I. Welcome, Call to Order, and Remarks by Special Guests

II. Approval of Minutes
   - November 19, 2020 Annual Public Meeting
   - April 27, 2020 Annual Public Hearing

III. By-laws Amendment Process

IV. Financial Report
   - Interim Operating Results – Nine Months ending March 30, 2021
   - FY 2022 Proposed Budget

V. Election of New Board Members

VI. A Year in Review

VII. Diversity, Equity, & Inclusion Update

VIII. State of the District

IX. Opportunities

X. Recovery Efforts
   - Short Term
     - Economic Development
     - Cleaner, Safer and Healthier
     - Arts and Culture, The Pedestrian Experience
     - Tourism and Marketing
     - Communications
   - Long Term
     - Public Space Management Vision
     - 42nd Street Project
     - Broadway Corridor Vision
     - Block-by-Block Overview
     - TSQ Arts Fund
     - Revisit Contractual Relationships with SBS, DOT, DP&R, etc.

XI. Meeting Adjourned
Election of the Board of Directors
# Proposed Board Nominees

<table>
<thead>
<tr>
<th>Class A</th>
<th>Class B</th>
<th>Class B</th>
<th>Class C</th>
</tr>
</thead>
</table>
| Fred Rosenberg  
Sherwood Equities | Jasmine Gerald  
Jasmine’s Caribbean Cuisine | Maura Hayes  
The Walt Disney Company  
Times Square Studios | Sunny Song-Dubiner  
Times Square Resident |

<table>
<thead>
<tr>
<th>Non-Voting</th>
<th>Non-Voting</th>
<th>Non-Voting</th>
<th>Non-Voting</th>
</tr>
</thead>
</table>
| Sulu LeoNimm  
Theatre of the Oppressed | Garrett J. Lucien  
Coro NY Leadership Center | Jeffrey Maddrey  
New York Police Department | Carl Weisbrod  
HR&A Advisors |
Times Square Alliance Board of Directors – Proposed

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
4. Marvin Davis, Davis Realty*
5. Steve Durels, SL Green
6. Douglas Durst, Durst Organization*
7. Ali Esmaeizadeh, Forest City Realty
8. David Gillcrust, Project Find
9. Russell Granet, The New 42nd Street
10. David Greenbaum, Vornado
11. Jeffrey Gural, GFP Real Estate*
12. Julia Levy, Roundabout Theatre Company
13. Nicki Livanos, AXA Equitable*
14. Laura Maioglio, Barbuta
15. Dan Nadeau, Marriott Marquis*
16. Julio Peterson, Shubert Organization
17. Michael Phillips, Jamestown Properties
18. Amie Pospisil, Breaking Ground
19. John Powers, Boston Properties
20. Bill Register, Nederlander Organization
21. Fred Rosenberg, Sherwood Equities*
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. Jasmine Gerald, Jasmine’s Caribbean Cuisine
7. Maura Hayes, The Walt Disney Company
8. Caroline Hirsch, Caroline’s
9. Mary McColl, Actors’ Equity
10. Jeremy Merrin, Havana Central
11. George Ntim, Renaissance NY Times Square Hotel
12. David Rabin, The Lambs Club*
13. Paul Salvatore, Proskauer Rose*
14. Eldon Scott, Urbanspace
15. Charlotte St. Martin, The Broadway League*
16. George Stonbely, Spectacular Ventures
17. Joe Tucker, D3LED
18. David Wicks, NASDAQ OMX

Class C: Residential Tenants
1. Tim O’Neal Lorah
2. Sunny Song-Dubiner
3. Max Weisfeld

Class D: NYC Government
3. Corey Johnson, Speaker, New York City Council (Rep. Laurie Hardjowirogo)
5. Jeffrey Gural, GFP Real Estate*

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. Sulu LeoNimm, Theatre of the Oppressed NYC
4. Garrett Lucien, CORO NY Leadership Center
5. Jeffrey Maddrey, NYPD
6. Dipal Shah, Center for Court Innovation
7. Carl Weisbrod, HR&A Advisors

KEY: *Indicates Executive Committee member
New Board Committees and Co-Chairs

Quality of Life/Public Safety
- Nicki Livanos
- Marvin Davis

Diversity, Equity, & Inclusion
- Jenna Chrisphonte
- Eric Rudin

Tourism & Marketing
- Charlotte St. Martin
- Dan Nadeau
Diversity, Equity and Inclusion Update

DEI Phase 1:
Assessment (December to February)
  • Surveys
  • Focus Groups
  • HR assessment

