

2026–2031

# Strategic Plan





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# Letter from Our President

“Times Square is Iconic.” We have all heard that many times, but what does it mean? To me, it means three things that have shaped our neighborhood from its very earliest days – **defining culture, challenging conventions, and embracing change.** Times Square is emblematic of New York City as well as our country, and it looms larger than life in the public consciousness and popular culture. So many trends in New York happen here first – from the popularization of live theater at the dawn of the 20th century to the pedestrianization of Broadway in the 21st.

Times Square is a unique historic neighborhood that is not all about preservation – we evolve, we adapt, we grow. At our core, we improve, promote, clean, and secure our neighborhood. These remain vital to our success. As we look to build long term confidence in our district, we must also reflect, focus on our challenges, and creatively work towards a dynamic future. For this reason, I am happy to share our new Times Square Strategic Plan.

Times Square remains a neighborhood of extraordinary assets. We are the city’s center of tourism, attracting millions of visitors from all over the world each year. We are an unparalleled nexus of transportation, accessible to the city and the region. We are the epicenter of live entertainment, theater, and attractions, with unique venues and retail unlike anywhere else in New York. Our world class public spaces and spectacular signs offer a

surprising and delightful experience every day. Visitor spending on retail, restaurants, and hotels is robust, and Broadway just had its strongest season ever. Social media sentiment overwhelmingly shows how positively we are viewed – more positive than Disney World!

But it would be naive not to consider the many headwinds the city, and our neighborhood in particular, faces. Quite simply, our economy, while solid, has not recovered the outsized impact it had prior to the pandemic. As a center of national and international visitation and business, we are undoubtedly buffeted by world events beyond our control. Economic uncertainty domestically and worldwide, changing employment patterns, real estate volatility, potentially lower tourist visitation, local and state policies that have led to a sense of disorder and suffering on our streets – all these factors demand that we remain nimble and that we once again evolve, adapt and grow.

Together, we can work to make Times Square better than ever, and this strategic plan is an important first step. We know there will be many challenges ahead, but we must, and we will, remain the neighborhood that **defines culture, challenges conventions, and embraces change.**



**Tom Harris**  
President

“Times Square is not about standing still — it’s where we define culture, challenge conventions, and embrace change.”





# Acknowledgments

This plan is the result of months of research and conversation with dozens of stakeholders, both internal and external. The Alliance conducted a wide-ranging stakeholder survey, held stakeholder focus groups, and conducted multiple rounds of internal discussions and review. We also worked with HR&A Advisors to study the economic impact of the Times Square neighborhood.

**Focus Group Facilitator**  
David Gmach

**HR&A Project Team**  
Kate Wittels  
Jon Haragold  
Eddie Joe Antonio  
Gertie Ma

The Times Square Alliance exists to serve its stakeholders, and this strategic plan would not be possible without all the people who shared their time and feedback with us, across eight stakeholder focus groups for Theater, Hotels, Retail and Attractions, Restaurants, Office Workers, Property Managers, Residents, and our Board of Directors.

Many thanks to the staff of the Times Square Alliance, including our Public Safety and Sanitation teams, without whom this report would be incomplete. Their dedication to Times Square and making it better every day are the perfect encapsulation of all that we are striving for in this Strategic Plan. Special thanks to our Policy, Planning, and Research team, Ellen Goldstein, Caitlin Falk, Anna Worgall, and Carlo Steinman who managed the project.

Finally, thank you to our Board of Directors for their constant support, guidance, and governance.





# Purpose, Vision, Mission & Values

## Purpose



## Vision

Make Times Square the most popular global destination and most desirable New York City neighborhood.

## Mission

Improve and promote Times Square so that it retains the creativity, energy, and edge that have made it an international icon for over 100 years.

## Values

- Service**  
We are dedicated to serving each other and the Times Square community at large.
- Excellence**  
We strive to deliver the highest standard of excellence and quality in everything we produce.
- Collaboration & Teamwork**  
We believe in building deep partnerships and value working together to accomplish our goals.
- Diversity**  
We value a variety of voices, people and perspectives that enrich and reflect our organization and neighborhood.
- Creativity**  
We take a creative approach to problem solving, embracing innovative thinking and expression at the Alliance.
- Dynamism**  
We are adaptable and nimble in the face of constant change and strive to be a force that catalyzes progress in Times Square.



