

NYC & Company 2010 Annual Summary





Dear Friends and Colleagues:

This past year was exceptional for NYC & Company, with a record number of visitors from around the globe coming to explore our diverse range of neighborhoods, attractions, restaurants, shops and cultural institutions. These visitors spent more than \$30 billion and generated nearly \$2.7 billion in local tax revenue at a time when, more than ever, every dollar counts. In many ways, tourism has been one of the City's most stable revenue generators and job creators over the past year.

Of course, it is the vibrancy and strength of our attractions and businesses that lure these visitors and encourage them to explore all that the five boroughs have to offer. Indeed, sectors throughout the industry have been thriving—hotel occupancy and room demand are strong, museums and galleries are drawing record audiences, while Broadway and Off-Broadway are seeing high attendance, to name just a few. The collaboration between NYC & Company and its members continues to be crucial—our joint campaigns and partnerships have brought the best of New York City to a wide global audience, a mix of traditional, emerging markets and repeat visitors.

During these challenging times, tourism has become a cornerstone of the New York City economy. Thanks to the work of the NYC & Company team, our members and the leadership of Mayor Bloomberg, I fully expect to maintain and grow this momentum through 2011 and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Rafferty", written in a cursive style.

Emily Rafferty
Chairman, NYC & Company
June 2011



Dear Friends and Colleagues:

Despite the economic climate, New York City tourism had yet another record-breaking year in 2010 and proved to be one of the City's most important and vital growth industries.

The City welcomed a new high of 48.8 million people, including 9.7 million international visitors. On the whole, tourism generated \$46.5 billion in economic impact for the five boroughs and supported 320,000 New York City jobs. We remained the country's top overseas travel destination, the number-one port of entry and the most visited big city in the country.

For our part, NYC & Company continued to launch new and exciting programs and partnerships to help attract new visitors—this included, for the first time, in-market, city-to-city partnerships with Madrid, São Paulo, Los Angeles, Chicago and Miami, and our yearlong Get More NYC campaign. Each of the departments at NYC & Company—including Membership, Marketing, Tourism, Communications, Research, Arts & Culture and our Sports Marketing and Entertainment divisions—collaborated tirelessly to ensure our initiatives reached the widest and most appropriate audiences in a real, impactful way.

Of course, our members have been essential to the success and vibrancy we have experienced over the past year. Not only have you participated in and supported many of our campaigns, but through your own efforts and dedication you have helped make New York City a destination that people from around the world aspire to visit and experience. In short, you have been instrumental to our accomplishments this past year, and NYC & Company—and the City as a whole—thank you for your help and will continue to rely on you to make this industry stronger than it has ever been.

Sincerely,

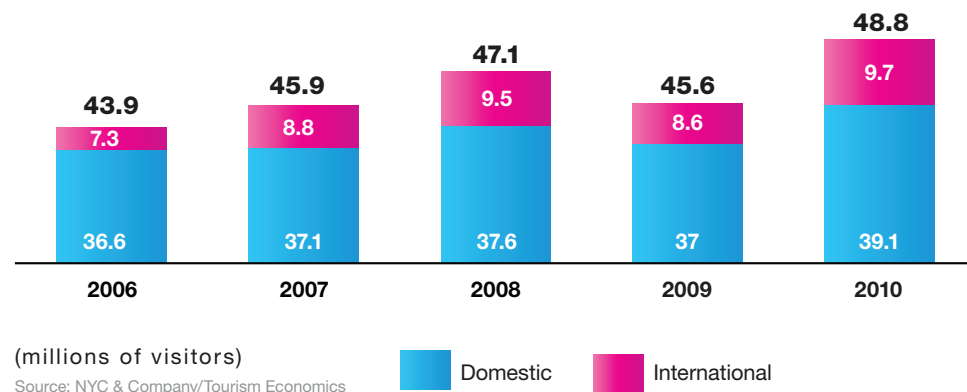
A handwritten signature in black ink, appearing to read "G. Fertitta", written in a cursive style.

