

GRAND CENTRAL PARTNERSHIP



2010 ANNUAL REPORT:
**ACTION
IN
MIDTOWN**



ICONIC

Marilyn Monroe. White Dress. Subway grating. On September 15, 1954, one of pop culture's most memorable moments was created. Few know that this most recognizable image was shot in front of 590 Lexington Avenue near the corner of East 52nd Street — now the home of *Le Relais de Venise* (*L'Entrecôte*) restaurant. More than 1,500 onlookers gathered to watch Billy Wilder direct Marilyn in her legendary “skirt-blowing” scene through 15 takes for *The Seven Year Itch*. Just another piece of history in the ever-iconic Grand Central neighborhood.



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MAP

The Grand Central Partnership (GCP) manages one of the world's oldest, busiest, and largest business improvement districts on behalf of the Grand Central District Management Association. GCP serves a 70-square-block area in Midtown Manhattan surrounding Grand Central Terminal, the landmark transportation hub and destination. A nonprofit organization, GCP is now in its third decade of delivering supplemental public safety, sanitation, capital improvement, horticultural, and visitor services. Financed by special assessments of the area's commercial properties, GCP operates under a renewable contract with the City of New York.

FOCUS ON GCP

When our team sat down to discuss the best way to recap a long and busy year, we took great pride in looking back on a number of high-profile projects that progressed to advanced stages, while at the same time noting that our core collection of programs has continued to improve Midtown Manhattan. We thought a compelling way to tell the past year's story was by weaving our own narrative with that of an industry that also does so much to showcase the Grand Central neighborhood to New Yorkers and to the rest of the world.

The motion picture and television industry injects billions of dollars into New York City's economy every year, with a large chunk of that concentrated right here in our area. Every aspect of the work that GCP performs helps to support this industry — from making sure our streetscape is in top shape for location managers, to working with local businesses to make temporary accommodations for film crews comprising hundreds of associated personnel. We're proud of the close relationship we enjoy with the Mayor's Office of Media and Entertainment, and recognize the vital benefit the agency provides in attracting and facilitating production in New York City. Be sure to check out page 4 for a special cameo from Katherine Oliver, Commissioner of the Mayor's Office of Media and Entertainment, a champion of the industry and a longtime friend of GCP.

MESSAGE FROM THE CHAIRMAN AND PRESIDENT/CEO

Throughout this report we have knitted together GCP's work with snippets about some of the Grand Central neighborhood's most valuable featured players. The individuals we showcase on these pages — and many more like them — are the real stars of our neighborhood and we applaud their contributions. They do critically important work with subtlety and consistency. It's a supporting role they're always proud to play, whether the cameras are filming or not.

Finally, we want to take a moment to salute our entire team of public safety officers, sanitation workers, maintenance personnel, tourist greeters, and business support professionals. They are in the spotlight every day, working to make sure that our neighborhood looks and functions as best it can. Our local stakeholders, just like members of an audience, expect tangible results and value for their investment. We welcome their high standards and we are confident that our staff proves itself to be a capable steward of this central business district, providing top-quality services despite sometimes challenging conditions. To them we say, Bravo!

A stylized, cursive signature in black ink, likely belonging to Peter S. Kalikow.

Peter S. Kalikow
Chairman

A cursive signature in black ink that reads "Fred Cerullo", likely belonging to Alfred C. Cerullo, III.

Alfred C. Cerullo, III
President/CEO

SHOWCASING THE CITY

Each year hundreds of films, television shows, and commercials shoot on the streets of New York City. At the Office of Film, Theatre and Broadcasting, now a part of the Mayor's Office of Media and Entertainment, we work proactively to balance the needs of residents and business owners with the needs of film crews.

It is important to remember the vital role the entertainment industry plays in our local economy. The industry contributes \$5 billion to the City's economy each year, and more than 100,000 New Yorkers earn their living by working behind the scenes in film and television production. Those productions support over 4,000 local businesses throughout the five boroughs. That translates to money spent directly in local neighborhoods, like Grand Central, at florists, dry cleaners, restaurants, and other vendors. Films and TV shows are also a major component of our multi-billion-dollar tourism industry; visitors often plan trips to the City after seeing it on screen.

