

TIMES SQUARE ALLIANCE

Annual Public Meeting

Thursday, November 19, 2020



**THANK YOU
#HEALTHCARE
WORKERS!**

You have our
immense gratitude
Thank you.

Levi's®

THANK YOU
2g SUGAR
12g PROTEIN
80 CALORIES

BEETLE JUICE
The Musical
"SINGLY GOOD FUN!"
WINTER HOLIDAY THEATRE, 57TH & BROADWAY
"GAGAGE"

Agenda

- Welcome, Call to Order, and Remarks by Special Guests
- Approval of the April 29, 2019 Annual Public Meeting Minutes
- Election of Board of Directors
- Financial Report
- State of the District
- Times Square: 2021 and beyond
- Meeting adjourned

Election of the Board of Directors



Times Square Alliance Board of Directors – Proposed Slate

Chair: Erin Rudin, Rudin Management
Vice Chair: Ellen Albert, Viacom International
Treasurer: Nicki Livanos, AXA Equitable

Class A: Property Owners

1. Dana Amendola, Disney Theatrical Productions
2. Geraldine Baum, Craig Newmark Graduate School of Journalism. CUNY
3. **Roland Caputo, The New York Times***
4. Marvin Davis, Davis Realty*
5. Steve Durels, SL Green
6. Douglas Durst, Durst Organization*
7. Ali Esmaelizadeh, Forest City Realty
8. David Gillcrist, Project Find
9. Russell Granet, The New 42nd Street
10. David Greenbaum, Vornado
11. Jeffrey Gural, GFP Real Estate*
12. Jeffrey Katz, Sherwood Equities*
13. Julia Levy, Roundabout Theatre Company
14. Nicki Livanos, AXA Equitable*
15. Laura Maioglio, Barbetta
16. Dan Nadeau, Marriott Marquis*
17. **Julio Peterson, Shubert Organization**
18. Michael Phillips, Jamestown Properties
19. Amie Pospisil, Breaking Ground
20. John Powers, Boston Properties
21. Bill Register, Nederlander Organization
22. Jordan Roth, Jujamcyn Theatres*
23. Eric Rudin, Rudin Management*
24. Robert Snyder, Tishman Hotel Corp.
25. Jason Vacker, Meringoff Properties
26. John Varrone, Morgan Stanley
27. Robert Wankel, Shubert Organization*
28. James Whelan, Paramount Group

Class B: Commercial Tenants

1. Ellen Albert, Viacom International*
2. Victoria Bailey, Theatre Development Fund
3. Jeffrey Bank, Alicart Restaurant Group
4. Joseph Benincasa, Actor's Fund
5. **Jenna Chrisphonte, Dramatists Guild of America**
6. Caroline Hirsch, Caroline's
7. Mary McColl, Actors' Equity
8. Jeremy Merrin, Havana Central
9. **George Ntim, Renaissance NY Times Square Hotel**
10. David Rabin, The Lambs Club*
11. Paul Salvatore, Proskauer Rose*
12. Eldon Scott, Urbanspace
13. Charlotte St. Martin, The Broadway League*
14. George Stonbely, Spectacular Ventures
15. Joe Tucker, D3LED
16. David Wicks, NASDAQ OMX

KEY: *Indicates Executive Committee member

Class C: Residential Tenants

1. Tim O'Neal Lorah
2. Max Weisfeld

CLASS D: NYC Government

1. Gale A. Brewer, Manhattan Borough President (Rep. Jessica Mates)
2. Jonnel Doris, NYC Dept. of Small Business Services (Rep. Calvin T. Brown)
3. Corey Johnson, Speaker, New York City Council (Rep. Laurie Hardjowirogo)
4. Scott Stringer, NYC Comptroller (Rep. Jessica Silver)

