
A THRIVING EMERALD NECKLACE FOR A HEALTHIER, MORE EQUITABLE BOSTON.

Strategic Plan FY2024 – 2028



Emerald Necklace
CONSERVANCY

INTRODUCING OUR 5-YEAR ROADMAP



**KAREN
MAUNEY-BRODEK**
President



**BENJAMIN
TAYLOR**
Board Chair

DEAR FRIENDS,

For more than 25 years, your support of the Emerald Necklace Conservancy and this beloved 1,100-acre urban park system has been essential. Our mutual commitment to restoring and improving the Emerald Necklace for all is more important today than ever. Your partnership and commitment are the reason we can do this work, today and for generations to come.

Every day we are reminded that the park is much more than “the park.” The Emerald Necklace park system is integral to our urban survival; it is a daily necessity for so many of us. It is our health and fitness center, daily commute route to school or work, our best climate resilience idea and teacher to new generations of green infrastructure pioneers. It is Boston’s largest work of art, water and air treatment system and a 5.5-mile-long natural salve. Here we come together with our community, family and nature. Moreover, it must continue to be the most democratic of spaces—public and free for all.

We’re thrilled to share this roadmap to guide our work and the investments for the next historic chapter of Emerald Necklace’s journey—for the benefit of the parks and our city.

Thank you for your partnership in our future.

A handwritten signature in black ink, appearing to read "Karen", followed by a horizontal line.

More than 100 years ago, the City of Boston hired Frederick Law Olmsted to integrate public greenspace into rapidly changing urban neighborhoods. Olmsted created an 1100-acre linear park system we call the Emerald Necklace. To this day, the parks Olmsted created are enjoyed by residents of every background as free and open space, and as a place where people can walk in peaceful solitude, or gather to enjoy each other’s company. The Emerald Necklace has shaped Boston’s history. It will play an increasingly vital role in Boston’s future.

The city has an opportunity to use Olmsted’s vision to shape Boston’s future and culture for generations to come. We at the Emerald Necklace Conservancy are thrilled that so many have contributed to this strategic plan, which represents voices and perspectives from across the city, from neighboring Brookline, and beyond. We very much look forward to working together with the neighborhoods, and with our public partners to accomplish the objectives laid out in this plan for Boston’s largest park system, and for our collective future.

Great cities require great park systems that are free, accessible and well maintained. To everyone who helped us develop this plan, we say thank you for embracing a future for the city that includes a restored and revitalized Emerald Necklace for all.

A handwritten signature in black ink, appearing to read "Ben Taylor", followed by a horizontal line.

A COLLABORATIVE VISION

for our future

The Emerald Necklace connects people from every corner of the city. Our strategic planning process needed to follow suit, drawing together many voices and perspectives. Boost Social Sector Consulting led the discovery process and assisted in clarifying key initiatives and objectives for working with our partners over the next five years.

We honor and acknowledge the original stewards of the places that comprise the Emerald Necklace.

For millennia before and in the centuries since Frederick Law Olmsted designed the Emerald Necklace park system for a rapidly industrializing city and metropolitan area, the lands and waters of and around Greater Boston have served as a site of exchange among communities including the Massachusett, Pawtucket, Wampanoag and Nipmuc peoples. The Emerald Necklace Conservancy acknowledges the Greater Boston region as their unceded ancestral territories. This acknowledgement is a starting point toward right relations with Indigenous neighbors and their understandings of land stewardship.



stakeholder interviews,
meetings, focus groups



park users
surveyed



different stakeholders at
dedicated planning retreat



organizations
researched

GROWING STRONG

for tomorrow's Emerald Necklace

Five strategic objectives will guide our work together through the Conservancy and secure a vibrant future for the Emerald Necklace. Each one contributes specifically to the health and vitality of the others, and the whole. We are excited to see the benefits of the Emerald Necklace continue to grow as we make progress toward these objectives

1

Facilitate and promote
EXCELLENT, EQUITABLE
park maintenance
and restoration

See page 3

2

Pursue targeted
PARK IMPROVEMENT
projects with broad social
and/or environmental benefits

See page 4

3

Deepen
opportunities
for diverse park
activation
and human
**CONNECTION
TO NATURE,**
primarily through
partnerships

See page 5

4

Establish the
Conservancy
as an
**ESSENTIAL
VOICE**
in civic thought
and action in
greater Boston

See page 6

5

Level up organizational practices and
capacity to support the Conservancy's
STRATEGIC GROWTH

See page 7

Fiscal Year
2024–2028
Strategic Objectives

STRATEGIC OBJECTIVE #1

Facilitate
and promote
**EXCELLENT,
EQUITABLE**
park maintenance
and restoration

With your support, we will achieve more **equitable park maintenance and restoration** throughout the Emerald Necklace.

