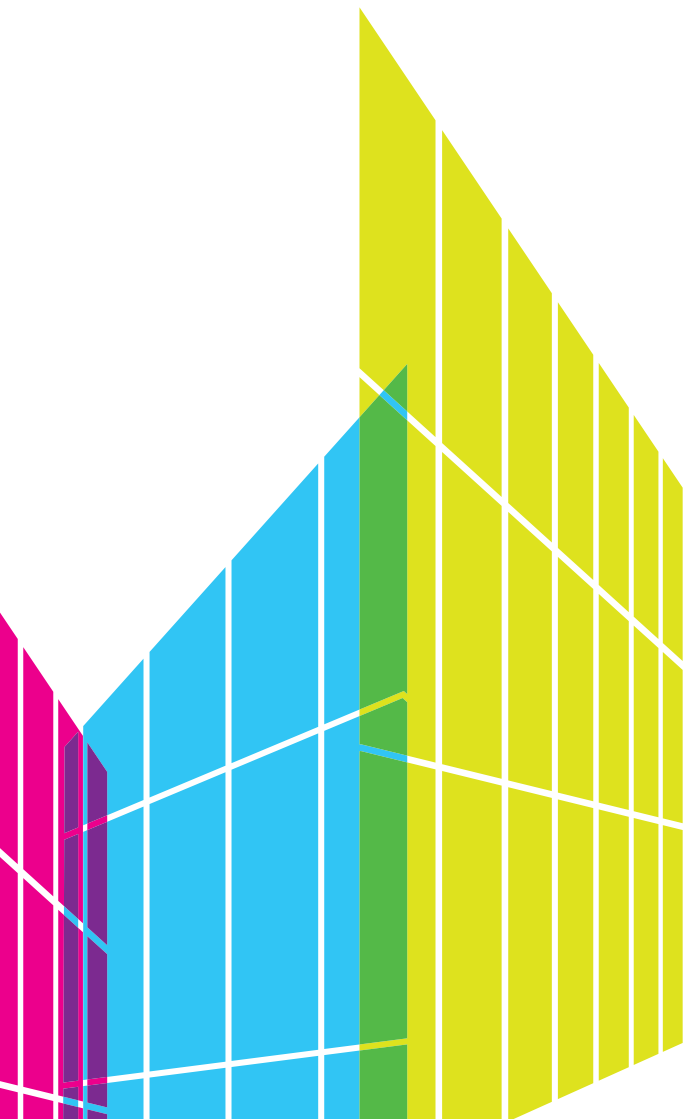




2017-
2018
annual
summary

NYC
& Company

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from the chairman and ceo

Dear Members, Friends and Colleagues:

Last year was remarkable—one that tested and supported the strategic way NYC & Company works across segments, around the globe and with our members and partners.

When we tallied all the indicators, visitation to the City in 2017 set a new record: 62.8 million visitors. This marks our eighth consecutive year of growth. But the picture was mixed, and as forecast there were declines in key NYC markets.

We saw healthy domestic growth fueled by the strength of the US economy. International travel started the year slowly, as many core New York City markets, especially in North America and Europe, pulled away. A slow recovery, alongside rising exchange rates, was met with sufficient growth from the emerging markets of Asia and Latin America to bring volume up to the original forecast level of 13.1 million visitors.

The numbers can only tell a part of our story. As an industry and a city, we countered the tides with a new international campaign to affirm our position as the world's most diverse and welcoming destination. "New York City – Welcoming the World" issued a strong and direct invitation to visit. At trade shows, press conferences and sales missions around the world, we reinforced what the world already knows about NYC: the City is constantly changing, focused on security and always open.

As we look forward to 2018, our city has never been so alive with new developments and investment in infrastructure and experiences. At NYC & Company we are creating innovative programs and partnerships to ensure that the City remains the number one destination of choice among leisure and convention travelers. From our signature marketing programs to our far-reaching tourism campaigns, we invite visitors year-round to discover our iconic attractions and five-borough gems.