# What We Do

## Keeping Times Square Clean and Safe

Public Safety Officers patrol the district 24/7, work with NYPD and private sector security to keep Times Square safe, and provide a friendly face to help visitors navigate the neighborhood. Our Sanitation team keeps Times Square clean and orderly, from graffiti removal and trash collection to holistically managing public space and cultivating positive public experiences.

## Championing Local Businesses

We have dedicated teams to help local businesses navigate government bureaucracy, liaise with city agencies, and access the data they need to optimize their business. We also host stakeholder events and sector meetings to facilitate networking and share best practices.

## Celebrating Arts and Culture

Times Square is the world's most famous cultural space. In addition to supporting and promoting live theater and entertainment throughout the district, we produce cultural programming that is free and accessible to all, 365 days a year, to show the public all that New York has to offer. Times Square Arts invites both established and emerging artists to engage with Times Square's broad and diverse global audiences, and *TSQ LIVE*, one of NYC's largest free outdoor music and dance performance series, enlivens the daily Times Square experience for New Yorkers and visitors alike, including those who would normally not find themselves in Times Square.



## Supporting People in Need

Working with diverse partners including Fountain House, Breaking Ground, Midtown Community Justice Center, and the New York State Office of Mental Health, we have been compassionately providing support to the most vulnerable who live and suffer on our streets since 1992. We have a full-time Outreach Director on staff who knows every person living on the streets of Times Square by name, helps to connect them with medical and social services, and facilitates family reunification. We collaborate with city- and state-funded outreach teams, and advocate for increased services and support for people in need.

## Advocating on the Local, State, and National Level

We, along with neighborhood partners and the wider Business Improvement District (BID) community, advocate for government policies that benefit our neighborhood, promote economic development, improve quality of life, and ensure a robust future for Times Square.

## Promoting Times Square

Telling our story and framing the narrative is a key to our success. We consistently promote Times Square on our website, in our newsletters, in the press, and on social media to over 3 million followers. We develop innovative partnership and sponsorship opportunities for local, national, and global brands to showcase their products at the Crossroads of the World. We also produce signature events such as *New Year's Eve*, *Love in Times Square*, *Pride in Times Square*, *Taste of Times Square*, and *Solstice in Times Square*, all of which elevate the area and attract national and international attention.





# Defining Culture

“I’m going to stop and say something heretical: Times Square is kind of fun. Especially when you’re not rushing through it but actually have some time to linger... I mean in the streets, in the plaza, in the public square. In the past few weeks, I spent more time loitering in Times Square than in all my previous years in New York ...and I assure you, there’s always something happening in Times Square. Sometimes it’s something annoying. Often it is something weird. Occasionally it’s something delightful.”

Adam Sternberg  
New York Magazine

“The most dynamic and intense urban space of the twentieth century, America’s gift to the modern world, a home for magical realism, the commercial sublime.”

Marshall Berman  
Distinguished Professor of Political Science, CUNY

Times Square has always been New York’s cultural and entertainment innovator, and our original boundaries were drawn to encompass Broadway theater locations. As we look forward, we must understand that culture is our core identity, one we must not only nurture and preserve, but broaden and develop.

Building on our huge reach and popularity, the Times Square Alliance will seek to further enhance and grow Times Square’s reputation as a center of culture and commerce, focusing on expanding both our audience, and the scope of our initiatives and programming. The most interesting and most accessible cultural events should be happening in Times Square.

# Implementation

## Short Term Years 1–2

- **Invest in Our Storytelling** — make sure we are constantly telling our story through our communications and social media strategies, publicizing Times Square as the heart of culture and entertainment in New York, and shaping stories in the press to reflect that reality.
- **Something for Everyone** — expand our family programming to ensure all ages can enjoy their time in Times Square; broaden our focus on affordable food, activities, and experiences in Times Square to make sure all people can work and enjoy all that the neighborhood has to offer; and make sure that locals know how many exciting entertainment and cultural options the area has.
- **Leverage Our Programming** — leverage the Alliance’s free public art, *TSQ LIVE*, and signature events to attract positive attention to Times Square and improve the experience of visitors.
- **Strengthen Local Partnerships** — collaborate and partner with local businesses and hotels to ensure that New Yorkers as well as domestic and international visitors understand everything available to experience in Times Square.
- **Expand Cultural Partnerships** — partner with both traditional and more avant-garde cultural institutions outside of Times Square, much as we have done with Jazz at Lincoln Center and Carnegie Hall Citywide, so they can reach a wider audience and enhance our visitors’ experience.

