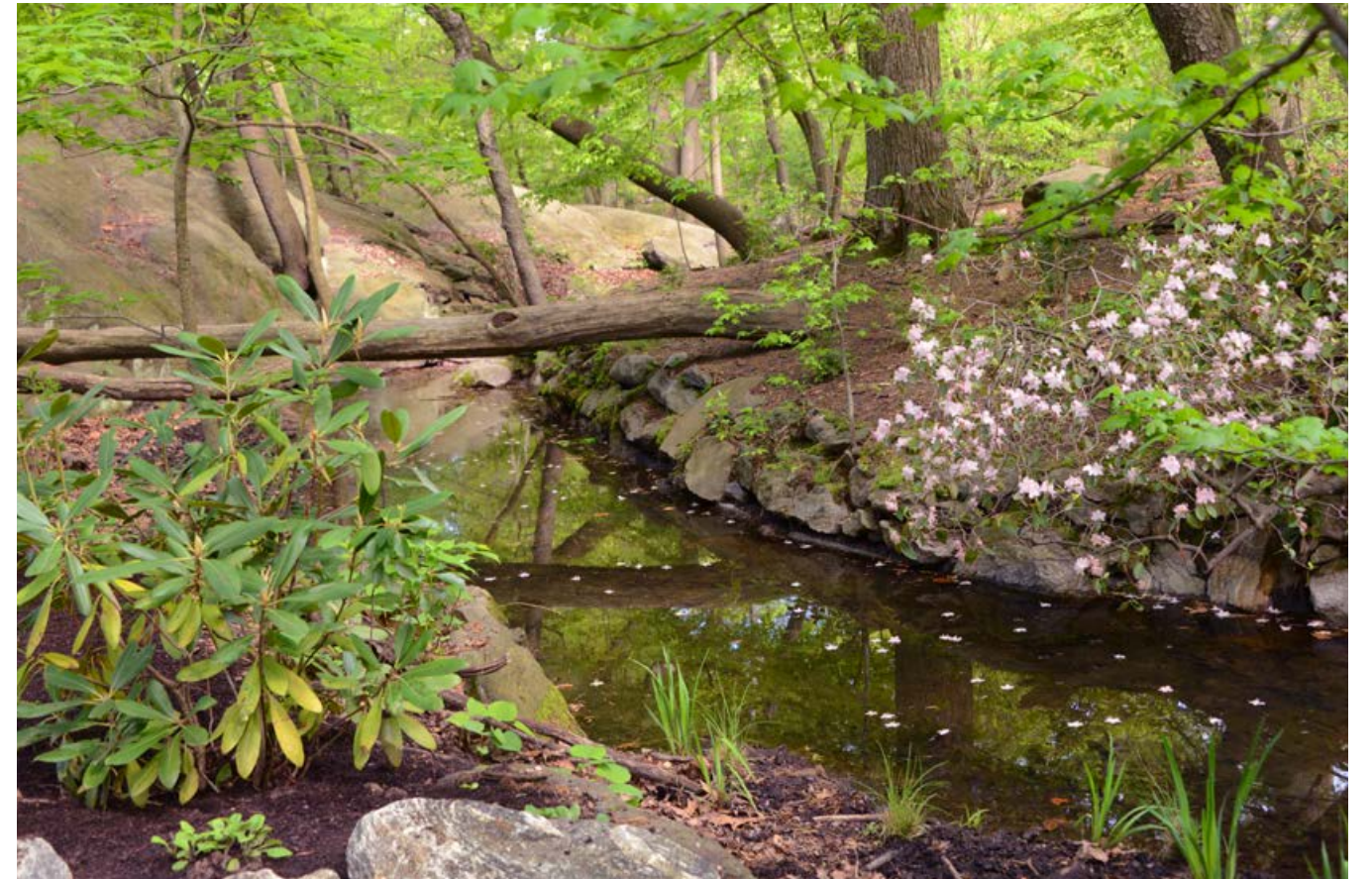


Restoring the Ramble's Watercourse

Central Park co-designer Frederick Law Olmsted described the 36-acre Ramble as a “wild garden” intended to evoke a sense of intricacy and mystery. It is the most well-known and popular woodland area in the Park. Winding through the Ramble is the Gill, a manmade watercourse that flows into the Lake.

Our newest work in the Ramble includes the restoration of the Gill landscape. We deepened the watercourse by varying its depth, added aquatic plants, and removed sediments that had accumulated over the years. This improved and diversified the habitat in and around the Gill. We also reconstructed surrounding paths.

To renew the scenic character of this area, we built several rustic features, including bridges, benches, and an overlook with a rustic rail along the length of the Gill. We also reconstructed a stone crossing that previously existed above the watercourse before it was replaced by a concrete bridge in the 1930s. To recreate the historic character of this crossing, we photographed the existing conditions and carefully numbered each boulder below the concrete bridge before disassembling them for demolition. Boulders that had long ago tumbled down the Gill were also retrieved. We reassembled the stone crossing using historic photos and our documentation of the preconstruction condition. The Conservancy's future work includes restoration of the North Ramble and the reconstruction of several existing and lost rustic shelters.