As has been proven time and again, the world needs an open, authentic, vibrant and welcoming New York City. And New York City needs a thriving tourism industry to create prosperity, tax revenue and good jobs for its citizens.

Thank you for your support and partnership. It is essential to keeping NYC & Company strong. Our work is more vital than ever.

With deep gratitude,



Emily K. Rafferty
Chairman
NYC & Company



Fred Dixon
President and CEO
NYC & Company

the world needs new york city now more than ever.

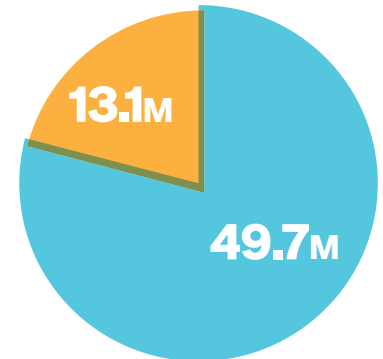
nyc travel and tourism trends



HIGHLIGHTS OF 2017

Despite strong political headwinds facing our industry at the start of 2017, New York City welcomed a record 62.8 million visitors last year. This marks the eighth consecutive year of visitation growth.

Domestic travel increased by almost 2 million person trips, from 47.8 to 49.7 million, a 3.9% gain over 2016. Particularly strong performance in the overnight visitor market helped push these results up.



62.8M Total Visitors

International
Domestic

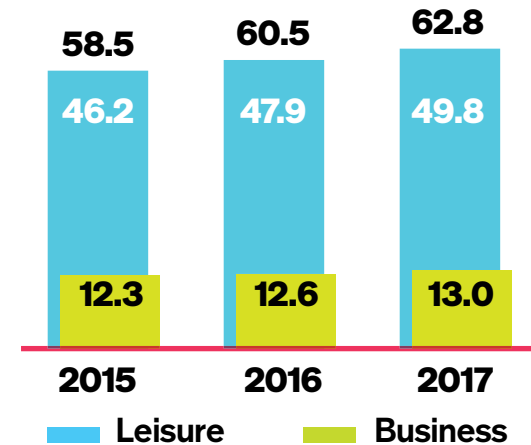
International visitors lagged at the start of the year, but ultimately surpassed the 13 million mark—a 3.4% increase—driven by solid regional growth from Asia and South America, together with a turnaround from Canada. It is important to note, however, that as forecast, several key markets like the UK, Germany, Scandinavia, the Netherlands and the Middle East were down due to a variety of challenges including currency exchange rates and concerns about the welcoming nature of the US.

Visitation by Segment

Business and leisure travel both improved year over year. The City welcomed 49.8 million leisure trips in 2017.

While leisure travel remains the growth engine of the industry for NYC, business travel grew by 3.1%, to 13 million visitors (including 6.2 million meeting delegates), a significant improvement over the 2.2% growth in 2016.

Total Visitors (Millions)



Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data becomes available. Numbers may not sum due to rounding. Source: NYC & Company as of March 2018

new york city needs a resilient tourism industry

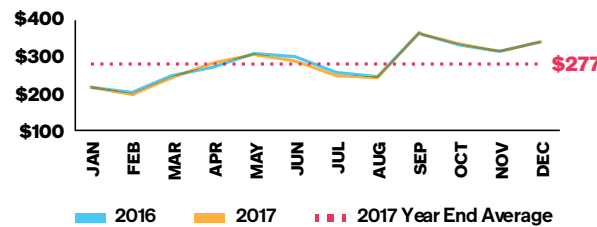
nyc travel and tourism trends



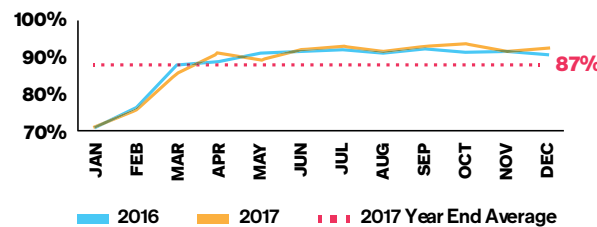
Hotel Performance

Robust hotel supply increases were met with strong demand growth. Average daily rate (ADR) recovered by Q4, to end the year at an average of \$277. Occupancy generally outperformed 2016 results as guests benefited from an increasingly diverse offering of hotel brands, locations and price levels.