George Fertitta
CEO, NYC & Company
June 2011

This is NYC & Company.

For New York City and NYC & Company, 2010 proved to be another record-setting year. New York City welcomed 48.8 million visitors—a 7% increase over 2009—putting the City firmly on track to reach Mayor Michael R. Bloomberg’s goal of attracting 50 million visitors by 2012.

NYC Visitor Trends:



Tourism remains one of NYC’s largest and most vital industries, contributing to 320,000 jobs and more than \$30 billion in direct spending across the City’s five boroughs. In 2010 hotels booked more than 25 million room-nights; restaurants experienced a surge in reservations; and many museums saw record attendance to their exhibitions. It was also a stellar year for Broadway shows, with nearly 12 million tickets sold—an increase of 3.3% over 2009. It’s no surprise that New York City has retained its position as the number-one city destination in the country. These successes are all the more remarkable in light of the challenging global economic environment of the past few years.

NYC & Company played an instrumental part in helping the City thrive by creating programs that conveyed New York City’s energy, excitement and diversity to a global audience numbering in the tens of millions. Our publications—including the *NYC Official Visitor Guide*, *NYC Official Travel Planner* and *NYC Official Meeting & Event Planner*—and the Webby Award-winning nycgo.com offered timely, useful information about events, offers and travel opportunities throughout the five boroughs. Domestic and international visitors, travel professionals, commuters and residents participated in initiatives that showcased and enhanced what

makes New York City such an exceptional destination—programs such as NYC Restaurant Week, Fashion’s Night Out, Get More NYC, On the House, Broadway Week, Oscar Night and the City, and Culture Spot. These programs and those we plan for the future would not be possible without such key partners as American Airlines, American Express, AT&T and YP.com, Nickelodeon’s Dora the Explorer and Travelocity. And our programs would not be possible without our members, whose outstanding products, services and attractions are crucial to our continued success.

Looking ahead to 2011, we are confident we can keep the momentum going strong with a range of new and returning campaigns and initiatives. Get More NYC, our signature tourism campaign that will return in June and run through the end of 2011, will highlight deals on flights, hotels, dining, shopping, entertainment and attractions as well as feature neighborhood events and itineraries, including a spotlight on Lower Manhattan to help people get more out of their experience in this thriving, revitalized area. In winter 2011 the perennially popular NYC Restaurant Week will return, and in July it will kick off its 20th year with more great prix-fixe deals for lunch and dinner at hundreds of the City’s top restaurants. In September Fashion’s Night Out will come back even bigger than its previous two years. Also in fall 2011, we will welcome the return of Broadway Week, Off-Broadway Week and welcome the first-ever Comedy Week—all of which will offer great deals on wonderful shows and performances.

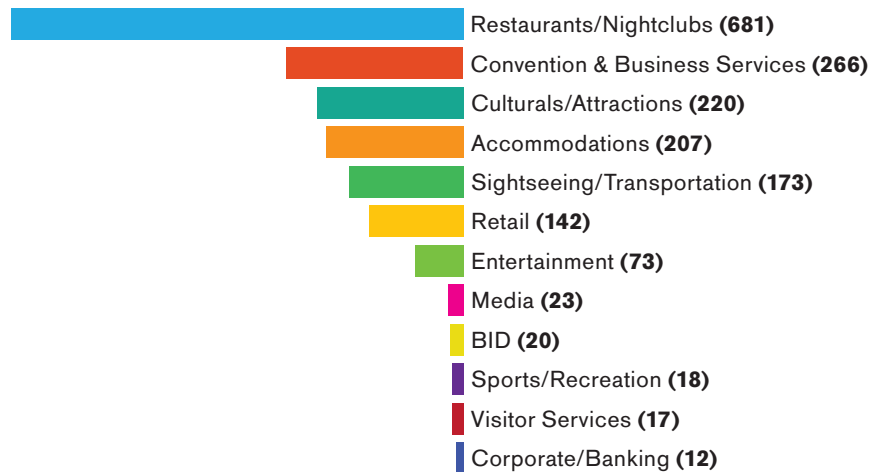
As always, we will look at new ways to extend our reach even further to connect with potential visitors. In May we will launch the initial phase of an ambitious international social-media initiative that builds on our existing domestic efforts on Twitter and Facebook. Nine of our 18 international offices will have new channels for providing timely, in-market, custom-language updates about New York City and its attractions, events and deals to consumers as well as the press and travel trade.