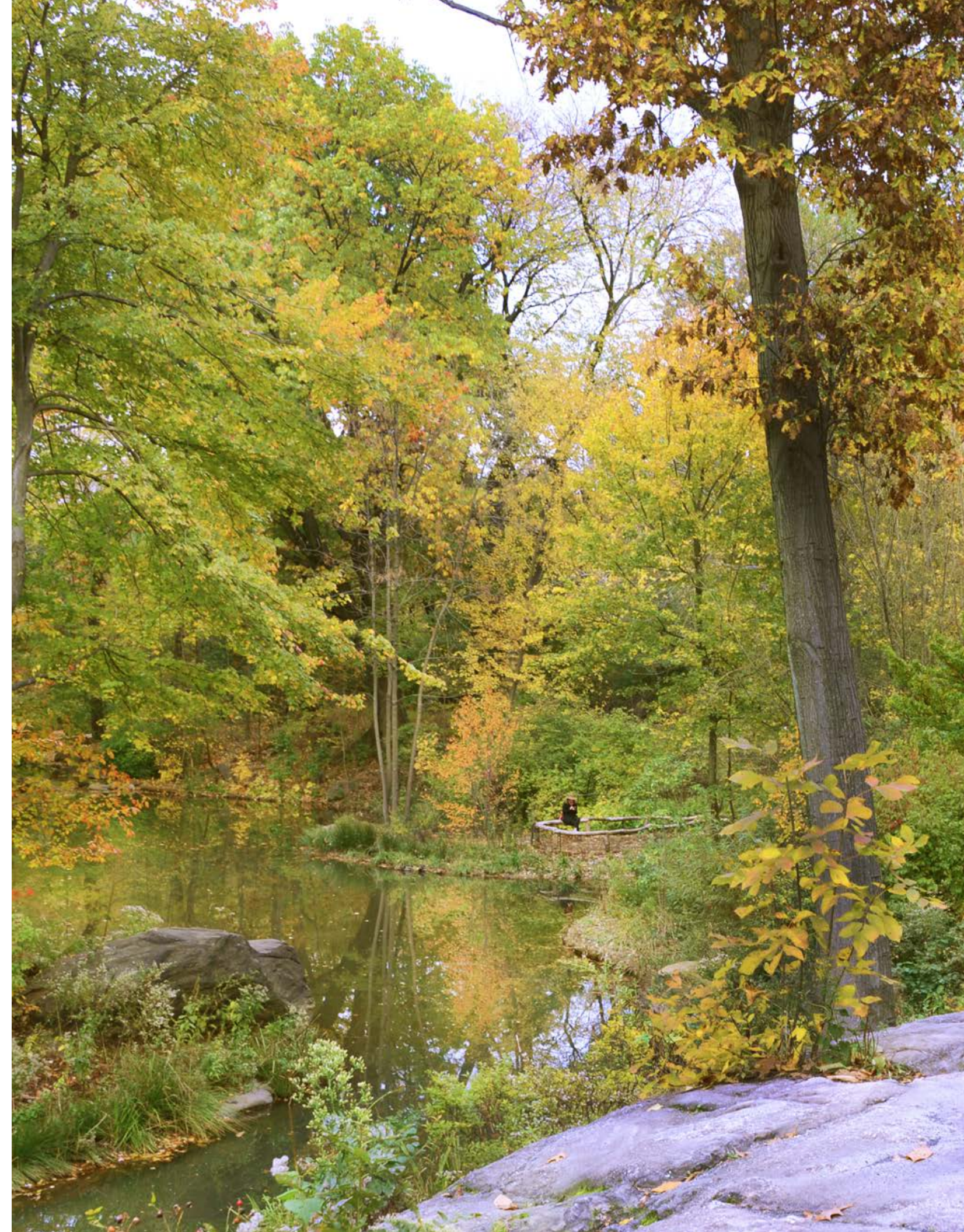
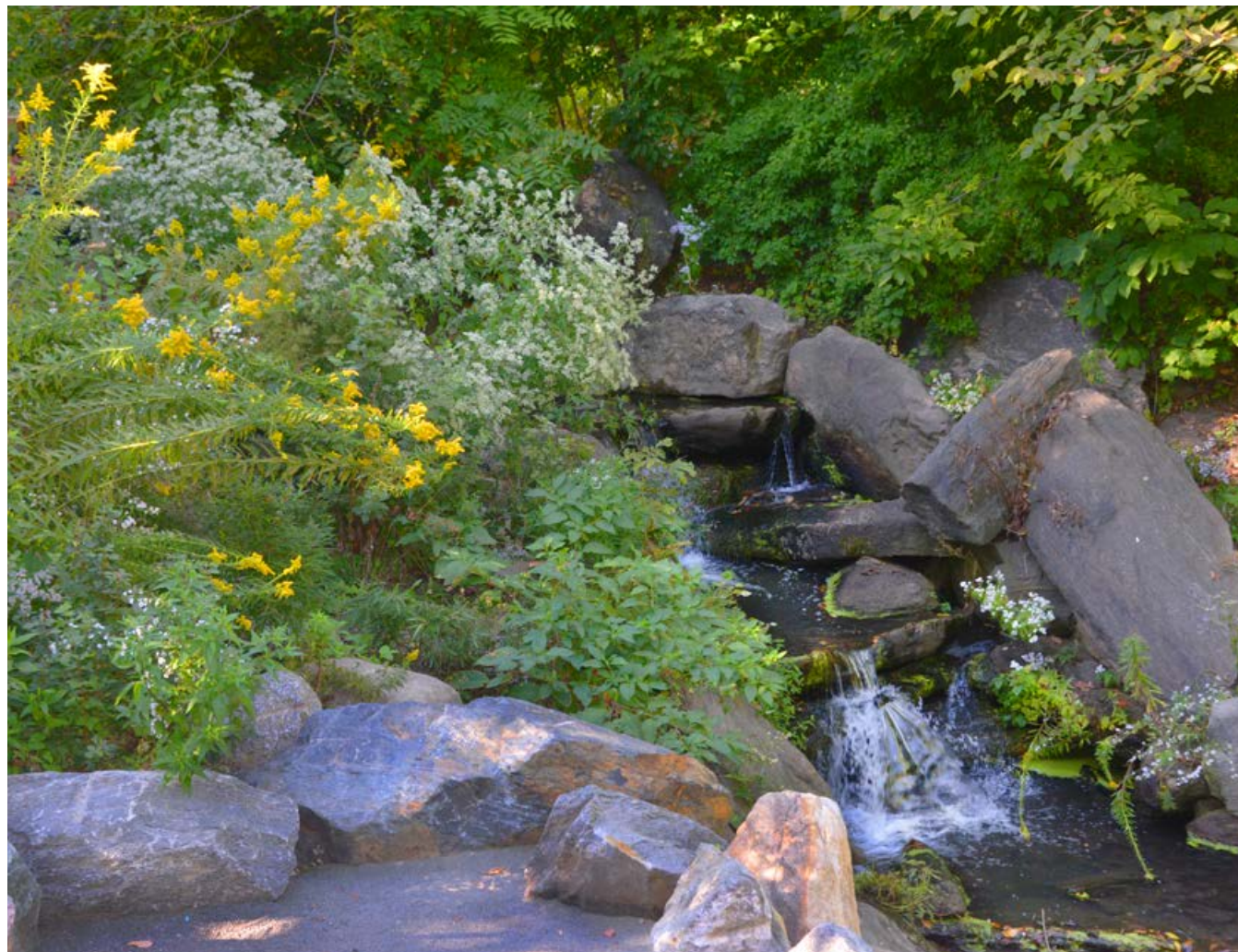


Enhancing and Diversifying the Ravine

The Ravine is a small valley that runs between Huddlestone and Glen Span Arches in the North Woods. It features a watercourse called the Loch and a variety of native plants. Frederick Law Olmsted and Calvert Vaux designed the North Woods to resemble the wilderness of the Adirondacks. The serene pools and dramatic cascades of the Loch were key elements of the scenic composition.

Last year, as part of the Conservancy's multi-year effort to restore the North Woods, we recreated character-defining elements of the Loch's historic design. This included re-establishing open pools of water, varying water depths, and reconstructing the shoreline. This year, we continued work in the Ravine by reconstructing paths and infrastructure, removing invasive species, stabilizing soils, and re-establishing native plant communities. These improvements support a more diverse wildlife habitat and embrace historic woodland design elements.

We also made additional improvements to the scenic character of the Ravine. We restored stone steps and stream crossings, added an overlook with rustic seating near the existing rustic bridge, and provided more access to the Loch's edge with soft surface paths and a wooden walkway across a marshy area. These enhancements support Olmsted and Vaux's original vision while providing a more tranquil experience for visitors and a more diverse habitat for wildlife.



Conservation of the Seventh Regiment Memorial

The Seventh Regiment Memorial, depicting a Union soldier leaning on his rifle, honors the 58 soldiers of the Seventh Regiment who died fighting in the Civil War. The statue was created by sculptor John Quincy Adams Ward and unveiled in 1874.

As part of an ongoing effort to maintain and conserve Central Park's statues, we applied a new protective coating to the monument. After using dry ice blasting to remove the monument's depleted coating, our conservators restored the patina underneath by applying chemical treatments that re-established the different colors and tones of the bronze. The last stage of the project involved applying the new coating, which protects the surface of the bronze.

Participants in the Conservancy's Monument Conservation Technician Program completed portions of the work. Through this program, the Conservancy employs several graduate student interns each summer to conduct preservation work for Central Park's statues and monuments.



Erik Sandell

Updating the Southwest Corner

The southwest corner of Central Park, anchored by Merchants' Gate at Columbus Circle, is the most popular entrance to the Park with nearly 4 million visitors each year. As part of a multi-year effort, we are renovating 14 acres within this area, restoring the landscape, Park perimeter, and comfort station.

This year, we reconstructed the perimeter from West 60th to West 62nd Street. The existing, characteristic paving pattern of the Park's six-mile perimeter was established in the 1930s and '40s. We replaced existing pavements and curbs, reconstructed pedestrian ramps, and installed new benches.

The perimeter work is part of a larger project that included the adjacent landscape. We have been working in phases to restore eroded lawns, adding new plantings, installing irrigation infrastructure and repaving paths. We are currently redesigning the area's comfort station to make it ADA-accessible and open year-round.





Stewardship

Operations by the Numbers



Snow Control

Last winter, seven storms brought in **30.2 inches** of snow, which our crews cleared from **58 miles** of pathway and **6.2 miles** of perimeter.



Event Management

Central Park hosted more than **7,000** organized runs, walks, concerts, birthday parties, weddings, film shoots, and soccer and softball events. That's an average of **19 per day**.



Lawn Care

More than **200 acres** of lawn are aerated and overseeded each year. Of that, more than 50 acres of lawn received premium care.



Tree Care

More than **20,000 trees** are maintained by 4 arborists and 2 climber/pruners.



Bench Care

Conservancy staff and volunteers work together to maintain the **8,741 benches** throughout the Park.



Trash Management

Each day, more than **700 trash cans** are emptied at least twice per day by Conservancy staff. Trash cans are located at more than 200 locations through the Park. This collection amounts to more than **2,000 tons** of refuse on an annual basis.



Playground Features

Central Park's **21 playgrounds** comprise 8.2 acres and have 52 slides, 20 water features, 163 swings, and 17 sand features.