## Long Term Years 3–5

- **Formally Designate the Area as a Cultural District** — advocate for policies that support culture, entertainment, cultural employees, and the audience experience.
- **Reimagine and Transform Public Spaces** – continue to bring activities, including innovative plaza concessions, to our public spaces to spur delight and elevate the experience for cultural visitors and theatergoers; identify and implement exciting emerging trends in the use of public space; and forge strategic partnerships that will enable us to imagine new creative opportunities along Eighth Avenue, on West 42nd Street, north of 47th Street on Broadway, and on Restaurant Row.
- **Welcome the World** – continue to innovate with the ongoing goal of broadening our audience, and position Times Square as the most welcoming neighborhood in New York, with an intentional focus on accessibility, affordability, and people of all ages, including purchasing accessible furniture compatible with the needs of people with physical disabilities to ensure that all people can enjoy Times Square.

“Times Square’s social media sentiment is **89% positive** — higher even than Disney World’s **84%.**” — According to a report by HR&A Advisors

Looking locally, Times Square’s positive sentiment is **2.5** times higher than the average of other major New York City landmarks.





# Challenging Conventions

“Through the years, Times Square has evolved and is still evolving. And yet some things never change: At the dawn of a new century, it remains the place to gather, whether to watch a televised space shot or protest a war or celebrate triumph over tyranny. It is far more than a neighborhood.”

Clyde Haberman  
The New York Times

“Writers exhausted their vocabularies trying to capture the blazing, multicolored, dazzling, animated, fantastic, monstrous, absurd spectacle of Times Square.”

Lewis Allen  
The City in Slang

Times Square has long been at the forefront of pushing for new policies and approaches to solve seemingly intractable problems. When we were overrun with costume characters and solicitors, we developed a new paradigm for balancing the use of shared public space. Similarly, when homelessness started becoming a chronic problem again in 2021, we partnered with social service organizations and the city to launch the Community First peer outreach program. When crime and disorder accelerated during the pandemic, we reconvened the Mayor’s Midtown Citizen Committee. We also lead the Midtown BID Coalition and co-chair the Midtown Community Improvement Coalition, both of which bring neighborhood stakeholders and our partners in government together to collaborate on new and innovative solutions.

But...perceived disorder, lack of cleanliness, and unhoused neighbors in need are still high priorities for our stakeholders. Crime has been trending down, but at a certain level, perception is reality. Throughout our focus groups, stakeholders mentioned cleanliness and quality of life issues above all other concerns.

We must continue to not only think creatively and rigorously about what we can do, but also challenge our partners, public and private, to try new approaches, reevaluate the status quo, and focus on meaningful outcomes, not accepted processes.

## Implementation

### Short Term Years 1–2

- **Improve Service Delivery for the Unhoused** — change the way services to the unhoused are currently offered, and press for more accountability from the city and social service partners.
- **Utilize Technology to Improve Outcomes** — improve data systems to enhance communication and collaboration between multiple public and private stakeholders tasked with assisting the unhoused, and upgrade training and technology available for our Sanitation and Public Safety teams to ensure that they can continue to meet evolving social and operational challenges.
- **Pilot New Approaches** — explore changes in social service approaches, such as testing a geographically limited collaborative program targeting our most in-need unhoused clients. Times Square’s engaged stakeholders and rich diversity of services mean we are well-positioned to experiment with new strategies.
- **Model Innovation in Public Safety** — building on our strong partnership with the NYPD, leverage collaboration between the NYPD Times Square Unit, Times Square Alliance Public Safety, and private sector security to challenge how we handle chronic problems in this area and pilot new approaches whenever possible.

### Long Term Years 3–5

- **Continue to Innovate Around Cleanliness** — build on our work as a pioneer in sustainability initiatives (including recycling and trash containerization, both of which were later adopted citywide), to deploy new innovative solutions and technologies to enhance cleanliness in Times Square.
- **Continue to Enhance Quality of Life Response** — adopt new technology to collect comprehensive data on quality-of-life problems to both speed our response and better engage the city, and ensure that our stakeholders can access systems to easily and efficiently communicate their quality of life concerns to us so we can provide the best possible service.



According to the Citizens Budget Commission’s 2025 NYC Resident Survey, “Serious crime may be down, but New Yorkers’ fear remains high. Only 42% feel their neighborhood is safe.”

But in a survey conducted in February of 2024, 83% of 1,510 visitors surveyed in Times Square said they felt safe.