CLASS E: Community Boards

1. Vikki Barbero, Chair, Community Board 5 (Rep. Sam Levy)
2. Burt Lazarin, Chair, Community Board 4 (Rep. Sarah Mills)

OTHER NON-VOTING

1. **Duane Jackson, Street Vendor & Veteran**
2. Myron Johnson, Port Authority Bus Terminal
3. **Dipal Shah, Center for Court Innovation**

Proposed Board Nominees

Class A



Roland Caputo
The New York Times

Class A



Julio Peterson
Shubert Organization

Class B



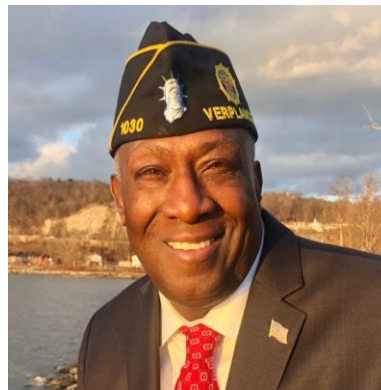
Jenna Chrisphonte
Dramatists Guild of America

Class B



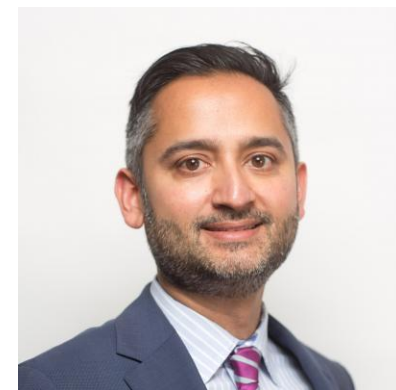
George Ntim
Renaissance New York Times Square Hotel

Non-Voting



Duane Jackson
Licensed Street Vendor

Non-Voting



Dipal Shah
Center for Court Innovation

State of the District



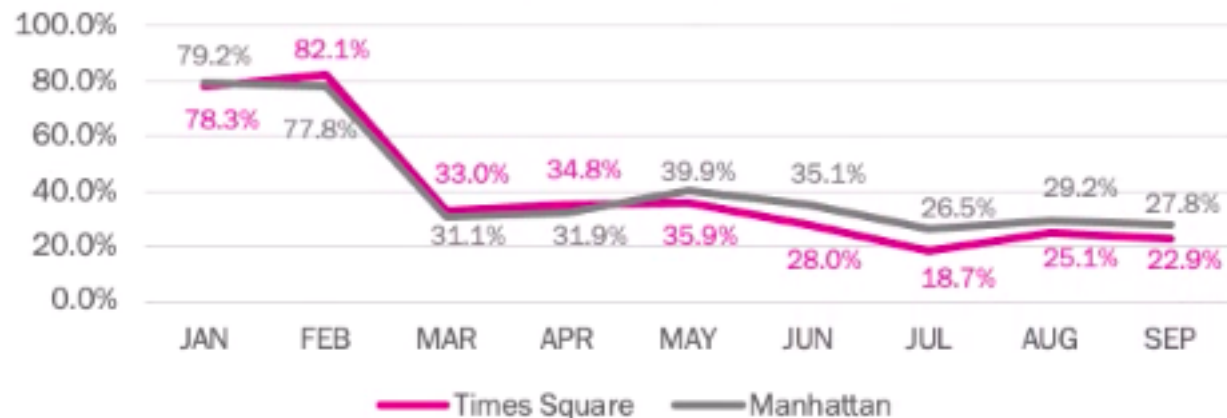
Pedestrian Counts & Hotel Occupancy

Average Daily Pedestrian Counts



- Compared to 2019, average daily ped counts were down over 90% between March and April
- Since September 2020, average daily ped counts have grown steadily from 100,000

