

ANNUAL REPORT FISCAL YEAR 2010



TIMES
SQUARE
ALLIANCE

A YEAR OF CHANGES

MESSAGE FROM THE CHAIR AND PRESIDENT

December 2010

Times Square has reinvented itself throughout its history, and the previous year has been no different. New York City's experiment to create pedestrian spaces along Broadway has dramatically reshaped Times Square and altered the way the city as a whole relates to its public squares. And despite the nationwide economic downturn, new businesses are flocking to Times Square, as the growth in pedestrian traffic has boosted demand for space in the district.

Through our security and sanitation services, public art and events programming, and planning efforts, the Times Square Alliance is committed to ensuring that the district and its public spaces are effectively managed, creatively programmed, and designed to a world-class standard.

Times Square continues to represent the best of New York, from Broadway theater and live entertainment to creative and professional firms' headquarters to innovations in signage and technology. We hope you will join us in taking a look back at our accomplishments over the last year, and a look ahead at how we are working to shape the future of Times Square.

Sincerely,



Robert E. Wankel
Chair



Tim Tompkins
President

Cover: Greg Kessler Image: Times Square Alliance

"Some nostalgists fretted that when the cars left, they would make off with Times Square's famous honking soul... But that spirit has had many incarnations: The neighborhood peddled rarefied culture, mass spectacle, sordid titillation, and various other forms of frantic entertainment.

Walking around had become a contact sport, narrowing each person's horizons to a little cone of sidewalk space. The bustle hasn't vanished; it's been turned down to a pleasant roar. It took a bureaucrat's intervention to make the place human again, to clear a little room for leisurely amazement in the lunatic center of this crazed metropolis."

Justin Davidson
New York Magazine
February 12, 2010

OPERATIONS

PUBLIC SAFETY

Public safety remains at the heart of the Times Square Alliance’s mission, as our Public Safety Officers work closely to support the NYPD as they ensure the security of the thousands of people in the district at all hours of the day. Incidents of crime have fallen precipitously, dropping by nearly half over the last decade.

Times Square came into focus on Saturday May 1, 2010, as a failed terror plot highlighted the continuing need for police presence and security, as well as open communication. Our PSOs worked closely with police officers to facilitate crowd control while NYPD worked to secure the affected area, and our rapid-response “Flash” e-mail list provided constant updates to neighboring businesses and property managers. By late evening, Times Square was back in business as if nothing had happened, and in just over two days authorities had apprehended the plotter.

Times Square Alliance Public Safety and Sanitation staff are presented with keys to the city during Paul Ramirez Jonas’ *Key to the City*, presented by Creative Time (p.9) .



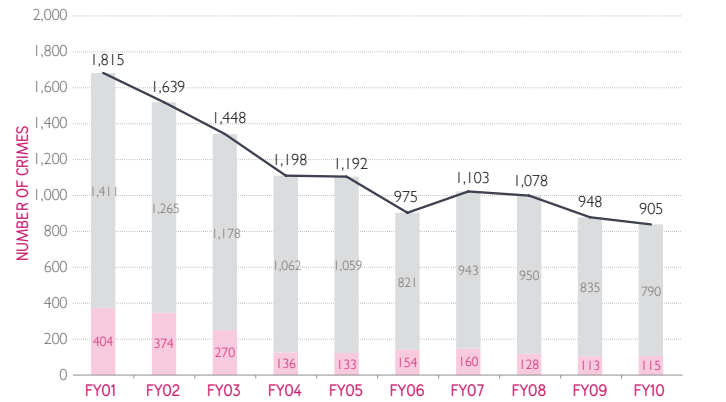
Image: Ka-Man Tse

SANITATION

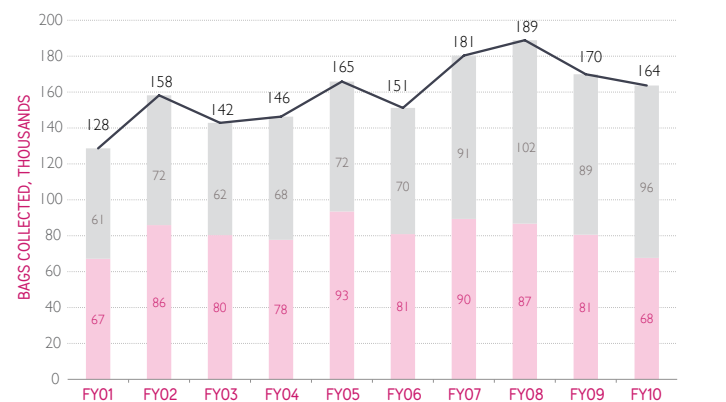
The Alliance Sanitation division rose to a series of new challenges during FY10, as the opening of the Broadway pedestrian plazas presented additional maintenance and management responsibilities. Alliance Sanitation employees work around-the-clock to supplement the City’s regular waste pickup schedule and keep Duffy Square, the Broadway pedestrian plazas, and Times Square’s sidewalks clean and free of litter, and the Mayor’s Office of Operations rated Times Square streets and sidewalks an average of 97% acceptable in FY10.

In an effort to improve efficiency and reduce waste, the Sanitation division has changed its policies to more thoroughly fill every trash bag. As a result, the division now uses fewer bags, despite the fact that the volume of trash continues to increase as more people use the pedestrian plazas. In order to support the Alliance’s additional maintenance responsibilities related to the opening of the Broadway plazas, the City Council recently awarded the Alliance a grant for the purchase of a state-of-the-art street sweeping machine.

CRIME IN TIMES SQUARE FY01-FY10



BAGS REMOVED BY ALLIANCE SANITATION FY01-FY10



SOURCES & NOTES

Crime: NYPD Midtown North & NYPD Midtown South
Violent crime includes assault, robbery, rape and murder.