Working with the Grand Central Partnership and other BIDs to encourage location shooting on our streets is a vital component of our mission to keep the City film-friendly and spur economic growth. Check out our website — nyc.gov/film — to find a wealth of information about the entertainment industry, along with information about the "Made in NY" Discount Card Program, to learn how local businesses can directly connect with productions shooting throughout the five boroughs.

Katherine Oliver
Commissioner
Mayor's Office of Media and Entertainment

Just a few of the productions shot in the GCP neighborhood

FILMS

2 Days in New York
Archeology of a Woman
Arthur
Benjamin
Catch Me If You Can
Downtown Express
Elf
Friends With Benefits
Generation Um
Harold and Kumar 3
I Am Legend
Little Nicky
Maid in Manhattan
MIB3
New Year's Eve
Old Dogs
Premium Rush
Safe
Salt
SAMA
Something Borrowed
Son of No One
Taking of Pelham 1 2 3
The Big Year
The Smurfs Movie

TELEVISION

30 Rock
Cash Cab
Criminal Intent
Curb Your Enthusiasm
Girls
Gossip Girl
Law & Order
Legal Mind
Rubicon
SNL Shorts
Special Victims Unit
Treme-Season 2
White Collar
The Good Wife





Commissioner Katherine Oliver

Ruth Fremson/The New York Times/Redux

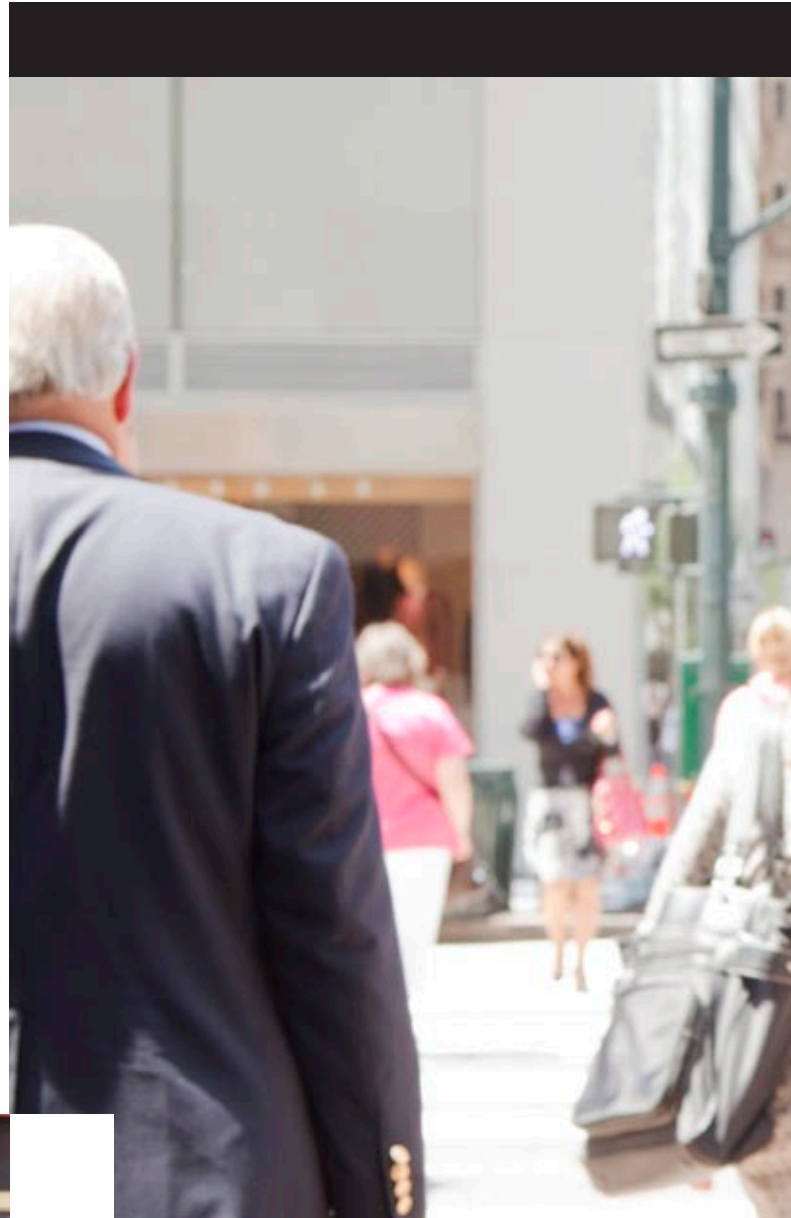


PUBLIC SAFETY

GCP's Public Safety force continues to be vigilant in preventing, responding to, and reporting illegal activity throughout the district. During the year, our team of officers, managed by capable and experienced field supervisors, logged more than 83,000 patrol hours assisting the New York City Police Department (NYPD) and other law enforcement agencies to help ensure a continually safer quality of life in the neighborhood. These efforts include making arrests, providing a quick response to nearly 1,800 requests for assistance (such as traffic incidents, vendor interactions, fire safety, homeless referrals, and crowd control), and delivering information and customer assistance to the general public.

This past year, GCP was proud to be a partner in bringing cutting-edge technology to anti-crime and anti-terrorism initiatives here in Midtown. Our Public Safety and Executive teams worked closely with the NYPD on its program to install 15 surveillance cameras around the perimeter of Grand Central Terminal. GCP and the NYPD together identified GCP-owned streetlight poles on which the wireless camera system could be effectively deployed, and worked together on the design of the signage noting the surveillance program. The cameras, which are part of an NYPD citywide initiative, are located on blocks adjacent to Grand Central Terminal along East 42nd Street and East 45th Street, and along Vanderbilt Avenue and Lexington Avenue. The equipment helps to ensure that our sidewalks are the subject of round-the-clock vigilance — a comforting feeling in a high-profile and heavily trafficked business hub.