Mauricio Perdomo



Holly Walton



Night and weekend operations staff



Harrison Hogan

Central Park Conservancy Institute for Urban Parks

The Central Park Conservancy Institute for Urban Parks develops programs that foster public stewardship of urban parks and green spaces and shares world-class management practices with other parks to enhance their economic, social, and ecological benefits.

Park-to-Park Programs

The Conservancy provides educational programs, hands-on training, and technical assistance to urban parks, and hosts events throughout the year that bring urban park professionals together to share experiences and expertise.



Community Parks Initiative Gardener Training Program Graduation, May 2017

Trainings, Seminars, and Webinars

Over the past year, more than 250 people participated in our seminar and webinar series, which covered a range of topics, including community engagement, public art, and economic development. We also served 29 NYC Parks staff members working in community parks through our Turf Care Training Program.

Through the Community Parks Initiative, a City-led investment in historically underserved neighborhood parks, NYC Parks deploys a dedicated team of gardeners throughout the five boroughs. Since its inception, the Institute has provided intensive five-day trainings for these gardeners. This year, the Institute trained the newest cohort of 25 gardeners, who share their experiences and enhance their urban park management skills, while interacting with Conservancy staff and NYC Parks Horticulture Supervisors.

Continuing Education

The Institute is partnering with the City University of New York School of Professional Studies (CUNY SPS) to launch the Urban Park Executive Leadership Program and Professional Certificate in Urban Park Management in 2018. Over the past year, Institute staff conducted a rigorous RFP and selection process to select our academic partner. CUNY's broad range of expertise and accessibility through 24 colleges and graduate schools will greatly benefit the development of and participation in these programs. After the completion of in-depth market research, a task analysis, and curriculum development, the executive leadership program will launch in March 2018. The certificate program is expected to launch over the summer.



Samantha Marsden, Mila Brogan, and Maura Lout at the National Recreation and Park Association Annual Conference

Technical Assistance

Conservancy staff continues to provide technical assistance to a variety of agencies and organizations that seek our advice on urban park projects. Since 2013, we have provided assistance to 104 parks in New York City, 161 nationally, and 134 internationally.

Five Borough Crew

Conservancy staff continued to support 15 parks throughout the five boroughs this year. The Crew provides on-site training and support for turf care, trash management, and maintenance planning for completed projects.

Urban Park Research and Outreach

The "Urban Park Stewardship Education Roundtable" on October 2, 2017 brought together leaders from park organizations, research and academia, youth development groups, and the public sector, resulting in a comprehensive stewardship education framework for urban parks to be published in 2018.

The "Urban Park Practitioners Roundtable," co-hosted with Pittsburgh Parks Conservancy on November 2-3, 2017 focused on the use of Key Performance Indicators (KPIs) and data availability for benchmarking, resulting in a white paper and articles to be published in 2018 that will strengthen the field of practice in urban park management.

The "Institute for Urban Parks Video Series" illustrates the Institute's new executive education and certificate programs; ongoing Park-to-Park Program; and the Institute's work on capacity building, technical assistance, and engaging the public in responsible park use and stewardship. The series will be available online via the Conservancy's website and YouTube in March 2018.

Stewardship Education Programs

Over the past year, more than 100 high school and college students participated in our stewardship education programs. These opportunities enable young people to experience firsthand the importance of urban parks to cities, and to learn the critical role that management plays in caring for parks.

Internships



Section 1 Operations Supervisor Grady Reed teaches landscape management to college interns at the Pond.

Out of more than 300 applicants, 29 high school and 14 college students from New York City and the region were awarded seven and ten-week summer internships. Interns gained critical insight into urban park management by working alongside Conservancy staff mentors, who also enhanced their own skills by sharing their expertise and dedication to urban park stewardship. Interns were introduced to the broader green careers field with trips to the Gowanus Canal, Brooklyn Bridge Park, Bloomberg L.P., and other partner locations.

Youth Restoration Crews



Restoration crew members plant native trees and shrubs in Marine Park, Brooklyn.

Through our service learning program, 46 students this year learned about urban park restoration and conservation. They removed invasive species, restored trails, and planted over 1,400 native species in the Hallett Nature Sanctuary and the North Woods alongside Conservancy staff. Students also completed service projects in Rockaway Community Park and Marine Park alongside colleagues from NYC Parks, the Natural Areas Conservancy, and The Nature Conservancy.

Youth Career Development



Tree Care Coordinator and Inspector Alan Clark discusses wildlife in urban parks with students.

The Green Careers Lab brought together 20 high school students and professionals from the Conservancy and partner organizations in a five-week dialogue about careers in urban park management and environmental conservation.



Right: Katharine Contreras-Godfried

Community Programs

Public Programs engage visitors and locals alike and provide them with information and activities that enhance their Central Park experience, foster a deeper appreciation for the Park's historical and ecological significance, and share the Conservancy's work. Over the past year, we served nearly 150,000 people through tours, events, and family and recreation programs. As part of the Conservancy's ongoing commitment to support our fellow City parks, we took this year's Film Festival on the road by hosting screenings in Marcus Garvey Park and supporting the Rockaway Artist Alliance with a screening in Jacob Riis Park.

To cultivate Park stewardship in future generations, we regularly offer Discovery Programs that are targeted to families and school groups and that focus on Park education from the perspectives of design and horticulture. This year, we launched new Discovery Walks for Families in the topics of birding, art and sculpture, and Fort Landscape history. Our Discovery Journals, which include educational activities for kids, are now available for free on our website and in visitor centers. We also published a new Discovery Journal focusing on art and sculpture throughout the Mall and Bethesda Terrace.



Central Park Conservancy Film Festival



Discovery Walks for Families



Discovery Walks for Families

Volunteer Department

Central Park's volunteers are an indispensable part of the effort to keep the Park clean and green. This year, the Volunteer Department expanded into a seven-days-a-week operation, with more volunteers devoting more time in the Park than ever. Nearly 4,000 volunteers contributed 60,534 hours in the Park, with 350 volunteers contributing at least 50 hours of service.

Our volunteers serve as Gardener's Assistants, supporting the field staff through mulching, raking, weeding, and bulb-planting; and as Greeters and Tour Guides, enhancing the Park experience for visitors by providing directions, suggesting things to see and do in the Park, and celebrating the Park's rich history and landscape with educational tour offerings.



Holly Lynch



Anni Newbeck, Louise Ransom, Maureen Antizzo



Peter Glidden



Friendship



Women's Committee Fall Luncheon, sponsored by Van Cleef & Arpels



Fall Foliage Tour



Institute for Urban Parks Park-to-Park Luncheon



Women's Committee Behind the Scenes Breakfast



Autumn in Central Park, sponsored by Northern Trust



Women's Committee Scarf Kick-off Party, hosted by Sharon and Bill Jacob



Women's Committee 35th Annual Frederick Law Olmsted Awards Luncheon Cocktail Party, hosted by Michele and Marty Cohen



Women's Committee 35th Annual Frederick Law Olmsted Awards Luncheon Cocktail Party



Women's Committee Dana Discovery Center Holiday Lighting, sponsored by ConEdison



Women's Committee Playground Partners Winter Luncheon, sponsored by Harry Winston



Spring Blooms Tour



Bloomingdale's Windows Kick-off Party



35th Annual Frederick Law Olmsted Awards Luncheon, sponsored by Michael Kors



35th Annual Frederick Law Olmsted Awards Luncheon, sponsored by Michael Kors



Plaque Dedication in the Hallett Nature Sanctuary, in memory of Mary McConnell Bailey



Taste of Summer, sponsored by Macquarie



Olmsted Visionaries Hallett Nature Sanctuary Spring Tour and Breakfast



Women's Committee Playground Partners Annual Family Party, sponsored by Goldman Sachs Gives and Brooks Brothers



New York Philharmonic Pre-Performance Cocktails



Shakespeare in the Park Pre-Performance Reception



Toll Family Playground Dedication



Annual Conservatory Garden Party and Walking Tour



Henshead Boat Landing Dedication

Women's Committee



Women's Committee Board as of Fall 2016

The Committee is also proud to host four of New York's premier charitable events: the Frederick Law Olmsted Awards Luncheon, the Fall Luncheon, the Playground Partners Annual Family Party, and the Playground Partners Winter Luncheon.

Through these programs, the Women's Committee raises \$10 million a year. Since its inception 35 years ago, the Women's Committee has raised over \$165 million for the Conservancy.

