



**1992
TIMES
SQUARE
2012**

**TWENTY
YEARS
TWENTY
PRINCIPLES**



Act
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NEW YORK
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CLEAR CHANNEL SPECTACOLOR

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Morgan Stanley
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HERSHEY'S
Milk Chocolate

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SMART BUY OF THE YEAR

ACCELEDGE
RECEIVABLES
A Sherwood Equities Property

LYP
a source of Theatre Development Fund



CREATING CHANGE

OVER THE LAST 100 YEARS, TIMES SQUARE - NEW YORK'S TOWN SQUARE - HAS BEEN A REFLECTION OF OUR COUNTRY, OUR COMMERCE, OUR CULTURE, AND MOST OF ALL, OUR CITIES. AT ITS WORST IT SHOWCASED EVERY URBAN ILL, MAGNIFIED FOR ALL THE WORLD TO SEE. NOW, AT ITS BEST, IT EXEMPLIFIES THE CREATIVITY, ENERGY AND EDGE OF URBAN LIFE.

In 1992, when the Times Square Business Improvement District (now the Times Square Alliance) was founded, Times Square was at a crossroads. It needed to change, but exactly how to do that presented challenges. Many individuals, groups and actions played a role in the astonishing transformation that followed. The Alliance was but one player, albeit one with eyes on the street and an understanding of the local community's needs.

Because Times Square's failures and successes are so visible, and its challenges so relevant to the obstacles that other cities face, we are often asked to tell the story of its transformation and of our role in it. This document, which will be regularly updated and supplemented online at **TimesSquareNYC.org**, tells the story of what we did. It offers case studies and from them core principles that our peers in other urban areas may well find useful.

We have made mistakes and we will most certainly make others. But more importantly, we learn as we go, and because Times Square, like any great city, is ever changing, we will grow anew and adapt accordingly. We hope that our experience, and the little bit of wisdom we've gained, serves you well.

Arthur O. Sulzberger, Jr.
Founding Chairman

Robert E. Wankel
Chairman

Tim Tompkins
President

TIMES SQUARE THEN +NOW

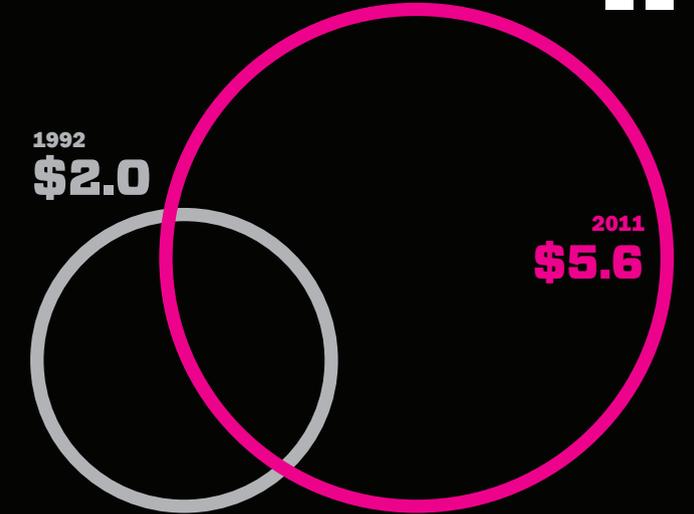
Crime
total incidents



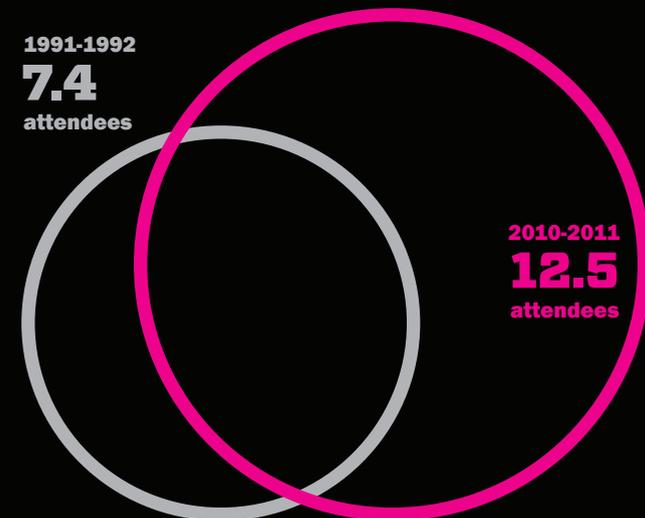
Highest Retail Asking Rents
per square foot