# Embracing Change

“While my status of being a ‘real’ New Yorker is threatened by admitting that my favorite neighborhood to work and play is Times Square, I will always remind travelers and locals alike to pause and look up and remember the words of Frank Sinatra, ‘If you can make it here, you can make it anywhere.’ And there’s no better place to find yourself [...] in the heart of New York City than Times Square.”

Rachel Chang,  
Travel + Leisure

Times Square has been, and still is, a mixed-use district. We have never been wholly dependent on one sector or one industry. We are an office district, but we are also a cultural district, an entertainment district, a public stage, a center of tourism, and soon home to thousands of new residents right here and in surrounding neighborhoods. We once had, and can have again, the longest shopping and dining day in New York City, active at almost all hours. Our retail leasing has been strong, and we are attracting businesses eager to access our international foot traffic. Our residential population is growing and is predicted to nearly double in the next decade. By leveraging Times Square’s existing cultural and entertainment assets, office buildings, stores, hotels, and restaurants, we can create a 24-hour live/work/play neighborhood with full buildings, high-paying jobs, and a more vibrant and vital day and night economy befitting the city’s center of culture and entertainment.

Our HR&A Economic Impact Study this year highlighted both the headwinds and opportunities before us. New tenant incentives elsewhere in Manhattan led to a loss of high paying office jobs in Times Square, while our most robust job growth has been concentrated in entertainment, where wages are generally lower. Some of our challenges are the result of larger macroeconomic, real estate and employment trends, but **we do have advantages other areas do not.** If we embrace that the world has changed, innovate around our advantages, and look for emerging opportunities, we will be a strong, successful, and vibrant neighborhood offering an unparalleled experience every day.

# Implementation

## Short Term Years 1–2

- **Continue to Leverage Key Assets** – market the unique business environment available only to tenants in Times Square, thanks to Times Square’s unparalleled transit access, well-designed public plazas, significant foot traffic, spectacular signs, and unique activation opportunities.
- **Continue to Adopt New Tools for Real Estate Marketing** – craft a digital marketing program for building owners, brokers, and tenants, and create new resources for brokers to help them attract tenants, close leases, and attract new and exciting types of retail experiences, using our comprehensive data and visual assets.
- **Make Sure Everyone Knows Us** – better communicate and publicize the Alliance’s initiatives via increased information to office tenants and residents, as well as signage to inform visitors of the innovative and valuable work the Alliance does for Times Square and NYC.
- **Publicize Times Square’s Newest Neighbors** – continue our celebrations of new retail and hospitality businesses while also shining a light on exciting new commercial real estate tenants and new developments.
- **Keep Our Public Spaces Comfortable** – pilot new street furniture options and explore and expand the deployment of climate mitigation technologies like heat reflective paint, innovative shading, and other cooling technologies to help adapt to a warming climate and provide a more comfortable experience for people in Times Square.



## Long Term Years 3–5

- **Advocate for New Incentives** – build support at the local and state level for incentives that will benefit Times Square’s office buildings, focusing on building an ecosystem of cultural activity, including entertainment, media, and production.
- **Welcome Residents** – market the area for a rising residential population inside the district and to our west and south, highlighting our existing diverse local shops, restaurants, and services, and attracting new stores and services to meet the needs of the evolving neighborhood.
- **Pilot New Uses** – support property owners in developing innovative and dynamic new uses of existing office space and exploring temporary installations that change the conversations around empty space.
- **Optimize Public Space Improvements** – advocate for neighborhood priorities with regards to major capital initiatives impacting the district, such as the city’s 42nd Street security and street widening project, and the Port Authority Bus Terminal redesign project.

Spurred by the Midtown South Rezoning and incentives for office conversion, nearly **5,000** apartments are in development or consideration for the ¼ mile around Times Square, with even more possible west of Times Square as Hell’s Kitchen continues to thrive.



# Implementation Checklist

## The Times Square Alliance Will Continue To...

- **Keep the District Safe**

- Public Safety patrols the district 24/7
- Liaise with NYPD
- Liaise with private security
- Observe, report, correct conditions
- Respond to stakeholder complaints

- **Ensure the District is Clean**

- Sanitation team cleans the district 22/7
- Keep Times Square clean and orderly
- Remove graffiti and stickers
- Collect trash and remove to Sanitation garage

- **Champion Local Businesses**

- Support and promote local businesses
- Assist local businesses in navigating government bureaucracy
- Liaise with city agencies on behalf of local businesses
- Collect and provide access to data local businesses need to optimize their business
- Host stakeholder events and sector meetings to facilitate networking and share best practices