NYC & Company is proud to contribute positively to the prosperity of our members, to the tourism and hospitality industry and to the City of New York—and we will continue to work tirelessly to raise the bar even higher. New York City offers exceptional, unforgettable experiences to visitors, and we strive to remind people of all the reasons why they need to return again and again. We want them to know what we’ve always known: that there is no other city like this in the world. This is New York City.

MEMBERSHIP

NYC & Company is dedicated to maximizing our member businesses' visibility to international and domestic travelers (both business and leisure), as well as to New York City residents. To deliver on these goals, NYC & Company offers its nearly 1,900 members a wide variety of benefits and resources.

NYC & Company's Membership Composition:



nycgo.com

The official source of information on all there is to do and see in NYC, nycgo.com is the website for residents and visitors alike. Launched in January 2009, nycgo.com is edited by seasoned journalists and written by a talented team of staff writers and freelance contributors. In 2010 the site was awarded a Webby People's Choice Award in the Tourism category, and has developed a rapidly growing and engaged social-media following and increasingly popular mobile site. Every member has a customized venue page with an enhanced 100-word description plus photos, a map, special offers and a hyperlink to its own site.

Official NYC Information Centers

The Official NYC Information Center in Midtown Manhattan is the ultimate, state-of-the-art destination for visitors and residents to find all they need to know about what to see and where to go in NYC. Only members are displayed on the Brochure Wall and featured on the Interactive Map Tables. Members are also showcased at our satellite locations in Times Square and The Studio Museum in Harlem, as well as at kiosks in City Hall Park and Chinatown.

Official NYC Publications

NYC & Company publishes four targeted guides: the *NYC Official Visitor Guide*, the *NYC Official Visitor Map*, the *NYC Official Travel Planner* and the *NYC Official Meeting & Event Planner*. The visitor guide includes extensive listings of member businesses and organizations as well as essential visitor facts and transportation information. It is the only official guide that reaches international and domestic travelers by request in advance of traveling. A downloadable version of the visitor guide is available on nycgo.com.

The annual *NYC Official Travel Planner* is targeted to incentive planners, tour operators and retail travel consultants who are looking to craft customized trip itineraries for their clients. The extensive member listings of dining, shopping, museums and galleries, the performing arts and more offer diverse options for clients during their stay.

The *NYC Official Meeting & Event Planner* is a comprehensive resource for planners, whether they are organizing meetings, smaller trade shows or large-scale conventions and conferences. It features helpful information for every aspect of meeting and event planning, including extensive member listings of transportation, hotels, event venues, services, dining, shopping, the performing arts and other attractions.

Networking Events

With our business card exchanges, member breakfasts, speed-networking events and business seminars, there are many opportunities throughout the year to meet and network with other local professionals. In 2010 we hosted a social-networking symposium, with a panel of key representatives from Foursquare, TweetDeck, The Roger Smith Hotel and Situation Interactive. There were business card exchanges held at B.B. King Blues Club & Grill, the Central Park Zoo, The Riverside Church, the Armory Track and Field Center, the New York Botanical Garden and Circle Line Sightseeing Cruises. We had speed-networking events and new member orientations throughout the year.

Marketing Programs

A key benefit for our members is participating in the wide array of marketing programs and platforms that support and promote the City and help drive visitors and locals to our member businesses. These programs, described in the Marketing and Partnerships section of this report, are promoted on nycgo.com and through the other media outlets, both locally and internationally.

Research

Another key membership benefit is access to our research information about who is visiting the City, including detailed international and domestic visitor information, demographics, length of stay and spending patterns. Members can use this data to their advantage to inform their own marketing strategies and initiatives.

