In 1853, enlightened New Yorkers set aside a vast tract of land in the midst of Manhattan.
They created what has been called the most important public space in the United States.
One hundred and fifty years later, the CENTRAL PARK CONSERVANCY in partnership with the New York City Department of Parks & Recreation honored the vision and foresight of CENTRAL PARK’s founders with a yearlong celebration.
More New Yorkers and tourists than ever before visited the Park to participate in the celebration.

Their numbers and their enthusiasm proclaimed that Central Park inspires affection in every New Yorker and admiration around the world.
The action of the New York State Legislature in 1853 was the culmination of years of dedicated work by public-spirited citizens. Merchant Robert Bowne Minturn and his wife, Anna Mary Wendell, were the first to propose that New York City create a park to rival Europe’s. Newspaper editors William Cullen Bryant and Horace Greeley and landscape architect Andrew Jackson Downing heartily endorsed the idea, and bankers and businessmen petitioned for a park “worthy of the future greatness of the city.”

Their reward—and ours—was Frederick Law Olmsted and Calvert Vaux’s famous Greensward Plan, which sought to “translate Democratic ideas into Trees & Dirt.” The park they designed has always remained true to its original mission: to be a park for all people.
Nowhere else in the world is there so rich a mixture of cultures, beliefs, and styles of life as in New York City. And nowhere is this amazing diversity more manifest than in Central Park’s 843 acres, where people contemplate nature, compete with each other or against their personal best, play with their children and grandchildren, or simply and blissfully idle. “The primary purpose of the Park,” Olmsted declared, “is to provide the best practicable means of healthful recreation for the inhabitants of the city, of all classes.”

Some things never change. The Park held its first free concert on a Saturday afternoon in 1859, when a brass band entertained four to five thousand people in the Ramble. On July 19, 2003, nearly 50,000 people gathered on the Great Lawn to hear two great tenors, Marcelo Alvarez and Salvatore Licitra, as part of the sesquicentennial celebration.
Yet Central Park has also been resilient, responding to New Yorkers’ changing demographics and desires. Lawn bowling has been supplanted by softball and soccer, roller skates outnumbered by rollerblades. Where once we promenaded, today we jog.

There is no greater testimony to the Park’s resilience than the extraordinary renaissance it has enjoyed since 1980, when a group of devoted New Yorkers founded the Central Park Conservancy to reclaim the vision of the Minturns and Bryants and Downings to restore Olmsted and Vaux’s plan. Raising more than three hundred million dollars to renovate, manage, and preserve the Park, the Conservancy has been responsible for the greatest Cinderella story in New York history.

In 2003 alone, the Conservancy installed nearly 200,000 plantings, including trees, shrubs, annual and perennial flowers, and bulbs. It removed 2,585 tons of trash while maintaining 21 playgrounds and 58 miles of pedestrian paths, operating 4 visitor centers, and offering classes in everything from tai chi and tree pruning to bird-watching, basketball, and outdoor ballroom dancing.
The Conservancy’s public-private partnership with the people and the City of New York has been an inspiration and a model for other parks throughout New York, the nation, and the world.

Central Park’s sesquicentennial was an occasion for rejoicing, but the Park’s progress and the Conservancy’s success can never be taken for granted. The Park’s landscape is entirely man-made, and so is its greatest challenge. Every improvement increases usage of the Park—visitors have nearly doubled in numbers to approximately twenty-five million a year since the Conservancy set to work—and this in turn endangers its fragile ecology.

Our most urgent priority as the Park enters its fourth half-century is to strike a fine balance between maintenance and use, encouraging people to enjoy the Park and also, through education and outreach, to respect and preserve it. There’s no better way to preserve Central Park and contribute to the quality of life in our city than to join the Conservancy’s 3,000 volunteers and 30,000 financial supporters.
I was on a plane once coming in from Cincinnati, and across the aisle a woman on her first trip to New York had her nose pressed to the window like a six-year-old at F. A. O. Schwarz the week before Christmas. Suddenly I heard her gasp. “What’s that?” she said to the man next to her. He looked up from an annual report, then looked back at the page. “It’s the most valuable undeveloped piece of real estate on earth,” he said in a bored voice.

It’s a utilitarian city we live in, and one that runs on property values, so it’s no wonder that that was the best way a busy businessman could find to describe Central Park. From the air, it is an improbable idea, an area larger than the principality of Monaco, encircled by the spires of the West Side and the limestone towers of the East; on a smoggy or a foggy day its northern and southern reaches stretch into a haze of oblivion. Like all great landmarks it is taken for granted by the people who use it most often, the runners, the nannies, the schoolchildren, even the bird-watchers. But unlike many of the other monuments in the most monumental city on earth, it is a part of New Yorkers’ daily lives. It’s always funny to consider how many of us have never been to the Statue of Liberty or the Empire State Building. Central Park is the tourist attraction that is most often used by natives.

It is that rarest of things in a place in which proximity often causes problems. It is a great mediator, not only of disparate neighborhoods—can you imagine Central Park West and Fifth Avenue cheek-to-cheek?—but disparate lives. The Latino softball teams that play on the fields smack dab in the center. The hansom cab drivers who congregate for coffee at the south end. The Chinese brides who have their wedding photos taken by Bethesda Fountain, even when it’s so cold that the goose bumps are visible above the necklines of their strapless gowns. The new immigrants who sell Good Humor bars and bottled water. The elderly returned to stop and rest and nest in the Ramble. And home to the runners and the lovers and the people who’ve just picked out a bench on which they can always be found.

It is fashionable to see the Park as a welcome country vista within the grand canyons of hotels and apartment and office buildings, but in some ways it is as much a cityscape as the more traditional one of man-made materials that surrounds it. The Conservatory Garden, the Tuileries by way of Fifth Avenue. The statues of Balto the dog and Alice in Wonderland, of the poets and the politicians. This is no quiet stretch of the Adirondacks, but a greensward proud to draw its strength and its users from the grids of grey cement that run to it and then disappear, only to resurface again on the other side of town. Olmsted predicted this long before it became commonplace, and his contemporaries thought he was a little crazy. “The time will come when New York will be built up,” he once wrote, “when all the grading and filling will be done, and when the picturesquely varied, rocky formations of the island will have been converted into foundations for rows of monotonous straight streets, and piles of erect, angular buildings. There will be no suggestion left of its present varied surface, with the single exception of the park.”

Behold, the monument. Not the fountain or the obelisk or the bandshell or the armory, but the monument to the topography of New York City as it once might have been, and the monument to life within the city as it’s now lived. From the air, Central Park may look like a development opportunity, a pure clean stretch of apple green, a great circle of water at its center, just waiting for something to happen: more buildings, more stores, more homes, more people. It’s only when you come down to earth that you can really see that it is already more, already developed, already rich and full. Home to the opossums and bats that wander through the scene when a play is going on at the Delacorte in the muggy summer evenings. Home to the raptors and songbirds that have returned to stop and rest and nest in the Ramble. And home to the runners and the lovers and the people who’ve just picked out a bench on which they can always be found, with the papers and a cardboard cup of coffee and a recumbent dog or two. The man on the plane was wrong; it’s actually the most valuable piece of developed real estate on earth, if by developed we mean designed and built to serve the greatest purpose for the greatest number of people. In a city of glass and stone, it is the great monument to the earth beneath and the people who walk it.