Together we will launch initiatives like completing a comprehensive maintenance assessment and cost analysis for both the Olmsted Tree Society and the entire Necklace increasing full-day and half-day park cleanups and an equity analysis of maintenance and restoration work to increase parity in our parks care.



10K TREES

in the Conservancy's
tree inventory get
professional care

Pursue targeted **PARK IMPROVEMENTS**

with broad social and/or
environmental benefits

Together, we will ensure **connected, accessible and user-friendly spaces** in our parks.

In collaboration with our public and community partners, we will draft an Action & Investment Plan; scope out, seek funding for and implement key Necklace-wide projects for benches, lighting, signage and landscaping and gauge feasibility of a Necklace-wide restroom installation initiative.



\$350M+

leveraged in public
investments for
the Necklace



Deepen opportunities for diverse park activation and human **CONNECTION TO NATURE,** primarily through partnerships

Your partnership will champion park uses and programs that **serve diverse needs and interests.**

Your partnership will champion park uses and programs that serve diverse needs and interests. Together, we will launch initiatives like establishing the Committee of Neighborhoods; leveraging existing assets to support communication with partners; developing a marketing and communications program that celebrates and promotes the Necklace and our work and expanding visitor education offerings by partnering with universities, historical societies and environmental organizations to host guest speakers.



600+

students from Boston Public Schools participate in our free programs annually

STRATEGIC OBJECTIVE #4

Establish the Conservancy as an **ESSENTIAL VOICE**

in civil thought and action in greater Boston

With your support, we will **cultivate well-informed nature allies and advocates** of all ages.

We will develop a formal policy agenda to four key issues: transportation, climate resiliency, public health and urban development; promote dialogue to identify common ground opportunities, coordinate messaging to public officials and strengthen collective parks advocacy efforts; develop a concise organizational historical narrative for public communications; build our profile by establishing a “learning community” and participate and be present in community conversations.



180+

local & regional partnerships developed in 2022 to mark Olmsted's Bicentennial



Fog x FLO: Fog on the Emerald Neck

For the Conservancy's 20th Anniversary, we have created an extensive city-wide exhibition to the Emerald Necklace (through October 2022) to encourage visitors to travel from "stepping stones" to follow and experience the landscape's history. Five works mark her five decades of work, from tree canopies to water surfaces, from interactions of the landscape to dialogues with architects. Here are just a few of the information on Fog x Beach (#72509_Arnold Arboretum) is available.



How Do You Make Fog?

Creating fog is surprisingly time-consuming. For 55 years, Nakaya develops artificial chemicals, I physicists, meteorologists, extremely fine water has defied her first attempt, to respond to a location visible all of those times. The resulting hydraulic of individual particles, a diameter nozzle, which needle that shatters the same in natural fog. The computer system the CFC mechanics are still used a

Fog x Ruins (#72509, Franklin Park Overlook)

Frederick Law Olmsted designed Franklin Park's Playground to give Bostonians a place to gather in nature. It is a site for recreation, relaxation, and celebration. For nearly 130 years, people have been coming together in this site to enjoy themselves and each other. In the 1950s, people prepared for and watched Shelter. Then the shelter burnt down. In the 1960s, the site hosted popular concerts, including several by Duke Ellington. Nakaya hopes to reanimate this Olmsted-designed building, which now lies in ruins, by bringing people together to experience this public work of art.

Weathering Changes

Fujiko Nakaya's fog sculptures in the Emerald Necklace are climate sensitive: every time you visit, they will be different. Can you notice how they change? Try visiting the sculptures on different days and at different times and note what you feel. Share your observations and photos with the hashtag #FogxFLO. For example, what does Nakaya's art feel like: In high heat, In high wind, In the morning, With a crowd, When it's sunny, In the cold, With no wind, In the evening, By yourself, When it's cloudy.