ADR (Average Daily Rate \$)



OCCUPANCY (%)



Room Supply

Total inventory

+3.6%

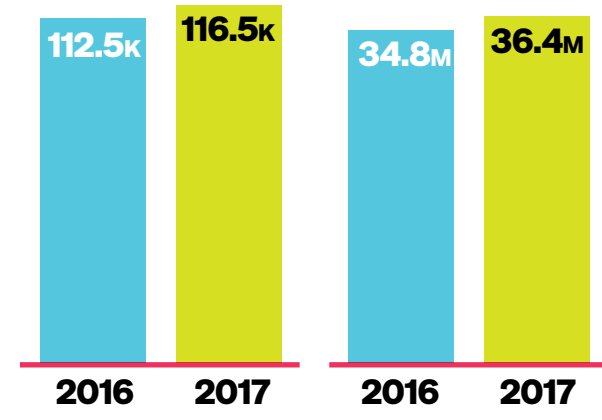
Net gain of 4,000

Room Demand

Total room-nights sold

+4.5%

Net gain of ~1.6M



“Whether it’s art or music or food or commerce or history —fill it in— you’ve got a reason to come to New York.”

— Arne Sorenson, President and Chief Executive Officer of Marriott International, Inc.

Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data becomes available. Numbers may not sum due to rounding. Source: NYC & Company as of March 2018

...and a strong nyc & company to thrive.

nyc travel and tourism trends

2018 FORECAST

New York City should see another year of growth in 2018 as global economic conditions support increased domestic and international travel.

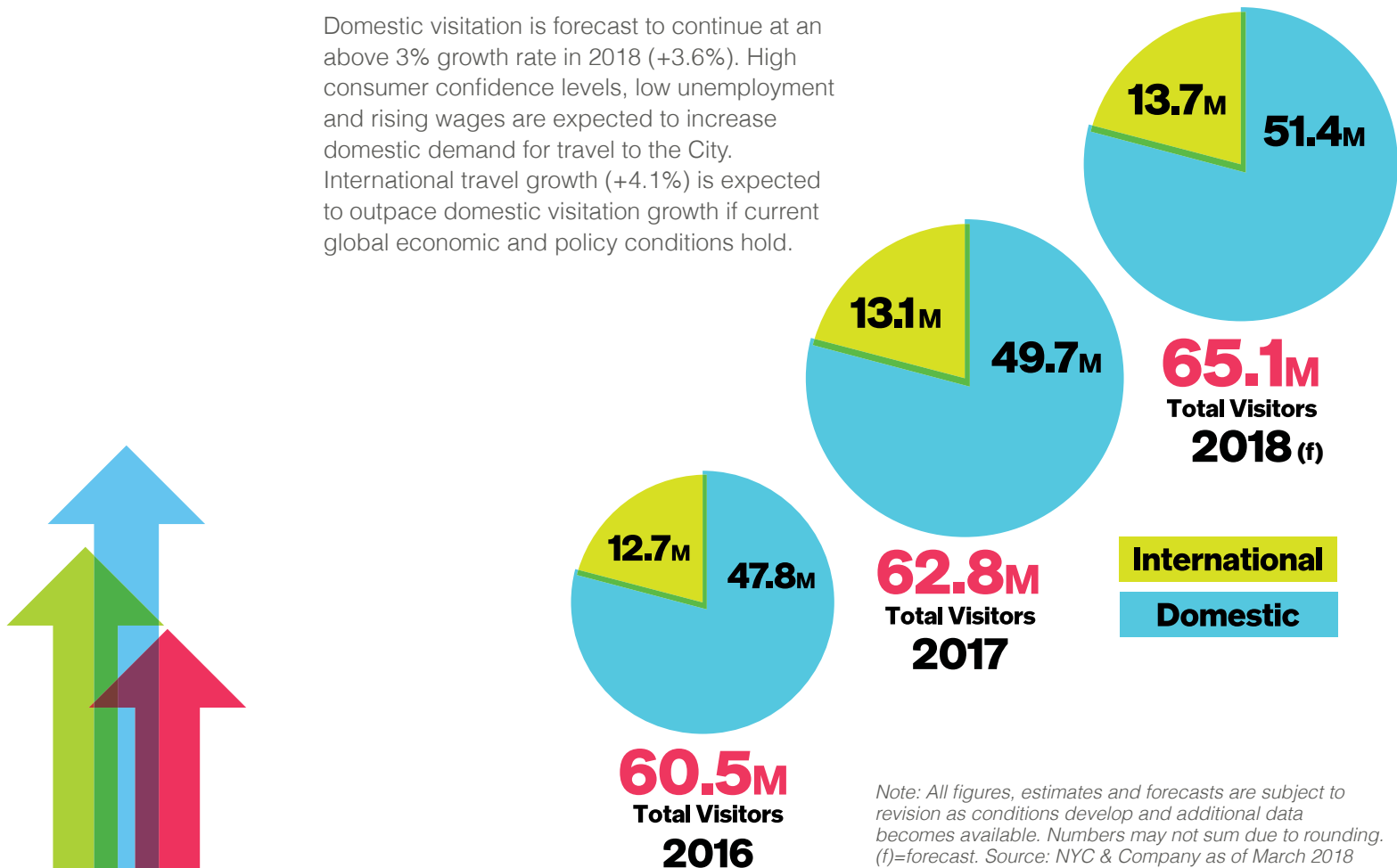
The current forecast anticipates 65.1 million visitors (+3.7% year over year), as domestic visitation breaks the 50 million mark with 51.4 million visitors, and international visitation breaks another record with 13.7 million visitors.