Frederick Law Olmsted, who created the term landscape architecture and created the Park as well, wrote once that it was a gift to the working class, “a specimen of God’s handiwork that shall be to them, inexpensively, what a month or two in the White Mountains or the Adirondacks is, at great cost, to those in easier circumstances.” He did not immediately grasp that Central Park would be something even greater and more important than that, an egalitarian playground where rich, poor, and middle class alike and together would take their leisure, a monument to what New York City, in the ory, is meant to be. Skating at Wollman Rink or standing in line for Shakespeare at the Delacorte are democratic acts. Anyone is welcome to this club.

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To a real New Yorker, Central Park is the country. Sure, somewhere in the back of our minds, we know that Dutchess County, Bucks County, and all of the Hamptons are only two hours away. But that’s an outing, or frankly, a schlep. Those of us who went away to summer camp learned that life amid the trees outside Central Park meant mosquito bites and enforced games called Color War. For most New Yorkers, even those who dream of trekking the Appalachian Trail or hitting the slopes at Vail, Central Park is our constant room to run, and the romance of reading under a tree. Free and open to the public, Central Park is our citywide campus and our common backyard.

I remember the first time I saw Central Park: I was around six, a Brooklyn girl, and my mother took me to F. A. O. Schwarz at 58th and Fifth. Until that day, I honestly thought the city (all kids from the boroughs referred to Manhattan as “the city”) was a place where people went to work or shop at department stores like Saks, Orbach’s, or my all-time favorite, S. Klein’s on Union Square. But I had no idea anyone actually lived there in the city or spent the night there in anything but a hotel. And I certainly had no idea that Central Park is open to the public, Central Park is our citywide campus and our common backyard. Free and open to the public, Central Park is our citywide campus and our common backyard.

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But I didn’t have to wait to become an adult to live close by Central Park. My parents moved to Manhattan when I was 12, and every day I traveled to school through the Park. During the Fun City era of Mayor John V. Lindsay, the Park was the happening place to be. As a teenager I would go there and seesaw between childhood and impending maturity. One day, my best friend, Kathy, and I would buy red balloons in the zoo and my mother took me to F. A. O. Schwarz at 58th and Fifth. Until that day, I honestly thought the city (all kids from the boroughs referred to Manhattan as “the city”) was a place where people went to work or shop at department stores like Saks, Orbach’s, or my all-time favorite, S. Klein’s on Union Square. But I had no idea anyone actually lived there in the city or spent the night there in anything but a hotel. And I certainly had no idea that Central Park is open to the public, Central Park is our citywide campus and our common backyard. Free and open to the public, Central Park is our citywide campus and our common backyard.

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Rosensweig, while looking out at the gorilla topiary, I overheard my mother say to Anne Cattaneo, the dramaturge of Lincoln Center, “This is very nice, but wouldn’t it be nicer if this were Wendy’s wedding?”

But perhaps the most moving ritual I’ve seen in Central Park was the day I observed a synagogue congregation meeting for tashlich at the boat pond by Bethesda Fountain on 72nd Street. Tashlich, which takes place a day after the Jewish New Year, is the ritual in which congregants toss their sins into the water in the form of bread crumbs. As I watched each crumb land and be carried by the faint current, I thought of the generations who had come to the Park to release their years of regrets.

The Park is so varied that even those who grew up using it can find, at different times in their lives, somewhere new. After my daughter, Lucy Jane, was born, she remained in the neonatal intensive care unit at Mount Sinai hospital for two months. I would visit her there daily, and walk by the Conservatory Garden on upper Fifth Avenue. Even out of season, I took solace that the gardens would once again bloom. I was convinced I had discovered a quiet oasis until a friend told me, “Oh, my God, everyone gets married there!” I don’t know how I would’ve gotten through that time without the comfort of walking in the Park in the fall.

Having a child changes everything in your life, and the Park is no exception. I now know that the tire swings in the West 96th Street playground have the best radial twist and are, in fact, a tire fit for two. Leslie Ross, a teacher at the Barnard Toddler Center, conducts the final week of classes for her two-year-olds in the sandbox of that playground. Since Lucy Jane was six months old, she has been fond of the sprinklers in the West 67th Street playground. But now she says she prefers the size of the playground on East 72nd Street because it’s closer to her best friend, Carly.

For baby-strolling, I am particularly fond of the circular walk on 81st Street, just north of the Delacorte. I like to stop at the top of the path to admire the pine trees in the Arthur Ross Pinetum—a little bit of Maine in Manhattan. For a perfect day with a toddler, after inhaling the fresh pine scent, I stroll with Lucy Jane past the Swedish Cottage Marionette Theatre, and into the Shakespeare Garden. The garden, dedicated in 1916, uses plants that Shakespeare mentioned in his plays. The outing is a far more pleasant way to spend a Sunday than packing up car seats and strollers, and furthermore, any brilliant child will henceforth be able to converse at a primary school interview about the use of herb imagery in Ophelia’s madness speech.

Having spent almost half a century in the Park, more than anything now, I am reminded of the people with whom I have walked there. I would sometimes accompany my father, Morris Wasserstein, as he walked every morning to work through the Park. He entered on 76th Street and sauntered along the east side path till he stopped at the George Delacorte Musical Clock near the entrance of the Children’s Zoo. Before continuing to his ribbon factory downtown, he would stop and watch as the clock chimed a new hour, and a bear with a tambourine, a hippopotamus with violin, a goat with pan pipes, a kangaroo and offspring playing horns, and a penguin with a drum circled the base of the clock. The day before my father went into a coma, his nurse took him to the Park. She told me he smiled as he watched the children playing. That would be his last outing. He passed away four days later. I think of him, a real New Yorker in the Park, happy with the life he made in the city he lived in.

Recently, I asked my niece, Samantha Schweitzer, a landscape architect in Manhattan, what her favorite place in Central Park was. She answered: “The thing about Central Park, and the reason I have such a hard time picking a favorite place in it, is because it accommodates all of these different types of landscapes with such elegance. The Park moves gracefully between the formal Mall to the Ramble to the Conservatory Garden. It has an abundance of hidden, and not so hidden, magical spaces.”

Personally, I have found a new favorite place in the Park. This winter, Lucy Jane and I took her sled, called Rosebud, out to the Sheep Meadow the morning after a heavy snowfall. It was 10 a.m., and the small hill at the end of the meadow was empty. We trekked across the field, making tracks in the fresh snow.

“Lucy Jane, do you know how old this Park is?” I asked her.

“Three,” she answered. Most things she likes tend to be her age.

“No,” I said, “it’s older than that. Even older than I am. It’s 150 years old.”

She began giggling and running through the snow until we finally placed Rosebud at the top of the hill.

The morning was a clear winter blue. The skyline on 59th Street was twinkling brightly in the sun. Lucy Jane sat on her sled, ready to descend. I looked down over the Park, and at my daughter, and said, “Lucy Jane, this is a real New York childhood.”
Sasha and I start the day every morning with about a 40-minute walk in Central Park. We do this briskly, entering and exiting the Park at the same place, on the West Side of Manhattan. Anyone who joins us on this walk wanting to talk about the serious things in life—what the Yankees or the Giants or the Knicks did the day before—has to keep moving. Sasha and I don’t like to linger. I do not know whether this daily morning walk represents the best minutes of the day, especially if it’s really cold or if it’s raining, but day in and day out it’s one of the best. Sasha is a five-year-old Lakeland terrier, which means she looks like a cousin of Asta, the great canine star of The Thin Man. Sasha has a terrific gait—she was bred by high professionals if, sadly, raised by rank (permissive) amateurs, but her gait is, I think, deep in her DNA, and we haven’t been able to mess that up. She likes to move out smartly, unlike Winnie, her late predecessor, who was also a terrier. Winnie was a Westy, which means that her legs were much shorter and she was given more to meandering than strutting.