The Public Safety division also continues to implement a referral framework that streamlines our homeless assistance and outreach efforts in the neighborhood. All GCP Public Safety officers and supervisors have been trained by staff from the Grand Central Neighborhood Social Services Corporation (GCNSSC) on proper client evaluation and referral procedures, helping to ensure that the members of our community most in need of assistance are connected to professionals who are ready to help. With the help of GCNSSC and staff from the Common Ground organization's Street to Home Program, GCP officers and supervisors referred 413 requests for assistance using this system.



A crew sets up a shot for the movie
"I Am Legend."

PRODUCING A SAFER NEIGHBORHOOD



Bright Kpeme, Supervisor
GCP Public Safety

“

”

The GCP Public Safety team is full of dedicated individuals who joined the force for the same reasons most people choose this kind of career path: it's a chance to make a difference in the greatest city in the world. Knowing that our team is on the street 365 days a year helps to give people a sense of security. It's a great feeling to know that your work helps people relax and enjoy themselves.

CLOSE-UP ON EXPERIENCES AND RELATIONSHIPS



Kathy Williams, Assistant Vice President
Rudin Management Company, Inc.

“

When people used to think about the Grand Central neighborhood, they imagined an all-business, corporate environment. That perception still has a lot of truth to it, but today this area is so much more than just a commercial district. There's an energy here that didn't exist many years ago, and GCP deserves credit for helping to foster that. They've thought about ways to make Midtown more livable and they've been a main player in putting those ideas into practice.

”

CORPORATE AFFAIRS

Our commercial and retail support, communications, and special events staffs all operate within the Corporate Affairs division, managing and implementing the kinds of “soft” services that indirectly power the engine that keeps Midtown humming. Throughout 2010, we worked to provide meaningful marketing support to our local stakeholders and helped to amplify their messages to targeted audiences. At the same time, we produced some programming of our own, helping to further enliven and energize our neighborhood.