Looking Toward 2011

In 2011 the Membership department will continue its focus on new member acquisition and customer service. The team will continue to build on the array of marketing programs offered to members by adding new platforms to help the retail, nightlife and entertainment business sectors. We will highlight Lower Manhattan to drive additional traffic to our members in that revitalized part of the City. In light of the enthusiastic response to the social-networking symposium, we are looking to add business seminars to our current networking event offerings. We look forward to adding to our roster of publications and maps to showcase our members and make it easier for our visitors to navigate the City.

TOURISM DEVELOPMENT

Tourism Development is responsible for expanding the presence and reach of New York City around the world through an array of sales and marketing efforts. Initiatives begin with a network of 18 representative offices establishing trade relationships throughout the Americas, Europe and Asia-Pacific.

Throughout the year sales missions and trade shows are key initiatives for product development, giving priority positioning to member products and providing a relevant audience in market.

Annual sales missions and trade shows open to member participation (in chronological order):

Sales Missions

California
Australia/Visit USA
Brazil
Canada
Italy/France/Belgium
Japan/Korea
UK/Ireland
India
Scandinavia/Netherlands or
Germany/Switzerland
China/CITM

Trade Shows

FITUR (Spain)
Holiday World (Ireland)
ITB (Germany)
MITT (Russia)
Cruise3Sixty (US)
Pow Wow (US)
La Cumbre (US)
TTG (Italy)
ABAV (Brazil)
FIT (Argentina)
WTM (UK)

Education remains a strong focus as the team hosts trade familiarization trips throughout the year to enhance product knowledge of NYC. The online NYC Travel Training Academy at nycgo.com/training provides member product knowledge in 10 languages across 27 markets worldwide, closing 2010 with more than 13,000 registered users.

Annually, cooperative promotions are established in each market, focusing on tactical offers to drive travel to NYC. A few highlights from 2010 include expanding NYC & Company's Get More NYC campaign with travel partners into Brazil, Italy, Spain and the UK, as well as initiating a Chinese New Year program, which produced the largest Chinese leisure group to ever come to the City, a total of 1,200 visitors over a two-week period in February.

Looking Toward 2011

In 2011 Tourism Development will remain focused on promoting member products and increasing NYC's market share across the current represented markets. The department will also explore new markets for development and new city-to-city partnerships, and looks forward to hosting the Student & Youth Travel Association (SYTA) Annual Convention in August.

CONVENTION DEVELOPMENT

Convention Development acts as a catalyst between the meetings industry and the NYC hospitality industry, driving meetings, conventions and trade shows to book groups into New York City. Sales efforts are primarily focused on industry trade shows and events, with a stronger focus internationally in 2010.

Annual trade shows and sales events open to member participation (in chronological order):

HelmsBriscoe Partner Meeting (US)	ESSAE (US)
PCMA's Annual Meeting (US)	AIBTM (US)
MPI Northern California Chapter (US)	ASAE (US)
meetNY (US)	Incentive Works (Canada)
ConferenceDirect's Annual Partner Meeting (US)	HSMIA's Affordable Meetings (US)
MPI Cascadia (US)	UK MICE Roadshow (UK)
MPI Southern California Chapter (US)	IMEX America (US)
Springtime Expo (US)	EIBTM (Spain)
IMEX (Germany)	IAEE (US)
	Holiday Showcase (US)

An additional focus, NYC member product education, is realized through sales calls, events and familiarization tours. Member need periods, also a priority, are supported with programs like Meet Me on Sunday.

As a result of the Convention Development team's efforts, the numbers for 2010 surpassed 2009's in all categories.