Because Sasha is a terrier, she believes that the Park is hers. Why not? After all, I feel much the same way—well, if it’s not exactly mine, I’m willing to share it with others. Thousands and thousands of others on a given day, millions of others in a given year if need be, but nonetheless I see it as a special and very personal gift to me. The truth is that I cannot imagine New York City without it. Many, many things humanize this city, not the least the great ethnic diversity of its inhabitants, the fact that we rub against each other in such curious, difficult, but almost always enriching ways, but nothing humanizes the city more than the Park. It’s the place where for the moment the city stops being nothing but concrete and asphalt, with the inevitable noise and discordance and tension that it all produces.

The Park allows us to live an urban life without (especially on those days when the city crowds in) being overwhelmed by it. After all, New York is for better or worse an edgy place, filled with edgy people like me. My own genesis as a New Yorker is fairly typical: I was drawn to it as a younger man without knowing exactly why, I struggled with it (sometimes it was too much—but it was never too little), and finally rather late in life it all came together and I realized that I was of the city, a citizen of New York as it were, and that I had come to love it, and to understand the great privilege of living here. I know I’ve been enriched by the city, that its pressures are its pleasures and vice versa, that the daily journeys I take in New York are, in some curious way, as enriching intellectually and culturally as the professional working trips I take when I travel thousands of miles away from home to embark on some new journalistic assignment.

And I always have the Park as a restorative place. Sometimes the walk is more functional than others, but there are many times when I look south across the Sheep Meadow, see the midtown skyscrapers as a backdrop and feel nothing less than awe that I have ended up here and that every day the pleasures of the city are mine and that there is so much to look forward to in the rest of the day. What an odd thing—for so urban a man to love a relatively small plot of nature so much. We’re lucky, my family, my dog, and I, because we live only half a block from it. Our walks are never the same, and are never boring. The foliage changes. The light is almost always magically different from the previous walk. My mood often varies; as my mood varies, what I want from my walk varies as well.

Sometimes, when spring is about to arrive, and the winter has been hard, and most important, my writing is done for the day, I take Sasha out for a midafternoon walk. On some of these occasions when there’s a glimmer of sun, it’s a bit of a sham. It’s seemingly designed for her, but it’s really designed for me. Often we pause on the benches facing west near the Tavern on the Green, and I try and get a bit of a jump on the summer. We’ll pause for 20 minutes or so—that extends the walk—and I tell my wife when I get home that Sasha and I had a really long walk that day. She, of course, knows better. I know what the young people around me, these terribly fit rollerbladers who are taking a brief break, see: an older man, hair almost completely gray now, dallying in the Park because in their minds he surely has nothing else to do. After all, it’s what I used to see when I was younger. What they miss is the real story—it’s the portrait of a New Yorker, ever on deadline, caught in the act of renewal.

DAVID HALBERSTAM

ANNUAL REPORT 2003

CENTRAL PARK SESQUICENTENNIAL
From its inception, Central Park has been a masterpiece of innovation and a symbol of what New Yorkers can achieve by working together. In the mid-nineteenth century, designers Calvert Vaux and Frederick Law Olmsted worked together to transform the rough terrain of the area into their vision of an urban oasis. Ever since then, generations of New Yorkers and visitors have felt the pride of ownership for this remarkable green space that has always belonged to the people.

Central Park is both the refuge and the public gathering space that its founders foresaw. Within this urban oasis, you can skate at Lasker Rink, rollerblade behind the Metropolitan Museum of Art, admire the skyline from the Sheep Meadow, jog around the Reservoir, read a book at the Harlem Meer, play ball in the North Meadow, see Shakespeare at the Delacorte Theater, or row a boat to the center of the Lake. Central Park is a space for recreation in the truest sense of the word—after spending time there New Yorkers return to the city renewed.

Central Park thrives thanks only to the collaboration and creativity of those who work together to keep it healthy, clean, and beautiful. On behalf of the City of New York, I thank the staff, board, and volunteers of the Central Park Conservancy for their tireless efforts to preserve this beloved open space. Your dedication will ensure that future generations have the opportunity to experience this great treasure.

Michael R. Bloomberg | Mayor of the City of New York

Central Park has served as the focal point for New York City for 150 years and is emblematic of urban grandeur around the world. In the past few months we have received letters from Qatar, Korea, Italy, England, and Iraq, all with words of praise or nostalgic affection for Central Park and all a testament to its real and symbolic significance.

The renown currently enjoyed by Central Park would be impossible were it not for the Central Park Conservancy’s partnership with the New York City Department of Parks & Recreation. This partnership sprang from the recognition that a park cannot be viewed as simply another municipal service. Parks are public spaces as rich in stimulation as a library, as endowed with beauty as a museum of art. With this understanding of the role of parks in mind, the Central Park Conservancy was formed. Together, the Conservancy and Parks Department pioneered a public-private partnership that has become the standard—and an international model—for private investment in a public park.

With the stalwart support of Mayor Michael Bloomberg, we will ensure the continued restoration and maintenance of the Park for years to come, and we will continue to offer outstanding programming for the public to enjoy.

Thank you for all you have done to sustain this Park for the twenty-five million people who experience it each year and for all those who believe in the importance of public, green sanctuaries for the well-being of a city. Central Park would not be as green without you.

Adrian Benepe | Commissioner, New York City Department of Parks & Recreation

a letter from Michael R. Bloomberg

a letter from Adrian Benepe
This year the celebration of the 150th Anniversary of Central Park inspires us to reflect on our Park and its meaning in our collective lives. I suggest that we might start with a thank-you to the civic-minded men and women who fought for a park in New York City during the 1800s and succeeded in 1853 in persuading the legislature to designate the land for what was to become Central Park. We might then give thanks for the remarkable talent of Olmsted and Vaux. Through their extraordinary genius a masterpiece of aesthetic engineering was created—a Park that belonged to the people from the beginning, a place for all New Yorkers to call their own. From early on, it was clear that this Park would play a central role in the life of this city and its people, serving as an idyllic gathering place for thousands of individuals who visited Central Park for escape, camaraderie, respite, relaxation, peace, and recreation.

Now, 150 years later, the Park continues to play a central role in the life of our city. It’s the play space for our children. It’s our private retreat for quiet contemplation. It’s a place to walk with friends whether we’re 18 or 80. It’s our city’s largest outdoor gym. No matter what the need, somehow Central Park has a way of giving us the space we need to find our very soul. And that’s why this year we joyously celebrated its 150th Anniversary. And it was a celebration, with something for everyone to enjoy, from concerts to films to sporting events, elegant dinner parties, fireworks, playground parties, and the best birthday party ever!

We hope you felt a part of this year’s celebration, but most important we hope that you continue to use and enjoy this great treasure. With your help our Park has been brought back from the days of disrepair to its current glory. The lawns are green, the trees in bloom, the benches painted, the bodies of water maintained. But it’s important to remember that just twenty-five years ago our Park was untended and unwelcoming. It took all of us—the whole city: private citizens, corporations, foundations, city government—to turn it around. The Central Park renaissance is a great story, one that has a brilliant future. Together we’ll tell this story for the next 150 years.