DEI Phase 2:
Strategy Planning (March to April)
  • Employee Resource Group
  • Board Committee
  • Communications Strategy
State of the District
At the height of the pandemic, just 13% of storefront businesses were open, compared to 55% in March 2021.
Annual Crime | YOY 1996 - 2020

Number of Crimes

Source: NYPD Midtown South and Midtown North
Violent crime includes murder, rape, robbery and assault
Quarterly Crime | Q1 2020 - Q1 2021

Total: 84

Q1/2020

Violent Crime: 17
Non-violent Crime: 67

Total: 75

Q1/2021

Violent Crime: 25
Non-violent Crime: 50

Source: NYPD Midtown South and Midtown North

Violent crime includes murder, rape, robbery and assault
# Violent Crime | Q1 2021

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>2021</th>
<th>2020</th>
<th>Change</th>
<th>Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault</td>
<td>16</td>
<td>5</td>
<td>11</td>
<td>33%</td>
</tr>
<tr>
<td>Robbery</td>
<td>8</td>
<td>12</td>
<td>-4</td>
<td>-33%</td>
</tr>
<tr>
<td>Rape</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Murder</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total: 25 in 2021, 17 in 2020

*33% of Total Crime in 2021, 20% of Total Crime in 2020*
District activity continues to pick up from pandemic lows

Average Daily Pedestrian Counts | Apr 2020 – Apr 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>33,320</td>
<td>45,563</td>
<td>107,598</td>
<td>110,853</td>
</tr>
<tr>
<td>2021</td>
<td>88,886</td>
<td>133,664</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Weekend Hotel Occupancy March-April 2021

<table>
<thead>
<tr>
<th>Date</th>
<th>Times Square+</th>
<th>Manhattan-wide+</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/5</td>
<td>43.6%</td>
<td>43.9%</td>
</tr>
<tr>
<td>3/6</td>
<td>50.0%</td>
<td>47.1%</td>
</tr>
<tr>
<td>3/12</td>
<td>53.1%</td>
<td>49.1%</td>
</tr>
<tr>
<td>3/13</td>
<td>54.8%</td>
<td>52.0%</td>
</tr>
<tr>
<td>3/19</td>
<td>54.2%</td>
<td>53.2%</td>
</tr>
<tr>
<td>3/20</td>
<td>53.7%</td>
<td>53.1%</td>
</tr>
<tr>
<td>3/26</td>
<td>59.4%</td>
<td>56.4%</td>
</tr>
</tbody>
</table>

Source: Springboard

Source: STR Weekly Reports
Most expect a full time return to Times Square in the second half of 2021 (35%), while 18% have already returned and 23% are unsure.

Among office employees, 65% anticipate their post-pandemic schedule to be a hybrid of in person/work from home, with 32% expecting to be full-time in person.

Greatest benefits of working in Times Square were good transportation options (58%) and proximity to theater and other cultural activities (57%).

Greatest drawbacks of working in Times Square were too many costumed characters (56%) and homelessness/people in need of assistance in public spaces (55%).
<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reimagining</strong></td>
</tr>
<tr>
<td><strong>Reconnecting</strong></td>
</tr>
<tr>
<td><strong>Rebounding</strong></td>
</tr>
<tr>
<td><strong>Reforging</strong></td>
</tr>
</tbody>
</table>
Recovery Plan

What got us here, won’t get us there
Recovery Plan: Short Term

Economic Development, Policy & Advocacy

• Create a great Times Square Experience and people will come
• Promote the Value of Times Square
  • Convenient Transportation, Arts & Culture, Broadway
• Meeting with various stakeholder groups
• Short Term Public Improvements
  • Broadway Vision (47-53 and 42-41)
• Advocacy Agenda
  • Public Space Management
  • Build a bridge between now and full recovery
  • Tourism agenda
  • Elected officials outreach
Int. No. 1811, would clarify and strengthen the existing rules by requiring the City to:

1. Enforce the rule that all designated activities take place within a DAZ, and that those conducting designated activities must remain with the DAZ at all times of operation. This rule would apply within the Theatre District Safety Zone (40th to 50th Streets between 6th and 8th Avenues)
2. Establish Pedestrian Flow Zones on sidewalks on Broadway, 7th Avenue and all blocks with three or more theatres with 500+ capacity
3. Create an interagency working group of City and costumed character representatives to ensure coordination on issues related to designated activities, distribute educational materials and host a bi-annual meeting open to all individuals engaged in designated activities
DOT’s Broadway Visioning
Recovery Plan: Short Term

Cleaner, Safer, Healthier

- Work with all city agencies involved in Public Space Management
- Cultivate neighborhood Conditions Panel
- Continue to develop unique solutions to perennial problems
  - Community First
  - Vending Reform
• Professional and peer “community navigators” are engaging with unhoused people in Times Square to build trusting relationships.