GCP hit a milestone in 2010 as we celebrated the tenth anniversary of our signature annual event, *Grand Gourmet — The Flavor of Midtown®*. When we first developed the event in 2000, our aim was to showcase a burgeoning dining and nightlife scene here in the Grand Central neighborhood, where local businesses had traditionally struggled with the perception the area was strictly a 9-to-5 business center. Since that first *Grand Gourmet*, both the event and the neighborhood’s reputation have skyrocketed in stature. Today, our restaurants, bars, and lounges sizzle with excitement and have themselves become destinations. Last year’s event was a celebration of that transformation.

We also worked with a number of Midtown property owners to again produce our annual outdoor concert series. Like *Grand Gourmet*, the program has evolved and grown for a number of years, to the point where we now boast a devoted fanbase (who doesn’t love a free concert?) that follows the series from venue to venue around the neighborhood. In 2010, we promoted free lunchtime concerts at four outdoor plazas, injecting the sounds of rock, jazz, salsa, and dozens of other genres into the summertime air.

GCP’s Corporate Affairs group also spends a great deal of time helping local businesses connect with potential customers. We capped off 2010 by launching a totally reworked website that allows for real-time updates about our local businesses and stakeholders, as well as news about the organization itself. The new platform has garnered positive feedback and we’ve seen a steady rise in web traffic as first-time visitors and repeat users discover the one-stop utility of the Grand Central neighborhood’s new online portal.



Location shooting for the Disney film “Step Up.”

Entering the Grand Central neighborhood on a clear evening or a crisp spring morning, it's immediately evident that great attention is paid to our streetscape aesthetic. That's the role of the Capital Improvements and Maintenance team. Think of this division as set design, special effects and cinematography rolled into one, and in 2010 we continued to innovate and adjust to the ceaseless challenges of an urban hotspot.

One of our most readily identifiable programs has been our new LED-illuminated street signs, which help to boost clarity and public safety, and have received rave reviews from merchants, shoppers, and workers alike. This past year, GCP installed 50 additional signs at select intersections along Madison Avenue from East 35th Street to East 53rd Street, bringing the total number of installations of these bright and easy-to-read signs in the district to 125, and counting.

GCP also worked very closely with developers, businesses, construction firms, and the City to facilitate major building construction and roadway projects in 2010. GCP frequently acts as a liaison between property owners, the City, and the Metropolitan Transportation Authority to make sure construction-related activities run smoothly, and to mitigate the effects such projects have on area businesses, workers, and visitors to our neighborhood. Last year alone, we played a supporting role in major infrastructure initiatives including the Select Bus Service along Second Avenue, the Long Island Railroad's East Side Access project, and water main and catch basin installations along Madison Avenue.

Finally, GCP continued its work on converting the temporary Pershing Square Plaza on Park Avenue between East 41st and East 42nd Streets into a permanent, year-round urban plaza. Participating in the city-funded NYC Plaza Program, run by the NYC Department of Transportation, GCP is one of several organizations citywide reclaiming public spaces and redesigning them into pedestrian plazas. Our two-decade-long plan continued in 2010 with the selection of architectural and landscape design teams, as well as a public charrette hosted by Manhattan Community Board 5 at which public feedback was solicited on features like decorative paving, landscape lighting, ornamental and sustainable landscaping, programming, and a public art element.



Filming a major motion picture in the neighborhood.

“Our streetscape amenities are more than just window dressing. They’re the secret ingredients in what gives this neighborhood its signature look and vibe. I’ve seen people take photos of our antique-style streetlights and the flowers in our sidewalk planters. Why do they do it? It’s because these subtle touches and splashes of color are unexpected in a busy urban setting.”