Sanitation: Times Square Alliance

REAL ESTATE, RETAIL & DEVELOPMENT



RETAIL

OPENED FY10

1. American Eagle
2. Forever 21
3. Swarovski
4. MAC
5. Bare Escentuals
6. Shake Shack
7. Ça Va
8. Grand Sichuan
9. Heartland Brewery
10. Lybane wine bar
11. Smokehouse BBQ
12. Siam Inn
13. Inc Lounge
14. Long Room Scottish Bar & Restaurant
15. Capri Restaurant
16. Maoz Vegetarian
17. Rita Juice Bar
18. Holey Doughnut/Sedutto Ice Cream
19. Chop't
20. Gourmet New York Marketplace

OPENING FY11

21. Disney Store
22. Oakley
23. Aeropostale
24. Camicissima
25. The Ride
26. Bobby Van's Steakhouse
27. Lambs Club
28. a. (café)
29. Tom and Toon
30. Village Pourhouse
31. Southern Comfort Bakery
32. Toasties

CLASS A COMMERCIAL LEASING

1. 640 Eighth Ave: 406,399 SF
Proskauer Rose LLP (406,399 SF)
2. 787 Seventh Ave: 352,418 SF
Willkie Farr & Gallagher* (352,418 SF)
3. 810 Seventh Ave: 153,258 SF
TheMarkets.com* (22,437 SF);
Comverse Technology, Inc. (17,320 SF);
Delcath Systems, Inc. (17,258 SF); AFD
Contract Furniture, Inc. (16,200 SF)
4. 1633 Broadway: 179,766 SF
Carnegie Hall (50,930 SF)
5. 7 Times Square: 86,461 SF
Ashurst (28,415 SF); Resources Global
Professionals (27,788 SF)
6. 825 Eighth Ave: 80,488 SF
WebMD (47,372 SF); Syncora
Guarantee, Inc. (33,116 SF)
7. 1540 Broadway: 73,661 SF
Adobe Systems Inc. (27,323 SF); New
York Society Of Security Analysts
(15,509 SF)
8. 135 W 50th St: 67,336 SF
Jewish Board of Family and Children's
Services (59,378 SF)
9. 1515 Broadway: 64,788 SF
Syska & Hennessy (64,788 SF)
10. 1441 Broadway: 63,947 SF
Kellwood Company (43,422 SF)
11. 1 Bryant Park: 53,300 SF
McKool Smith (33,100 SF)
12. 620 Eighth Ave: 45,331 SF
Kepos Capital (15,442 SF)

KEY

- # Major Commercial Leasing
- # Hotel Development
- # New Retail
- # Commercial Development
- Planned Development

HOTEL DEVELOPMENT

FY10

1. InterContinental New York Times Square
592 Rooms

FY11

2. The Chatwal Hotel
83 Rooms
3. The Pearl Hotel
96 Rooms
4. Sanctuary Hotel
125 Rooms

Future Development

5. The Times Square Building
New development
6. Extell Development
New development
7. Milford Plaza Hotel
Renovation

COMMERCIAL DEVELOPMENT

FY10

1. Eleven Times Square
640 Eighth Avenue
1.1 million SF

KEY INDICATORS

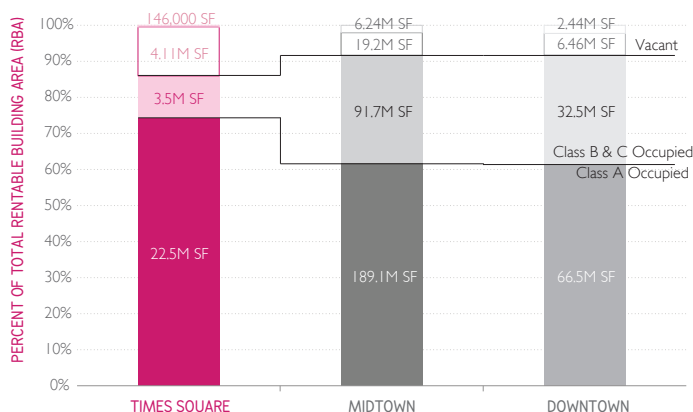
COMMERCIAL REAL ESTATE

The Times Square commercial real estate market began to show signs of modest recovery in FY10 from the deep recession of the previous year. Class A commercial properties in the district leased nearly 1.3 million SF in new deals during FY10, up from 750,000 SF the previous fiscal year (excluding renewals).

SJP Properties' announcement that Proskauer Rose, LLP would become the anchor tenant at the glimmering new Eleven Times Square at 42nd Street and Eighth Avenue demonstrated the resilience of the Times Square office market. The tower itself represents the completion of the decades-long redevelopment of 42nd Street and the continuing transformation of the Eighth Avenue corridor.

The opening of the nearly 600-room InterContinental New York Times Square hotel at 44th Street further exhibited the rapid pace of change on Eighth Avenue and the growing demand for high-quality hospitality services in the district.

REAL ESTATE INVENTORY, FY10

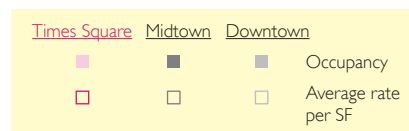


RETAIL

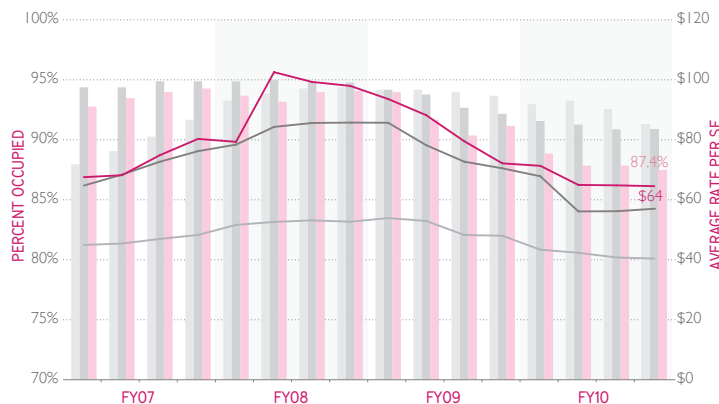
New retail in Times Square during FY10 included flagship stores from American Eagle and Forever21 and an outpost of Danny Meyer's popular Shake Shack hamburger restaurants. Retail occupancy, as measured by CoStar Group, hovered around 98% through the end of FY10, reflecting the extraordinary demand for retail space in the district.

A May 2010 report from the Real Estate Board of New York (REBNY) showed asking rents in the Times Square Bowtie had risen by 71% in Times Square over a six-month period, the highest increase of any district in the city.