The Women's Committee is a group of dynamic women who are dedicated to the beautification and preservation of Central Park. Founded in 1983 by Jean Clark, Norma T. Dana, Marguerite Hillman Purnell, and Phyllis Cerf Wagner, the Women's Committee has increased awareness and raised funds for many Park projects.

Through programs like Adopt-A-Bench, Perimeter Association, Playground Partners, Tree Trust, and Tulips and Daffodils, they provide ongoing support to Park maintenance projects. Other programs, including Conservancy Docents, Women's Committee Membership, and Olmsted Visionaries, support the general operating budget and help with friend-raising efforts of the Conservancy. From introductory Park tours with a docent to estate planning with the Olmsted Visionaries, the Women's Committee seeks to nurture and deepen a love of Central Park among the Park's supporters.



Bow Bridge



Charles A. Dana Discovery Center



Safari Playground

Celebrating Thirty-Five Years of Supporting Central Park

In its 35 years, the Women's Committee has helped fund more than 40 restoration projects and public programs throughout Central Park.

Education

- Charles A. Dana Discovery Center
- After School Skating Program
- Summer Youth Intern Program
- Volunteer Program

Playgrounds

- Bendheim Playground
- Heckscher Playground
- James Michael Levin Playground
- Osborn Gates at the Ancient Playground
- Playground Repair
- Rudin Playground
- Safari Playground (two times)

Landscapes

- Artisans' Gate
- Conservatory Garden
- Dene Slope
- Dipway Arch Landscape
- Grand Army Plaza
- Hallett Nature Sanctuary
- Peebler Point
- Peter J. Sharp Children's Glade
- The Pond
- The Pool
- Scholars' Gate
- Upper Reservoir Landscape
- Wagner Cove on the Lake
- West 70th to 71st Street Landscape
- Women's Gate

Security

- Call Boxes
- Graffiti Removal
- The Mounted Rangers
- North Meadow Security
- Security Patrol

Special Projects

- Balto
- Beethoven
- Central Park South Landscape
- Conservatory Garden Restoration
- Loggia at Belvedere Castle
- Niches at Bethesda Terrace
- Obelisk
- Park Perimeter
- Urns at Bow Bridge

Looking Ahead to Conservatory Garden

In honor of their 35th Anniversary, the Women's Committee has committed to raise \$5 million toward a transformative \$10 million restoration of Conservatory Garden, Central Park's six-acre masterwork of formal garden design. The upcoming restoration will focus on improvements to its hardscapes, including the extensive network of paths and plazas that gracefully traverse the Garden, as well as other much-needed infrastructure upgrades.

The Greensward Circle

The Greensward Circle is the Conservancy's network of young professionals. Greensward Circle members are primarily New Yorkers in their 20s and 30s who are passionate about the preservation of Central Park and support its ongoing restoration and maintenance through volunteerism and philanthropy.

Members provide critical, unrestricted operating support for the daily care and management of the Park. They are also invited to attend monthly volunteer sessions in the Park and networking events with partnering institutions. The Greensward Circle is led by two Co-Chairs and a Leadership Council comprised of next generation leaders in various industries including finance, real estate, education, media, and fashion.

The Greensward Circle's signature event, Evening in the Garden, is an annual staple of the summer social season. This June, more than 700 young professionals attended the event in Conservatory Garden for an evening of great food, cocktails, and live music beneath the lush wisteria pergola.



Volunteer Session



Evening in the Garden Host Committee



Lawn Bowling in Central Park



Financials



CENTRAL PARK CONSERVANCY, INC.

Financial Statements and Schedule

June 30, 2017 and 2016

(With Independent Auditors' Report Thereon)



KPMG LLP
Suite 200
1305 Walt Whitman Road
Melville, NY 11747-4302

Independent Auditors' Report

The Board of Trustees
Central Park Conservancy, Inc.:

We have audited the accompanying financial statements of Central Park Conservancy, Inc. (the Conservancy), which comprise the balance sheets as of June 30, 2017 and 2016, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Conservancy's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Conservancy's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Central Park Conservancy, Inc. as of June 30, 2017 and 2016, and the changes in its net assets and its cash flows for the years then ended, in conformity with U.S. generally accepted accounting principles.

KPMG LLP is a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.



Other Matter

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information included in Schedule 1 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

KPMG LLP

November 28, 2017

CENTRAL PARK CONSERVANCY, INC.

Balance Sheets
June 30, 2017 and 2016
(Dollars in thousands)

	2017	2016
Assets		
Cash	\$ 5,406	7,429
Short-term investments (note 3)	49,165	17,756
Accounts receivable (note 11)	8,417	7,802
Prepaid expenses and other assets	1,313	1,348
Contributions receivable, net (note 4)	36,614	25,782
Investments held for endowment (note 3)	219,646	211,927
Other long-term investments (note 3)	44,355	52,093
Investments held under split-interest agreements	1,101	1,111
457(b) deferred compensation plan (note 9)	1,606	1,368
Fixed assets, net (note 5)	3,959	3,972
Total assets	\$ 371,582	330,588
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 8,234	7,650
Liabilities under split-interest agreements	752	775
Other liabilities	625	658
457(b) deferred compensation plan liability (note 9)	1,606	1,368
Total liabilities	11,217	10,451
Net assets:		
Unrestricted:		
Available for operations	(1,720)	229
Board designated (notes 6 and 7)	87,618	78,606
Total unrestricted	85,898	78,835
Temporarily restricted (notes 6 and 7)	177,685	148,823
Permanently restricted (notes 6 and 7)	96,782	92,479
Total net assets	360,365	320,137
Total liabilities and net assets	\$ 371,582	330,588

See accompanying notes to financial statements.

CENTRAL PARK CONSERVANCY, INC.
Statement of Activities
Year ended June 30, 2017
(with comparative summarized totals for 2016)
(Dollars in thousands)

	Unrestricted		Total		Totals	
	Operations	Board designated	unrestricted	Temporarily restricted	Permanently restricted	2016
Revenue, gains (losses), and other support:						
Contributions (notes 3 and 4)	\$ 15,430	8,146	23,576	33,102	2,900	59,578
Revenue from the City of New York:						
Contract revenue (note 11)	8,820	—	8,820	—	—	8,820
Project revenue (note 11)	4,064	—	4,064	—	—	2,386
Special events revenue	6,190	—	6,190	—	—	6,190
Less expenses incurred for direct donor benefits	(1,355)	—	(1,355)	—	—	(1,301)
Special events revenue, net	4,835	—	4,835	—	—	4,416
Interest and dividends, net of investment expenses of \$2,766 in 2017	253	69	322	94	—	483
Net appreciation (depreciation) in fair value on investments	(307)	9,324	9,017	19,078	1,403	(18,184)
Change in value of split-interest agreements	—	(74)	(74)	—	—	(160)
Other (note 8)	2,171	—	2,171	—	—	1,662
Total revenue and gains	35,266	17,465	52,731	52,274	4,303	109,308
Net assets released from restrictions:						
Contributions and other revenue	30,110	(8,479)	21,631	(21,631)	—	—
Administrative cost recovery	3,155	(1,374)	1,781	(1,781)	—	—
Total net assets released from restrictions	33,265	(9,853)	23,412	(23,412)	—	—
Total revenue, gains (losses), and other support	68,531	7,612	76,143	28,862	4,303	27,619
Expenses:						
Program services:						
Planning, design, and construction	21,245	—	21,245	—	—	19,893
Horticulture, maintenance, and operations	24,317	—	24,317	—	—	23,553
Visitor experience	5,056	—	5,056	—	—	4,910
Helping other parks	4,313	—	4,313	—	—	4,388
Total program services	54,931	—	54,931	—	—	52,744
Supporting services:						
Fund-raising	8,116	—	8,116	—	—	7,942
Management and general	6,033	—	6,033	—	—	5,771
Total supporting services	14,149	—	14,149	—	—	13,713
Total expenses	69,080	—	69,080	—	—	66,457
Increase (decrease) in net assets before transfers	(549)	7,612	7,063	28,862	4,303	(38,838)
Transfers	(1,400)	1,400	—	—	—	—
Increase (decrease) in net assets	(1,949)	9,012	7,063	28,862	4,303	(38,838)
Net assets at beginning of year	229	78,606	78,835	148,823	92,479	358,975
Net assets at end of year	<u>\$ (1,720)</u>	<u>87,618</u>	<u>85,898</u>	<u>177,685</u>	<u>96,782</u>	<u>320,137</u>

See accompanying notes to financial statements.

