Dear Friends of Times Square,

Since 1993, the Times Square Alliance has worked to improve the district for the millions of people who come to Times Square each year. While we continue to focus on the core public safety and sanitation services that were so vital in those early years, our mission has grown to include serving the multifaceted needs of a diverse, ever-changing neighborhood.

Amid an uncertain economic climate, the Alliance remains committed to doing everything we can to ensure that Times Square is the destination of choice not only for tourists, but also for those who live and work in New York, by supporting local businesses, promoting tourism, and maintaining Times Square’s role as an unparalleled hub for creative professionals and exciting entertainment.

New Yorkers, and the world, seem to agree. Millions of New Yorkers and tourists still look to Times Square as an icon of New York City, and as a gathering place for people from around the world - a diverse, cutting-edge town square for the 21st century.

This year we heralded the opening of the award-winning Duffy Square and TKTS booth, a shimmering icon of light and glass that is at once a place to relax and take in the lights of Times Square, as well as purchase discounted tickets to the best live entertainment anywhere. The innovative all-glass structure stands at the forefront of new engineering technologies, launching a new vision for the future of Times Square as a world-class public space.

Our annual New Year’s Eve celebration, broadcast to an estimated audience of over one billion viewers around the globe, still brings the warmth and excitement of shared celebration and renewal to a cold December evening. We also manage to keep cool in the summer, with the serene Mind Over Madness Yoga and the local flavor of Taste of Times Square keeping our neighborhood front and center and providing fun for all.

We thank you for your continued support of our efforts and encourage you to partake of the best that Times Square has to offer and stay tuned for what promises to be an exciting year!

Sincerely,

Tim Tompkins
President

Michael Stengel
Chairman

The reimagined Father Duffy Square, part of a new vision for Times Square’s public spaces (p.4). Below, Alliance sanitation staff maintain the brand new ruby-red glass structure.

New Year’s Eve 2009 welcomes wishes of hope and happiness from around the world (left), unveils a brand new Waterford crystal ball (center), and hosts top musical acts like Jonas Brothers (right, p.16).
PUBLIC SAFETY

With overall crime down 7.4% and violent crime down 32% since 2007, the Alliance’s public safety division expanded its scope and mission to focus on quality-of-life issues in Times Square. In addition to providing a visible presence to ensure the safety and security of the half-million people that pass through Times Square daily, Public Safety Officers focus on providing information to visitors, observing and reporting streetscape conditions, and coordinating with City agencies to ensure corrective action.

With the opening of the new Duffy Square, the security division began providing 24-hour coverage on Times Square’s iconic new public space. During the day, Public Safety Officers ensure that visitors and ticket-buyers enjoy the best seats on Broadway in a safe and welcoming environment. Alliance PSOs also conducted monthly surveys to monitor business activity and gather feedback from tenants in the district.

The Alliance works closely with the New York City Police Department and has weekly meetings to coordinate efforts to address security and quality-of-life issues as soon as they arise. This year several of our Public Safety Officers were given enforcement powers by the New York City Police Department and will be trained as Special Patrolmen. Members of the Public Safety Division were also trained by the NYPD’s Counter Terrorism Division on the latest trends in terrorism.

This year, in order for our stakeholders to be able to report conditions in the district, the Alliance launched Street Watch.

SANITATION

The Times Square Alliance fields a full-time sanitation staff of 36 and, in partnership with Project Renewal and Midtown Community Court, recruits a part-time staff of 15 employees in search of valuable work experience. The staff removed over 180,000 trash bags, accounting for roughly 1,613 tons of garbage, above and beyond the bags collected by the City of New York’s sanitation services.

In addition to keeping the district’s streets and sidewalks free of loose garbage, stickers, and graffiti the Alliance sanitation staff undertook a new responsibility in 2008 – to maintain a world-class level of cleanliness on Duffy Square’s glass staircase and granite plaza.

Anyone has the ability to report a problem or condition via e-mail, to StreetWatch@timessquarenyc.org. The Alliance security division will either address the issue directly or refer the problem to the appropriate agency.