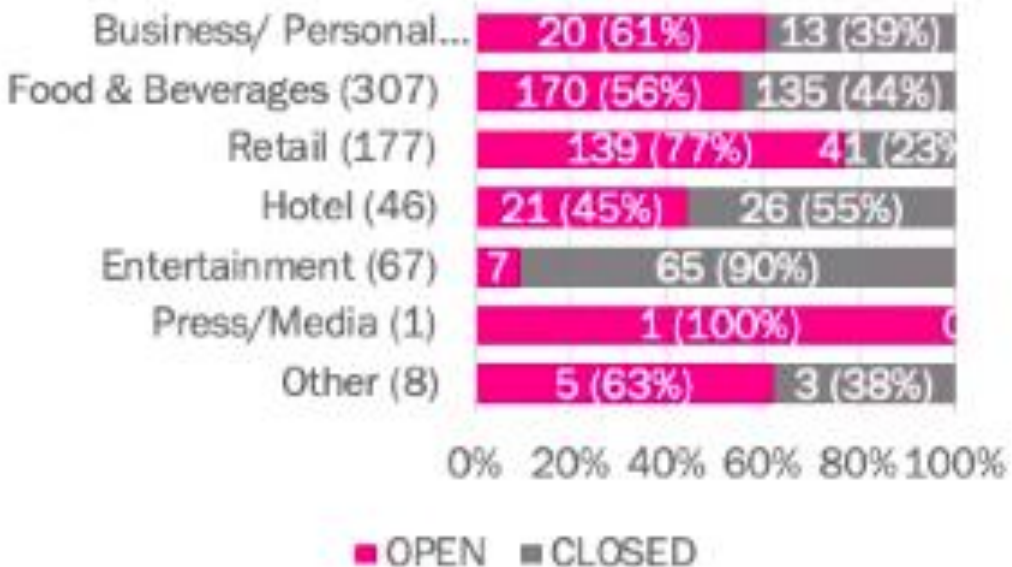
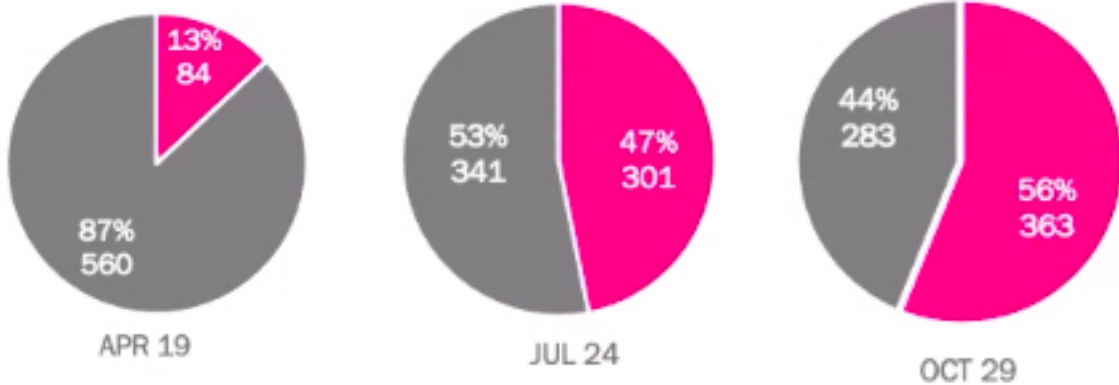
Hotel Occupancy



- Severe drops in hotel occupancy are also in line with overall spending decline in Times Square
- Q2 Visa data reported a 94% decline in Times Square spending, 98% in New York City

Business & Conditions Snapshot

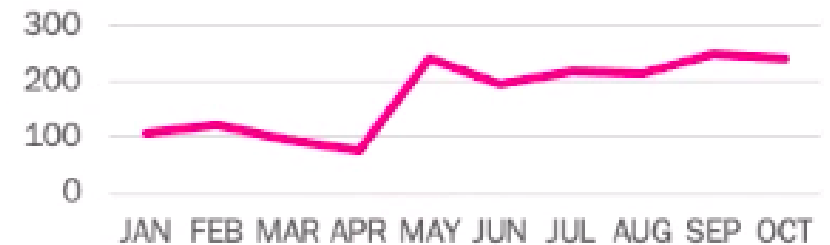
Business Openings & Closings



Trash Collection



Graffiti Incidents



Average Homeless Count



Community Intelligence Network

Create a network of “eyes and ears” from those who are already observing street conditions in Times Square.