REGINA S. PERUGGI  |  PRESIDENT OF THE CENTRAL PARK CONSERVANCY

This year was a special one in the life of the Conservancy and Central Park. In honoring the Park’s 150th Anniversary we were again reminded of the importance of the Park as a New York treasure. Our celebrations throughout the year gave us the opportunity to reach out and thank our supporters, as well as to make new friends.

It is the nature of our mission that as we accomplish one task another challenge awaits us. During this year of celebration, the work of restoring the Park moved forward. Several recent projects included the reconstruction of the original Reservoir fence, the restoration of the Pool and surrounding landscapes, and extensive work in the Hallett Nature Sanctuary to create a rustic nature trail.

Next year, our main effort will be the restoration of the historic playground landscapes in the southwest corner of the Park. This is a major restoration of 32 acres, which includes a playground and building, ball fields, and the varied landscapes that surround these recreational features. We will restore the historic aspects of the site while being responsive to the current needs of Park users. Once finished, this project will complete the entire restoration of the southern end of the Park.

Another unusual and exciting project that will get under way next year is the restoration of the Minton Tiles in the Bethesda Terrace Arcade. These unique historic tiles are being salvaged, fabricated, and reinstalled as they existed in 1872. As you can see, the work continues. Our 150th Anniversary was truly a time for celebration and for accomplishment.

Building on our past success and moving forward to meet the continuing challenge of preserving and maintaining Central Park are the goals of the Conservancy. It is my privilege to be the Chairman of this organization and to thank you for your help and support.

A.J.C. SMITH  |  CHAIRMAN OF THE CENTRAL PARK CONSERVANCY
The Central Park Conservancy organized and orchestrated an extraordinary, yearlong series of events in 2003 that commemorated Central Park’s founding. At the same time it brought to fruition major restoration projects, returning portions of the Park to their past glory so that New Yorkers can enjoy them for decades to come.

Celebration
The festivities honoring Central Park’s history, officially sponsored by MasterCard International, made a bit of history on their own. The twenty-four-hour “BioBlitz,” during which scientists and volunteers sought to inventory every living thing (except people) in the Park, was a first. So was the thousand-foot-circle of light that artist Cai Guo-Qiang sparked in the sky above the Park on September 15 while friends of the Central Park Conservancy dined in 150 homes, hotels, and clubs overlooking the Park.

Like Central Park itself, the celebrations offered something for every New Yorker: art, photography, and architectural exhibitions; a film festival; a fishing jam; performances of jazz, gospel, and Latin music; classical music, opera, and Shakespeare; performances of jazz, gospel, and Latin music; classical music, opera, and Shakespeare; and educational programs. Scientists and volunteers of the 24-hour BioBlitz sought to inventory every living thing in the Park, except people, which are also present. The BioBlitz was sponsored by MasterCard International.

Restoration
The Pool
Supported by a generous gift from Conservancy trustee Sheila LaBrecque and her late husband, Thomas G. Labrecque, the Central Park Conservancy completed a $1.5 million restoration of the Pool and its surrounding landscape, eight alycidac acres between the West Drive and Central Park West from 100th to 103rd Streets. The Conservancy removed excess sediment from the Pool; rebuilt its water supply and drainage systems; restored and replanted the shoreline to recapture the spirit of Olmsted and Vaux’s original design; repaired pathways and a rustic bridge; and installed new settee benches, path lights, and drinking fountains. Fringed with enormous willows that manage paradoxically to tower and droop at the same time, the Pool is a tranquil, contemplative spot enlivened by a waterfall’s gentle splash.

The Reservoir
The chain-link fence surrounding the Jacqueline Kennedy Onassis Reservoir was an eyesore since it was erected in 1926, obscuring joggers’ and pedestrians’ views of the massive, curvilinear basin, the North and South Gate Houses, and Manhattan’s magnificent skyline. In 2003, the Conservancy undertook a $2 million reconstruction of the steel fence with cast-iron ornamentation that originally ringed the Reservoir. Supported by a generous gift from Donna and Marvin Schwartz, the task required replicating patterns and molds to manufacture more than 40,800 cast-iron pieces, and fabricating 1,554 new fence panels, totaling 8,170 feet in length. Restoring the fence has opened up vistas of New York City that are as breathtaking as a sprint around the Reservoir’s 1.58-mile perimeter.

The Ramble
Olmsted and Vaux intended the Ramble to inspire a “sense of the superabundant creative power, infinite resource and liberty of Nature.” A thirty-seven-acre maze of woodland trails in which it is as easy to lose oneself as it is to find a warbler, owl, or raccoon, the Ramble was the second Park attraction to open to the public and immediately became one of its most popular. The Ramble has received a lot of use and abuse since 1859. Now the Conservancy, volunteers, and young people who are learning about environmental stewardship by participating in the ROOTS program (Restoration of the Outdoors Organized by Teen Students) are aggressively uprooting foreign and invasive trees and plants and replacing Japanese knotweed and Norway and sycamore maples with native ferns, wildflowers, hickory trees, and sugar maples. In 2003, they planted a thousand May apples around the Azalea Pond and covered heavily trafficked areas with composted wood chips. The goal is to recreate archetypal Northeastern deciduous woodland that city dwellers (or suburbanites, for that matter) seldom have the opportunity to see. The reward will come in the spring of 2004, when these plantings flower.

Hallett Nature Sanctuary Rustic Trail
Because these 3.4 acres bordering the Pond at Fifth Avenue and Central Park South have been fenced off for decades, few New Yorkers are aware that a nature sanctuary exists in one of the busiest corners of the Park. In 2003, Conservancy staff, volunteers, and eighteen young people enrolled in ROOTS removed invasive vegetation, cleared a path, and created a rustic trail through the site, which will be replanted with wildflowers, ferns, and especially sensitive plants, all native to New York. Their hard work will make it possible for the Conservancy to conduct guided nature tours within sight of Grand Army Plaza and the Plaza Hotel.
A GALA CELEBRATION
The 150th Anniversary of Central Park

MasterCard International, Official Sponsor

EVENTS

The Eighth Annual Urban Parks Conference
Great Parks/Great Cities:
Celebrating 150 Years of Central Park
A conference honoring Central Park, bringing together park experts, urban planners, civic leaders, and others, sponsored by Weil, Gotshal & Manges.

BioBlitz
The first twenty-four-hour inventory of all living organisms in the Park.

Parkwide 150th Birthday Party
A daylong celebration of Central Park’s 150th Anniversary.

The Hāagen-Dazs Central Park Celebration
Featuring “Light Cycle”
A Pyrotechnic Project by Artist Cai Guo-Qiang.

Empire State Building Salutes Central Park
Top of the Empire State Building lit green to honor Central Park.

Central Park Film Festival
The first annual Central Park Film Festival, featuring films with scenes shot in the Park, sponsored by Bloomberg.

Target Benchmarks Central Park
Fifty-three benches designed in honor of Central Park by notable people were auctioned to raise funds for the Park, sponsored by Target.

A Discussion of the Influence of Andrew Haswell Green on Central Park
A lecture at the New York Public Library.

Catch-and-Release Fishing
Fishing outings for the whole family.

Dancing on the Plaza
Dance lessons followed by music and dancing.

Dog Day Afternoon
Bench dedication for the 9/11 rescue and recovery dogs by the Balto statue, hosted by the Women’s Committee Central Barkers and Adopt-A-Bench programs.