99.7%

Average “Acceptable” rating of Times Square sidewalks in 2008, according to the Mayor’s Office of Operations Sanitation Scorecard.
On October 16, 2008, Mayor Michael R. Bloomberg and partners from the Times Square Alliance, Theatre Development Fund (TDF), and the Coalition for Father Duffy commemorated the opening of the new Father Duffy Square and TKTS booth. The glowing red glass staircase and new, wider plaza establish a truly great gathering place in the heart of the world’s most dynamic stage. At a time when tourism is an ever-more important segment of the City’s economy, Duffy Square creates yet another reason for people to visit the Crossroads of the World to see great design and great theater.

The transformation of Duffy Square was made possible by support from public sector leadership and private donations. The Alliance and its partners thank Mayor Michael R. Bloomberg and Speaker Christine C. Quinn, along with former Speaker Miller, Representatives Nadler and Maloney, Assembly Member Gottfried, and a host of City agencies, including the Departments of Cultural Affairs, Design & Construction, Parks & Recreation, Small Business Services, and Transportation, as well as the Economic Development Corporation, and New York City Transit, for their generous support for this project.
AN ICON AMONG ICONS

In 1973, when Times Square was in its darkest days, the creation of the original TKTS booth by City Hall, TDF, and the theatre industry was a crucial first step in the revitalization of Times Square. The rebuilding of Duffy Square marked a similar starting point in making the world’s best-known public space a showcase for world-class design and improvements to the pedestrian environment.

As part of the millennial celebration, TDF and the Van Alen Institute held an international competition for a new design for the TKTS booth and the surrounding plaza. The winning concept, by John Choi and Tai Ropiha of Australia, stood out above the nearly 700 other entries because of its ability to integrate the many elements of the square. As designed by Perkins Eastman, engineered by Dewhurst MacFarlane & Partners, and constructed by D.Haller, Inc., the glowing glass staircase creates an instant international icon.

The new plaza, doubling usable pedestrian space, enables visitors to experience the entirety of Times Square on a grand scale. The design unites the plaza, glass staircase, and booth to provide a much-needed refuge from the surrounding visual cacophony. The structure is built entirely from glass, placing it at the forefront of glass technology. Red glass steps supported on glass stringers and spanning between glass load-bearing walls are illuminated from within by red LEDs.

The overall effect is dramatic – a shimmering, floating carpet of color and light. The TKTS booth itself is a free-standing, custom-fabricated fiberglass shell that sits beneath the steps, visible through the glass side walls of the structure. Together these new elements have transformed the heart of the Times Square district while raising the bar for public space in New York City.

“The new Duffy Square and TKTS booth exemplify the energy and creativity with which we welcome visitors to the City. Times Square is known around the globe as the greatest stage for theater, the best place to celebrate the new year and ‘the crossroads of the world,’ and these improvements will make the Times Square experience even greater.

Thanks to the public-private partnership that made this project possible, New Yorkers and visitors alike have space to relax in the middle of the electric excitement of Times Square.”

Mayor Michael R. Bloomberg
“Strange place for an oasis, but a stretch of crimson steps rising from Times Square has become just that — a stairway to nowhere smack in the middle of everything.”

“Broadway Has a Big New Hit, and You Don’t Need a Ticket,” Cara Buckley

“Strange place for an oasis, but a stretch of crimson steps rising from Times Square has become just that — a stairway to nowhere smack in the middle of everything.”

“Broadway Has a Big New Hit, and You Don’t Need a Ticket,” Cara Buckley

“Strange place for an oasis, but a stretch of crimson steps rising from Times Square has become just that — a stairway to nowhere smack in the middle of everything.”

“Broadway Has a Big New Hit, and You Don’t Need a Ticket,” Cara Buckley
The renovation of Duffy Square is just the first piece of a larger vision for the continued transformation of Times Square. The Times Square Alliance proposes to use physical, management and programming improvements to address Times Square’s core pedestrian, public space and perception problems; nurture its creativity, energy and edge; and create a world-class public space representing the best of New York.