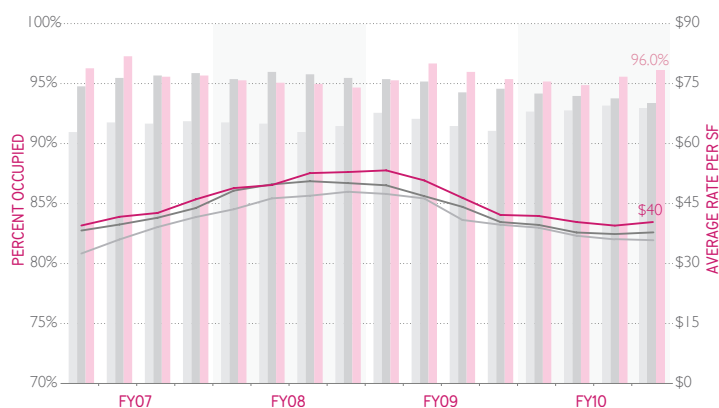
Since the opening of the pedestrian plazas, average weekday and weekend pedestrian traffic has increased approximately 19% from 2008 to 2010, and nearly 70% since 1999 (see opposite). New stores set to open in FY11 (see previous page) are evidence of a strong retail market, as crowds extend well into the evening, offering retailers a longer operating day.



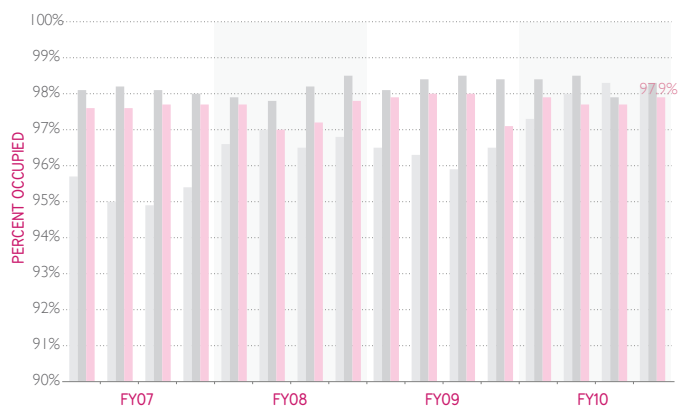
CLASS A RATES & OCCUPANCY, FY07-FY10



CLASS B/C RATES & OCCUPANCY, FY07-FY10



RETAIL OCCUPANCY, FY07-FY10

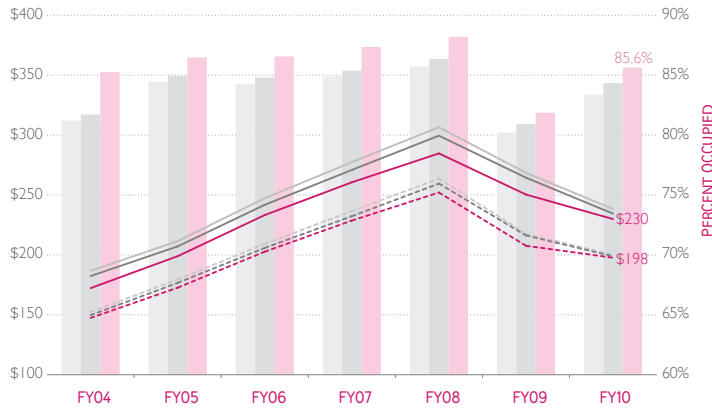
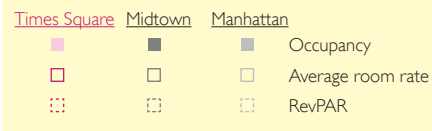


SOURCES & NOTES

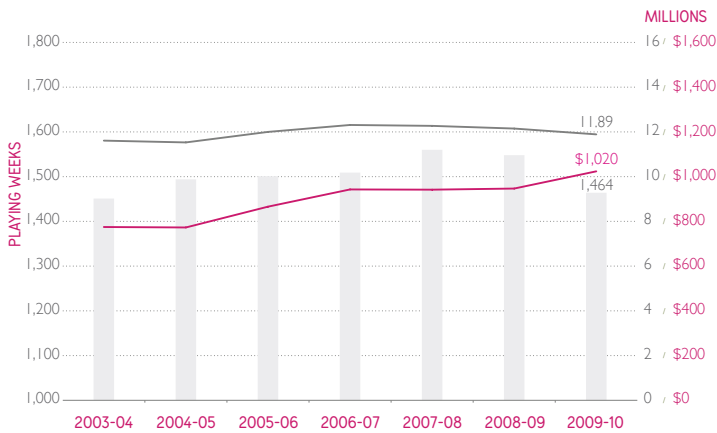
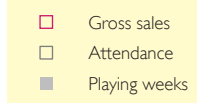
All real estate data: CoStar Group, Inc.
 Times Square sample includes commercial properties within Alliance boundaries.
 Midtown and Downtown samples based on CoStar submarkets.
 Average-per-SF rates include direct and sublet figures.