Share information about newly emerging or chronic conditions, making clear distinctions between outright criminal behavior vs. people who need assistance vs. minor but chronic public space regulatory infractions, to ensure appropriate and sensitive response.

Prioritize those conditions which appear to be most in need of attention.

Document and share sensitively with the City conditions and patterns in a way that is useful and helpful to the agencies and entities that can help address them.

Request specific action plans from the City (or, if none exist, propose them) which are proactive, prioritized and collaborative, and meet regularly with them to support and update them with new information.

A vibrant night scene in Times Square, New York City, featuring a parade float with a young boy waving and large American flags. The boy is wearing a dark jacket and a striped shirt. The background is filled with bright lights and a large crowd of people. A pink banner is overlaid on the image with the text "Times Square: 2021 and beyond".

Times Square: 2021 and beyond

Strategic Initiatives & Planning: Challenges over the next 3 to 6 months

Challenges:

Adapting to a New Economic Reality:

- Business closure - retail vacancy
- Work-from-home, relocations and unemployment
- No tourism

Adapting to Changes in Use of Public Space:

- Managing challenging conditions and behaviors in public spaces
- Managing and shaping changes in the physical configuration of public space

Proposed Immediate Actions:

- Push forward advocacy agenda focused on public space, tourism and business recovery
- Form partnerships to provide locally-based outreach and service program for people in need of assistance
- Measure the impacts effectively and communicate with key sectors – Real Estate, Retail, Tourism, Theater
- Help manage and market Open Restaurants, Open Storefronts and other innovative uses of public space
- Rethink how public spaces can facilitate business recovery
- Bring back limited Arts & Culture and other programming to enliven the space

Strategic Initiatives & Planning: Challenges over the next 12 to 18 months

Challenges:

Adapting to and Recovering from the New Economic Reality:

- Commercial real estate competitiveness
- Commercial vacancy & hotel closures
- Storefront tenants less attractive to local (employee, theater) customers

How to make Times Square a destination again?

- New Yorkers missing without theatre and office workers

Proposed Longer Term Actions:

- Work with new Mayoral administration to implement dedicated funding for NYC&Co
- Create programs and projects aligned with recovery
- Develop new marketing plans for retail, commercial real estate and cultural sectors
- Times Square will lead and be at the center of new and innovative community building practices

Arts & Culture: Challenges over the next 3 to 6 months

Challenges:

- Reminding the world that Times Square is still a place of cultural production, arts, and performance!
- How do we reach our audiences who can't visit Times Square?
- How do we remain relevant and speak to critical issues of this ever evolving moment?
- How do we serve the needs of our stakeholders through arts initiatives

Proposed Immediate Actions:

- Develop new ways of working across the district and forging new collaborations
- Generate digital offerings to engage audiences at home
- Work with artists who are addressing the challenges of the current moment with hope, joy, and resilience
- Check in directly with our stakeholders across all industries and develop arts and cultural offerings to support their needs

Arts & Culture: Challenges over the next 12 to 18 months

Challenges:

- Long-term planning and fundraising, while continuing to stay nimble and responsive to the changing landscape of the arts and cultural world at large
- Supporting the overall artistic and cultural identity of Times Square

What to work toward:

- Developing strategic partnerships and promoting Arts & Culture in the district beyond our initiatives
- Making certain the entire city is supporting and cheering for Broadway and the theater community's return

Diversity, Equity and Inclusion: Goals over the next 3 to 6 months

Goals

- Examine Alliance practices and behaviors with a DEI lens in order to create a more just and inclusive environment.
- Craft a strategic plan to diversify the board, hiring, talent pipeline, upper management, internal promotions, vendors and consultants.