My Dog Loves Central Park Country Fair
Community fair concerning dog-related issues.

Halloween Parade and Pumpkin Sail
Costumed children’s event at the Harlem Meer.

Holiday Lighting
A holiday celebration at the Charles A. Dana Discovery Center, hosted by the Women’s Committee. Founding sponsor Consolidated Edison Company of New York, Inc.

Family Day Festival, “Latino Heroes of Central Park”
Workshops and performances themed on celebrating the Latino liberators of public art in Central Park, Simon Bolívar, José Martí, and José de San Martín at El Museo del Barrio.

EXHIBITIONS

Celebrating Central Park, 1853–2003
An exhibition of artwork depicting Central Park at the Hirsch & Adler Galleries.

Central Park in Blue
An exhibition of cyanotypes (blueprint material) by Augustus Hepp at the Museum of the City of New York.

Central Park: A Sesquicentennial Celebration
An exhibition focusing on original plans and drawings of the Greensward Plan by Frederick Law Olmsted and Calvert Vaux at the Metropolitan Museum of Art.

Central to the City: The Squares of Manhattan
An exhibition devoted to the design and use of Manhattan squares established before Central Park at the Arsenal Gallery in Central Park.

Urban Oasis: The Greening of Early New York
An exhibition series exploring the evolution of public parks at the New-York Historical Society.

Secrets of Central Park
An exhibition of photographs by Sara Cedar Miller presented at Hermès.

The Birds of Central Park: Audubon’s Watercolors
An exhibition of extremely rare works by John James Audubon at the New-York Historical Society.

The Central Park: Architecture, Sculpture, and Ornaments
An exhibition of watercolors depicting lost and altered structures and unrealized projects at the Didier Aaron Gallery.

Citysplash
An experience at the Children’s Museum of Manhattan that includes a walk over to Central Park.

“Light Cycle” over Central Park
An exhibition of gunpowder drawings of the pyrotechnic project by artist Cai Guo-Qiang at the Asia Society.

Remembering Seneca Village
An exhibition at the Charles A. Dana Discovery Center featuring Manhattan’s first prominent community of African American property owners.
PERFORMANCES

Metropolitan Opera in Central Park
A series of free outdoor concerts by the Metropolitan Opera on the Great Lawn.

Lincoln Center Jazz Orchestra with Wynton Marsalis
A special concert in honor of the Park’s birthday at Rumsey Playfield.

Harlem Meer Performance Festival Presented by JPMorgan Chase
The best in blues, jazz, salsa, and gospel music at the Harlem Meer.

Duetto
Concert on the Great Lawn featuring tenors Marcelo Alvarez and Salvatore Licitra, sponsored by Sony.

Central Park SummerStage
A series of free outdoor concerts and other performances.

Storytelling at the Hans Christian Andersen Statue
Children gather to hear stories by this renowned author sponsored by the Hans Christian Andersen Storytelling Center. Additional storytelling is sponsored by the Stuart Frankel family.

New York Classical Theatre
Open-air theater adapted to the Park’s terrain.

New York Philharmonic
Special performances on the Great Lawn.

New York Grand Opera
Free performances on the East Meadow.

Shakespeare in the Park
Shakespearean plays performed at the Delacorte Theater by the Public Theater.

Sandbox Programs
Playground programs sponsored by the Stuart Frankel family in honor of the children who lost parents on 9/11/01.

Halloween at Belvedere: A Monster Musical Adventure
A musical show for families.

RESTORATION PROJECTS

Pool Restoration
A $1.5 million restoration of the Pool and its surrounding landscape, eight idyllic acres between the West Drive and Central Park West from 100th to 103rd Streets.

Hallett Nature Sanctuary Rustic Trail
A rustic nature trail created with the help of student volunteers.

Reservoir Fence
A $2 million reconstruction of the steel fence with cast-iron ornamentation that originally ringed the Reservoir.

The Ramble
Students learn about environmental stewardship while helping to replant native flora in sections of the Ramble.

BENEFITS

150 Dinners on the Park
The signature fundraising event of the 150th Anniversary of Central Park.

Taste of Summer
A silent auction and dancing under the stars at Bethesda Terrace, features a chef tasting from over forty renowned New York restaurants, sponsored by U.S. Trust.

Halloween Ball
A costume party with dinner and dancing, sponsored by Angelo Gordon & Co.

Frederick Law Olmsted Awards Luncheon
A luncheon honoring the City of New York at the Conservatory Garden, organized by the Women’s Committee with special support by Hermès.

Playground Parties
Juggling, miming, magic, and storytelling in Park playgrounds, organized by Playground Partners, a program of the Women’s Committee.
Central Park Conservancy, Inc.
Financial Statements and Schedule
June 30, 2003 and 2002

Independent Auditors’ Report

The Board of Trustees
Central Park Conservancy, Inc.: 

We have audited the accompanying balance sheets of Central Park Conservancy, Inc. (the Conservancy) as of June 30, 2003 and 2002, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Conservancy’s management. 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 of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our 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, 2003 and 2002, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Our audits were made for the purpose of forming an opinion on the basic financial statements taken 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 basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the 2003 basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the 2003 basic financial statements taken as a whole.

September 12, 2003

KPMG

Balance Sheets
June 30, 2003 and 2002
(Dollars in thousands)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$1,103</td>
<td>$1,126</td>
</tr>
<tr>
<td>Short-term investments (note 3)</td>
<td>18,981</td>
<td>15,882</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>2,757</td>
<td>2,024</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>72</td>
<td>289</td>
</tr>
<tr>
<td>Inventory</td>
<td>39</td>
<td>—</td>
</tr>
<tr>
<td>Contributions receivable, net (note 4)</td>
<td>6,549</td>
<td>7,029</td>
</tr>
<tr>
<td>Other investments (note 3)</td>
<td>82,808</td>
<td>74,051</td>
</tr>
<tr>
<td>Investments held under split interest agreements</td>
<td>267</td>
<td>206</td>
</tr>
<tr>
<td>Fixed assets, net (note 5)</td>
<td>852</td>
<td>1,096</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$113,448</strong></td>
<td><strong>$100,713</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities:</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses (note 10)</td>
</tr>
<tr>
<td>Deferred revenue</td>
</tr>
<tr>
<td>Liabilities under split interest agreements</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
</tr>
</tbody>
</table>

| Net assets: |
| Unrestricted: |
| Available for operations | 10,761 | 9,017 |
| Designated for long-term investment (note 6) | 22,034 | 17,722 |
| **Total unrestricted** | **32,795** | **26,729** |
| Temporarily restricted (note 6) | 32,004 | 28,884 |
| Permanently restricted (note 6) | 44,742 | 43,317 |
| **Total net assets (includes donor and board-designated endowments of $87,408 in 2003 and $78,681 in 2002)** | **109,541** | **98,940** |
| **Total liabilities and net assets** | **$113,448** | **$100,713** |

See accompanying notes to financial statements.
## Statement of Activities

**Year ended June 30, 2003**

(With comparative totals for 2002)

(Dollars in thousands)