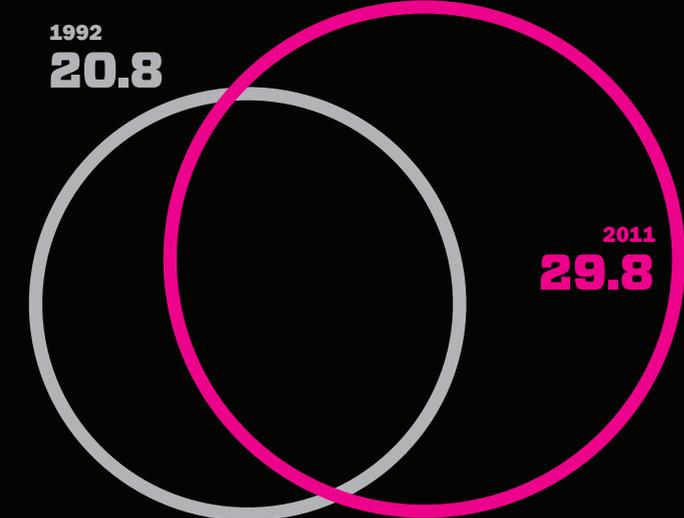
Assessed Real Estate Value
in billions



Broadway Attendance
in millions



Commercial Real Estate Square Feet
in millions



Summer Saturday Spot Count
7th Avenue between 45-46 Streets
in thousands



Daily Subway Ridership
in thousands



1992-2001

CLEAN, SAFE AND FRIENDLY WERE THE THREE MOST IMPORTANT WORDS DURING OUR FIRST DECADE OF WORK. MANY PARTNERSHIPS BROUGHT GREAT PROGRESS IN THE FACE OF ENORMOUS CHALLENGES. EVERY SIGN OF PROGRESS WAS CELEBRATED AND AMPLIFIED IN THE FACE OF ENORMOUS SKEPTICISM THAT ANYTHING COULD EVER CHANGE.



NEW YEAR'S EVE

In 1993, the Business Improvement District (BID) focused on the image-shaping power of New Year's Eve and entered into an agreement with 1 Times Square to co-produce the event. Confetti, balloons, a refurbished ball and an inspirational "special guest" transformed the images and messages sent, via a new worldwide television feed, to billions around the globe.



GETTING CLEAN, IN NEW WAYS

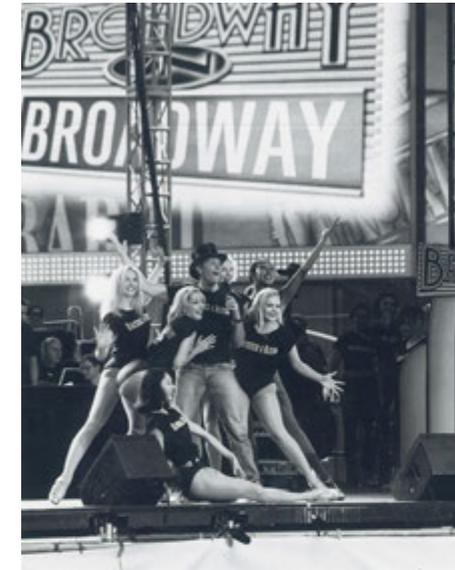
The BID developed its street cleaning partnership with Project Renewal, a substance-abuse recovery organization, enabling it to maximize its workforce while offering job training and often permanent employment to those in need of a new start. Together, the BID and Project Renewal began a 20-year partnership and established a model widely copied by urban revitalization organizations throughout the country.