TOURISM

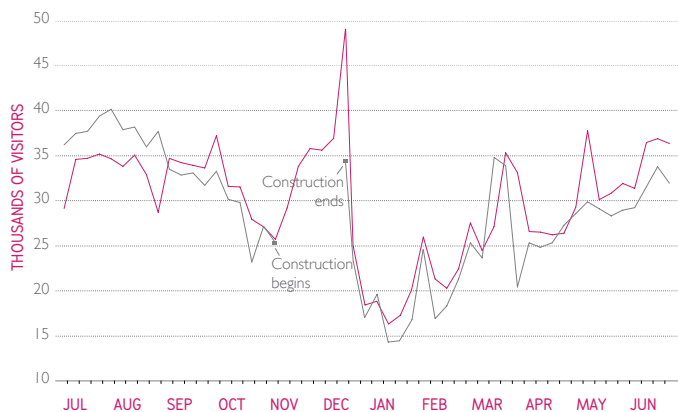
HOTEL RATES & OCCUPANCY FY04-FY10



BROADWAY THEATER ATTENDANCE & PRODUCTIVITY FY04-FY10

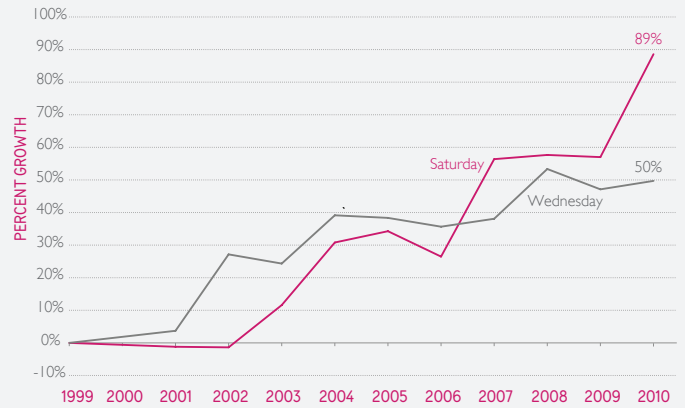


TIMES SQUARE VISITOR CENTER WEEKLY VISITOR TOTALS FY09-FY10

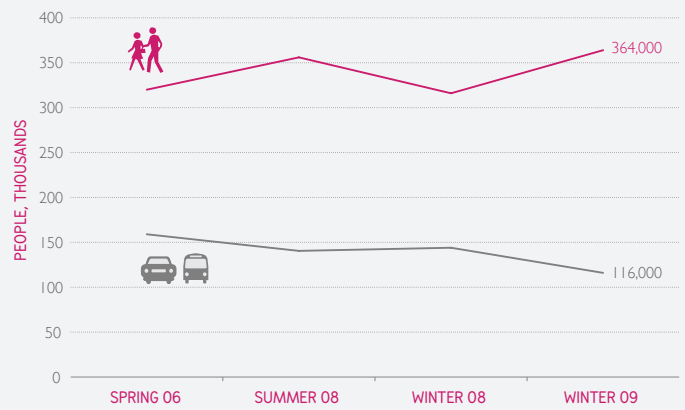
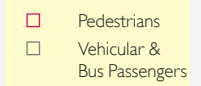


PEDESTRIANS & VEHICLES

PERCENT GROWTH IN PEDESTRIAN COUNTS AGGREGATE OF SELECTED LOCATIONS, SUMMER 1999-2010



TOTAL TIMES SQUARE BOWTIE 24-HOUR TRAFFIC, 2006-2009



SOURCES & NOTES

Hotels: Smith Travel Research, Inc.
Times Square sample includes hotels within Alliance boundaries; Midtown and Manhattan-wide samples based on STR segments.

Broadway Theaters: The Broadway League
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.

Times Square Visitor Center: Times Square Alliance
Visitor totals were not recorded during construction, November-December 2009.

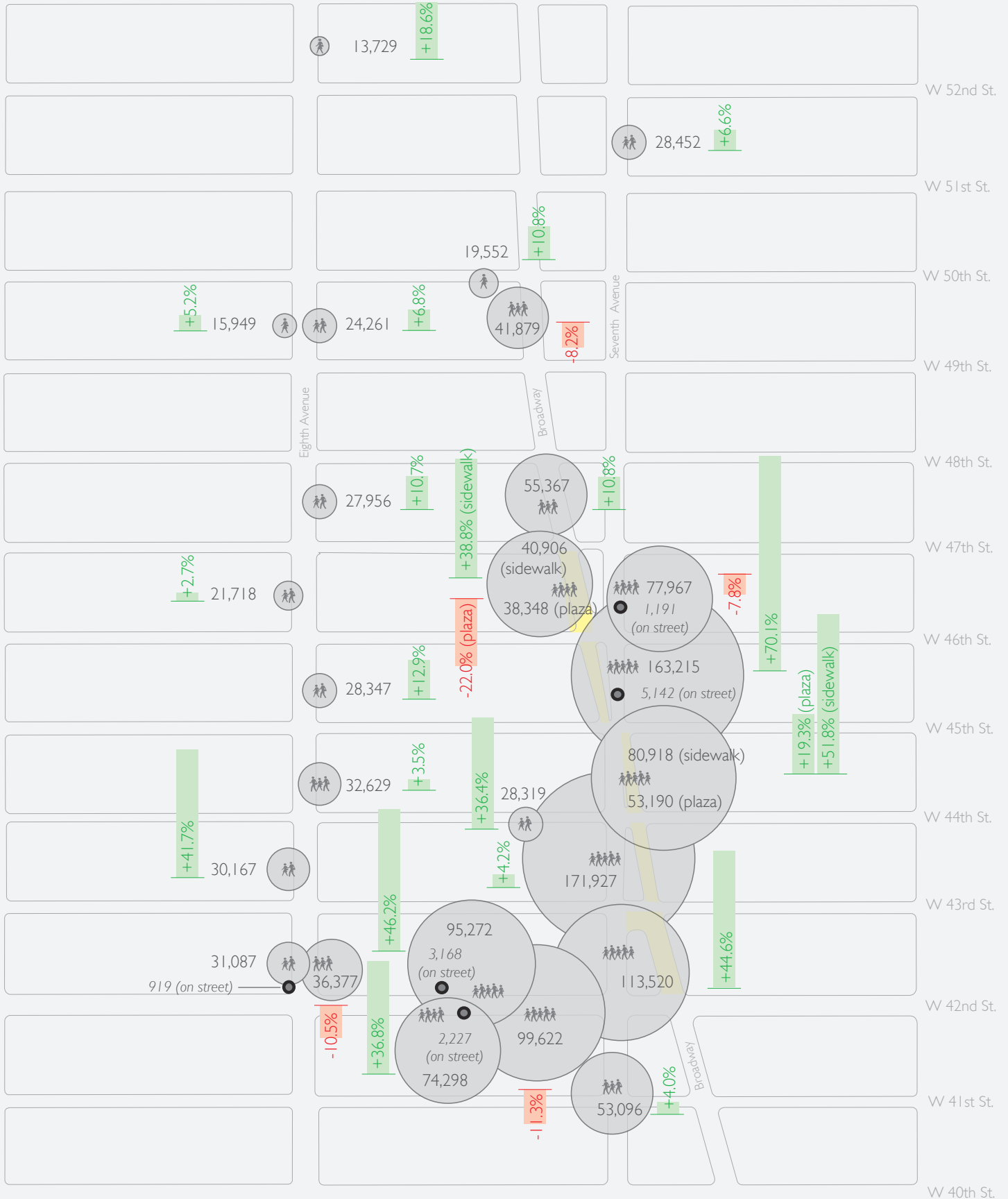
Pedestrian Counts: Philip Habib & Associates, Inc.
Figures represent percent change since 1999 of total of individual counts conducted at 14 sidewalk locations throughout the Times Square Alliance district from 8:30 A.M. to midnight.