<table>
<thead>
<tr>
<th>Revenues, gains, and other support:</th>
<th>Unrestricted</th>
<th>Temporarily restricted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$ 6,181</td>
<td>$ 4,098</td>
</tr>
<tr>
<td>Revenue from the City of New York:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract revenue (note 11)</td>
<td>3,353</td>
<td>3,353</td>
</tr>
<tr>
<td>Special events revenue</td>
<td>2,558</td>
<td>2,785</td>
</tr>
<tr>
<td>Less expenses incurred for special events</td>
<td>(452)</td>
<td>(452)</td>
</tr>
<tr>
<td>Interest and dividends, net of investment expenses of $401</td>
<td>142</td>
<td>142</td>
</tr>
<tr>
<td>Net gain (loss) on sale of investments</td>
<td>2</td>
<td>(2,482)</td>
</tr>
<tr>
<td>Change in unrealized gain on investments</td>
<td>—</td>
<td>(2,833)</td>
</tr>
<tr>
<td>Change in value of split interest agreements</td>
<td>(26)</td>
<td>(26)</td>
</tr>
<tr>
<td>Other (note 8)</td>
<td>1,538</td>
<td>1,538</td>
</tr>
<tr>
<td><strong>Total revenues, gains, and losses</strong></td>
<td>13,296</td>
<td>4,325</td>
</tr>
<tr>
<td>Net assets released from restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions, other revenues, and gains (losses)</td>
<td>8,660</td>
<td>(683)</td>
</tr>
<tr>
<td>Administrative cost recovery</td>
<td>1,230</td>
<td>(1,230)</td>
</tr>
<tr>
<td><strong>Total net assets released from restrictions</strong></td>
<td>9,890</td>
<td>(9,207)</td>
</tr>
<tr>
<td><strong>Total revenues, gains, and other support</strong></td>
<td>23,186</td>
<td>17,621</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and construction</td>
<td>2,353</td>
<td>2,353</td>
</tr>
<tr>
<td>Horticulture, maintenance, and operations</td>
<td>11,128</td>
<td>11,128</td>
</tr>
<tr>
<td>Visitor services</td>
<td>1,869</td>
<td>1,869</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>15,350</td>
<td>15,350</td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund-raising</td>
<td>3,196</td>
<td>3,886</td>
</tr>
<tr>
<td>Management and general</td>
<td>2,967</td>
<td>2,967</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>6,163</td>
<td>6,853</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>21,513</td>
<td>22,203</td>
</tr>
<tr>
<td>Transfers</td>
<td>(3,564)</td>
<td>(3,564)</td>
</tr>
<tr>
<td><strong>(Decrease) increase in net assets</strong></td>
<td>(1,891)</td>
<td>(1,891)</td>
</tr>
<tr>
<td><strong>Net assets at beginning of year</strong></td>
<td>$ 7,126</td>
<td>$ 10,761</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td>7,126</td>
<td>10,761</td>
</tr>
</tbody>
</table>

**See accompanying notes to financial statements.**
## Statements of Cash Flows

### Years ended June 30, 2003 and 2002

<table>
<thead>
<tr>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>4,102</td>
</tr>
<tr>
<td>Net increase in cash</td>
<td>967</td>
</tr>
<tr>
<td>Cash at beginning of year</td>
<td>1,103</td>
</tr>
<tr>
<td>Cash at end of year</td>
<td>$ 1,103</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.

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### Statement of Activities

**Year ended June 30, 2002**

<table>
<thead>
<tr>
<th>(Dollars in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues, gains, and other support:</strong></td>
</tr>
<tr>
<td>Operations</td>
</tr>
<tr>
<td>Contributions</td>
</tr>
<tr>
<td>Revenue from the City of New York:</td>
</tr>
<tr>
<td>Contract revenue (note 11)</td>
</tr>
<tr>
<td>Special events revenue</td>
</tr>
<tr>
<td>Less expenses incurred for special events</td>
</tr>
<tr>
<td>Interest and dividends, net of investment expenses of $376</td>
</tr>
<tr>
<td>Change in unrealized gain on investments</td>
</tr>
<tr>
<td>Other (note 8)</td>
</tr>
<tr>
<td><strong>Total revenues, gains, and losses</strong></td>
</tr>
<tr>
<td><strong>Net assets released from restrictions:</strong></td>
</tr>
<tr>
<td>Contributions, other revenues, and gains (losses)</td>
</tr>
<tr>
<td>Administrative cost recovery</td>
</tr>
<tr>
<td><strong>Total net assets released from restrictions</strong></td>
</tr>
<tr>
<td><strong>Total revenues, gains, and other support</strong></td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
</tr>
<tr>
<td>Program services:</td>
</tr>
<tr>
<td>Design and construction</td>
</tr>
<tr>
<td>Horticulture, maintenance, and operations</td>
</tr>
<tr>
<td>Visitor services</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
</tr>
<tr>
<td>Supporting services:</td>
</tr>
<tr>
<td>Fund-raising</td>
</tr>
<tr>
<td>Management and general</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
</tr>
<tr>
<td><strong>Excess (deficiency) of revenues, gains, and other support over expenses</strong></td>
</tr>
<tr>
<td>Change in donor designation</td>
</tr>
<tr>
<td><strong>Decrease (increase) in net assets</strong></td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
</tr>
<tr>
<td>Net assets at end of year</td>
</tr>
</tbody>
</table>

---

Set accompanying notes to financial statements.
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/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.

Summary of Significant Accounting Policies

Basis of Accounting

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

Basis of Presentation

Net assets and revenues, expenses, 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.

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 must be maintained permanently by the Conservancy. 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.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America 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 these estimates.

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 statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Reclassifications

Certain amounts in the 2002 financial statements have been reclassified to conform with the 2003 presentation.

Operations

The Conservancy includes in operations all expenses and unrestricted revenues, gains, and other support (amounts released from restrictions), except for bequests and investment return on pooled investments, which are classified as designated for long-term investment.

Contributions

Contributions, which include unconditional promises to give (pledges), are recognized as revenues in the period received. 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.

Investments

Investments are carried at fair value. Fair value is based on published market prices. Donated securities are measured at fair value at the date of the contribution.

Property, Plant, and Equipment

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.

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.

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-free 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.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America 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 these estimates.

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 statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Reclassifications

Certain amounts in the 2002 financial statements have been reclassified to conform with the 2003 presentation.
Investments
A summary of investments at June 30, 2003 and 2002, is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term investments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$18,981</td>
<td>$15,882</td>
</tr>
<tr>
<td>Other investments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money market and mutual funds</td>
<td>$6,266</td>
<td>$2,127</td>
</tr>
<tr>
<td>U.S. Treasury bonds and notes</td>
<td>33,640</td>
<td>41,003</td>
</tr>
<tr>
<td>Common stocks</td>
<td>42,902</td>
<td>30,921</td>
</tr>
<tr>
<td>Total investments</td>
<td>$82,808</td>
<td>$74,051</td>
</tr>
</tbody>
</table>

The Conservancy maintains an investment pool for certain investments. 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. This policy permits the use of total return (interest, dividends, and realized and unrealized gains and losses, net of investment management fees) on pooled assets at a rate (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 three previous years. In fiscal 2003 and 2002, the Conservancy utilized a rate of 5% of the total investment pool.