<u>2010 Metrics:</u>		<u>2009 Metrics:</u>	
Qualified Leads	882	Qualified Leads	776
Confirmed Bookings	353	Confirmed Bookings	310
Total Room-Nights	241,000	Total Room-Nights	238,000
NYC Economic Impact	\$179 million	NYC Economic Impact	\$177 million

Looking Toward 2011

In response to trends across the meetings industry, in 2011 the Convention Development team will increase focus on small and midsize meetings, as well as the international incentive market, led by the UK, and the addition of two new domestic trade shows targeting this market, AIBTM and IMEX America. City need periods will remain a priority, and efforts will continue to promote all five boroughs, along with Lower Manhattan, for meetings.

MARKETING AND PARTNERSHIPS

NYC & Company's Marketing and Partnerships team promotes the dynamic New York City brand worldwide, highlighting its unparalleled dining, shopping, entertainment and cultural offerings. The impact of the marketing programs is amplified through collaboration with other NYC & Company departments, including Arts & Culture, Communications, Creative Services, Entertainment, Interactive, Media, Membership, Tourism and Sports Marketing. These marketing campaigns—supported by valuable partners such as American Express, American Airlines, AT&T and YP.com, Google, the National Geographic Channel, Nickelodeon's Dora the Explorer, OpenTable, *Time Out New York* and Travelocity—position NYC as a must-see-now destination while offering locals and visitors alike the tools to experience the City in the most accessible and fulfilling manner. As a result, 2010 was another fruitful year for both international and domestic tourism, as well as for local economic development. Following is a summary of just a few of the key 2010 programs.

Get More NYC

The Get More NYC campaign, launched in spring 2010, is a year-round local, domestic and international program that fully integrates key verticals (dining, shopping, arts, culture, museums, entertainment, hotels, Broadway, transportation and attractions) by serving up offers with partners American Express, American Airlines, AT&T and YP.com, Nickelodeon's Dora the Explorer (who highlighted family-centric deals) and Travelocity. Get More NYC is supported by an integrated marketing campaign consisting of print, interactive banners and OOH (taxi videos, bus shelters, street-pole banners), as well as comprehensive social-media efforts (Facebook, Twitter) that in total delivered over 3 billion impressions worldwide in 2010. Promoted locally, domestically (Boston, Chicago, Dallas, Los Angeles, Miami and elsewhere) and internationally (Brazil, France, Italy, Spain and the UK), the campaign showcases all there is to do and see in the City.

Get More NYC continued in the fall with a holiday shopping promotion with partner American Express that offered Cardmembers up to \$100 back when they used their registered American Express Cards at more than 200 merchants. With partner American Airlines, the Live More Tour provided special flight offers, available for a limited time, promoting travel to NYC from Chicago, Los Angeles and Miami during Q1 2011. It was a major success, with approximately \$1 million in earned media value.

On the House

NYC & Company created On the House, a two-for-one ticket promotion, to promote New York City's thriving Off-Broadway theater community. A limited-time offer, On the House was established in 2009 to encourage a sense of urgency among NYC theatergoers to attend Off-Broadway shows and discover the unique neighborhoods where the theaters are located. The 2010 promotion ran for three weeks, from February 8 to 28, and over 25 shows participated. More than 6,000 tickets were sold.

NYC Restaurant Week

During its winter and summer 2010 editions, the iconic dining program NYC Restaurant Week, which offers prix-fixe meals at the City's finest restaurants to increase traffic during traditionally slow periods for the industry, continued to grow.

A record 278 restaurants participated in the summer promotion, and web traffic to the NYC Restaurant Week page on nycgo.com increased 37%, to 641,239 visits. Through partner OpenTable, more than 88,000 covers were generated at participating restaurants during the summer promotion. We look forward to NYC Restaurant Week Summer 2011, which marks the program's 20th year.

Fashion's Night Out

After only two years, Fashion's Night Out (FNO) has become a global phenomenon. Developed by *Vogue*, the Council of Fashion Designers of America, NYC & Company and the City of New York, FNO was created to stimulate retail business by celebrating fashion and shopping. More than 1,200 retailers participated throughout the five boroughs (up from 800 in 2009) by remaining open until 11pm on September 10 and hosting festivities, with appearances by designers, celebrities and models. The City's largest public fashion show, held as a kickoff event at Lincoln Center on September 7, highlighted fall trends to help shoppers know what to look for on the day itself. More than 1,500 people attended the show, which featured a surprise performance by Pharrell Williams. As a testament to FNO's success, CBS filmed a prime-time TV special on the making of FNO that aired a few days after the big event. Through NYC & Company, FNO was also woven into the season-premiere episode of the hit TV series *Gossip Girl*.