CENTRAL PARK CONSERVANCY, INC.
Statement of Activities
Year ended June 30, 2016
(Dollars in thousands)

	Unrestricted		Total		Totals	
	Operations	Board designated	unrestricted	Temporarily restricted	Permanently restricted	2016
Revenue, gains (losses), and other support:						
Contributions (notes 3 and 4)	\$ 15,044	861	15,905	10,096	2,807	28,808
Revenue from the City of New York:						
Contract revenue (note 11)	8,208	—	8,208	—	—	8,208
Project revenue (note 11)	2,386	—	2,386	—	—	2,386
Special events revenue	5,717	—	5,717	—	—	5,717
Less expenses incurred for direct donor benefits	(1,301)	—	(1,301)	—	—	(1,301)
Special events revenue, net	4,416	—	4,416	—	—	4,416
Interest and dividends, net of investment expenses of \$2,567 in 2016	243	89	332	151	—	483
Net appreciation (depreciation) in fair value on investments	418	(1,162)	(744)	(16,464)	(976)	(18,184)
Change in value of split-interest agreements	—	(160)	(160)	—	—	(160)
Other (note 8)	1,662	—	1,662	—	—	1,662
Total revenue and gains	32,377	(372)	32,005	(6,217)	1,831	27,619
Net assets released from restrictions:						
Contributions and other revenue	29,733	(6,627)	23,106	(23,106)	—	—
Administrative cost recovery	3,267	(1,195)	2,072	(2,072)	—	—
Total net assets released from restrictions	33,000	(7,822)	25,178	(25,178)	—	—
Total revenue, gains (losses), and other support	65,377	(8,194)	57,183	(31,395)	1,831	27,619
Expenses:						
Program services:						
Planning, design, and construction	19,893	—	19,893	—	—	19,893
Horticulture, maintenance, and operations	23,553	—	23,553	—	—	23,553
Visitor experience	4,910	—	4,910	—	—	4,910
Helping other parks	4,388	—	4,388	—	—	4,388
Total program services	52,744	—	52,744	—	—	52,744
Supporting services:						
Fund-raising	7,942	—	7,942	—	—	7,942
Management and general	5,771	—	5,771	—	—	5,771
Total supporting services	13,713	—	13,713	—	—	13,713
Total expenses	66,457	—	66,457	—	—	66,457
(Decrease) increase in net assets before transfers	(1,080)	(8,194)	(9,274)	(31,395)	1,831	(38,838)
Transfers	(800)	800	—	—	—	—
(Decrease) increase in net assets	(1,880)	(7,394)	(9,274)	(31,395)	1,831	(38,838)
Net assets at beginning of year	2,109	86,000	88,109	180,218	90,648	358,975
Net assets at end of year	<u>\$ 229</u>	<u>78,606</u>	<u>78,835</u>	<u>148,823</u>	<u>92,479</u>	<u>320,137</u>

See accompanying notes to financial statements.

CENTRAL PARK CONSERVANCY, INC.

Statements of Cash Flows

Years ended June 30, 2017 and 2016

(Dollars in thousands)

	<u>2017</u>	<u>2016</u>
Cash flows from operating activities:		
Increase (decrease) in net assets	\$ 40,228	(38,838)
Adjustments to reconcile increase (decrease) in net assets to net cash (used in) operating activities:		
Depreciation and amortization	1,180	1,165
Net (appreciation) depreciation in fair value on investments	(29,498)	18,184
Change in value of split-interest agreements	74	160
Permanently restricted contributions and earnings classified as financing activities	(4,303)	(1,831)
Changes in operating assets and liabilities:		
Increase in accounts receivable	(615)	(1,887)
Decrease (increase) in prepaid expenses and other assets	35	(274)
(Increase) decrease in contributions receivable, net of amounts classified as financing activities	(10,935)	4,961
Increase (decrease) in accounts payable and accrued expenses	584	(862)
Decrease in other liabilities	(33)	(8)
Net cash used in operating activities	<u>(3,283)</u>	<u>(19,230)</u>
Cash flows from investing activities:		
Proceeds from sale of investments	208,768	92,960
Purchases of investments	(210,724)	(73,065)
Acquisition of fixed assets	<u>(1,167)</u>	<u>(859)</u>
Net cash (used in) provided by investing activities	<u>(3,123)</u>	<u>19,036</u>
Cash flows from financing activities:		
Permanently restricted contributions and earnings	4,303	1,831
Decrease in permanently restricted contributions receivable	103	108
Net change in liabilities under split-interest agreements	<u>(23)</u>	<u>77</u>
Net cash provided by financing activities	<u>4,383</u>	<u>2,016</u>
Net (decrease) increase in cash	<u>(2,023)</u>	<u>1,822</u>
Cash at beginning of year	<u>7,429</u>	<u>5,607</u>
Cash at end of year	<u>\$ 5,406</u>	<u>7,429</u>

See accompanying notes to financial statements.

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

(1) Organization

Central Park Conservancy, Inc. (the Conservancy) is a not-for-profit organization incorporated under the laws of New York State and is a tax-exempt organization under the Internal Revenue Code.

The Conservancy is funded primarily from contributions made by individuals, corporations, and foundations within the metropolitan area, as well as project and contract revenue from the City of New York (NYC), Department of Parks and Recreation. These amounts are used to fund major capital improvements, provide horticultural care and maintenance, and offer programs for volunteers and visitors of Central Park. Additionally, through the Central Park Institute the Conservancy provides training and maintenance support in other NYC Parks. The major capital improvements are not capitalized assets of the Conservancy but are assets of the City of New York.

(2) Summary of Significant Accounting Policies

(a) Basis of Accounting

The accompanying financial statements have been prepared on the accrual basis.

(b) Basis of Presentation

Net assets and revenues, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the Conservancy and changes therein are classified and reported as follows:

Unrestricted Net Assets – Net assets that are not subject to donor-imposed restrictions. However, the board of trustees may choose to designate such funds for particular uses.

Temporarily Restricted Net Assets – Net assets subject to donor-imposed restrictions that will be met either by actions of the Conservancy and/or the passage of time.

Permanently Restricted Net Assets – Net assets subject to donor-imposed restrictions that the Conservancy maintains permanently. Generally, the donors of these assets permit the Conservancy to use all or part of the income earned on related investments for general or specific purposes.

Revenues, gains (losses), and other support are reported as increases (decreases) in unrestricted net assets unless their use is limited by explicit donor-imposed restrictions or by law. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments and other assets or liabilities are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulation or by law. Expirations of temporary restrictions on net assets (i.e., the donor-imposed stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions.

(c) Contributions

Contributions, which include unconditional promises to give (pledges), are recognized as revenues in the period in which the pledge or cash is received. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows, net

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

of allowances. Conditional promises to give are not recognized until they become unconditional, that is, when the future and uncertain event on which they depend has occurred.

(d) Fair Value Measurements

Fair value is defined as the exchange price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. The Conservancy discloses fair value measurements by level within that hierarchy. The fair value hierarchy maximizes the use of observable inputs and minimizes the use of unobservable inputs when measuring fair value. The three levels of inputs that may be used to measure fair value:

Level 1 Inputs that reflect unadjusted quoted prices in active markets for identical assets or liabilities that the Conservancy has the ability to access at the measurement date.

Level 2 Inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly or indirectly, including inputs in markets that are not considered to be active.

Level 3 Inputs that are unobservable.

A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

(e) Investments

Investments in equity securities with readily determinable fair values and all investments in debt securities are reported at fair value based upon quoted market prices with gains and losses included in the statements of activities. Donated securities are measured at fair value at the date of the contribution.

The Conservancy follows the provisions of Accounting Standards Update (ASU) No. 2009-12, *Investments in Certain Entities That Calculate Net Asset Value per Share (or Its Equivalent)*, relating to certain investments in funds that do not have readily determinable fair values, including private equities, hedge funds, real estate, and other funds (alternative investments). ASU No. 2009-12 allows for the estimation of the fair value of investments in investment companies for which the investment does not have a readily determinable fair value using net asset value per share or its equivalent, as provided by the investment managers. The Conservancy reviews and evaluates the values provided by the investment managers and agrees with the valuation methods and assumptions used in determining the net asset values of these investments. These estimated fair values may differ significantly from the values that would have been used had a ready market for these securities existed.