Next Steps

- With our external DEI consultant, BCT:
 - Complete organization-wide survey to gauge DEI challenges and opportunities at the Alliance.
 - Schedule and complete focus groups and interviews to further explore challenges and opportunities.
 - Conduct staff trainings in diversity, equity and inclusion such as unconscious bias, anti-racism, and cultural awareness (informed by survey, focus group and interview findings).
- Review by-laws/protocols/intentions regarding board diversity.

Diversity, Equity and Inclusion: Goals over the next 6 to 12 months

Goals

- Examine the role of the Alliance to be a DEI catalyst not just internally, but also in Times Square and with stakeholders.
- Implement sustainable practices to maintain a culture of equity and inclusion at the Alliance and within Times Square.

Next Steps

- Develop measurement system for tracking DEI progress.
- Integrate DEI practices into Alliance workflow and teams.

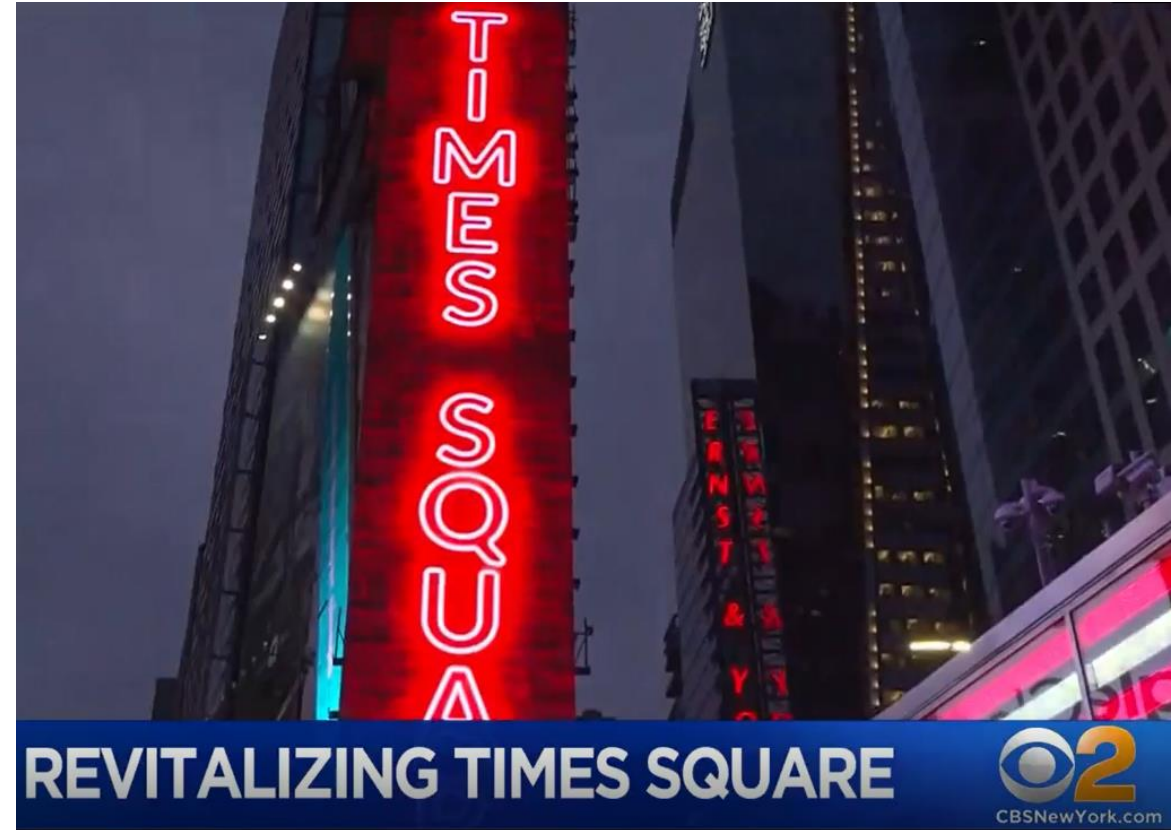
Economic Development: Challenges over the next 3 to 6 months