We anticipate that Green Light for Midtown, the City’s pilot project to pedestrianize several blocks of Broadway beginning in summer 2009, will provide an opportunity to test the best ideas in public space programming and management.

**TOWARD A NEW PUBLIC REALM**

**PHYSICAL IMPROVEMENTS THAT FEATURE WORLD-CLASS DESIGN**

Use Duffy Square, with its first-rate design and doubling of usable pedestrian space, to shift New York’s public realm paradigm and raise expectations for the rest of Times Square.

Implement a planned streetscape reconstruction of the Bowtie with the City, which will feature first-rate design and respond to multi-faceted demands on Times Square as a public space with diverse users.

**MANAGEMENT IMPROVEMENTS**

Establish special regulations and processes throughout the district that will set specific criteria and procedures for any temporary or permanent use of Times Square.

Create a more integrated management structure that builds on the example of the Mayor’s Office of Citywide Events Coordination and Management and improve multi-agency links.

**PROGRAMMING IMPROVEMENTS**

Continue to allow a limited number of large-scale marquee events that serve the City’s interests, but minimize adverse impact.

Nurture small-scale, original public art and performance so that the district will emerge as a constantly changing gallery of exciting yet non-intrusive public art and performance.
With the completion of the new Duffy Square, Times Square is poised for a transformation into a world-class public space. Part of that transformation includes innovative programming and public art to activate open spaces or underutilized facades.

In 2008 the Alliance launched a coordinated public art program, beginning with two pilot projects to engage creative New Yorkers and cultural tourists and invite passers-by to observe, enjoy, and discuss unique public art installations.

The Alliance hired Glenn Weiss, a public art and planning specialist with experience running public art programs in south Florida and Seattle, to oversee the program. With the generous support of a grant from the Rockefeller Foundation, the Alliance will create an advisory board of local stakeholders and experts from the art and design communities to oversee a two-year effort that showcases cutting-edge and interactive art.

This summer, in partnership with the Port Authority of New York and New Jersey and the Fashion District, the Alliance sponsored Tattfoo Tan’s NMS: Nature Matching System, a mural on display at the Port Authority Bus Terminal that invited Eighth Avenue and 42nd Street to take their “daily dose of color.”

October witnessed the arrival of Facing Florida, a series of photographs by Kai McBride of small-business advertising from the Sunshine state. With the support of Tishman Hotels, the mural was on display on a construction fence at Eighth Avenue and 44th Street.

On the heels of its action plan for the continued development and improvement of Eighth Avenue, the Alliance extended its efforts to attract the attention of New York’s top retailers. In June, the Alliance welcomed over 100 tastemakers and key players in the real estate community to a breakfast preview of MUJI, which set a new standard for quality retail on Eighth Avenue. The event featured remarks by the President of MUJI USA, Ltd. Mr. Hiroyoshi Azami, as well as Mary Anne Gilmartin of Forest City Ratner.

This winter, the Alliance engaged World Studio to develop a new identity for Eighth Avenue in midtown. The Alliance is prepared to launch a broad outreach campaign to announce to hip retailers, neighborhood brokers, and New York consumers that Eighth Avenue is an attractive destination for the best that New York has to offer.

The area’s unparalleled foot traffic, creative professionals, and neighborhood feel are helping to diversify and improve the retail mix on this exciting and expanding corridor.

New retail at the New York Times Building (L to R: Sschnipper’s Quality Kitchen, MUJI, and Dean & DeLuca) brought a fresh mix of good food and good design to Eighth Avenue in 2008.
For over a century, Times Square has been a gathering place for New York and the nation, to celebrate important public events, including the triumphant and dramatic end of World War II. The neighborhood’s annual New Year’s Eve festivities carry on that tradition of Times Square as America’s preeminent “town square.”

Throughout Times Square’s history, it has served as a canvas for innovation in disseminating information and displaying images, from the first news tickers during the early 20th century to ground-breaking HD super-signs at the dawn of the new 21st century.