Bowtie Traffic: Philip Habib & Associates, Inc.
Twenty-four hour "gated counts" conducted Friday August 4th, 2006; Friday April 18th, 2008; Tuesday December 23rd, 2008; and Wednesday December 23rd, 2008 in the area bounded by Broadway, Seventh Avenue, 42nd and 47th Streets, beginning at 8:00 A.M.

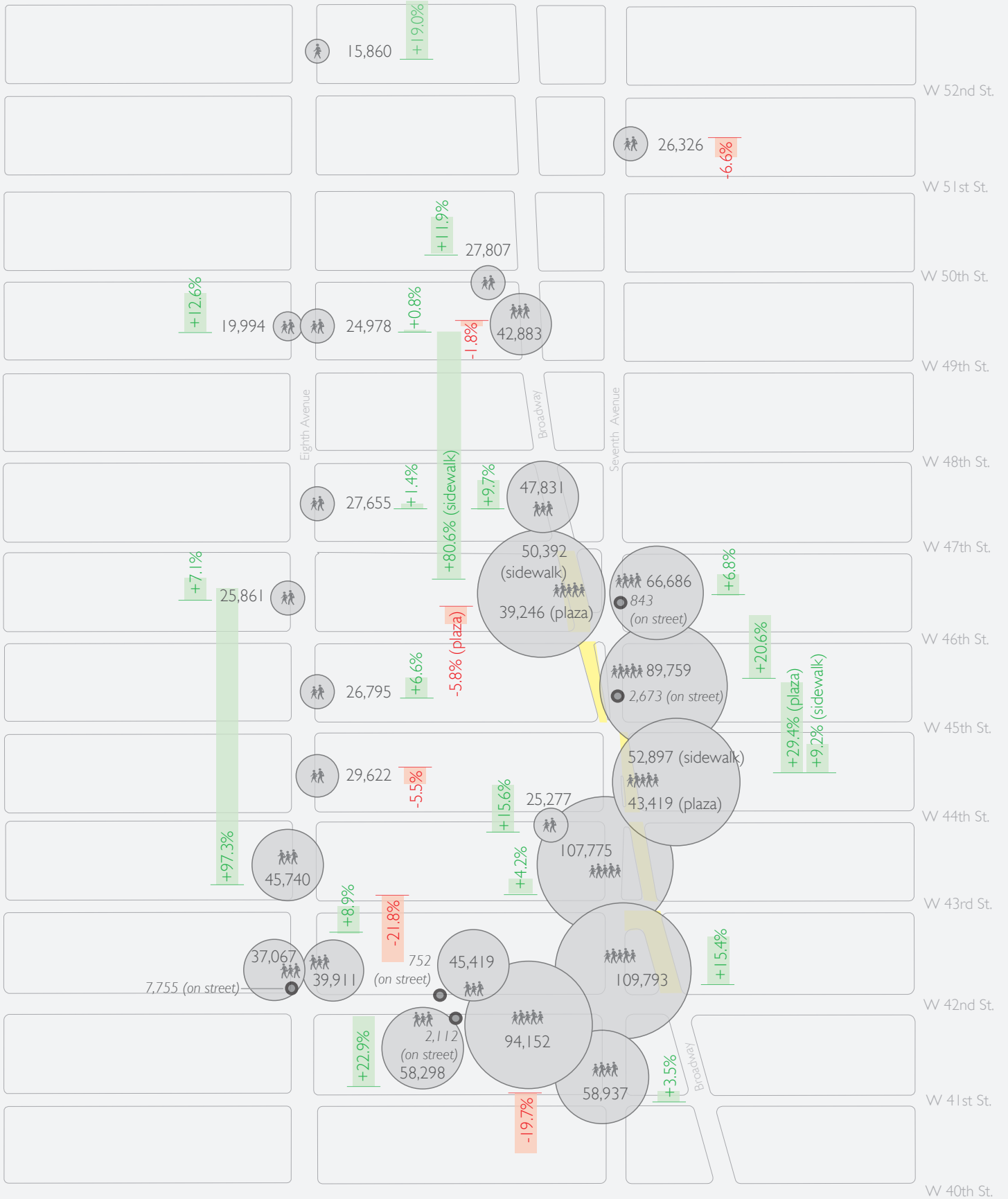
PEDESTRIAN COUNTS

SATURDAY AUGUST 7, 2010

Pedestrian count location Percent increase, 2009 to 2010 Percent decrease, 2009 to 2010



WEDNESDAY, AUGUST 11, 2010



SOURCES & NOTES

Pedestrian Counts: Philip Habib & Associates, Inc.

Pedestrian counts conducted from 8:30 A.M. to midnight.

Percentage change represents difference from Saturday August 15, 2009 and Wednesday August 12, 2009, respectively.

PUBLIC ART

Arto Lindsay, *SOMEWHERE I READ* (2009)
Produced by Performa



Image: Ka-Man Tse



Molly Dilworth, *Cool Water, Hot Island* (2010). Produced by NYCDOT Urban Art Program

The Times Square Public Art Program, supported by a Cultural Innovation Grant from the Rockefeller Foundation and a grant from the Rockefeller Brothers Fund, curated and produced temporary art projects across varying media throughout FY10. The Program collaborates with arts and cultural institutions to bring high-quality, cutting edge temporary art and performance to Times Square's public spaces, including the newly-created Broadway pedestrian plazas. Working with an advisory committee comprised of representatives from some of New York's most prominent arts institutions, the Program aims to make Times Square a place where ordinary people encounter extraordinary public art on a regular basis.