CAPITAL IMPROVEMENTS AND MAINTENANCE

Craig Kelsey,
Director of Capital Projects
and Maintenance

SETTING THE STAGE

CAMERA-READY STREETS, EVERY DAY



Ron Mackie, District Coordinator
GCP Sanitation

“

Our staff has to deal with some pretty dicey sanitation issues, but we enjoy that responsibility. Look, when bad stuff happens, most people choose to look the other way. Not us — we know that it's our duty to tackle the challenges most people shy away from. I'm approaching retirement and when I look back on this part of my career, what I'll be most proud of is playing a part in transforming a neighborhood into a place I can be proud of.

”

SANITATION



GCP's "Clean Team" worked throughout 2010 sweeping, scrubbing, and scouring the neighborhood in a constant crusade against refuse and debris. We worked with local property managers to ensure that, from building line to curb line, pedestrians were able to navigate freely, quickly, and without the specter of unsightly or unsanitary conditions. The sheer magnitude of the businesses, vehicles, and pedestrians in the Grand Central neighborhood means that we're dealing with big numbers in this report. In 2010 alone, we hauled more than 200,000 bags (representing over 3,500 tons) of trash out of the neighborhood — and that doesn't account for the bulk loads handled by private carters.

Our Sanitation squad, unlike most programs, is able to quantitatively benchmark itself against other commercial districts thanks to ratings developed and issued by the Mayor's Office of Operations. Every quarter, City officials evaluate nearly five dozen neighborhoods throughout the five boroughs for both street and sidewalk cleanliness, looking at things like litter, overflowing trash receptacles, refuse-free street gutters, prevalence of graffiti, and commercial waste conditions. GCP takes great pride in distinguishing itself amongst our peer neighborhoods, and we're happy to report that in 2010 we received cleanliness ratings of 100% for sidewalks and 99% for streets. That's the equivalent of a five-star review, and we salute our staff and our private-sector partners for their commitment to excellence.

During the year, the Clean Team also enhanced its on-the-job readiness. Supervisors continually incorporated feedback from staff about street conditions, problematic situations, and suggested solutions. The result is an always-evolving checklist of equipment and supplies that Sanitation personnel are able to mobilize at a moment's notice. Many neighborhood regulars likely recognize our workers by their bright red uniforms, brooms, and dustpans. Many, however, might not realize that each of our cleaners is a veritable mobile operating unit, equipped with an arsenal of specialized sanitation tools, from graffiti solvents and scouring pads to high-strength disposal bags and heavy-duty shovels. This preparation ensures that streetscape conditions are never untidy for long.



Jude Law filming the movie "Alfie."