America turned its eyes and tuned in its television sets to Times Square for the most important public events of 2008, including the Democratic and Republican national conventions, and the historic election of Barack Obama on November 4th. New Yorkers and visitors from around the world gathered to watch speeches and follow election returns in the largest “living room” in the country, and in the company of thousands of onlookers. Events of historic national and civic significance create a spontaneous community and energy in New York’s most iconic public space.

Times Square is not only a place for civic theater, but for entertainment and sports as well. The New York Giants’ victory over the New England Patriots in the Super Bowl brought thousands of fans to celebrate together, much like baseball fans gathered to celebrate the city’s World Series victories in the 1940s and ‘50s.

Further enforcing the nature of Times Square as a democratic public space, the Metropolitan Opera of New York continued its outreach to a broader audience by hosting an evening of free opera to launch their 2008-2009 season. With new innovations in technology and the Alliance’s work for the continued improvement of the public realm, the neighborhood will welcome the coming together of diverse peoples for years to come.
Despite sharp nationwide downturns in commercial real estate in 2008, Times Square properties continued to command high rents and maintain high occupancy rates compared to previous years. Although the Times Square market suffered the pressures of a receding economy, demand for prime office space dipped much less significantly than commercial space throughout the country, where Class A vacancy rates climbed to over 14%. Class A office space, which comprises over 85% of the total inventory of rentable space in Times Square, commanded average rates of over $90/SF in 2008.

The opening of the Bank of America Tower at One Bryant Park and the soon-to-be-completed 11 Times Square signal that Times Square remains a center for top creative, law, and financial firms. On Eighth Avenue Pritzker Prize-winning architect Richard Rogers unveiled a stunning new design for a tower at the Port Authority Bus Terminal, 20 Times Square, and plans remain in place for the eventual development of new 850,000 SF tower by Boston Properties at 45th Street.

Times Square and Eighth Avenue attracted some of New York’s most exciting new retail in 2008, including MUJI’s flagship American outpost in the New York Times Building. The return of Walgreens to 1 Times Square linked Times Square’s past to its present, heralding the arrival of the district’s largest LED mega-sign on one of its most historic buildings.

Source: CoStar Group, Inc.
Times Square figures include commercial properties within BID boundaries; Downtown and Midtown figures based on CoStar submarkets. Average rates include direct and sublet figures.
KEY INDICATORS

TIMES SQUARE INFORMATION CENTER

TOTAL NUMBER OF VISITORS

- **2004**: 1,410,000
- **2005**: 1,821,000
- **2006**: 1,844,000
- **2007**: 1,405,000
- **2008**: 1,620,000

Source: Times Square Alliance

HOTELS

REVENUE PER AVAILABLE ROOM (REV PAR)

- **Times Square Alliance Hotels**
  - **2004**: $251.45
  - **2005**: $255.00
  - **2006**: $260.25
  - **2007**: $265.98

- **Midtown Hotels**
  - **2004**: $270.44
  - **2005**: $262.68
  - **2006**: $266.98
  - **2007**: $266.98

- **Manhattan Hotels**
  - **2004**: $280.25
  - **2005**: $266.98
  - **2006**: $266.98
  - **2007**: $266.98

OCCUPANCY

- **Times Square Alliance Hotels**
  - **2004**: 88.9%
  - **2005**: 88.7%
  - **2006**: 87.9%
  - **2007**: 86.8%

- **Midtown Hotels**
  - **2004**: 87.9%
  - **2005**: 87.9%
  - **2006**: 85.9%

AVERAGE ROOM RATES

- **Times Square Alliance Hotels**
  - **2004**: $1,300
  - **2005**: $1,350
  - **2006**: $1,400
  - **2007**: $1,450

- **Midtown Hotels**
  - **2004**: $1,500
  - **2005**: $1,550
  - **2006**: $1,600

- **Manhattan Hotels**
  - **2004**: $1,560
  - **2005**: $1,509
  - **2006**: $1,494

BROADWAY

GROSS (IN MILLIONS)