CREATING PARTNERSHIPS, CHANGING PERCEPTIONS



COMBATTING HOMELESSNESS

In 1992, there were 25 social service agencies working with the homeless in Times Square, to little avail. The BID partnered with the social service community and received a federal innovation grant to locate the homeless in permanent housing – not just a different street bench in a different neighborhood. The BID supported its partner, Common Ground, in addressing homelessness in new, creative and compassionate ways, transforming not only a local residence and the streets of Times Square, but also lives.



BROADWAY ON BROADWAY

Recognizing the power of programming to change perceptions, the BID and The Broadway League organized the first Broadway on Broadway concert on a Monday afternoon during the 1992 Democratic National Convention. The concert, repeated annually, garnered positive stories in the national press. Broadway and Times Square were shown as safe again for theatergoers and their kids, a fact ultimately reinforced by events like Taste of Times Square.



ADDRESSING THE DEEPER CAUSES OF CRIME

The BID supported the Midtown Community Court, a now-national model for addressing quality-of-life crimes through creative sentencing. And, at the suggestion of the NYCLU, the BID commissioned a "secondary effects study" to show that the concentration of adult use businesses, not the existence of individual businesses themselves, led to a host of illegal activities, crime and blight. As a result of the BID's tenacious advocacy, the Department of City Planning did a similar study for the whole city – and a citywide rezoning was passed that still permitted adult uses but prohibited them from being concentrated in any one area.

Photos, left to right: Times Square Alliance, Times Square Alliance, Eric K. Washington, Nelson Bakerman, Times Square Alliance

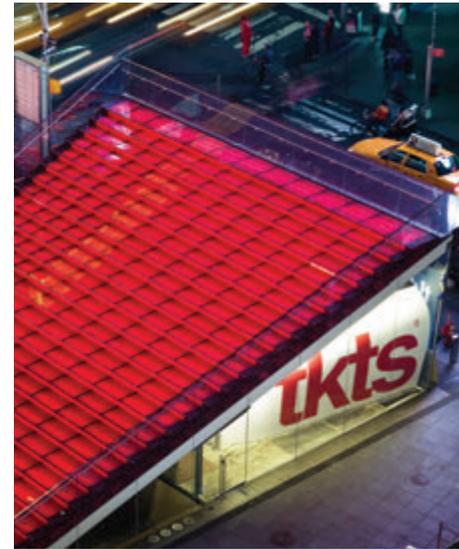
2002-2012

SUCCESS BROUGHT NEWLY-CONGESTED SIDEWALKS AND STREETS, AND SUDDENLY CLEAN AND SAFE WASN'T ENOUGH FOR A WORLD FAMOUS PUBLIC SPACE. A RENOVATED DUFFY SQUARE CREATED NEW EXPECTATIONS FOR THE PUBLIC REALM; NEWLY-CREATED PLAZAS TEEMED WITH LIFE AND ART AND ENERGY; AND A NEW MUSEUM AND VISITOR CENTER BEGAN RE-TELLING THE STORY OF TIMES SQUARE.



MORE AND BETTER SPACE FOR PEOPLE

Newly clean and safe, but unpleasant and impassible for all the congestion, Times Square sidewalks and spaces desperately needed attention. In 2003, the Alliance worked with the Design Trust for Public Space to set the agenda for the decade: more and better public space, distinctively programmed. Traffic and planning studies followed to make the case for more pedestrian space and in 2007, the City agreed to widen the sidewalks and traffic islands on a pilot basis, setting the stage for the closing of Broadway and creating the pedestrian plazas in 2009.



DUFFY SQUARE

A 1999 competition elicited a new design for the TKTS booth, featuring cascading red steps. The Alliance, in partnership with Theater Development Fund, the Coalition for Father Duffy, and the City, saw the potential for this iconic design to transform the experience of being in Times Square and collaborated to complete the project, which opened in 2008. Winning multiple design and public space awards, Duffy Square set a new standard for public space projects and for design in Times Square. For the first time, people have a chance to sit in Times Square and enjoy the “second best show on Broadway”: Times Square and urban life itself.