Level up organizational practices & capacity to support the Conservancy's **STRATEGIC GROWTH**

Together, we will invest in **scaling the staff, practices and private partnerships** needed to fully fund our mission for the next five years and beyond.

We will achieve this through initiatives like formalizing our methods of direct engagement with all communities; prioritizing and strengthening partnerships; revising governance structure and practices, with a focus on composition, representation, role clarity and engagement; enhancing staff capacity and practices to support workload and long-term relationship building and maintaining current fundraising momentum and exploring new support opportunities.



1,110 ACRES
12 NEIGHBORHOODS

annual stewardship of the parkland winding
through Boston's diverse neighborhoods

HERE'S HOW CHANGE HAPPENS



\$2.5M

invested in
tree care



\$3M

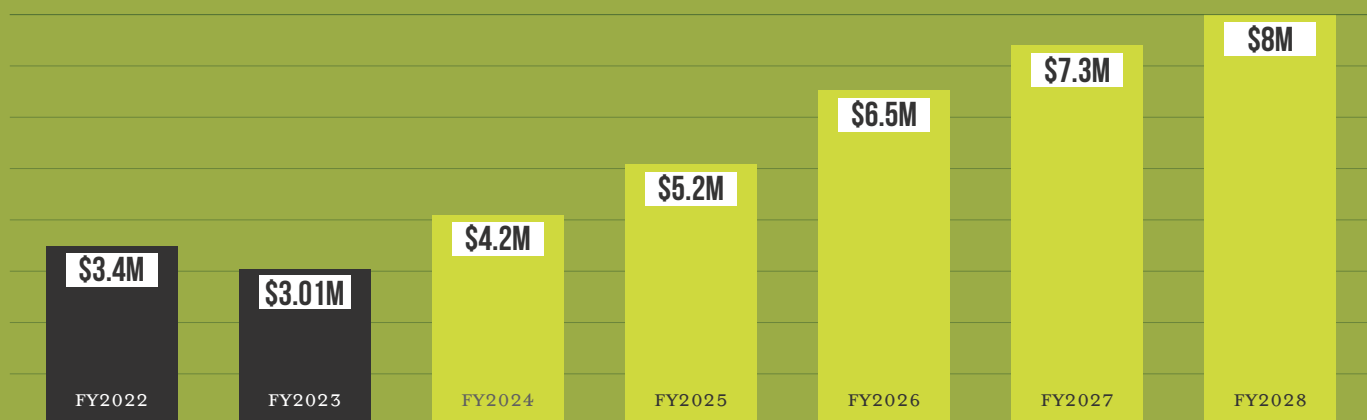
equity-based
engagement with
the community
& our partners



50%

increase in
personnel
over 5 years

FUELING OUR FUTURE



- 
- Transportation & Connectivity**
City, state & regional transit & bike shares
 - Public Health & Education**
Premier medical & educational institutions
 - Environmental Protection & Resilience**
Water & sewer safety

As the only nonprofit organization that thinks systematically about the entire 1,100-acre Emerald Necklace, the Emerald Necklace Conservancy plays an essential role for our parks.

The Conservancy interfaces with numerous public and private partners to ensure the Necklace is protected, restored and improved for all.

The parks are more than the parks. We are committed to the entire socioecosystem that is the Emerald Necklace Conservancy.

YOUR PARTNERSHIP WITH THE CONSERVANCY IS A UNIQUE AND ESSENTIAL INVESTMENT IN BOSTON'S FUTURE.

The Emerald Necklace has supported health, community and vitality across Boston for more than 150 years. We must care for the Necklace that cares for us by investing in its future, together. Your financial gifts ensure that:

- all of the Necklace's parks are safe, inviting, beautiful & fully supported ecosystems
- all communities along the Necklace share power in stewarding & activating the parks
- the Necklace is recognized & utilized as critical infrastructure for all of Greater Boston

Your
partnership
ENSURES
THIS
FUTURE
for everyone



Emerald Necklace
CONSERVANCY

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