- **2004**: $771
- **2005**: $769
- **2006**: $862
- **2007**: $939

ANNUAL ATTENDANCE

- **2004**: 11.61
- **2005**: 11.53
- **2006**: 12.00
- **2007**: 12.31

PLAYING WEEKS*

- **2004**: 1,451
- **2005**: 1,494
- **2006**: 1,501
- **2007**: 1,509

*Decreases due to construction/closing of Duffy Square

*Playing Weeks are calculated by counting the number of weeks each show ran in a given year, and then adding up each show’s subtotal to determine the overall number of weeks of performance logged by all shows.
Since 1999, the Times Square Alliance has retained Philip Habib & Associates to conduct biannual pedestrian counts at over 20 locations through the district, in order to better understand peak hours and locations of crowding and meet the needs of area businesses looking for high foot traffic. As Times Square has grown into a premier destination for tourists and businesses, the number of people counted at each location has grown sharply, over 50% overall, and in some locations as much as 152%. The Alliance also counts pedestrians walking in the street, in an effort to address the safety risks posed by overcrowding. We have recorded a 509% increase since our first in-street counts in 2003.

In 2006, the Alliance commissioned PHA to develop a methodology for counting the total number of people that pass through the Times Square Bowtie in a 24-hour period, including pedestrians, vehicular passengers, and bus passengers. The study was conducted again this April, and counted nearly 500,000 people.

**PERCENTAGE GROWTH IN PEDESTRIAN COUNTS
AGGREGATE OF SELECTED LOCATIONS, SUMMER 1999-2008**

![Graph showing percentage growth in pedestrian counts from 1999 to 2008.]

Source: Philip Habib & Associates, Inc.

*Figure represents total of individual counts conducted at 14 sidewalk locations throughout the Times Square Alliance district from 8:30 A.M. to Midnight.*

**TOTAL TIMES SQUARE BOWTIE 24-HOUR TRAFFIC, 2006-2008**

![Bar chart showing total traffic in the Times Square Bowtie from 2006 to 2008.]

Source: Philip Habib & Associates, Inc.

*24-hour gated counts conducted Friday August 4th, 2006 and Friday April 18th, 2008 in the area bounded by Broadway, Seventh Avenue, 42nd and 47th Streets, beginning at 8:00 A.M.*
Times Square is more packed than ever with cutting-edge companies, blockbuster performances playing to an increasingly diverse audience, chic innovative restaurants, striking modern design and architecture and distinctive new retail destinations. This unique mix of creativity and commerce, energy and edge, have made Times Square a true representation of the diversity of New York, and an international icon.

The Times Square Alliance shows off the neighborhood with a series of high-profile events and programs, ranging in demographic appeal, all with a Times Square attitude that makes them distinctive and memorable.
NEW YEAR’S EVE 2009

The 2009 New Year’s Eve celebration continued a grand Times Square tradition begun in 1904. This year’s celebration expressed the night’s creativity and energy in new and different ways with a cutting-edge entertainment party attended live by over a million people and watched by more than a billion worldwide. Last year saw the debut of a brand new brighter and more energy-efficient New Year’s Ball, double the size of the previous version, with enhanced color capabilities and state-of-the-art LED lighting effects. The new ball will be a year-round attraction above Times Square, in full public view January through December.

Top pop culture music artists performing live in Times Square on New Year’s Eve this year included The Jonas Brothers, Ludacris, Taylor Swift and Lionel Richie. Katie Couric, Anderson Cooper, Ryan Seacrest, Carson Daly, Raul de Molina and others were on hand to help count down to the new year. President Bill Clinton and Senator Hillary Rodham Clinton joined Mayor Michael Bloomberg in pressing the ceremonial button to lower the ball at midnight.

A host of sponsors supported the 2009 event, including Nivea Lip Care, 3 Musketeers Mint, Pepsi, Panasonic, Waterford Crystal, Philips and Snapple.

This year saw the continuation of two new New Year traditions begun in 2007. First, the public was invited to share personal goals, dreams and wishes on a piece of confetti on our Wishing Wall. These wishes were collected at the end of the year, and added to the confetti that fluttered down onto the streets of Times Square at midnight on New Year’s Eve.