Challenges:

- Ensuring the maximum amount of businesses survive the pandemic
- Capturing an accurate picture of the district's economic condition

Opportunities:

- Help businesses survive
- Creative use of public space and activations in vacant retail (Taste of Times Square, Open Storefronts)
- Map out storefront vacancy to identify areas of concern
- 2021 Stakeholder Survey
- Work with different industry groups to strengthen relationships and understand their needs
 - Brokers, retail, restaurants, and commercial tenants



Economic Development: Challenges over the next 12 to 18 months

Challenges:

- In the wake of the pandemic, we expect significant vacancy amidst worsening economic conditions.
- Regaining Times Square's competitiveness
- Re-marketing Times Square to bring back New Yorkers and tourists

Opportunities:

- Creating a marketing plan that articulates why it is desirable to be here for businesses and tenants and finding new ways to use our digital channels to help re-enforce Times Square's authenticity to New Yorkers and tourists
- Work on industry-specific strategies to support our different sectors



Public Space Management: Challenges over the next 3 to 6 months

Challenges:

- Maintaining our vitality as the busiest public space in the world and preserving its presence to the public as a safe, clean, and desirable destination.
- How do we present to the world that Times Square is safe and prepared to receive the public?

Proposed Immediate Actions:

- Establishing a group of Public Safety Officers trained in assist the homeless and emotionally disturbed individuals in the area.
- Refine and develop systems that communicate Times Square as a symbol of vitality and resilience.

Public Space Management: Challenges over the next 12 to 18 months

Challenges:

- With the city rolling back its funding, cutting staffing and programming, how can the Alliance fill these gaps?
- When the city fully re-opens, will the Alliance be ready to manage public space at the same level and better than ever?

Proposed Long-term Actions:

- Investigate what's working in other cities and re-envision new ways of managing the plazas.
- Continue and expand on innovative public space programming that supports the community, our network of stakeholders, and preserves Times Square's presence as the world's town square.

Stakeholder Services: Challenges over the next 3 to 6 months

Challenges:

- **Status of businesses:** Who is open and closed? What are their plans and timeline for reopening? What businesses are new?
- **Helping businesses:** Businesses are facing new sets of problems. What assistance can the Alliance provide?

Proposed Immediate Actions:

- **Improve internal circulation** of business information, particularly from field staff and sources like the Storefront Survey, to keep all relevant staff updated. Adoption of new online database across the staff will help with this.
- To businesses, continue to provide resource roadmaps (as we do in weekly emails) while exploring **new ways of communicating**, such as Zoom webinars or in-person walkthroughs. Through proactive and responsive assistance, establish the Alliance early on as a **partner and resource** to our stakeholders.

Stakeholder Services: Challenges over the next 12 to 18 months

Challenges:

- **A changed ecosystem for businesses and public space:** New York – and its residents and businesses -- may be in a very different place in one year. How will changes in the market, as well as changes to social services and space management, impact our stakeholders?
- **An undervalued Times Square:** When the tourism and Broadway industries start to grow again, policymakers and regular New Yorkers may be tempted to ignore Times Square and the issues impacting our stakeholders.

Proposed Immediate Actions:

- Conduct a **detailed survey** of in-district businesses to update contact information and assess their needs and concerns. Perform **sustained outreach** to non-business stakeholders to evaluate their needs and the role the Alliance can play in providing support.
- Through **persistent & receptive engagement** with a wide variety of stakeholder groups, develop Times Square as a political constituency. Employ a **longer-term storytelling strategy** highlighting elements of Times Square that get overlooked, including by developing an editorial calendar for a whole year. Focus on **long-term relationships** with neighborhood stakeholders of all stripes.