(f) Income Taxes

The Conservancy follows the provisions of ASU No. 2009-06, *Implementation Guidance on Accounting for Uncertainty in Income Taxes and Disclosure Amendments for Nonpublic Entities* (ASU 2009-06), in conjunction with its adoption of Financial Accounting Standards Board (FASB) Interpretation No. 48, *Accounting for Uncertainty in Income Taxes* (now included in Accounting Standards Codification (ASC) Subtopic 740-10, *Income Taxes – Overall*). The Conservancy recognizes the effect of income tax positions only if those positions are more likely than not of being sustained. Income generated from

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

activities unrelated to the Conservancy's exempt purpose is subject to tax. The Conservancy did not have any material unrelated business income tax liabilities for the years ended June 30, 2017 and 2016.

(g) Fixed Assets

Fixed assets are recorded at cost. Furniture and equipment are depreciated using the straight-line method over their estimated useful lives. Leasehold improvements are amortized over the term of the lease or life of the asset, whichever is shorter.

(h) Split-Interest Agreements

The Conservancy's split-interest agreements with donors consist primarily of charitable gift annuities and irrevocable charitable remainder trusts for which the Conservancy serves as trustee. Assets are invested and payments are made to donors and/or other beneficiaries in accordance with the respective agreements. The investments held under split-interest agreements are invested principally in mutual funds, which are fair valued as of June 30 using Level 1 inputs in the fair value hierarchy.

Contribution revenue for charitable gift annuities and charitable remainder trusts is recognized at the date the agreement is established, net of the liability recorded for the present value of the estimated future payments to be made to the respective donors and/or other beneficiaries.

The present value of payments to beneficiaries of charitable gift annuities and charitable remainder trusts is calculated using discount rates, which represent the risk-adjusted rates in existence at the date of the gift. Gains or losses resulting from changes in actuarial assumptions and accretions of the discount are recorded as increases or decreases in the respective net asset class in the accompanying statements of activities.

(i) Cash and Cash Equivalents

For the purpose of the statements of cash flows, the Conservancy considers highly liquid investments purchased with an original maturity of three months or less, other than those held in the investment portfolio, to be cash equivalents.

(j) Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. Significant items subject to such estimates and assumptions include the useful lives of fixed assets, allowances for doubtful accounts, the valuation of investments, income tax uncertainties, and other contingencies.

(k) Functional Allocation of Expenses

The costs of providing the various programs and other activities of the Conservancy have been summarized on a functional basis in the accompanying statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

(I) Risks and Uncertainties

The Conservancy invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the balance sheets.

(3) Investments

All investments are considered level 1 in the fair value hierarchy, except for investments reported at net asset value (or its equivalent).

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

A summary of the fair value of investments at June 30, 2017 and 2016 is as follows:

	2017	2016
Short-term investments:		
U.S. Treasury and money market funds	\$ 49,165	17,756
Investments held for endowment:		
U.S. Treasury money market funds	\$ 18,649	13,865
Domestic equities	10,997	33,997
Foreign equities	31,341	44,904
	60,987	92,766
Investments reported at NAV (or its equivalent):		
Real estate	35,995	28,834
Absolute return	43,396	38,415
Domestic equities	61,645	38,205
Foreign equities	17,623	13,707
Total investments reported at NAV (or its equivalent)	158,659	119,161
Total investments held for endowment	\$ 219,646	211,927
Other long term investments:		
U.S. Treasury money market funds	\$ 59	3,388
U.S. Treasury bonds	14,273	17,520
	14,332	20,908
Investments reported at NAV (or its equivalent):		
Absolute return	13,379	14,080
Domestic equities	12,698	11,613
Other	3,946	5,492
Total investments reported at NAV (or its equivalent)	30,023	31,185
Total other long term investments	\$ 44,355	52,093

Under the terms of the limited partnership agreements, the Conservancy is obligated to periodically advance additional funding for its partnership investments. The unfunded commitments have not been recorded as a liability in the accompanying balance sheets. Such commitments generally have fixed expiration dates or other termination clauses. The Conservancy maintains sufficient liquidity in its investment portfolio to cover such calls. As of June 30, 2017, the Conservancy committed approximately 63% of the total investment balance in alternative investments.

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CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

The following table presents the strategies and related redemption information and unfunded commitments to the Conservancy's investments held for endowment measured at net asset value:

	2017			
	Fair value	Unfunded commitments	Redemption frequency	Redemption notice period
Investments held for endowment at NAV:				
Real estate fund	\$ 35,995	7,898	None	Not applicable
Absolute return	43,396	—	None	Not applicable
Domestic equities	61,645	6,177	Quarterly	60 days
Private equities	—	35,028	Quarterly	60 days
Foreign equities	17,623	—	Weekly, none	7 days, not applicable
	<u>\$ 158,659</u>	<u>49,103</u>		

Other Long-Term Investments

During fiscal year 2013, one board member made a contribution of \$100,000 to the Conservancy and required that \$50,000 of the gift be invested in specific alternative investment funds (the Funds) that are managed by his firm and charged usual and customary fees.

Notwithstanding any provisions of any of the invested Funds, or any rights set forth in any Fund's Offering Memorandum or Articles of Association to the contrary, the Conservancy agrees not to submit requests for redemption until 2018 without obtaining the mutual consent of the donor and the Conservancy.

Furthermore, in years 2018 through 2022, the Conservancy agrees that it shall (i) only submit requests for redemption of no more than 10% of the balance of the total of its investment in all funds valued at the end of the prior year, and (ii) use such redemptions strictly for capital expenditures (and related operating expenses) unless the mutual consent of the Donor and the Conservancy is obtained. As of January 1, 2023, the Conservancy may withdraw any portion of the remaining balance, as it shall determine.

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

(4) Contributions Receivable

Contributions receivable at June 30, 2017 and 2016 are due to be collected as follows:

	2017	2016
Less than one year	\$ 16,869	15,138
One to five years	18,939	9,318
Five years and thereafter	1,743	1,883
	<u>37,551</u>	<u>26,339</u>
Allowance	(288)	(288)
Discount to present value (at rates ranging from 0.72% to 4.92%)	<u>(649)</u>	<u>(269)</u>
Contributions receivable, net	<u>\$ 36,614</u>	<u>25,782</u>

Three donors comprised approximately 46% and 17% of total contribution revenue for the years ended June 30, 2017 and 2016, respectively.

(5) Fixed Assets

A summary of fixed assets at June 30, 2017 and 2016 is as follows:

	2017	2016	Estimated useful lives
Furniture and fixtures	\$ 1,400	1,400	5 to 10 years
Office and field equipment	9,398	8,232	3 to 5 years
Leasehold improvements	2,270	2,269	10 years
	<u>13,068</u>	<u>11,901</u>	
Less accumulated depreciation and amortization	<u>(9,109)</u>	<u>(7,929)</u>	
	<u>\$ 3,959</u>	<u>3,972</u>	

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

(6) Net Assets

(a) Unrestricted – Board-Designated

Unrestricted – board-designated net assets are available for the following purposes at June 30, 2017 and 2016:

	2017	2016
Planning, design, and construction	\$ 34,660	29,888
Horticulture, maintenance, and operations	10,552	9,440
Visitor experience	138	119
General purposes	42,268	39,159
	<u>\$ 87,618</u>	<u>78,606</u>

(b) Temporarily Restricted Net Assets

Temporarily restricted net assets are available for the following purposes at June 30, 2017 and 2016:

	2017	2016
Planning, design, and construction	\$ 113,434	99,630
Horticulture, maintenance, and operations	53,269	40,023
Visitor experience	3,046	2,661
Helping other parks	3,913	2,697
General purposes	4,023	3,812
	<u>\$ 177,685</u>	<u>148,823</u>

(c) Permanently Restricted Net Assets

Permanently restricted net assets are restricted to investment in perpetuity, the income from which is expendable to support the following purposes at June 30, 2017 and 2016:

	2017	2016
Horticulture, maintenance, and operations	\$ 87,016	83,329
Visitor experience	5,643	5,254
General purposes	4,123	3,896
	<u>\$ 96,782</u>	<u>92,479</u>

(7) Endowment Funds

The Conservancy's endowment consists of 85 individual funds established for a variety of purposes including both donor-restricted endowment funds and funds designated by the Conservancy to function as endowments.