The New Year is a time of new beginnings, second chances, starting anew - and letting go of old baggage. In keeping with that spirit, Times Square Alliance and Countdown Entertainment invited New Yorkers and visitors from around the world to join us for “Good Riddance Day” on December 28th where a year’s worth of bad hairstyles, loathed music, fashion disasters and ill-fated romances were mashed into an unrecognizable pulp of bad karma and negative vibes – then be carted off, never to be seen again.

But it was also a year of firsts, as the gigantic 500-pound, seven-foot-tall numeral “9” that completed the New Year’s Eve “2-0-0-9” sign travelled by New York Waterway ferry down the Hudson River, and then to Times Square.

This year also marked the first New Year’s Eve Practice Kiss event on December 26th, when the steps of Duffy Square were filled with dozens of couples as they rehearsed for the biggest group kiss of the year – the kiss that takes place in Times Square on New Year’s Eve.

SUMMER SOLSTICE: MIND OVER MADNESS YOGA

The Alliance presented the 6th Annual “Mind Over Madness Yoga”, a free yoga experience in the heart of Times Square on June 21st. Yoga enthusiasts, both experienced and beginners, gathered to find tranquility and transcendence in the midst of the urban energy of the world’s most commercial and frenetic place. A record-breaking 1048 participants (some traveling to Times Square from across the country to be a part of the event) and 48 partnering yoga studios joined in on this great Karmic battle between peace of mind and urban madness. Between classes, author and Yoga Journal blogger Carolyn Reiss shared yoga tips and teacher and performer Prassanna Kumar played the traditional sitar. Dancing with the Stars celebrity Carrie Ann Inaba was also on hand for one of the classes. The event saw a considerable increase in sponsorship this year, with support from SOYJOY, Snapple, Danskin, Yoga Journal, Body Shop and Yoga Mates. Total media coverage of the event resulted in an overall television viewership of over 2.6 million and print coverage reaching over 3.7 million people.

TASTE OF TIMES SQUARE

June 2nd witnessed the return of the best food and entertainment festival in New York. Attended by an estimated 20,000 food fans, the 15th Annual Taste of Times Square took over West 46th Street between Broadway and Ninth Avenue, including historic Restaurant Row. The 2008 festival showcased a record-tying 53 eateries and was highlighted by top-notch international entertainment performing on three stages, and a swing dancing tent where attendees showed off their hottest dance moves all evening. Ticket sales were up 17% from 2007, and a survey of this year’s attendees indicated that 98% intended to return in the future and dine at one of the participating restaurants.
On June 23rd, The Poetry Society of America and the Times Square Alliance proudly showcased the work of the five winners of Bright Lights Big Verse: Poems of Times Square, the first-ever national contest for poetry inspired by Times Square. The five winners, selected from a pool of almost 700 entrants, joined distinguished poets Kimiko Hahn, Bob Holman, Tracie Morris and Philip Schultz for a free outdoor public reading at the Crossroads of the World. The five prize-winning pieces represented Times Square experiences and impressions as disparate and diverse as their authors – from a father’s visit to the wartime Times Square of the 1940s to a family’s unlikely choice of Times Square as a place to scatter an uncle’s ashes to a poem about love, heartache, movie theaters and Ella Fitzgerald. Each poem, whether heard live at the Crossroads of the World, during media interviews covering the event, or read online, encouraged people to view Times Square in new ways, question pre-conceived notions about the neighborhood, or consider the unique qualities that define one of the world’s most exciting urban districts.

One of the twenty performances from Dancing at the Crossroads, which featured a diverse group of styles from around the world.

On Sunday, June 8th, the Alliance, in association with Dancers Responding to AIDS, presented “Dancing at the Crossroads”, a free outdoor performance featuring more than 200 dancers from 20 dance companies presenting a program of dance as diverse as New York City itself. With styles ranging from classic and contemporary ballet to hip hop, jazz, modern and tap, set to music ranging from Stravinsky to Stevie Wonder, Dancing at the Crossroads offered something for every lover of music and dance. Admission was free and open to the public.

