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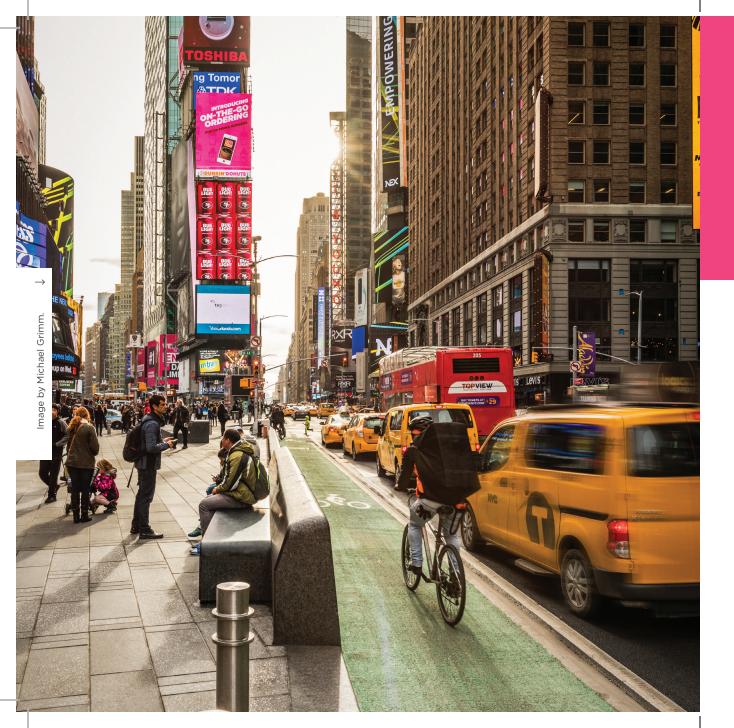
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TSQ <=> NYC

→ Our city. Our culture. Our creativity.

Dear New Yorkers,

Times Square has always been a window into the soul of the city, a place which both reflects and projects our fantasies and our fears, our dreams and desires and aspirations. At times it reflects what we love most about New York and urban life, and other times it does not.

The physical transformation of Times Square's most important public spaces has now been completed – starting with the transformation of Duffy Square in 2008, the closing of Broadway in 2009, and then the creation of paved pedestrian plazas.

Now is the time to articulate our aspirations for those public spaces. What do we want them to be, and what kind of place do we want Times Square – and by extension. New York – to be?

We want Times Square to be a hub that captures and celebrates our culture, in every sense of that word: our artistic and creative culture, our popular culture, our diverse cultures.

We want it to be a vibrant and democratic public space that exemplifies the civic, cultural and commercial life of our city, and of all great urban places.

We want it to be a place by, and for New Yorkers, that we can then share proudly with the rest of the world.

In the pages that follow, we present ways in which we hope to realize this vision, where Times Square feeds on and feeds into the spirit of New York. We hope that it resonates. But most importantly, we hope that it triggers you to bring your talent, culture, and creativity to Times Square.

Times Square Alliance

"Be free, transparent and democratic, BUT

don't let it become a free for all."

"Make sure it's clean, safe, and welcoming, BUT

don't make it controlled and sterile."