National Geographic Channel

New Yorkers can surely identify with animals on the move, but not many people realize that migrations aren't casual walks, or even sprints—they're marathons, in which countless obstacles can threaten an animal's life and the survival of a species. National Geographic Channel's series *Great Migrations* captured these struggles, providing a fascinating look at the breadth and diversity of wildlife in motion. NYC & Company utilized never-before-seen footage shot with state-of-the-art technology to create an interactive experience with daily commuters and visitors in Grand Central Terminal's Vanderbilt Hall. Featured animals were exhibited larger than life, across custom-built big screens, to pique visitor curiosity and increase audience engagement. The event generated more than 150,000 impressions in just one day and drove additional awareness of the series through event coverage in multiple New York City media outlets.

Looking Toward 2011

The year 2011 promises to continue the great momentum established in 2010. To kick off the first quarter, our Get More NYC program will have a robust offering of great deals and values to promote travel to NYC during this traditionally slow travel period. In addition to great airline deals to NYC through our partner American Airlines, we will be holding the first-ever Broadway Week, which offers theatergoers two-for-one tickets to 18 shows. Families will find endless activities during Get More NYC via our official family ambassador, Dora the Explorer. On the House will be celebrating its third year of offering two-for-one Off-Broadway tickets, with more than 30 shows participating. Destination: Harlem will be a month of special activities celebrating Black History Month in February. And of course, NYC Restaurant Week returns for yet another winter of fine dining at a fraction of the regular cost. Founding Sponsor American Express and Participating Sponsor Travelocity will help sweeten the deals with special offers in support of the program. Summer 2011 will mark the 20th annual

NYC Restaurant Week, kicking off a year of celebrating the original, and widely imitated, program. We anticipate having more than 300 restaurants participate in the festivities. Get More NYC will return in the summer, providing even more great deals and values. Get More NYC: Lower Manhattan will celebrate the resurgence and excitement of downtown NYC and help reposition Lower Manhattan as a revitalized, vibrant NYC neighborhood.

All in all, 2011 should be an even more exciting and rewarding year, as we continue our push to achieving our goal of 50 million visitors by 2012.

COMMUNICATIONS AND GOVERNMENT AFFAIRS

NYC & Company's Communications and Government Affairs department operates at the intersection of press, politics and popular culture. The department works in close collaboration with the news media, local and national elected officials, and tourism industry stakeholders to generate significant press coverage of NYC & Company's programs, its initiatives and the destination itself, while increasing support for the City's more than \$30 billion tourism industry among New York City residents.

With its integrated network of communications professionals in 18 cities serving 25 global markets, the department promotes the destination and monitors the news in real time, enabling it to enhance the positive image of New York City around the world with maximum efficiency. In addition, the department creates newsworthy events and partnerships and strategically targets leading in-market media outlets to organically permeate the news cycle. Equally important, the department is responsible for maintaining open and productive relationships with city, state and federal officials, and for protecting the organization's positive image in the news media around the world.

In 2010 the Communications and Government Affairs department generated hundreds of millions of dollars in earned media for NYC & Company's marketing, communications and advertising programs, its members, its interactive initiatives and New York City's big events, meetings and conventions. Through the efforts of its international press teams, the department helped enhance the image of New York City as a vibrant, exciting, diverse and manageable destination—and then translated that positive perception into increased tourism, employment and economic benefit.