Crowds at Taste of Times Square on June 2, 2008 (Above); The five winners of Bright Lights, Big Verse, selected from nearly 700 entries, in the heart of Times Square (Below).

On Sunday, September 14th, 50,000 spectators swarmed into the heart of Times Square to enjoy one of New York’s great outdoor events, Broadway on Broadway. This year’s free concert, co-produced by the Broadway League and the Times Square Alliance, was hosted by Drew Lachey and featured musical numbers and appearances from almost every play and musical on Broadway, as well as sneak peeks at several upcoming shows opening in the new theatre season. For the first time, Broadway on Broadway showcased performances in full costume, most accompanied by live music courtesy of a 30-piece orchestra.

The cast of Tony-award winning Spamalot, led by pop star and host Drew Lachey.
A chihuahua dressed as presidential candidate Sen. Barack Obama competes for the title of “First Pooch” at the Times Square Dog Day Masquerade.

**TIMES SQUARE DOG DAY MASQUERADE**

Times Square went to the dogs on Sunday, October 19th for a fun-filled afternoon of canine camaraderie presented by the Times Square Alliance on the newly re-opened Duffy Square. Top prizes were awarded to the dogs whose costumes best evoked Times Square’s past or present, including historical figures like the VJ Day Sailor and Nurse, current Times Square characters such as New Year’s Eve celebrants, Broadway icons like the Phantom of the Opera, or even shady street characters from Times Square’s seedy past, because, as they say, poochin’ ain’t easy. And since this was an election year, 2008 Election-themed costumes were also more than welcome. This year’s event attracted no less than 88 canine competitors, decked out as everything from the stars of Broadway’s Grease to Vice Presidential Candidate Sarah Palin. The event also highlighted Animal Haven’s Adopt-A-Pet program, which was held at the Times Square Information Center on October 22nd. With plenty of media attention, total on-air and print coverage for the event was estimated at well over 6.5 million viewers.

**PROGRAMS**

Crossroads: The Times Square Card provides employees and residents in our area the opportunity to access valuable incentive and savings programs designed especially for them. Far more than a discount card, Crossroads is a tool that helps the Alliance reach out to restaurants, retailers and Times Square attractions as we develop special offers for employees and residents.

The Alliance distributed nearly 20,000 additional Crossroads Cards in 2008, and 42 new Neighborhood Partners joined the program to offer exclusive deals and discounts to members. In addition, 93 new businesses and organizations joined the list of Times Square companies who distribute cards to their employees. The program was also showcased at 4 “open house” events at the headquarters of Viacom, Ogilvy & Mather and Ernst & Young. Finally, 2008 saw the debut of the first-ever Crossroads cardholder event, an exclusive breakfast and shopping opportunity at Sephora Times Square that was attended by 480 cardholders and resulted in sales figures that doubled the expectations projected for the event by Sephora.

Crossroads: The Times Square card, offers discounts at neighborhood restaurants and retailers exclusively for Times Square residents and employees.
Through the summer of 2008, the Business Development division worked with the Center staff to “spruce up” of the Information Center, including reupholstering the historic theater seats, installing stretch canvasses featuring vintage Times Square images courtesy of the New York Times, repairing much of the wall and ceiling plastering, and upgrading the lighting capabilities to enhance use of the space as an event destination; the first major test of this was for a successful New Years Eve party.

In line with our vision of the Information Center serving as a cultural center and premier event venue in addition to providing tourist services, we have managed several ongoing promotions throughout the year as well. Led by the Broadway League, we co-host a weekly live broadcast by Sirius Satellite Radio from the Information Center. In partnership with Countdown Entertainment, we were delighted to bring back the Centennial New Years Eve Ball to its home in Times Square over the holiday season and through early 2009, together with a customized multimedia presentation celebrating the history of New Years Eve in Times Square.