"It's okay to be commercial, BUT

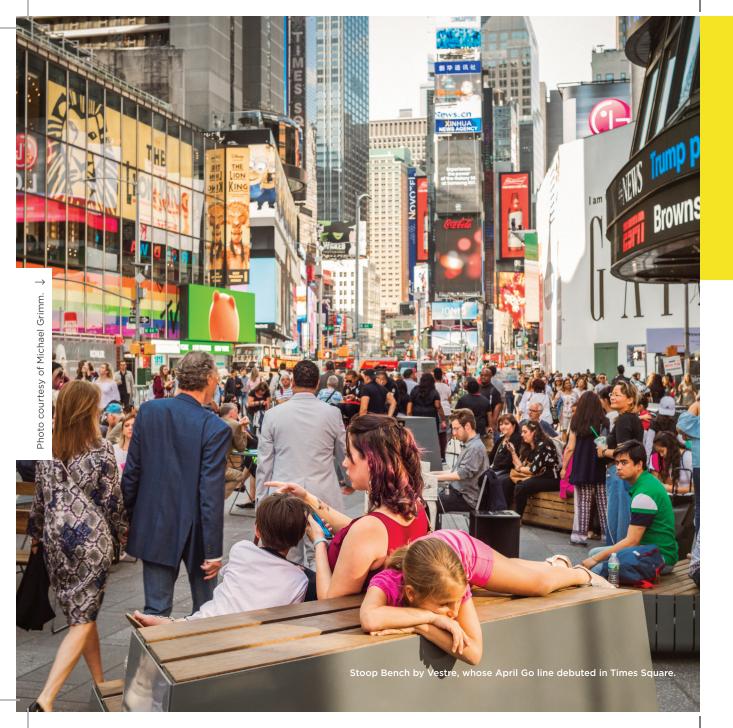
not if it overwhelms civic activity."

"Be current, changing and relevant, BUT

don't lose what connects us to our past."

"Welcome the visitor, BUT

make sure New Yorkers feel at home."



DESIGN

→ An ever-changing place of experimentation

and innovation in design

Duffy Square, the Pedestrian Plazas and Restaurant Row Kiosks

The construction of Duffy Square and the red steps, designed by Perkins Eastman based on a concept by Choi Ropiha, and the pedestrian plazas, designed by Snøhetta, set a new standard for Times Square's public spaces. They reflect both our belief in the power of design to transform the public space experience and the primacy of pedestrians in the life of great urban places. The Restaurant Row kiosks, designed by W Architecture, reflect our commitment to raising design standards throughout the district through permanent streetscape improvements.

Distinctive Street Furniture

Moveable and temporary street furniture is a critical element of any streetscape. Whether it's custom-designed pop-up food and retail kiosks, distinctive mobile signs, or unveiling new tables and chairs for parts of the plazas each season, we want Times Square to take advantage and display the work of the best design minds from New York and around the world.

Celebrate and Showcase Design Excellence

Landmarked theaters, dazzling new retail spaces and ground-breaking graphics on digital signs are all places where great design makes a difference in Times Square. Through awards and documentation across different platforms, we will tip our hat to the best design work in Times Square and the theater district. In addition, we will continue to be a platform for innovative design from around the world through NYC x Design, The Design Pavillion TM , and other design events.

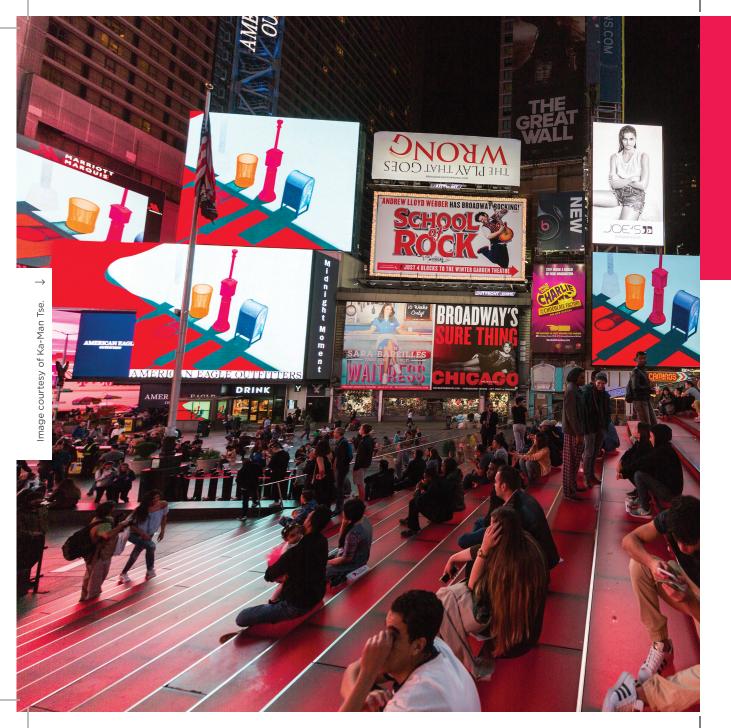


[The city] can stake out a cultural vision for the plazas, and by extension for public spaces all across town... by tapping into New York's cultural and creative infrastructure, using the reboot of Times Square as a template.