- **Celebrate Arts and Culture**

- Support and promote live theater and entertainment throughout the district
- Produce cultural programming that is free and accessible to all throughout the year, to show the public all that New York has to offer

- Invite both established and emerging artists to engage with Times Square's broad and diverse global audiences through Times Square Arts
- Produce *TSQ LIVE*, one of NYC's largest free outdoor music and dance performance series, to enliven the daily Times Square experience for New Yorkers and visitors alike, including those that would normally not find themselves in Times Square

- **Support People in Need**

- Work with diverse partners including Fountain House, Breaking Ground, Midtown Community Justice Center, and the New York State Office of Mental Health to compassionately providing services and support to the most vulnerable who live and suffer on our streets
- Provide full-time Outreach Director and in office Breaking Ground Social Worker on staff who know every person living on the streets of Times Square by name, helping to connect them with medical and social services, and facilitating family reunification
- Collaborate with city- and state- outreach teams, and advocate for increased services and funding support for people in need

- **Advocate on the Local, State, and National Level**

- Advocate, alongside neighborhood partners and the wider Business Improvement District (BID) community, for government policies that benefit our neighborhood, promote economic development, improve quality of life, and ensure a robust future for Times Square
- Champion legislation at the state level to allow for multi-disciplinary teams so outreach and services can be coordinated and teams work collaboratively for improved outcomes

- Advocate for federal legislation that increases the number of Medicaid-eligible inpatient psychiatric beds for individuals seeking treatment for mental illness and substance abuse
- Advocate for local legislation to better govern pedicabs, such as bills to regulate and standardize pricing and solidify agency regulatory jurisdiction under the Taxi and Limousine Commission
- Push for common sense vending reform to balance the needs of vendors and local businesses, while maintaining a pleasant and orderly streetscape
- Advocate for state legislation designating criteria for the creation of arts and cultural districts and work to designate the broader Times Square area as a historically and culturally significant hub of entertainment, culture, and the arts
- Continue to advocate for quality of life enforcement and meaningful penalties for offenders

- **Promote Times Square**

- Tell our story and frame the narrative about Times Square, which is a key to our success
- Promote Times Square on our website, in our newsletters, in the press, and on social media to 3+ million followers
- Develop innovative partnership and sponsorship opportunities for local, national, and global brands to showcase their products in Times Square
- Produce signature events such as *New Year's Eve*, *Love in Times Square*, *Taste of Times Square*, and *Solstice in Times Square*, all of which elevate the area and attract national and international attention





# Implementation Checklist

## Short Term Goals 1–2 Years

- **Defining Culture**
  - Constantly tell our story through our communications and social media strategies, publicize Times Square as the heart of culture and entertainment in New York, and shape stories in the press to reflect that reality
  - Expand our family programming to ensure all ages can enjoy their time in Times Square
  - Broaden our focus on affordable food, activities, and experiences in Times Square to make sure all people can enjoy what the neighborhood has to offer.
  - Make sure that locals know how many exciting entertainment and cultural options the area has
  - Leverage the Alliance's free public art, *TSQ LIVE*, and signature events to attract positive attention to Times Square and improve the experience of visitors
  - Collaborate and partner with local businesses and hotels to ensure that New Yorkers as well as domestic and international visitors understand everything available to experience in Times Square
- **Challenging Conventions**
  - Change the way services to the unhoused are currently offered and press for more accountability from the city and social service partners
  - Improve data systems to enhance communication and collaboration between multiple public and private stakeholders tasked with assisting the unhoused
  - Work with elected officials on legislation that would help outreach workers better share information and coordinate care
  - Work with elected officials to connect those suffering from drug addiction with care as an alternative to incarceration for repeated offenses
  - Upgrade training and technology available for our Sanitation and Public Safety teams to ensure that they can continue to meet evolving social and operational challenges