Contributions Receivable
Contributions receivable at June 30, 2003, are due to be collected as follows:

<table>
<thead>
<tr>
<th>Year ending June 30</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$4,240</td>
</tr>
<tr>
<td>2005</td>
<td>1,080</td>
</tr>
<tr>
<td>2006</td>
<td>535</td>
</tr>
<tr>
<td>2007</td>
<td>446</td>
</tr>
<tr>
<td>2008</td>
<td>428</td>
</tr>
<tr>
<td>2009 and thereafter</td>
<td>224</td>
</tr>
<tr>
<td>Less allowance for doubtful contributions receivable</td>
<td>(400)</td>
</tr>
<tr>
<td>Total</td>
<td>$6,549</td>
</tr>
</tbody>
</table>

Fixed Assets
A summary of fixed assets at June 30, 2003 and 2002, is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and fixtures</td>
<td>$378</td>
<td>$378</td>
</tr>
<tr>
<td>Office equipment</td>
<td>2,306</td>
<td>2,059</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>402</td>
<td>402</td>
</tr>
<tr>
<td>Less accumulated depreciation and amortization</td>
<td>(2,234)</td>
<td>(1,743)</td>
</tr>
<tr>
<td>Total</td>
<td>$852</td>
<td>$1,096</td>
</tr>
</tbody>
</table>

Net Assets
Temporarily Restricted Net Assets
Temporarily restricted net assets are available for the following purposes at June 30, 2003 and 2002:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and construction</td>
<td>$6,875</td>
<td>$8,279</td>
</tr>
<tr>
<td>Horticulture, maintenance, and operations</td>
<td>$20,880</td>
<td>$18,207</td>
</tr>
<tr>
<td>Visitor services</td>
<td>2,601</td>
<td>2,398</td>
</tr>
<tr>
<td>150th Anniversary</td>
<td>1,648</td>
<td>—</td>
</tr>
<tr>
<td>Total</td>
<td>$32,004</td>
<td>$28,884</td>
</tr>
</tbody>
</table>

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, 2003 and 2002:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Horticulture, maintenance, and operations</td>
<td>$37,479</td>
<td>$35,929</td>
</tr>
<tr>
<td>Visitor services</td>
<td>3,943</td>
<td>3,942</td>
</tr>
<tr>
<td>General purposes</td>
<td>3,320</td>
<td>3,446</td>
</tr>
<tr>
<td>Total</td>
<td>$44,742</td>
<td>$43,317</td>
</tr>
</tbody>
</table>

Donor and Board-Designated Endowments
Donor and board-designated endowments included in unrestricted, temporarily restricted, and permanently restricted net assets at June 30, 2003 and 2002, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net asset classes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board-designated:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>designated for long-term investment</td>
<td>$22,034</td>
<td>$17,722</td>
</tr>
<tr>
<td>Temporarily restricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>designated for long-term investment and restricted for specific program purposes</td>
<td>20,632</td>
<td>17,642</td>
</tr>
<tr>
<td>Donor endowments:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>44,742</td>
<td>43,317</td>
</tr>
<tr>
<td>Total</td>
<td>$87,408</td>
<td>$78,681</td>
</tr>
</tbody>
</table>

(Continued)
Rent expense for each of the years ended June 30, 2003 and 2002 was $326 and $307, respectively. The Conservancy has a lease agreement for office space in New York City expiring in 2008. Annual lease payments include minimum base rent subject to escalation charges and a proportionate share of any increase in real estate taxes. The Conservancy received a rent abatement for the first four months of the lease. Rent expense each year is based on the total lease commitment recognized over the life of the lease on a straight-line basis. A deferred rent obligation, $326 in 2003 and $326 in 2002, included in accounts payable and accrued expenses, has been established for the cumulative difference between rent expense recognized and the amounts paid on the lease. In addition, many individuals have volunteered their time to the Conservancy. The value of these services is not included in the accompanying financial statements. 

The Conservancy has available a $1,000 line of credit from JPMorgan Chase Bank (the Bank). The line of credit is available for renewable one-year periods unless terminated by the Bank or the Conservancy. Interest will accrue at either the Bank’s prime rate or at a fixed rate (based on money market rates) quoted by the Bank for 30, 60, or 90 days, at the Conservancy’s option at the time of borrowing. No amounts were outstanding under this line of credit at June 30, 2003 and 2002. The Conservancy receives contributed legal advice, office space, and utilities. The value of these services is recorded in the Conservancy’s financial statements and is included as other revenue and allocated to functional expenses in the statements of activities in the amount of $579 and $577 in 2003 and 2002, respectively. 

Reflected as deferred revenue in the accompanying balance sheets. The changes in deferred revenue for specific services. The excess of amounts received from this contract over expenditures incurred is measured as of the prior fiscal year, capped at a maximum of $2,000 per year. Additional revenue received by the Conservancy was $853 and $677 for the years ended June 30, 2003 and 2002, respectively. Total payments per year from this contract will be limited to a maximum obligation of $4,000 in any one year. The contractual arrangement may only be terminated under specific conditions outlined in the agreement. 

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.

**Contract Revenue**
In February 1998, the Conservancy entered into a renewable eight-year management contract with the City of New York and the Department of Parks and Recreation, which superseded a Memorandum of Understanding in effect between the parties. Commencing on July 1, 1997, in order to be entitled to payments from the Department of Parks and Recreation, the Conservancy must raise and expend annually a minimum of $5,000 for maintenance and repairs, public programs, landscaping and rehabilitation, or repair of existing facilities, subject to certain exclusions. In exchange for meeting those requirements, the Department of Parks and Recreation will pay the Conservancy a minimum of $1,000, which is required by contract to be expended for specific services. This minimum payment can be increased up to a maximum of $2,000 by formula, based on the amount by which the Conservancy exceeds its $5,000 threshold in any one year. In 2003, the Conservancy received an additional $500 of contract revenue related to the maintenance of the Central Park ballfields.

Under this contract, the Conservancy is also entitled to a portion of net concession revenue earned in Central Park. The Conservancy receives 50% of net concession revenue earned in excess of $6,000, measured as of the prior fiscal year, capped at a maximum of $2,000 per year. Additional revenue received by the Conservancy was $853 and $677 for the years ended June 30, 2003 and 2002, respectively. Total payments per year from this contract will be limited to a maximum obligation of $4,000 in any one year. The contractual arrangement may only be terminated under specific conditions outlined in the agreement. Revenue in connection with this contract is recognized by the Conservancy as expenditures are made for specific services. The excess of amounts received from this contract over expenditures incurred is reflected as deferred revenue in the accompanying balance sheets. The changes in deferred revenue during 2003 and 2002 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at beginning of year</td>
<td>$ —</td>
<td>$130</td>
</tr>
<tr>
<td>Amounts received from City of New York/ Department of Parks and Recreation including receivable of $1,431 and $932 in 2003 and 2002, respectively</td>
<td>3,353</td>
<td>2,677</td>
</tr>
<tr>
<td>Amounts expended for specific services related to the contract</td>
<td>(3,353)</td>
<td>(2,807)</td>
</tr>
<tr>
<td>Balance at end of year</td>
<td>$ —</td>
<td>$ —</td>
</tr>
</tbody>
</table>

Rent expense for each of the years ended June 30, 2003 and 2002 was $326 and $307, respectively.
### Schedule of Functional Expenses

**Year ended June 30, 2003**

(With comparative totals for 2002)

(Dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Program services</th>
<th>Supporting services</th>
<th>— Total expenses —</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Design and</td>
<td>Horticulture,</td>
<td>Fund-</td>
</tr>
<tr>
<td></td>
<td>construction</td>
<td>maintenance,</td>
<td>raising</td>
</tr>
<tr>
<td></td>
<td>2003</td>
<td>operations,</td>
<td>2002</td>
</tr>
<tr>
<td>Salaries</td>
<td>$ 294</td>
<td>$ 5,832</td>
<td>$ 7,037</td>
</tr>
<tr>
<td>Payroll taxes and</td>
<td></td>
<td>1,544</td>
<td>243</td>
</tr>
<tr>
<td>employee benefits</td>
<td></td>
<td></td>
<td>1,895</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8,932</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3,030</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>12,768</td>
</tr>
<tr>
<td>Total salaries and</td>
<td>$ 3,030</td>
<td>$ 8,932</td>
<td>$ 12,768</td>
</tr>
<tr>
<td>related expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted services</td>
<td>$ 1,507</td>
<td>$ 1,101</td>
<td>$ 2,608</td>
</tr>
<tr>
<td>Construction and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>design</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landscape</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting</td>
<td>58</td>
<td>77</td>
<td>197</td>
</tr>
<tr>
<td>Mailings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total contracted</td>
<td>$ 1,565</td>
<td>$ 1,809</td>
<td>$ 3,374</td>
</tr>
<tr>
<td>services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials, equipment,</td>
<td>$ 104</td>
<td>$ 1,153</td>
<td>$ 1,257</td>
</tr>
<tr>
<td>and supplies</td>
<td></td>
<td>56</td>
<td>1,315</td>
</tr>
<tr>
<td>Printing and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>publications</td>
<td>$ 3</td>
<td>$ 7</td>
<td>$ 9</td>
</tr>
<tr>
<td>Conferences,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>conventions, and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>meetings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage, shipping,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and messenger</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and rentals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$ 162</td>
<td>$ 159</td>
<td>$ 321</td>
</tr>
<tr>
<td>Contributed services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses before</td>
<td>$ 2,309</td>
<td>$10,976</td>
<td>$15,285</td>
</tr>
<tr>
<td>depreciation and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>amortization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>amortization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses – 2003</td>
<td>$ 2,353</td>
<td>$11,128</td>
<td>$15,481</td>
</tr>
<tr>
<td>Total expenses – 2002</td>
<td>$ 3,862</td>
<td>$9,842</td>
<td>$15,760</td>
</tr>
</tbody>
</table>
President
Regina S. Peruggi
Vice President for Finance
Neil Calvanese
Vice President for Operations
Douglas Blonsky
Vice President for Development
Melanie F. Forman
Vice President for Capital Projects
Christopher Nolan
Employees
(As of October 1, 2003)
Linda Blumberg
Suzanne Berman
Jairam Bisessar
André D. Blacknall
Douglas Blonsky
Samantha Burwick
Neil Calvanese
Martin Calzadilla
Kelly Carroll
Teresa Carter
Allucagia Cartagena
Stella V. Cespedes
David Chadwick
Tia Chapman
Kea Clea
Jesse Colen
Yawn Collins
Miguel Colón
Brian Conaty
Matthew T. Coox
Stephanie A. Cossino
Roxie Cox
Mary Cregg
Gary R. DeBarnon
Lawrence J. Decker
Quetsa R. Dela Cruz
John Dillon
Beth A. Donoso
Raymond Duggan
James Eggleston
Brendan Elder
Gisela Escudero
Milton Evora
Martin Ferguson
Robert Ferguson
Jose Figueroa
James Fleming
Melanie F. Forman
Wendy Fortune
Vanessa A. Francisco
Laura Frank
Russell Fredericks
Hector O. Gamboa
Elizabeth Gillespie
Ellen Goldenstein
William T. Graham
John L. Griffith
Margaret Haas
Beth Haskell
Maya Haynes
Laura S. Heckman
Maria Hernandez
Nerissa Hernandez
Alan N. Herskowitz
Annamarie Hessman
Linda Hoyward
Andrea Hill
Rochelle M. Hines
John Hiser
Rith Huyn
Michael Hundley
Shylynn D. Jackson
Howard Jameson
Nadine Jean
Barbara D. Jenkins
Louis Johnson
Randolph Joseph
Sothi Kong
Adam Kasifman
Sheila Kendall
Vanthon Keo
You Khieu
Jamaa L. King
Andrea B. Koehler
Eric C. Kahler
Andrew Kosopka
German Laverde
Richard S. Lee
Daisy Legare
Jose Leon
Gregory Lewis
Alice Lichtenstein
Wayne Lighty
Keirn C. Lindsay
Michael Lojmanah
Francisco Luna
Sungtov Ly
Ilda Lynch
Glenn Macioci
Nicolasa P. Marotta
Mildred Martinez
Earl A. Marks, Jr.
Joseph McBain
Derrick McElvan
Milton McFarlane
Jim McGee
Danny A. McKay
Thruaman R. McLamb
George W. McPherson, Jr.
Mireille N. Merza
Sara Cedar Miller
Angel Mogollon
Cornelio Mora
Juan R. Morell, Jr.
James M. Moore
Giovanni Mosquera
Earl F. Munroe
Cheryl R. Nellen
Emma Nelson
Antonio Nieves
Christopher Nolan
Steven Norton
Charles O'Reary
Khen Ong
Vio Ong
Kathryn Ortiz
Florence O'Shaughnessy
Chantal Pang
Catherine Parry
Mauricio A. Perdomo
Joaquim G. Pereira
Muneslaw Persaud
Regina S. Peruggi
Amado Phillips
Anthony Pontillo
Francisco Preza
Juan A. Prida
Jennifer L. Pucci
Brian T. Purcell
William Quansah
Jonathan J. Raubert
John Reddick
James Reed
Mathew C. Reiley
Sergio A. Ricona
Rosemary M. Robinson
Josefina P. Roqueta
Darren Rogers
Eve Rothenberg
Sajid Salih
Donald Sanders
Diane Schaub
JoAnn M. Schneider
German Seda
Christina Seita
Bill Selezniou
Goodson Sem
Paul Serda
Cheryl Shariffe
Stuart Shillabour
Judith Sigmone
Stacy Sit
James P. Smith
James T. Smith
Linton Smith
Nathan Smith
Khol Sok
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Thioun Sou
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Nikole A. Springer
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Samuel Vargas
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Wallace Wentink
Robert E. Wherry
Maryann Williams
Mildred Wolkoff
Derrick Woodbury
Mario Zafaranas
Paola Zanino-Sah
New York City Department of Parks & Recreation
Deputy Chief of Operations
Nelson Nicholas
Park Supervisor
Steve Dotelouise
Zully Zubide
Volunteers
10+ Years of Service
Maureen Antuzzo
Lee Barash
Susan Baxter
Miriam Berke
Margery Bloom
Carmela Caputo
Berton Chernizer
Lorraine Colpitts
Abraham Denowitz
Rita Denowitz
Abdul El-Amin
Elinee Fine
Phyllis Giarr
Virginia Glover
Lawrence Herold
Phyllis Hollander
Richard Hooper
Jaye Jacobs
Jaleinney Freeman
Louise Kruger
Dr. Richard Leeds
Marlottt Naughton
Annie Newbeck
Martin Pincus
Louise Ransome
(20 years
Stephen Reishehr
Maire Reneo
Renee Ryder
Deborah Ann Solomon
Barbara Stonecrper
Hed Tandlucher
Phyllis Tandlucher
Dana Vetter
Nancy Warfield
This publication was produced by the Central Park Conservancy and Jann Kunkelsman & Company. Principal photography by Sara Cedar Miller.