• Navigators facilitate linkages to services and/or help individuals gain access to necessities that are otherwise unavailable to them, like bathroom facilities.

• Navigators have engaged with **121 individuals** so far and are consistently in contact with 25.

• Navigators have full demographic info on 50 people; 48 of these identify as unhoused.
Recovery Plan: Short Term

Arts, Culture, & Programming

• Align with mission to improve and promote businesses and Times Square
• TSQ Arts, Past Present, Future
• Ramped up Plaza Programming
• Collaborative Partnerships
  • MOME
  • MET
  • New 42
  • STAR
  • Broadway Groups
  • Lincoln Center
  • Carnegie Hall
• Signature Events Reimagined
AMANDA PHINGBODDHIWAKKIYA: WE ARE MORE

WE TOO ARE AMERICA

WE ARE MORE

- THAN -

Your Asian sidekick
The confused foreigner
The future doctor
Your submissive plaything
The helpless refugee
The dragon lady
The straight A student
The computer hacker
The martial arts master
The spunky girl with dyed hair
The quiet kid
The dependable worker
The nail lady
The Tiger mom

WE TOO ARE AMERICA
AMANDA PHINGBODHIPAKKIYA

PROTECT OUR ELDERS

AMANDA PHINGBODHIPAKKIYA

STAND WITH US

AMANDA PHINGBODHIPAKKIYA

WE ARE MORE THAN

Your Asian sidekick
The confused foreigner
The future doctor
Your submissive plaything
The helpless refugee
The dragon lady
The straight A student
The computer hacker
The martial arts master
The spunky girl with dyed hair
The quiet kid
The dependable worker
The nail lady
The Tiger mom
DUFFY SQUARE, MAY 1-31, 2021
For the month of May, Greenpoint’s beloved internet radio station The Lot Radio moves from its namesake empty lot to a new home, bringing its eclectic group of DJs to broadcast live from the iconic Duffy Square with *Times Square Transmissions 2021*. In the month-long DJ residency, a vintage red K67 kiosk from the 1960s will become a plaza-level DJ booth, streaming live between 10am and 10pm every day. New Yorkers and Times Square visitors can enjoy the tunes and the scene in person or online by tuning into the live video stream at thelotradio.com.
PUBLIC ARTIST-IN-RESIDENCE

CHRISTINE WONG YAP
x ENCORE COMMUNITY SERVICES

HOW I KEEP LOOKING UP: FLAGS OF RESILIENCE
TIMES SQUARE, JUNE 14, 2021

Wong Yap will invite seniors at Encore Senior Services to co-create flag designs representing their sources of resilience. The flags will be sewn by local theater workers, and selected designs will be displayed in the public plazas of Times Square on Flag Day, June 14, 2021.
2021 ARTS, PROGRAMMING & EVENTS CALENDAR OVERVIEW: MARCH-DECEMBER

ONGOING
- Messages for the City
- Mierle Laderman Ukeles, For -> Forever Street Musicians Program, Spring-Fall

MARCH 2021
- We Will Be Back Broadway Event
- Midnight Moment: Erin Johnson
- MM Spring Equinox Event, Mar 20
- Dramatists Guild Pop-Up, March 23

APRIL 2021
- Midnight Moment: Allison Janae Hamilton
- Zipeng Zhu: Hate Has No Place Here

MAY 2021
- Midnight Moment, May 1-31
- NY Live Arts and Saul Williams, May 15
- Times Square Transmissions - live DJ Booth, Duffy Square, May 1-31
- Amanda Phingbodhipakkiya: We Are More

MAY 2021 (cont.)
- Eat Times Square - promo for restaurants
- Messages for the City: I Still Believe Songs for Our City, Dates TBD

JUNE 2021
- Taste of Times Square - Plaza Dining
- Midnight Moment, June 1-30
- Christine Wong Yap, Flags of Resilience, June 14, Flag Day
- Solstice Event, June 20
- Pride Event, June 21-27
- Songs for Our City, Dates TBD

JULY 2021
- Midnight Moment, July 1-31
- Broadway Buskers live music in TSQ
- Jazz at Lincoln Center live in TSQ

AUGUST 2021
- Midnight Moment, August 1-31
- Pedro Reyes, Atomic Amnesia, August 2-27
- Broadway Buskers - live music in TSQ
- Jazz at Lincoln Center live in TSQ

SEPTEMBER 2021
- Midnight Moment, Sep 1-30
- Charles Gaines Opera x Creative Time (Date TBD; Duffy and Screen)
- September 11; 20th Anniversary - Broadway Advocacy Event
- Taste of Times Square Week TBD
- Broadway Buskers - live music TSq
- Jazz at Lincoln Center live in TSQ