Business Development activities have also included developing original retail merchandise for our gift store featuring historic Times Square images; encouraging manufacturers to develop and include Times Square themed products in their catalogs (such as jigsaw puzzles and apparel) and exploring the potential for tourist related products such as green screen photography in the Information Center. We already have in process several trademark applications to protect some of our unique original content associated with events, and are in talks with several potential partners to develop merchandise and publications around our emerging and growing collateral.

As part of the Alliance’s long-term vision for the Information Center, in Summer 2008 we put out a Request for Expression of Interest (RFEI), inviting potential partners to collaborate with us in re-envisioning the space as a state of the art venue for visitors to Times Square. Our primary requirements from partners were to continue providing tourist services, meet the Alliance’s lease obligations and operating expenses, restore the space in compliance with Landmark constraints, and project our branding and mission goals through telling the story of Times Square as a unique, creative, cutting-edge destination.

We received several compelling responses, and assembled a Selection Committee to evaluate submissions. We are currently in negotiations and close to finalizing options; we expect to present the new vision for the current space during Q1 2009.
As part of our efforts to improve the quality of our service and to better understand the demographics and desires of visitors to the Times Square Information Center, the Alliance surveyed over 750 people and asked them questions about where they are coming from and why they are coming to Times Square. Proving that Times Square is still the Crossroads of the World, the surveys found that 60% of respondents traveled from a foreign country. Of those respondents, 80% hail from Western Europe, Canada, Australia and New Zealand.

Domestic visitors from the Southern and Midwestern states outnumbered visitors from the tri-state area by a two-to-one margin. The Broadway League’s Broadway Concierge also brought a significant number of visitors to the Information Center, as 27% cited purchasing theater tickets as the primary reason for their visit.

Visitors satisfied with their experience at the Times Square Information Center: 90%
Visitors whose plans include seeing a Broadway show: 73%
Visitors staying in a Times Square hotel: 42%

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Our Finance and Administration Department has three primary goals: to ensure excellent financial stewardship, to collect and manage information about constituents and physical conditions in the district, and to manage human resources to retain and recruit the best employees. In 2008, the Alliance redefined the VP, Finance Administration position as Chief Financial Officer, and hired Judith Rivkin.

The Alliance engaged Fiscal Management Associates LLC to conduct a fiscal infrastructure review. Our goal was to ensure that we have properly defined all fiscal processing and reporting tasks, we have the right staffing and software to complete those tasks, and we have the best possible system of internal financial controls and board-directed oversight. FMA’s report confirmed that TSA’s fiscal operations are fundamentally sound, and made recommendations for streamlining of some operations and documentation of policies and procedures.

In additional to vital fiscal management and day-to-day administrative needs, the department continued to enhance its use of technology to increase productivity. We reviewed a variety of constituent relationship management systems and will be implementing a state of the art database in 2009. This will improve our ability to communicate with the range of our constituents. We also refined our use of hand-held devices that allows our Public Safety Officers to track conditions in the district.

The Alliance’s Human Resources department focused on improving the work environment in several ways. Our Employee Advisory Committee and Communications Committee enhance communication among all departments and levels. The Employee Assistance Program provides counseling and support for work/life issues. We launched a management program for sergeants in our Public Safety department. We held our first all staff family outing last summer on Governors Island.

Our annual operating budget is derived from assessment revenues collected by the City from district property owners as well as sponsorship dollars. In addition, the Alliance funds capital improvements in Times Square using a combination of funds from the City and a capital reserve established a few years ago. Each year, 3% of our assessment is allocated to the capital reserve.

*The Times Square Alliance conducts its fiscal years from July 1 to June 30.
SPECIAL THANKS TO OUR CITY PARTNERS

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Jim Boese, Nederlander Productions
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Raymond Dowd, Mayor’s Office of Special Enforcement

* This report was designed by Jose Soegaard, with additional design work provided by Lara Bremer.
The Times Square Alliance and the Fashion Center BID are partnering with the Port Authority of New York & New Jersey to present BLANK SL8, a temporary creative retail showcase opening May 2009 in the Port Authority Bus Terminal on Eighth avenue.