CHANGING THE EXPERIENCE THROUGH DESIGN, PROGRAMMING AND ART



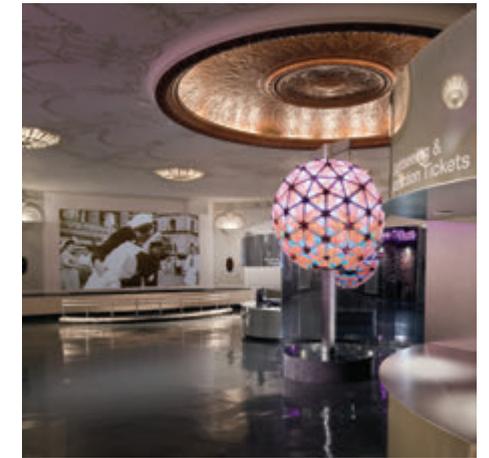
PUBLIC ART AND DESIGN INITIATIVES

The Alliance's public art and design initiatives have communicated the authenticity, energy and edge that have defined this iconic center for decades. Times Square has played a historic role as the center for theater, arts and culture. Design initiatives and awards recognized the Alliance's distinctive public and private spaces, and Times Square Arts, the Alliance's public art program, brought cutting-edge art to the district – from Duffy Square to an empty lot on 8th Avenue to the spectacular LED signs.



DISTINCTIVE PROGRAMMING

Building on its tradition of using creative programming to change perceptions, the Alliance created “only in Times Square” events, from a giant Kiss-In (honoring the sailor-nurse kiss at the end of WWII) to a mass vow renewal on the red steps on Valentine's Day. Solstice in Times Square: Mind Over Madness Yoga celebration, a counterpoint to New Year's Eve, challenges thousands of New Yorkers to seek peace of mind in the world's most frenetic place.



THE TIMES SQUARE STORY

After creating a highly-regarded exhibition celebrating Times Square's centennial, the Alliance focused on making the Visitor Center a world-class space that educated as well as informed. Housed in a landmark building that itself evokes the neighborhood's rich past, the renovated Times Square Museum and Visitor Center provided much-needed tourism services, while also reminding visitors of Times Square's rich and storied history as a center of entertainment, culture and urban vibrancy.

Photos, left to right: Kevin Tachman, Emille Wernsteiner, Ho Kyung Lee, Adam Pantozzi, Paul Warchol

2013 + BEYOND

CREATIVITY,
ENERGY & EDGE.

THE ALLIANCE'S THIRD DECADE WILL REFLECT EVER HIGHER ASPIRATIONS: THAT TIMES SQUARE WILL REPRESENT THE BEST OF NEW YORK THROUGH WORLD-CLASS DESIGN, FIRST-RATE PUBLIC SPACE MANAGEMENT AND UNIQUELY URBAN ARTS AND PROGRAMMING.

TWENTY PRINCIPLES FOR CREATING CHANGE

CRAFT GREAT PUBLIC SPACES

1

DESIGN IT WELL

Design alone won't do it, but great design is essential for expressing the aspirations and essence of a place and its surrounding community.

2

MANAGE IT WELL

Learn to balance the messy, nitty-gritty of rules, regulations, cleanliness, safety, order and just the right amount of chaos and spontaneity. Lose this and you've lost the space, no matter how pretty it is.

3

PROGRAM IT CREATIVELY AND CONSISTENTLY

Bring it to life – let the space's assets be reflected in what happens in it, building identity and audience through repetition and surprise.

EXPECT THE UNEXPECTED

4

KNOW THAT THINGS CHANGE

Cities and neighborhoods change constantly; don't let yourself, your stakeholders or policymakers assume that yesterday's problems are still the priority. Watch carefully to identify and define new challenges.

5

TAKE A CHANCE

Almost inevitably, the private and non-profit sectors have a greater capacity for risk-taking than elected officials, especially when it comes to out-of-the-box ideas. Use your freedom from the ballot box to advance or defend innovative ideas.