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

The Conservancy's management and investment of donor-restricted endowment funds have historically been subject to the provisions of the Uniform Management of Institutional Funds Act (UMIFA) and the New York State Trust Laws. In 2006, the Uniform Law Commission approved the model act, the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which serves as a guideline for states to use in enacting legislation. Among UPMIFA's most significant changes was the elimination of UMIFA's important concept of historical dollar-value threshold, the amount below which an organization could not spend from the fund in favor of a more robust set of guidelines about what constitutes prudent spending. In fiscal year 2011, New York State enacted the New York Prudent Management of Institutional Funds Act (NYPMIFA).

Pursuant to the investment policy approved by the board, the Conservancy has interpreted the NYPMIFA as allowing the Conservancy to appropriate for expenditure or accumulate so much of a donor-restricted endowment fund as the Conservancy deems prudent for the uses, benefits, purposes, and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument absent explicit donor stipulations to the contrary. As a result of this interpretation, the Conservancy has not changed the way permanently restricted net assets are classified.

The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure in a manner consistent with the standards of prudence prescribed by NYPMIFA.

The Conservancy's board of trustees has authorized a policy designed to preserve the value of these pooled investments in real terms (after inflation) and provide a predictable flow of funds to support operations. The Conservancy's investment pool includes contributions, interest, dividends, and realized and unrealized gains and losses, net of investment management fees. The policy permits the use of a spending rate of up to a maximum of 6% applied to a moving average of the value of the investment pool as of December 31 of the five previous years. In both fiscal years 2017 and 2016, the Conservancy utilized a rate of 5% of the total investment pool. In fiscal years 2017 and 2016, the related amounts that were used to support operations were \$8,392 and \$7,686, respectively.

In general terms, the Conservancy's investment objective is to seek maximum total return—defined as dividend and interest earnings plus any appreciation in market value—consistent with agreed-upon levels of risk. More specifically, the Conservancy seeks returns large enough to provide an additional return beyond the sum of the current spending rate and provisions for inflation.

From time to time, the fair value of assets associated with donor-restricted endowment funds may fall below the level that the donor or the law requires to retain as a fund of perpetual duration. This results from unfavorable market fluctuations subsequent to the investment of permanently restricted contributions. Subsequent gains that restore the fair value of the assets of the donor-restricted endowment fund to the required level will be classified as an increase in unrestricted net assets. Any changes to the fair value of such deficiencies are reported as a net underwater adjustment in the following table of endowment activity for the years ended June 30, 2017 and 2016. There were no such deficiencies at June 30, 2017 and 2016.

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CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

Endowment Net Assets

The following tables reflect the activity in the net asset classes of the Conservancy's donor-restricted and board-designated endowment funds:

	Year ended June 30, 2017			
	Unrestricted	Temporarily restricted	Permanently restricted	Total
Endowment net assets, June 30, 2016	\$ 55,103	41,578	92,479	189,160
Investment income	52	94	—	146
Net appreciation (realized and unrealized)	8,494	20,240	1,403	30,137
Return on investment, net	8,546	20,334	1,403	30,283
Contributions	44	—	2,900	2,944
Appropriation of endowment assets for expenditure	(1,994)	(6,398)	—	(8,392)
Endowment net assets, June 30, 2017	<u>\$ 61,699</u>	<u>55,514</u>	<u>96,782</u>	<u>213,995</u>
Composition of endowment as of June 30, 2017:				
Donor-restricted endowment funds	\$ —	55,514	96,782	152,296
Board-designated endowment funds	61,699	—	—	61,699
	<u>\$ 61,699</u>	<u>55,514</u>	<u>96,782</u>	<u>213,995</u>

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

	Year ended June 30, 2016			
	Unrestricted	Temporarily restricted	Permanently restricted	Total
Endowment net assets, June 30, 2015	\$ 57,786	49,778	90,648	198,212
Investment income	75	150	—	225
Net depreciation (realized and unrealized)	(1,183)	(2,342)	(976)	(4,501)
Return on investment, net	(1,108)	(2,192)	(976)	(4,276)
Contributions	103	—	2,807	2,910
Appropriation of endowment assets for expenditure	(1,678)	(6,008)	—	(7,686)
Endowment net assets, June 30, 2016	<u>\$ 55,103</u>	<u>41,578</u>	<u>92,479</u>	<u>189,160</u>
Composition of endowment as of June 30, 2016:				
Donor-restricted endowment funds	\$ —	41,578	92,479	134,057
Board-designated endowment funds	55,103	—	—	55,103
	<u>\$ 55,103</u>	<u>41,578</u>	<u>92,479</u>	<u>189,160</u>

(8) Other Revenue, Contributed Services, and Facilities

A summary of other revenue at June 30, 2017 and 2016 is as follows:

	2017	2016
Merchandise sales, program revenue, and fees	\$ 1,472	975
Contributed services and facilities	699	687
	<u>\$ 2,171</u>	<u>1,662</u>

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CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

The fair value of the contributed services and facilities is included as other revenue and allocated to functional expenses in the statements of activities as follows:

	2017	2016
Planning, design, and construction	\$ 67	52
Horticulture, maintenance, and operations	150	133
Visitor experience	158	212
Helping other parks	76	68
Fund-raising	158	171
Management and general	90	51
	<u>\$ 699</u>	<u>687</u>

In addition, many individuals have volunteered their time to the Conservancy. The value of these services is not included in the accompanying financial statements.

(9) Retirement Plan

The Conservancy has a defined-contribution retirement plan (the Plan) under Section 403(b) of the Internal Revenue Code in which all employees, as defined, are eligible to participate. In fiscal year 2010, the Conservancy amended the Plan by adding a new mutual fund platform to the existing annuity product. This change was implemented to enhance and create a more competitive retirement plan. Participants may make voluntary contributions, subject to plan limitations, to be applied toward the mutual fund platform. Contributions no longer flow into the annuity platform.

The Conservancy is obligated to contribute 5% of the employee's base compensation, for all eligible employees, as defined. The Conservancy is also obligated to match employee contributions up to a maximum of 1% of the employee's base compensation, for all eligible employees, as defined. For the years ended June 30, 2017 and 2016, the Conservancy contributed \$1,779 and \$1,384, respectively, to the Plan on behalf of its employees. All contributions vest immediately.

In fiscal year 2007, the Conservancy implemented a deferred compensation plan (the Plan) under Section 457(b) of the Internal Revenue Code in which the Conservancy will contribute \$18 per annum for each officer of the Conservancy, as defined. For both the years ended June 30, 2017 and 2016, the Conservancy contributed \$144 to the Plan.

(10) Commitments and Contingencies

(a) Lease

Effective July 1, 2011, the Conservancy extended the terms of its existing lease agreement to include additional office space in New York City. The extension expires in 2023. Annual lease payments include minimum base rent subject to escalation charges and a proportionate share of any increase in real estate taxes.

(Continued)

CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements

June 30, 2017 and 2016

Future minimum lease payments are as follows:

	Amount
Year ending June 30:	
2018	\$ 1,296
2019	1,311
2020	1,360
2021	1,385
2022	1,385
Thereafter	<u>1,038</u>
	<u>\$ 7,775</u>

Rent expense for the years ended June 30, 2017 and 2016 was \$1,351 and \$1,317, respectively.

(b) Other

The Conservancy is involved in various claims and legal actions arising in the ordinary course of business. In the opinion of the Conservancy's management, the ultimate disposition of these matters will not have a material adverse effect on the Conservancy's financial condition. As described in an agreement between the City of New York, Department of Parks and Recreation, and the Conservancy dated April 28, 2006 and renewed May 13, 2013 (the agreement), the City of New York has agreed to indemnify and hold harmless the Conservancy for all services performed and activities conducted by the Conservancy pursuant to the agreement.