VISITOR SERVICES

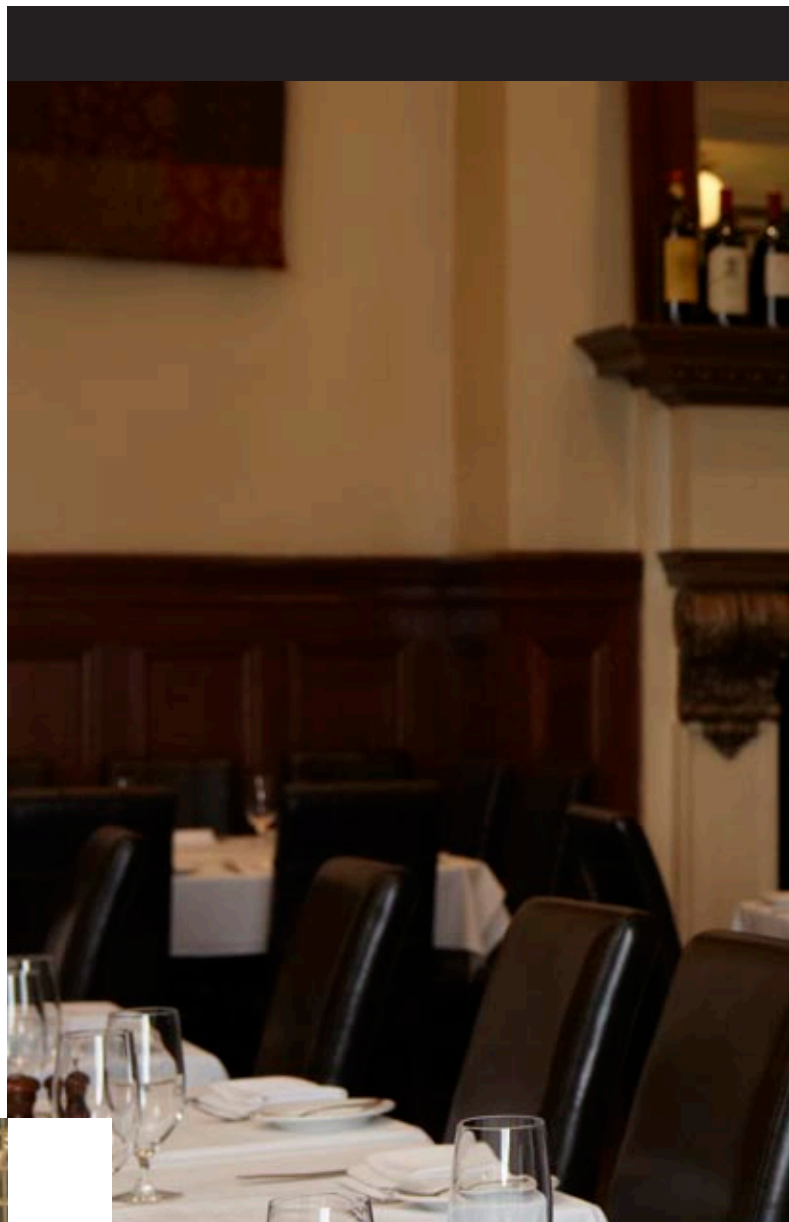
New York City, with its hustle-bustle and reputation for no-nonsense attitude, can seem a larger-than-life place to those not familiar with its streets, its landmarks, and its insider secrets. GCP's Visitor Services division helps to introduce Midtown Manhattan to out-of-towners and New Yorkers alike, making sense of the limitless opportunities for fun, food, and frivolity.

Our tourist greeters, who became full-time staff in 2010, work out of the visitor information window on the Main Concourse of Grand Central Terminal, the Grand Central Neighborhood Alliance Office on the corner of Vanderbilt Avenue and East 43rd Street, and from a brand new fleet of sidewalk information carts. After working with two industrial designers for more than a year to fabricate a new cart to replace our aged models, last spring we unveiled three new redesigned carts which bring a sleek yet approachable dimension to our overall streetscape. The carts can be seen on East 42nd Street between Lexington and Fifth Avenues, every day, weather permitting.

From these locations, GCP tourist greeters provide directions, offer suggestions for dining and shopping, and serve as ambassadors of the Grand Central neighborhood to visitors from across town or around the world. In 2010 alone, our staff fielded more than 506,000 inquiries for assistance, helping to make sure New York newbies got the most out of their time in the Big Apple.

One of the top questions we receive? *Where should we eat?*

That's why, in addition to being up to speed on the latest Broadway shows, museum exhibits, and walking tour schedules, our tourist greeters are keenly tuned into the Grand Central neighborhood dining scene. Regardless of taste or budget, our staff is trained to make suggestions for any meal, from special occasions to on-the-go bites. It's just one more way GCP Visitor Services can assist — and one more way it helps drive business to our local merchants.



A scene from the film "Arthur" set in Grand Central Terminal.

Russell Brand as Arthur and Greta Gerwig as Naomi in Warner Bros. Pictures' romantic comedy "ARTHUR," a Warner Bros. Pictures release. Photo by Barry Wetcher

RELAX AND ENJOY THE SHOW



**Cynthia Jorge, Director of Marketing
Benjamin Steakhouse**

“

New York is a global city, which means that we attract visitors from all corners of the world. GCP works hard to develop ways to help these visitors acclimate and enjoy their time here, and the organization is always working to encourage people to stay in Midtown and discover everything our neighborhood can offer. It's marketing at the one-on-one, grassroots level and that's important to businesses like mine.