6

TRY IT OUT

One of the ways to diminish skepticism towards risk and change is to test something as a short-term experiment. It's easier for the private and non-profit sectors to do this than a large government bureaucracy facing issues of precedent and risk aversion.

7

THERE'S NO SINGLE ANSWER

The "right" answer changes over time and place. Just because a solution made sense before doesn't mean it works now, and just because it worked in one neighborhood doesn't mean it works elsewhere. Beware of the silver bullet solution – as well as the naysayers who claim that "they tried that, and it failed."

HARNESS THE POWER OF PARTNERS

8

USE PUBLIC, PRIVATE & NON-PROFIT SECTORS

Despite the hassles of collaboration, the most enduring, innovative and nuanced solutions to urban problems are those where these three major players work together, building long-term relationships focused around a common goal.

9

KNOW EACH OTHER'S STRENGTHS AND WEAKNESSES

The key to success lies in knowing your partners and accepting your different capabilities and liabilities. As with any long term relationship, know your partners' greatest fears, as well as what will make them happiest.

KNOW THYSELF, LOVE THYSELF

10

KNOW WHAT'S AUTHENTIC AND DISTINCTIVE

A “cut and paste” approach – where a good idea is copied without regard to a city or neighborhood’s core assets and history – will fail. Know your history, know your physical assets and core distinctive characteristics (and ask others too) before jumping to act.

11

LOVE WHAT'S AUTHENTIC AND DISTINCTIVE

Once you know what’s special about your place, love it, nurture it and amplify it. Sometimes it’s drawing attention to things that are already there, sometimes it’s bringing more of the best. In your rush to remove the bad, never lose what’s good, even if those things seem buried, invisible, decrepit or undervalued.

12

USE DATA; KNOW THE FACTS

All of us are subject to groupthink and “givens.” Work to relentlessly gather hard facts and data that tell you what’s really going on, and don’t rely on what everyone claims is happening. Continue to track your perceptions factually so you can quantify your work as it changes.

13

USE THE FACTS TO DEFINE YOURSELF AND YOUR PROBLEMS

Data drives discussions and decisions. Your information, slowly and over time, can redefine a problem or issue and also create accountability for measuring your progress over time. You know the most about your place; use that fact to frame the issues.

14

FIND YOUR ALLIES AND FIGHT FOR YOURSELF

Find your allies and lead the fight. Use your factual evidence to educate and secure allies as your move towards your agenda. Don’t wait for government to fight your battles for you. Sometimes they’ll take the lead, but you know your interests best, and in the context of a long-term relationship, you must repeatedly assert yourself.

KEEP IN MIND THE SIX C'S FOR CREATING CHANGE

15

COMMUNITY-BASED

Top-down versus bottom-up: Know who your stakeholders are, what they need, and how their interests vary. Engage the community so that changes will last beyond your tenure.

16

CONSISTENT

Interventions and actions can’t change with the season, or they simply won’t stick. People (and places) notice when campaigns are one-offs, and that only makes change tougher the next time.

17

COHERENT

Actions that trigger change, even if carried out by different parties, must be part of a coordinated and integrated effort rather than a series of haphazard, unconnected activities. When things are done in tandem by multiple players, the effects are amplified, and the whole becomes greater than the sum of its parts.

18

CONCENTRATED

Even the best intentions or practices will fail when spread too thinly across an area or range of issues. Focus first on doing something right on the micro level, and then scale it up. The toughest problems are very complex, and focused attention is needed while you learn what works and what doesn’t.

19

CREATIVE

Create a culture that inspires creativity and nurtures the innovative ideas and risk-taking that flow from it. Start by pushing back when you hear too quickly, “It ain’t gonna happen.” Sometimes the best way through something is to go around it.

20

CRITICAL MASS

Every issue, every place, has a tipping point, and getting there is not always a linear process. Stay patient and persistent when your actions don’t seem to be making a dent, and realize that you’ll sometimes need an extra push to shift reality and perception.



TIMES
SQUARE
ALLIANCE

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BLUE FIN

BREAKFAST

LUNCH

BLUE FIN

DRINKS

BLUE FIN

SMOOTHIES

RAW BAR