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Michael Kimmelman, The New York Times





PUBLIC ART

☐ Creating a cultural district that taps into the city's

best-known artistic assets and offers a platform to lesser-known

and lesser-heard voices from around the city and around the world.

Culture: The Critical Component

Times Square Arts is perhaps the most critical component of our vision for Times Square. It represents an invitation to contemporary artists to experiment and engage with one of the world's most iconic urban places, so that Times Square is as much a cultural hub as an economic and transportation nexus. We want to ensure that Times Square is a cultural district not only by virtue of its theaters and entertainment venues, but also by nurturing artistic interventions in both the public realm and its accessible commercial spaces.

Celebrating Art, Experimentation, and Freedom of Expression

In a neighborhood where the economics of success make new artistic interventions more challenging, we want Times Square Arts to be a laboratory for contemporary art in the public realm, creating conversations about Times Square and all that it represents about New York, urban life, public space, commerce and America. And in an era where free expression feels compromised, we want to tap into the legacy of the newspaper that gave Times Square its name to be a place of manifold and diverse voices in the public square.

Times Square Arts projects are supported in part by Times Square Advertising Coalition, Shelley & Donald Rubin Foundation, Stavros Niarchos Foundation, National Endowment for the Arts, by public funds from the New York City Department of Cultural Affairs, and by the New York State Council on the Arts with the support of Governor Andrew M. Cuomo and the New York State Legislature.



Think of Times Square as a cultural institution...

Cora Cahan, Founder, New 42nd Street

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...a cultural institution that's not quite institutionalized.

Christine Jones, *Tony Award-winning designer*

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TSQ NYC MKT

⇒ Bringing distinctive and unexpected NYC food and retail offerings to the public squar.

Finding the Best of New York City

Partnering with Urbanspace, we are curating an ongoing and ever-evolving set of food and retail options that reflect the diverse and creative entrepreneurial energies of NYC's independent food and retail communities. Our goal is both to create a positive public space experience that matches that of the world's great public plazas and to celebrate New York City's talent. And whether it is a former Vendy Award-winner who has gained a huge local following or an independent bookstore that celebrates the printed word in a place named after *The New York Times*, our goal is to focus first on the New Yorkers who live, work and go to the theater here.



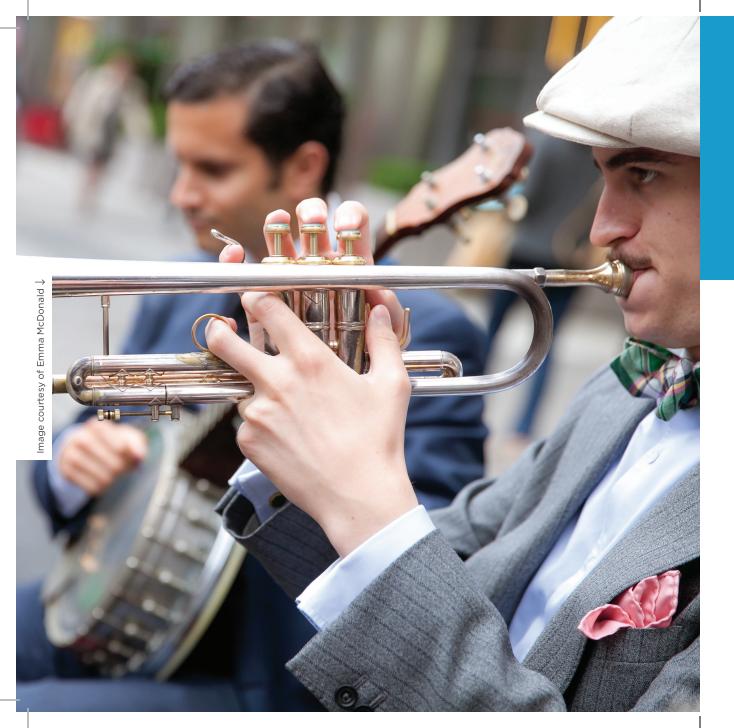
Times Square exists less as a crossroads than as a repository for our collective hopes and fears for the city...[it is] the geographical and symbolic center of New York......
What is your dream and your nightmare of Times Square?