”

FINANCIAL STATEMENTS

Grand Central Partnership, Inc. Grand Central District Management Association, Inc. Combined Statements of Financial Position

Years ended June 30, 2010 and 2009

	2010	2009
Assets		
Cash and cash equivalents	\$ 1,843,500	\$ 2,392,309
Program revenue receivable	62,265	26,486
Investments	3,058,525	3,197,756
Prepaid expenses	276,286	271,920
Bond funds held by trustee	2,458,251	2,583,780
Property and Equipment, net	16,342,571	17,724,263
Capitalized bond issuance costs, net	576,432	626,557
Security deposits	70,291	70,117
Total assets	\$ 24,688,121	\$ 26,893,188

Liabilities and Net Assets

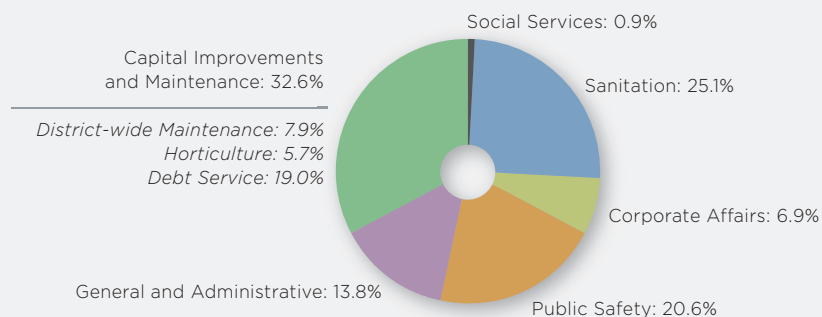
Liabilities:

Accounts payable and accrued expenses	\$ 496,817	\$ 582,631
Deferred income	80,380	146,259
Deferred rent	88,306	11,975
Accrued bond interest	502,625	532,625
Bonds payable, net	20,888,965	22,254,745
Total liabilities	\$ 22,057,093	\$ 23,528,235

Net Assets:

Unrestricted	2,631,028	3,364,953
Temporarily restricted	—	—
Permanently restricted	—	—
Total net assets	2,631,028	3,364,953
Total liabilities and net assets	\$ 24,688,121	\$ 26,893,188

GCP Budget Allocation by Program (FY2010)



**Grand Central Partnership, Inc.
Grand Central District Management Association, Inc.
Combined Statements of Activities**

Years ended June 30, 2010 and 2009

	2010	2009
Support and Revenues:		
Assessment revenue	\$ 11,564,245	\$ 11,565,540
Program service revenue	350,489	286,961
Special event:		
Special event revenue	135,597	129,621
Less: Special event expense	(135,597)	(129,621)
Net special event income	—	—
Contributions	15,000	62,601
Pershing Square rental income, net	194,517	211,150
Interest income	299,591	443,511
Total support and revenues	12,423,842	12,569,763
Expenses:		
Program expenses:		
Public safety	2,780,411	2,740,822
Sanitation	3,254,944	3,185,229
Corporate affairs	948,724	984,930
Capital improvements	2,482,750	2,575,580
District-wide maintenance	1,185,718	1,081,995
Horticulture	786,547	903,787
Social services	203,564	142,821
Total program expenses	11,642,658	11,615,164
Management and general	1,515,109	1,318,005
Total expenses	13,157,767	12,933,169
Increase/(Decrease) in Net Assets:		
Unrestricted	(733,925)	(363,406)
Temporarily restricted	—	—
Permanently restricted	—	—
Increase/(Decrease) in net assets	(733,925)	(363,406)
Net assets, beginning of year	3,364,953	3,728,359
Net assets, end of year	\$ 2,631,028	\$ 3,364,953

Audit provided by Skody Scot & Company, CPAs, P.C.