(11) Contract Revenue

In May 2013, the City of New York (the "City") awarded a new management agreement (the "Agreement") to the Conservancy, affirming its' more than 33-year partnership with the Conservancy in jointly managing Central Park. Pursuant to the Agreement, the Conservancy is responsible for operating, maintaining, repairing and restoring Central Park, along with certain areas outside Central Park, for a ten-year period, July 1, 2013 through June 30, 2023, with two additional 5-year renewal terms, upon the agreement of the parties.

Under the Agreement, the Conservancy must raise and expend annually a minimum of \$7 million with respect to maintenance, repairs, programming, visitor services, landscaping and renovations. In exchange for meeting this requirement, the City will pay the Conservancy a minimum of \$2 million plus an amount equal to 50% of annual concession revenues derived by the City from concessions and special events in Central Park. The contractual arrangement may only be terminated under specific conditions outlined in the agreement.

The Conservancy recognizes revenue in connection with this contract as expenditures are made for specific services. In fiscal years 2017 and 2016, the Conservancy recognized as revenue and expended \$8,820 and \$8,208, respectively, related to the contract. At June 30, 2017 and 2016, the related receivable was \$4,410 and \$4,104, respectively.

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CENTRAL PARK CONSERVANCY, INC.

Notes to Financial Statements
June 30, 2017 and 2016

Project Revenue

In May 2013, the Conservancy entered into a ten year contract for capital projects with the City of New York and the Department of Parks and Recreation for restoration projects throughout the park. Payment is on a reimbursement basis for eligible expenses incurred by the Conservancy, with the Funds made available at a rate of up to \$6,000 per year beginning July 1, 2014 and expiring June 30, 2023. The Conservancy recognizes revenue in connection with this contract as expenditures are made. In fiscal year 2017 and 2016, the Conservancy recognized \$3,640 and \$2,386, respectively, for project revenue.

In March 2007, the Conservancy entered into a contract for capital projects for the Campaign for Central Park with the City of New York and the Department of Parks and Recreation, which ended August 31, 2016. In fiscal year 2017, the Conservancy recognized \$424, for project revenue under the campaign.

(12) Subsequent Events

In connection with the preparation of the financial statements, the Conservancy evaluated subsequent events after the balance sheet date of June 30, 2017 through November 28, 2017 which was the date the financial statements were available to be issued, and concluded that no additional disclosures were necessary.

Schedule 1

CENTRAL PARK CONSERVANCY, INC.

Schedule of Functional Expenses
Year ended June 30, 2017
(with comparative summarized totals for 2016)
(Dollars in thousands)

	Program services				Supporting services					
	Planning, design, and construction	Horticulture, maintenance, and operations	Visitor experience	Helping other parks	Total	Fund-raising	Management and general	Total	Total expenses*	
									2017	2016
Salaries	\$ 2,759	12,006	2,472	2,204	19,441	3,353	3,501	6,854	26,295	25,869
Payroll taxes and employee benefits	946	3,864	814	755	6,379	1,141	1,260	2,401	8,780	7,594
Total salaries and related expenses	3,705	15,870	3,286	2,959	25,820	4,494	4,761	9,255	35,075	33,463
Contracted services:										
Construction and design	14,519	1,066	—	—	15,585	—	—	—	15,585	14,168
Landscaping	—	2,045	—	—	2,045	—	—	—	2,045	2,424
Facilities maintenance	12	1,144	10	84	1,250	31	10	41	1,291	1,564
Consulting	618	89	386	95	1,188	747	438	1,185	2,373	2,420
Mailings	—	—	—	3	3	526	4	530	533	487
Other	26	48	20	53	147	490	17	507	654	661
Total contracted services	15,175	4,392	416	235	20,218	1,794	469	2,263	22,481	21,724
Grant awards	29	360	40	461	890	—	—	—	890	749
Materials, equipment, and supplies	1,267	1,523	636	43	3,469	111	16	127	3,596	3,588
Printing and publications	23	—	70	28	121	134	34	168	289	364
Conferences, conventions, and meetings	27	36	29	31	123	32	22	54	177	235
Postage, shipping, and messenger	121	64	32	4	221	277	20	297	518	494
Travel	5	12	1	11	29	6	4	10	39	48
Equipment maintenance and rentals	116	731	101	85	1,033	238	67	305	1,338	1,423
Insurance	43	89	36	39	207	114	36	150	357	379
Occupancy	206	433	171	188	998	548	171	719	1,717	1,663
Advertising	—	—	13	5	18	44	3	47	65	59
Miscellaneous	33	205	35	25	298	82	52	134	432	402
Bad debt	200	—	—	—	200	27	—	27	227	16
Contributed services	67	150	158	76	451	158	90	248	699	687
	2,137	3,603	1,322	996	8,058	1,771	515	2,286	10,344	10,107
Total expenses before depreciation and amortization	21,017	23,865	5,024	4,190	54,096	8,059	5,745	13,804	67,900	65,294
Depreciation and amortization	228	452	32	123	835	57	288	345	1,180	1,163
Total expenses* – 2017	\$ 21,245	24,317	5,056	4,313	54,931	8,116	6,033	14,149	69,080	66,457
Total expenses* – 2016	\$ 19,893	23,553	4,910	4,388	52,744	7,942	5,771	13,713	—	66,457

* Exclusive of direct donor benefits and investment expenses.

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See accompanying independent auditors' report.



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870 Fifth Avenue
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(As of June 30, 2017)



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Nancy Berner	Raymond Knowles

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Gloria Hegy	Paul Lenner	Barbara Schwimmer	Anna Zagoloff
Clay Herrick	Brigitte Lewis	Billy Squier	

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Signe Baird	Claudia Fugalli	Babette Nadelman	Linda Schott
Annette Bamundo	Barbara Geller	Daniel Passantino	Eleanor Shakin
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Tom Didona	Deirdre MacGuire	Alison Schondorf	Paul Zuydhoeck

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Rona Green
Martin Greenwald
Ruthann Grey

Yasha Grinfeld
Raphael Harry
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Anne Himes
Ginger Holton
Yann Jean Jacques
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Katharina Jungblut
Richard Kane
Brad Kane
Margie Katz
Lauren Katz
Jan Katz
Susan Keller
Elizabeth Kidder
Kelly Kopp
Faye Korcak
Ron Korcak
Ridwan Kouanda
Jihadou Kwantu
Neil Lawner
Al Lewis
Gail Lipman
Steven Lippman
Nadya Litskevitch
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Sandy Masur
Ivy McArdle

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Central Park Conservancy

Mission Statement

The mission of the Central Park Conservancy is to restore, manage, and enhance Central Park in partnership with the public.

The Central Park Conservancy aspires to build a great organization that sets the standard for and spreads the principles of world-class park management — emphasizing environmental excellence — to improve the quality of open space for the enjoyment of all.

The Central Park Conservancy is committed to sustaining this operating model to provide a legacy for future generations of park users.

Guiding Principle

Central Park is a masterpiece of landscape architecture created to provide a scenic retreat from urban life for the enjoyment of all and, in so doing, to establish New York’s place among the great cities of the world.

As the organization entrusted with the responsibility of caring for New York’s most important public space, our work is founded on the belief that citizen leadership and private philanthropy are key to ensuring that the Park and its essential purpose endure.

Core Values

Commitment	We value commitment to our mission, Central Park and the visitor experience.
Excellence	We value innovation and the highest quality results in every aspect of our work.
Integrity	We value ethical conduct in our business practices.
Adaptability	We value adaptability in our response to change and challenges.
Communication	We value clear, consistent communication, teamwork and an open dialogue both internally and with the public.
Public Confidence	We value the public and work to earn and maintain their confidence in our role as caretakers of Central Park.



Credits

Annual Report 2017 was produced entirely by the staff of the Central Park Conservancy.

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- p. 07, Staff members: Ethan David Kent
- p. 13, Harlem Meer before: Central Park Conservancy archive
- p. 13, Harlem Meer after: Jessica Sain-Baird
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- p. 19, Wildflowers: Mimi Gunderson
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- p. 42, Fall Luncheon, Autumn in Central Park: BFA
- p. 42, Fall Foliage Tour: Hideki Aono
- p. 42, Scarf Kick-off Party, Winter Luncheon: Patrick McMullan
- p. 43, Park-to-Park Luncheon: BFA
- p. 44, FLO Awards Luncheon (2), Annual Family Party: BFA
- p. 45, Taste of Summer: BFA
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- p. 120, Volunteers: Lucimar Araujo

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