Image: Ka-Man Tse



Alexandre Arrechea, *Black Sun* (2010)
Produced with Cuban Artists Fund

In summer 2010, the Public Art Program launched an open call for artists and arts organizations to submit ideas for projects and collaborations through next year, receiving 371 proposals yielding exciting prospects for public art in Times Square for 2011 and beyond.

Paul Ramirez Jonas, *Key to the City* (2010)
Produced by Creative Time



Image: Ka-Man Tse

Moorhead + Moorhead, *Ice Heart* (2010)



Image: Bjorn Wallander



Jason Peters, *Now You See It, Now You Don't* (2009)

Image: Ka-Man Tse



Christine Jones, *Theatre for One* (2010)

Image: Ka-Man Tse



Sofia Maldonado, *42nd Street Mural* (2010)
Produced with Cuban Artists Fund

A NEW VISION FOR BROADWAY

“GREEN LIGHT FOR MIDTOWN”

Beginning summer 2009, Times Square was the site of an unprecedented experiment by NYC Department of Transportation to convert five blocks of Broadway from a traffic thoroughfare into a series of pedestrian plazas. “Green Light for Midtown” reshaped the Great White Way as an attempt to rationalize the West Side traffic grid and relieve pedestrian congestion on New York’s most crowded sidewalks.

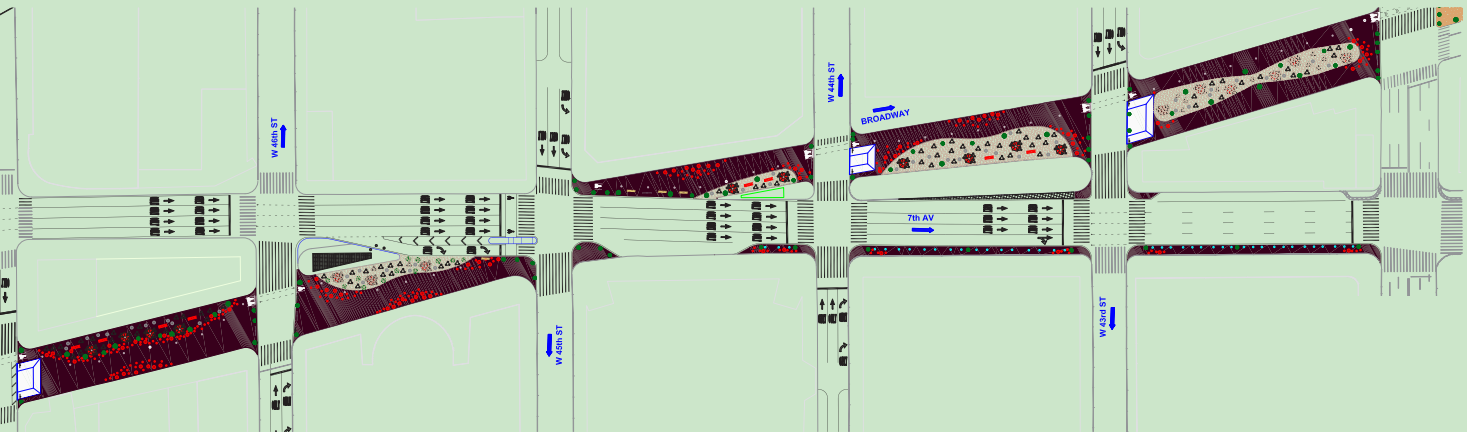
The new pedestrian zones, launched as a pilot project running through the end of the year, added over 60,000 SF of usable space for the over 360,000 pedestrians that pass through Times Square every day. The near doubling of pedestrian space provided multiple benefits, offering new places for visitors to sit and linger, and more room for New Yorkers in a hurry to walk quickly. A report by NYCDOT found a 35% reduction in crash-related injuries to pedestrians and 80% fewer pedestrians



Mayor Michael Bloomberg announces in the Times Square Visitor Center that the Green Light for Midtown pilot project would be made permanent.

Images: Times Square Alliance

Illustration: NYC Department of Transportation



An illustration showing the five blocks of Broadway in Times Square that were converted to pedestrian plazas during the summer of 2009.

walking in the street, long considered one of the district’s most significant safety concerns. The report found a benefit for drivers as well, as southbound traffic speeds on Seventh Avenue increased by an average of 4%.

In early 2010, Mayor Bloomberg reviewed the results of the project, including research sponsored by the Alliance (see opposite), and decided that the changes would be made

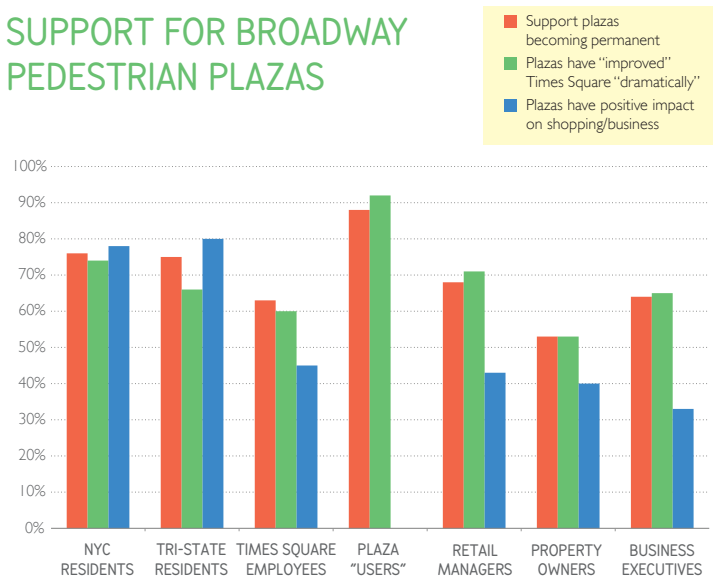


permanent. With minimal investment, the asphalt roadbed of Broadway was remade into an inviting place for people, finally putting the “square” in Times Square. The result is the next logical step in the continued transformation of Times Square following the renovation of Duffy Square and the TKTS booth, which created a new paradigm for public space and design. In fall 2010, the City and the Alliance will begin a design process with a team led by Snohetta, a Norwegian firm, to transform the sidewalks and plazas into a world-class public space befitting the Crossroads of the World.