Full statements and financial notes to be provided upon request.

BOARD OF DIRECTORS AND MANAGEMENT

2010 BOARD OF DIRECTORS

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Marc Wurzel, Assistant Secretary
Robert J. Adinolfi, Assistant Treasurer

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*Hon. Robert W. Walsh, Commissioner,
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Hon. John C. Liu, Comptroller

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Hon. Daniel R. Garodnick, Member

Office of the Manhattan Borough President

Hon. Scott Stringer, Borough President

Manhattan Community Board Five

Vikki Barbero, Chair

Manhattan Community Board Six

Mark Thompson, Chair

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Duane Roggendorff, Director of Retail & Tenant Services
Ann DeNivo, Executive Assistant to the President & Benefits Administrator
Mavelyn Wilson, Executive Office Manager
Trina Swinson, Administrative Assistant

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Steve Schwartz, Assistant Comptroller
Christopher Bautista, Bookkeeper

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Edgar Contreras, Assistant Project Manager
Janice Lohmann, Administrative Assistant

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Hector Lorenzo, Tourist Greeters Supervisor

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Kenneth Frawley, Supervisor
George Hogan, Supervisor
Bright Kpeme, Supervisor
Kenneth Lind, Supervisor
Wilbert Ray, Supervisor
Harvey Rivers, Supervisor
Anthony Stuckey, Operations Coordinator
Marie Bruny, Operations Dispatcher
Richard Flores, Operations Dispatcher

SANITATION

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Wayde Ferguson, District Coordinator
Earl Harden, District Coordinator
Ron Mackie, District Coordinator
Benito Madera, District Coordinator
Bernard Williams, District Coordinator
Debbie Moorer, Administrative Assistant

ROLL CREDITS

Some interesting statistics and highlights for the year:

100% cleanliness rating from the Mayor's Office for our sidewalks.

3,237 pieces of street furniture were kept up by our maintenance crews.

23,364 assorted plants and flowers were placed in the neighborhood.

83,200 hours were logged by our public safety officers.

200,238 bags of trash were removed from the neighborhood.

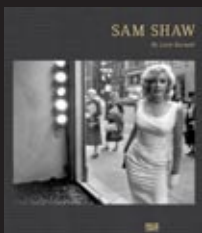
506,364 customer inquiries were handled by our tourism staff.

FROM REEL TO REAL

Today, it might not seem strange to run into Fred Cerullo on Park Avenue between 41st and 42nd Streets while he monitors the conditions of our always exciting area, but back in 1989 — an entire decade before he became GCP President/CEO — you might have seen him in that same location dressed in a police uniform. Playing a fictional Emergency Services Officer in the film comedy, *Quick Change*, starring Bill Murray, Randy Quaid and Gena Davis, he spent long hours filming on what would come to be known to those who live, work, and visit here as Pershing Square Plaza. A real GCP version of *back to the future*...



Fred Cerullo (left) on location with his cousin Al Cerullo, noted helicopter pilot and aerial cinematographer.



Photographs of Marilyn Monroe by Sam Shaw © Sam Shaw Inc., from Sam Shaw, A Personal Point of View by Lorie Karnath with photo editing by Shaw Family Archives. The book is available for purchase via DAP at www.artbook.com, www.hatjecantz.de and selected bookstores.

Cover photography and portrait photography on pages 4-9 and 12-15 by Danny Bright.

Photo on page 4 by Jonathan Skaines.

Photo on page 7 and far left on page 10 by Noel Y. Calingasan.

Photos on pages 9 and 13, and small photos on pages 10-11 courtesy of the Mayor's Office of Film, Theater and Broadcasting.

Portrait of Katherine Oliver, page 11: Ruth Fremson/The New York Times/Redux.

Photo on page 14 by Barry Wetcher.

Page 11: The "Made in NY" logo is a trademark of the City of New York and is used with the City's permission.

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www.russelldesign.com

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www.grandcentralpartnership.org