OCTOBER 2021
- Midnight Moment, Oct 1-31
- Design Pavilion
- Performa, Oct 12-31
- Large-Scale Sculpture, Oct 1, Duffy

NOVEMBER 2021
- Midnight Moment, Nov 1-30
- Large-Scale Sculpture, Duffy

DECEMBER 2021
- Midnight Moment, Dec 1-30
- NYE!
Taste of Times Square
If your company has interest in supporting recovery efforts in Times Square, please contact Gary at gwinkler@tsq.org or 212-452-5212.
The Return of Broadway
Recovery Plan: Short Term

Tourism & Marketing

- Ramp up our marketing strategy and efforts
- Work with NYC & Co.
- Work with NYC Hospitality Alliance
- Work with Hotel Association of NYC
- Work with NYS Hospitality and Tourism Association
- Work with NYS Restaurant Association
- Continue to advocate for more funding for tourism
Spread the love with the TIMES SQUARE e-Gift Card!

Send your NYC friends, family, teammates, or anyone else the gift that keeps on giving around the neighborhood: a digital gift card that they can use to eat, shop, play, and more at some of your favorite local businesses in Times Square.

30+ businesses currently registered

No cost to any Times Square business

If you'd like to support this initiative or purchase cards for your employees, please contact Gary at gwinkler@tsq.org or 212-452-5212.
Recovery Plan: Short Term

- Work with Nicholas & Lence to develop and execute a proactive PR Strategy
- Celebrate Successes
- Drown out negatives
- Develop offensive strategy
- Tell our story!
TIMES SQUARE STIRS TO LIFE
Foot traffic up to 105K a day.

Crossroads comeback
Times Square's monthly visitation is still far from pre-pandemic levels, but area business owners are encouraged by the recent uptick—spurred in part by a partial return to indoor dining.

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Pedestrians (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>2,795,542</td>
</tr>
<tr>
<td>February</td>
<td>9,599,746</td>
</tr>
<tr>
<td>April</td>
<td>998,702</td>
</tr>
</tbody>
</table>

For the past year, Times Square has been widely depicted as a deserted ghost of its former self. But people who love the Crossroads of the World, even without Broadway, continue to bring it back to life.

Pedestrians jam the Broadway-Seventh Avenue Bowtie between West 42nd and 47th streets on an upswing as the weather warms, the Times Square Alliance has found.

The weekly average of people on foot increased from a paltry 355,302 in April 2020, the pandemic's darkest month in the city, to 134,599 this month. It's still way below the pre-pandemic total of 395,302, but a remarkable 306.3 percent jump over last spring's desolate condition. The number has gradually ticked up over time, with the latest figure surpassing the 80,000 daily average-visitor tally that The Post reported in February.

Steve Cuoizzo
REALTY CHECK

Good Times roll!
Folks flocking back to Crossroads of World

Heartbeat of the city
Broadway shows won't return until at least September, but warm weather and zany characters are still bringing in visitors—many of them local—back to Times Square, after the pandemic left it eerily empty a year ago.
The Start of a Comeback’ in 5 U.S. Cities

“We still have a ways to go until Broadway reopens, which will be a significant increase in tourism for the city and Times Square,” Tom Harris, the Alliance’s acting president, said, “but these small steps are allowing more people to safely experience what Times Square has to offer after a long year.”

The Times Square Alliance, a nonprofit group that oversees the area, reports an increase in foot traffic as well. Recently, 115,000 people have come through the tourist mecca a day, an increase of 15% over the daily traffic since September.
Promoting Times Square Businesses
‘We’ll Be Back’ Broadway Says, on Shutdown Anniversary

A pop-up performance in Times Square on Friday, featuring stars like André De Shields, was full of excitement as reopenings may be on the horizon.

By Julia Jacobs
March 12, 2021
New York needs a deputy mayor for public spaces

Crain’s New York Business By Tom Harris

Times Square’s deterioration is greatly exaggerated

Crain’s New York Business
By Eric Rudin & Tom Harris
## Recovery Plan: Long Term

### Public Space Management
- Holistic look at how our public spaces are managed
- Deputy Mayor of Public Space
- Park Like Rules for Plazas
- Times Square Arts Fund

### Landscape Changes
- Water Main and Bollard Project on 42\textsuperscript{nd} Street is an opportunity to redesign the block for 2021 not 1951
- Our Broadway Vision
- 8\textsuperscript{th} avenue reimagined

### Revisit Contractual Relationships
- With City: Small Business Administration, Department of Transportation, Department of Parks and Recreation
- With partners: New Year’s Eve and Jamestown Properties