RESEARCH & OPINIONS

SUPPORT FOR BROADWAY PEDESTRIAN PLAZAS



RESPONDENT-GENERATED WORDS DESCRIBING BROADWAY PEDESTRIAN PLAZAS, AGGREGATED



SOURCES & NOTES

All research except theater patron survey: StrategyOne, Inc.
Word diagram: Wordle.net
Theater patron survey: Philip Habib & Associates, Inc.

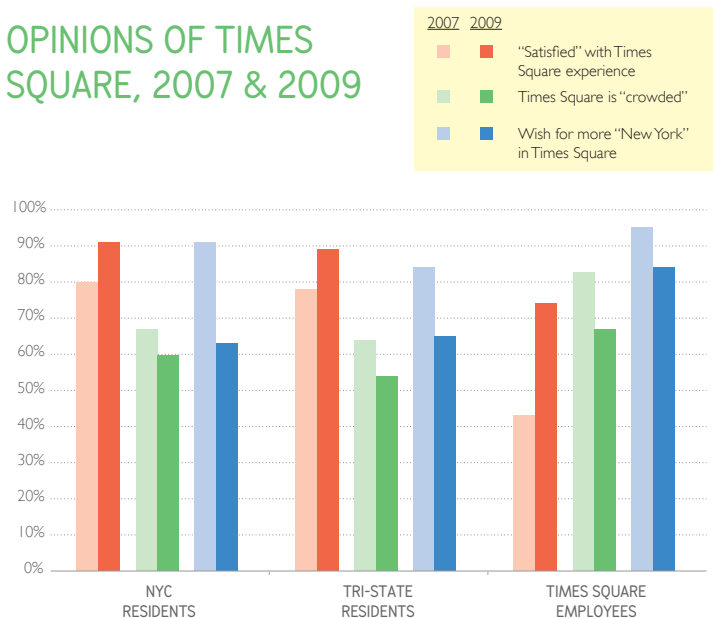
In fall 2009, the Alliance coordinated independent research to evaluate the impact of the Broadway pedestrian plazas for Times Square constituents. The Alliance engaged StrategyOne, an independent research firm, to conduct surveys across diverse Times Square stakeholder groups, subsequent to research carried out in 2007. The surveys asked Times Square area employees, New Yorkers, tri-state area residents, retail business managers, property owners, and plaza users about their perceptions of Times Square, the pedestrian plazas, and the impact the new spaces had, if any, on their shopping habits or ability to conduct business.

In general, the research showed broad support for the plazas, but also showed an underlying demand for aesthetic improvements. The research found that 76% of New Yorkers, 75% of suburban residents, 63% of people who work in Times Square, and 68%

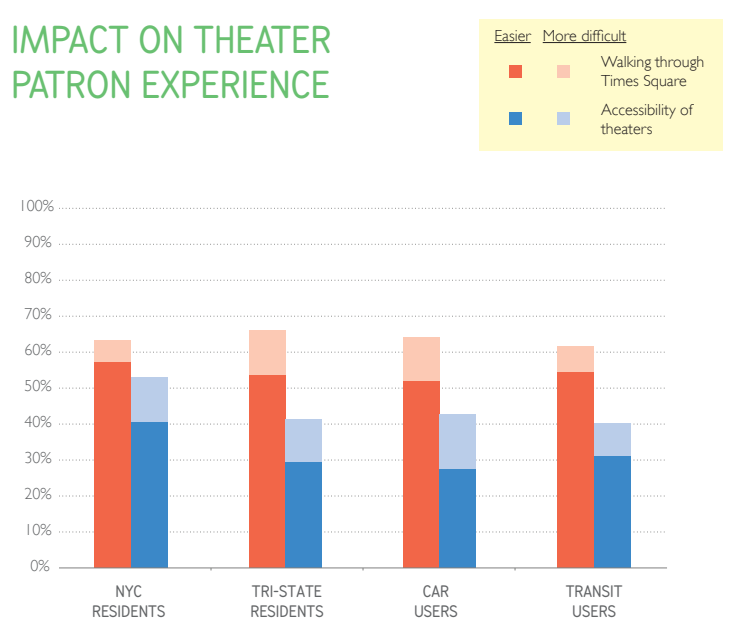
of managers of retail businesses said they would like to see the plazas made permanent. Remarkably, the percentage of people who work in Times Square who were "satisfied with their experience in Times Square" shot up from 43% to 74% from 2007 to 2009. A majority of Tri-state residents (66%), NYC residents (74%), and Times Square employees (60%) believed that "Times Square has improved dramatically" since the addition of the plaza areas.

We also engaged Philip Habib & Associates to conduct a separate study outside Broadway theaters, asking theater patrons about transportation choice and level of convenience in reaching Times Square and the theater. Most theater-goers reported no change in their ability to reach the area: 32% of those surveyed felt the changes improved access to theaters, compared with only 11% who felt it did not.

OPINIONS OF TIMES SQUARE, 2007 & 2009



IMPACT ON THEATER PATRON EXPERIENCE



MARKETING & EVENTS

NEW YEAR'S EVE 2010



The 2010 New Year's Eve celebration continued the grand Times Square tradition begun in 1904. Attended live by almost a million people and watched by more than a billion worldwide, New Year's Eve reinforces Times Square's global image as an iconic, must visit destination.

Revelers in the square enjoyed live performances from top music artists including Jennifer Lopez, Chris Daughtry, Taddy Porter, Delfina, Ana Isabelle and the cast of *Hair*, while TV hosts Anderson Cooper, Ryan Seacrest, Carson Daly, Raul de Molina broadcast the event to the world.

Revelers at New Year's Eve 2010 in Times Square.



For the third year, the public was invited to share personal goals, dreams and wishes on a piece of confetti on our Wishing Wall in the Times Square Visitor Center. Those wishes were added to the tons of confetti that fluttered down onto the streets of Times Square at the 12 o'clock hour 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, we again 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 to be carted off, never to be seen again.

This year, the Times Square Alliance and Countdown Entertainment produced our own webcast of the night's festivities including exclusive entertainment, behind the scene looks at New Year's Eve and interviews with the people that make this event happen year after year. Broadcast on the Times Square Alliance website and over 300 other websites, the webcast was seen by over 320,000 unique viewers, received over 1,000,000 visits and was viewed in 155 countries around the world.