Times Square's Economic Importance

- **0.1%** of the City's land area, but **15%** of its economic output*
- **1** in every **7** jobs, citywide*
- **60%** of Times Square employees live in outer boroughs
- **16%** of the City's hotel rooms
- **\$4.9** billion in tax revenue to the State and City*
- **32 million** square feet of commercial office space & global HQ for NASDAQ, Viacom/CBS, Morgan Stanley & others
- **62,000** live entertainment seats
- Broadway itself generates **\$15 billion** in economic activity and **97,000** jobs.
- Times Square = NYC's brand globally both as a broadcast booth and as **third most Instagrammed place** on the planet.

*Source: 2016 HR&A Report

Public Space Management: Challenges

- The critical role of public space never been more evident
- New York City's public spaces lack coordinated, holistic and innovative management
- The City's use and configuration of our public realm has changed management and regulation has not

To Have Public Spaces which are ...

- **Empowering:** to communities, civic and cultural groups, residents and neighborhood businesses
- **Equitable:** available to all and fully funded irrespective of a neighborhood's resources
- **Safe:** so that anyone who is there is free from fear
- **Shared:** sensibly through a thoughtful, equitable and understandable system that fairly allocates this precious and scarce resources facing many competing demands
- **Creative:** supporting the cultural and creative energy of artists, designers, musicians and entrepreneurs

We need a Public Space Vision which is ...

- **Comprehensive:** it speaks to streets, sidewalks, subways, plazas and parks, & all the agencies and rules which shape them
- **Collaborative:** it nurtures neighborhood partnerships and empowers communities
- **Coordinated:** across all the agency silos under the direction of a City Hall Office or Deputy Mayor
- **Nuanced for Neighborhoods:** because the city is complex, as are its neighborhoods and people, and simple one-size-fits-all solutions often fall short

Public Space Management: Proposed Solutions

- **Create a City Hall-level post to oversee Public Space**
 - **Create a Deputy Mayor for Public Space Services** which oversees NYPD, Sanitation, Transportation and Parks and which convenes other agencies as needed with respect to public space issues
 - Provide communities across the City with an **integrated one-stop-shop to address neighborhood-related concerns** and ensures that the City better manages, regulates and advances our public spaces.
- Create an advisory commission to analyze issues across agencies and **suggest integrated operational, regulatory and legal solutions** for the management of public spaces, which includes representation from civic and partnership entities co-managing public spaces
- **Examine and accelerate role of streets, sidewalks and plazas in economic recovery**
- **Emphasizing management, monitoring and compliance – over punishment – for commerce**
- **Support troubled people on the street with a mental health and addiction-led approach**

Tourism is Vital to the City's Economy

- Tourism is now the **fourth largest employer** in the City.
- **81%** of hotel workers living in New York City live in outer boroughs.
- Visitors contributed **\$46.4 billion** in spending.
- **\$625 million** generated in 2019 from the NYC Hotel Occupancy Tax.
- June to August, **sales tax from hotels declined 90%**, or \$2.2 billion, from 2019.

Economic Recovery Requires a Plan for Tourism Recovery

- **Establish a dedicated funding stream to NYC & Co:**
 - for next 24/36 months, dedicate 50 cents for every dollar of existing hotel occupancy tax revenue above the current baseline to NYC & Co marketing efforts to spur tourism comeback.
- **WPA-style arts employment grant** to create viral promotions under All In Program
- Create **Deputy Mayor for Public Space**
- **Save restaurants** by implementing NYC Hospitality Alliance proposals and creating a **temporary sales tax holiday campaign** for people who dine out.
- **Convene a multi-agency tourism relief and recovery task force**, led by NYC & Co and the DM for Economic Development, to implement actions beyond NYC & Co jurisdiction.
- **Provide temporary moratorium** of Commercial Rent Tax and other select fees to restaurants and independent operators who remain in operation with partial or full employment