Think carefully, because they're connected to a third, related questiom: What exactly do you want New York to be?

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Adam Sternbergh, New York Magazine Times Square: The City's Id: Now and Always

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ENTERTAINMENT + EVENTS

Presenting annual marquee events and daily small-scale entertainment that exemplify New York

City's passion and talent

Annual Marquee Events

Times Square has always been a gathering place. The Alliance plays a central role in curating annual events, from the world's most-watched New Year's Eve celebration to Taste of Times Square to our Summer Solstice yoga celebration for thousands. In each case we celebrate the best of Times Square and New York City, for all the world to see.

TSQ Presents NYC

Day in and day out, the Alliance curates small-scale music and performances on the pedestrian plazas and other public spaces throughout the district. New York City and Broadway have extraordinary musical talent of every type, and we want it to permeate our public spaces on a daily basis.

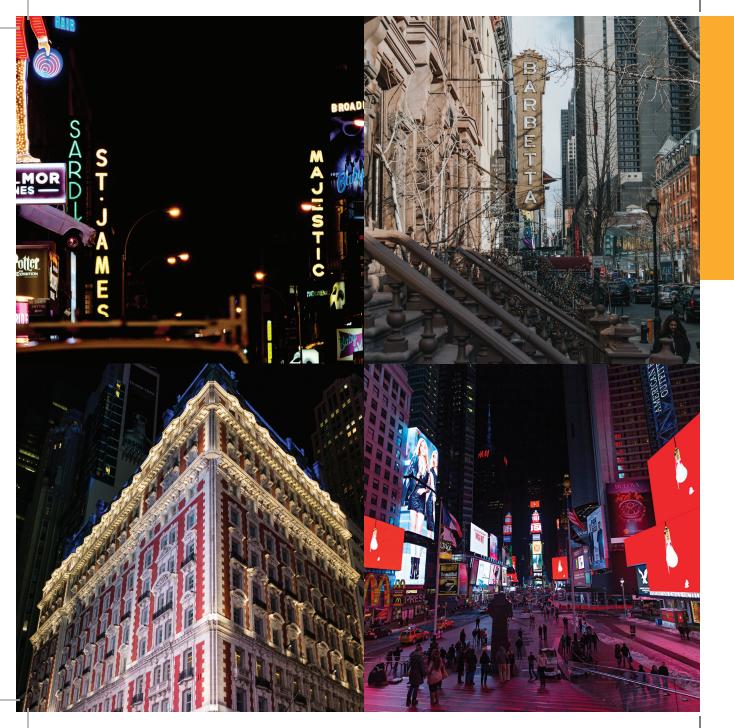






Civic culture needs cultivating and curating... the city should view the challenge of Times Square's pedestrian plaza... as a call to create a diverse, dense, intense experience of public life that we can all enjoy...

Jan Gehl, The New York Times



CELEBRATE WHAT WE HAVE

→ Rediscover and nurture our most

distinctive entrepreneurial, architectural,

cultural and historic assets.

Sharing What We Love

Yes, Times Square is a challenge at times, but so is New York. People choose to come to both places despite the challenges because of the excitement and originality of what's here. We want to dig deeper into the things that do draw people here – and nurture them so they are stronger and better and more likely to endure. Everyone has their Times Square stories, and we want to share the best ones, whether they're about the greatest concentration of live theaters and digital screens on the planet, our links to the country's most important newspaper or the rich history of Restaurant Row.

1 Image courtesy of Kevin Tachman. 2 Image courtesy of Ricardo Mantilla. 3 Image courtesy of Brad Ogbonna. 4 Image courtesy of Ka-Man Tse.