TASTE OF TIMES SQUARE

Attended by over 20,000 food fans, the 16th Annual Taste of Times Square took over West 46th Street between Broadway and Ninth Avenue, including historic Restaurant Row. For the first time, this year's festival extended onto the Broadway Plaza from 45th to 47th Street. The festival showcased over 50 of Times Square's finest eateries and was highlighted by top-notch international entertainment peppered throughout the event, including *Rock of Ages* cast members performing on this year's new addition, the Hard Rock Café Stage. Ticket sales were up from 15% from the previous year, and 91% of attendees look forward to dining at a participating restaurant in the future.



Image: Adam Pantozzi

BROADWAY ON BROADWAY

On Sunday, September 13th, nearly 35,000 Broadway fans filled 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 Michael McKean 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.



Image: Amanda Schwab



Image: Adam Pantozzi

Clockwise, from top: Crowds on the red steps during Taste of Times Square; the cast of *Memphis* at Broadway on Broadway; yogis in Times Square at Mind Over Madness Yoga; one of the many offerings from local restaurants at Taste of Times Square.



Image: Adam Pantozzi

SOLSTICE IN TIMES SQUARE: MIND OVER MADNESS YOGA

Everyone can find peace and tranquility at the top of a mountain. But can you find it in Times Square? The Alliance presented the 7th Annual Mind Over Madness Yoga, a free yoga experience in the heart of Times Square in celebration of the summer solstice. 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.

TIMES SQUARE VISITOR CENTER

A NEW TIMES SQUARE STORY

Opening fall 2010, the newly renovated Times Square Visitor Center in the landmark Embassy Theatre has been recast as a showcase for the history of Times Square, a marketplace for Broadway theater and tour tickets, and the permanent home of the New Year's Eve Centennial Ball, which was lowered from the top of One Times Square in 2007.

Designed by WXY Architects, the new Visitor Center is a gateway to the history and excitement of Times Square for visitors from

Yorkers. The restored Center also features narrative exhibitions examining the neighborhood's theater history and colorful association with sex and desire.

Recreating the excitement of New Year's Eve, the Centennial Ball simulates the New Year's countdown twice per hour. A special edition used to mark the 100th anniversary of the New Year's Eve celebration in 2007, the Ball is more than twice as bright its predecessor and features dazzling and dynamic color displays.

The newly-renovated Times Square Visitor Center in the landmark Embassy Theater, designed by WXY Architects.

Images: Paul Warchoł



around the world and New Yorkers exploring their own city. Two large-scale, animated LED screens and a series of floating video screens mark the new entrance to the Center.

Once inside, visitors see a 5-minute newsreel-style mini-movie, *The Times Square Story*, covering the themes and stories of Times Square over the past century, which plays in a continuous loop. In its 1920s heyday, the Embassy Theatre played newsreel films that shared events from around the world with New

Visitors are invited to write their wishes for the upcoming year on pieces of official New Year's Eve confetti, which will be displayed on the "Confetti Wishing Wall."

In addition to information provided by NYC & Company, visitors have a one-stop shop for all their needs, and can purchase theater tickets at the Broadway League kiosk, bus and boat tours at the Gray Line booth, and unique Times Square merchandise and souvenir at a gift store operated by Event Network.

FINANCIAL REPORT

STATEMENTS OF FINANCIAL POSITION

	FY 2010	FY 2009
ASSETS		
Cash and equivalents	\$ 2,289,286	\$ 3,614,443
Contributions and other receivables	207,430	417,228
Property and equipment, net	1,848,046	271,199
Prepaid and other assets	676,786	508,481
TOTAL	\$ 5,021,548	\$ 4,811,351
LIABILITIES AND NET ASSETS		
Liabilities	\$ 888,070	\$ 448,527
Net assets, unrestricted	4,133,478	4,362,824
TOTAL	\$ 5,021,548	\$ 4,811,351

STATEMENTS OF ACTIVITIES

	FY 2010	FY 2009
SUPPORT AND REVENUES		
Assessment revenue	\$ 10,381,166	\$ 10,386,547
Grants, contributions and sponsorships	3,027,340	3,035,457
Program service revenue and interest	1,195,219	889,443
TOTAL	\$ 14,603,725	\$ 14,311,447
EXPENSES		
Marketing, communications, and events	\$ 3,350,525	\$ 3,280,515
Visitor Center	1,187,607	1,384,306
Public safety	3,757,313	3,355,963
Sanitation	3,369,790	2,672,636
Policy, planning & design; business development	1,222,852	1,248,975
Public improvements	189,788	3,658,461
Administration	1,755,196	1,530,694
TOTAL	\$ 14,833,071	\$ 17,131,550
Increase/(decrease) in net assets	\$ (229,346)	\$ (2,820,103)

NOTES

Amounts are summarized from the audited financial statements prepared by Skody Scot & Company CPAs PC. A copy of the complete audited financial statements is available on our website.

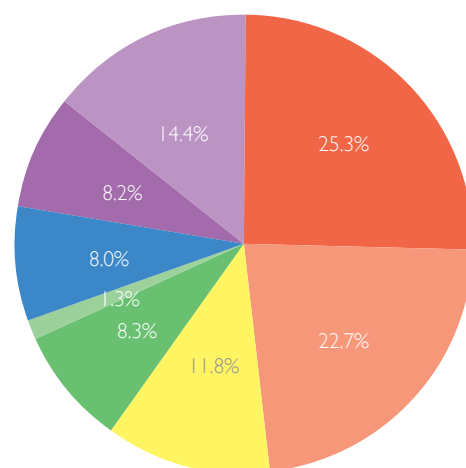
1. Most Marketing programs are supported by non-assessment revenues (e.g. corporate sponsorships). The New Year's Eve event required no expenditure of assessment funds.

OPERATING BUDGET

FISCAL YEAR 2010

JUNE 2009 - JULY 2010

Our annual operating budget is derived from assessment revenues collected by the City from district property owners. In addition, the Alliance funds capital improvements in Times Square using a combination of funds from the City and a capital reserve.



BOARD OF DIRECTORS

FISCAL YEAR 2011

OFFICERS

Chair:
Robert Wankel, Shubert Organization

Vice Chair:
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