- Explore changes in social service approaches, such as testing a geographically limited collaborative program targeting our most in-need unhoused clients
- Continue collaboration between the NYPD Times Square Unit, Times Square Alliance Public Safety, and private sector security, and leverage this relationship to try new ways of approaching chronic problems in this area
- **Embracing Change**
  - Market the unique business environment available only to tenants in Times Square thanks to the neighborhood's unparalleled transit access, well-designed public plazas, significant foot traffic, spectacular signs, and unique activation opportunities
  - Craft a digital marketing program for building owners, brokers, and tenants, and create new resources for brokers to help them attract tenants, close leases, and attract new and exciting types of retail experiences using our comprehensive data and visual assets
  - Better communicate and publicize the Alliance's initiatives via increased information to office tenants and residents, as well as signage to inform visitors of the innovative and valuable work the Alliance does for Times Square and New York City
  - Celebrate new retail and hospitality businesses while also shining a light on exciting new commercial real estate tenants and new developments
  - Pilot new street furniture options to provide a more comfortable experience for people in Times Square
  - Explore and expand the deployment of climate mitigation technologies like heat reflective paint, innovative shading, and other cooling technologies to help adapt to a warming climate and provide a more comfortable experience for people in Times Square

## Long Term Goals 3–5 Years

- **Defining Culture**
  - Advocate for policies that support culture, entertainment, cultural employees, and the audience experience
  - Partner with both traditional and more avant-garde cultural institutions outside of Times Square, so they can reach a wider audience and enhance our visitors' experience
  - Broaden our focus on affordable food, activities and experiences in Times Square to make sure all people can enjoy what the neighborhood has to offer.
  - Bring activities to our public spaces that spur delight and elevate the experience for cultural visitors and theatergoers, such as our innovative plaza concessions
  - Entice new audiences by making us the most welcoming neighborhood in New York, with an intentional focus on accessibility, affordability, and people of all ages
  - Purchase accessible furniture compatible with the needs of people with physical disabilities to ensure that all people can enjoy Times Square
- **Challenging Conventions**
  - Deploy new innovative solutions and technologies to enhance cleanliness in Times Square by building on our work as a pioneer in sustainability partnerships to implement recycling and trash containerization, both of which were later adopted citywide
  - Utilize and publicize new crowd-sourced technology to collect comprehensive data on quality-of-life problems in the area so we can speed our response and engage the city as necessary, while also engaging our stakeholders
- **Embracing Change**
  - Create support at the local and state level for incentives that will benefit Times Square's office buildings
  - Build incentive support for an ecosystem of cultural activity, including entertainment, media, and production
  - Market the area for a rising residential population inside the district and to our west and south

- Highlight our existing diverse local shops, restaurants, and services, and attract new stores and services to meet the needs of the evolving neighborhood
- Support property owners in developing innovative and dynamic new uses of existing office space and exploring temporary installations that change the conversations around empty space
- Advocate for neighborhood priorities with regards to major capital initiatives impacting the district, such as the city's 42nd Street security and street widening project, and the Port Authority Bus Terminal redesign project





Realizing our goals will only be possible by working in partnership with our community. Thank you again to our Board of Directors. Without their leadership, none of our work would be possible.

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Nicki Livanos, Equitable

**Vice Chair**

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Laura Maioglio, Barbetta Restaurant

Sarah Mercanti, Roundabout Theatre Company

Jeremy Merrin, Havana Central

Eileen Murphy, The New York Times

Michael Naumann, Theatre Development Fund (TDF)

George Ntim, New York City Marriott Hotels

Jordan Otis, M.A., Midtown Community Justice Center

Julio Peterson, The Shubert Organization

Michael Phillips, Jamestown LP

Amie Pospisil, Breaking Ground

David Rabin, The Lambs Club

Bill Register, The Nederlander Organization

Fred Rosenberg, Sherwood Equities

Jordan Roth, ATG Entertainment

Eric Rudin, Rudin

Paul Salvatore, Proskauer

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Sunny Song-Dubiner, Resident

George Stonbely, Spectacular Ventures

Jason D. Vacker, Meringoff Properties, Inc.

John Varrone, Morgan Stanley

Robert E. Wankel, The Shubert Organization, Inc.

Carl Weisbrod, HR&A Advisors

Max Weisfeld, Resident

Glen J. Weiss, Vornado Realty Trust

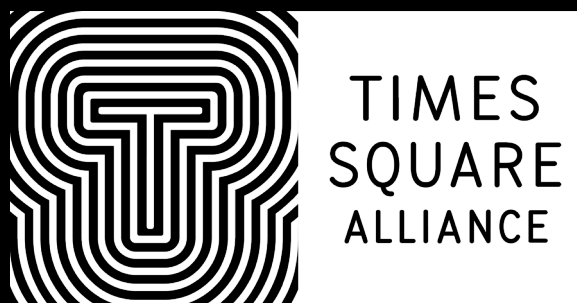
David Wicks, NASDAQ OMX

Christopher Williams, Actors' Equity Association

Full list is in alphabetical order.







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