Press Coverage—International and Domestic

Under the guidance and lead of the department's NYC headquarters, all 18 international press offices developed travel features highlighting NYC as an attractive and inviting destination for global travelers. With particular focus on major outlets and national wire services, NYC & Company was able to secure placement in top outlets around the world, including *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *The Miami Herald*, the Associated Press, Reuters, *USA Today*, CNN, MTV, BBC, *The Globe and Mail*, *The Sunday Times*, *International Herald Tribune*, *El Mundo*, *O Globo*, *The Sydney Morning Herald* and Xinhua News Agency.

Government Affairs

The Government Affairs team is responsible for managing and building relationships with elected officials and government institutions from around the world. Over the past year, the team hosted delegations from Japan, Russia, Chile, Iraq, Poland, South Korea, Mexico and many other countries.

In 2010 the Communications and Government Affairs team successfully increased NYC & Company's presence—both locally and nationally—building support for its most important initiatives at public hearings and industry meetings. The team worked with the US Department of Commerce and the Corporation for Travel Promotion (New York City is the sole city to serve on the board) to develop the country's first international tourism campaign. Additionally, the Government Affairs team lobbied with groups such as the Better Airports Alliance, the National Tour Association and the U.S. Travel Association on several key issues facing the travel and tourism industry, such as airline congestion, visa and entry-process systems and tourism matching-grant legislation. Finally, the team provided testimony before the New York City Council on legislation related to illegal hotels, pedicabs and horse-drawn carriages as well as many other issues that could affect the tourism industry and our members.

Global Partnerships

NYC & Company's team held events throughout the world to take the company's message directly into market. In 2010, working closely with Tourism Development, the team created a city-to-city partnership with Madrid. As part of the alliance, each destination agreed to the exchange of outdoor media and in-market promotional events. Joint press conferences took place with City officials in Times Square and Madrid's Plaza del Callao to stimulate increased city-to-city travel.

The team, in support of the Get More NYC campaign, also pursued and secured the first-ever domestic city-to-city travel partnerships with Miami, Chicago and Los Angeles, and created the Live More Tour. Driven by in-market press events and communications outreach, the Live More Tour featured exclusive American Airlines fares between each destination and New York City, designed to encourage travel during off-peak periods.

Looking Toward 2011

In 2011 the Communications and Government Affairs department will continue to tell the story of the company and the City through targeted, consistent messaging and outreach through its network of international offices and domestic contacts. New in 2011 is the launch of nine international social-media platforms designed to further stimulate interest and travel to NYC. The new communications tool will use Facebook and Twitter to target consumers, the media and the travel trade, using customized messaging in the native language of each country. The department will also expand its civic partnerships opportunities in Brazil, South Korea and other key regions throughout the world. Finally, the Communications and Government Affairs team will continue the company's mission of promoting all five boroughs to tell the story of travel to the entire City in a more compelling way.

RESEARCH AND ANALYSIS

The Research and Analysis department manages a comprehensive research and economic intelligence unit for the City's travel and tourism industry. It also functions as the office of record for vital statistics on New York City's travel sector. Reports and analyses are available to NYC & Company members, elected officials, city and state agencies and key stakeholders.

The Research and Analysis department compiles reports that measure the economic impact of NYC's tourism industry; profile visitors; and track visitor volume from dozens of different origin markets and niche segments. Separate reports pinpoint citywide hotel development and track average hotel occupancy and room rates. The department also conducts extensive proprietary research to evaluate key marketing programs and events.

NYC & Company deploys an innovative suite of forecasting and tracking statistical models to inform marketing, tourism and strategic planning decisions. These dynamic statistical tools help position NYC's tourism economy in terms of market size, growth potential, propensity to visit NYC, risks, value and access.

Looking Toward 2011

The Research and Analysis department will add new studies and expand ongoing research endeavors in 2011. The Annual NYC Cultural & Arts Audience will be in its third year in 2011; in Q3 2011 we will present the third cultural marketing workshop based upon this effort. Research continues to work with OpenTable to provide insight to the restaurant community, and has planned a number of other research studies designed to assist marketing decisions.

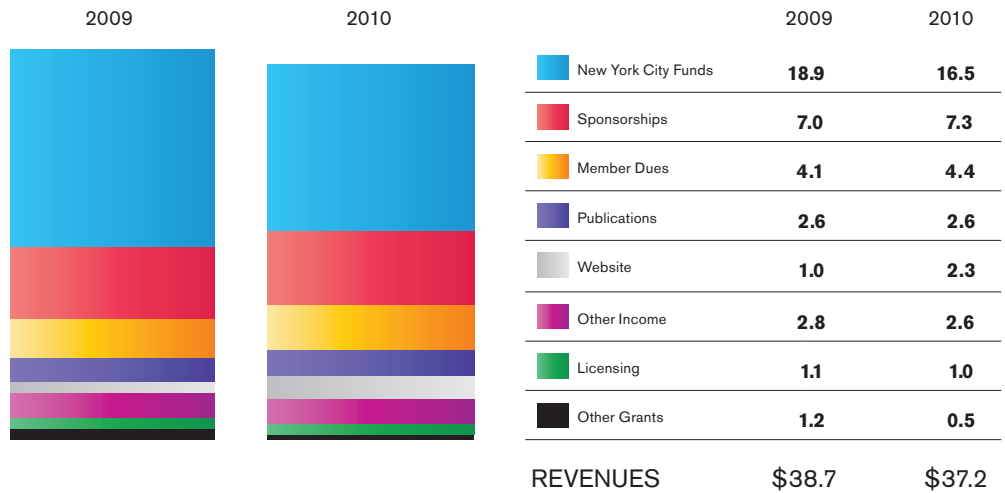
FINANCIALS

In 2010 NYC & Company's City contract funds decreased by \$2.4 million, or 13%, compared to 2009 and by \$3.5 million, or 18%, compared to 2008 as a result of continued City budget reductions. In addition, New York State suspended its Tourism Matching Fund program, which resulted in a loss of \$480,000 in Other Grants revenue.

In spite of these challenges, NYC & Company grew its Sponsorships and Website revenues by \$1.6 million, or 21%, through the addition of strategic corporate partners such as American Airlines, AT&T, JetBlue and Red Bull.

Additionally, NYC & Company, in the face of a difficult economic climate, maintained key revenue sources from Membership, Publications, Ticket Sales and Licensing.

NYC & Company's Revenues:



in millions (\$)
Excludes value of in-kind media contributions

Board of Directors.

Emily Rafferty

Chairman

George Fertitta

Chief Executive Officer

Michelle Adams

David Adler

Adrian Benepe

Jaclyn Bernstein

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Rick Friedberg

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James L. Nederlander

Tracy Nieporent

Harriet Novet

Katherine Oliver

Alicia Pierro

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Robert Steel

Suzi Steiger

Michael J. Stengel

Scott Stringer

Francis Tedesco

Tim Tompkins

Art Torno

Nick Valenti

Robert Walsh

Peter Ward

Gerri Warren Merrick

William White

Lloyd A. Williams

Jack Withiam, Jr.

Howard Wolfson

David Yassky

Tim Zagat

Names in bold indicate
Executive Committee members.

Names in italics indicate
ex-officio members.

As of December 31, 2010

Senior Staff.

George Fertitta

Chief Executive Officer

Jane Reiss

Chief Marketing Officer
Executive Vice President
Partnerships

Kevin Booth

Chief Financial Officer

Bryan Grimaldi

Chief Operating Officer
General Counsel

Kimberly Spell

Chief Communications
Officer

Willy Wong

Chief Creative Officer

Nevah Assang

Senior Vice President
Creative & Content

Paula Berry

Executive Director
NYHarborWay

Kelly Ann Curtin

Senior Vice President
Membership &
Destination Services

Fred Dixon

Senior Vice President
Tourism & Convention
Development

Andrew Gould

Senior Vice President
Sports Marketing

Donna J. Keren

Senior Vice President
Research & Analysis

Barbara H. Lorber

Senior Vice President
Arts & Cultural Programs
Executive Vice President
NYC & Company Foundation

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