Domestic visitation is forecast to continue at an above 3% growth rate in 2018 (+3.6%). High consumer confidence levels, low unemployment and rising wages are expected to increase domestic demand for travel to the City. International travel growth (+4.1%) is expected to outpace domestic visitation growth if current global economic and policy conditions hold.

Visitation Outlook

Changes in key visitation segment growth rates provide an overview of 2018 travel patterns.

For the first time since 2013, international travel growth is forecast to outpace domestic travel growth (4.1% year over year compared to 3.6%). Business travel growth should outperform leisure travel growth for the first time since the Great Recession (4.2% year over year compared to 3.6%).



year after year, our investments pay off.

nyc travel and tourism trends

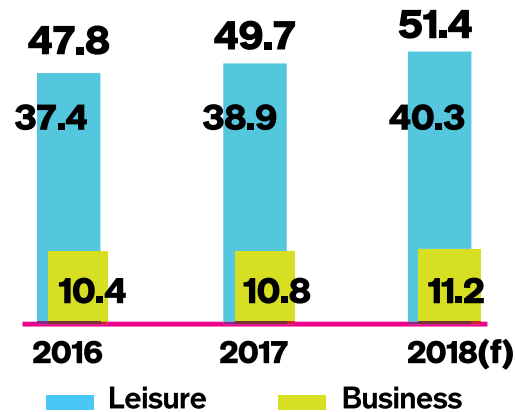
International

Western European markets will see significant improvements, boosting the City's European regional performance to growth rates above 3% in 2018. Asian and South American markets should see healthy, if more subdued, growth than in 2017. Canadian (+3.6%) and Mexican (+4.2%) markets are forecast to build on 2017 success—due to more affluent air travel from Mexico and Canada's economic gains from higher global energy prices.

Domestic

Business travel (+4%) and leisure travel (+3.5%) are forecast to grow over 2017 visitor levels. Overnight visits will continue to outpace growth in the day trip market.

Total Domestic Visitors (Millions)



NYC Top 20 International Markets

(visitation in thousands)

Rank**	Country	2017 Volume	2018 (f) Volume
1	UK	1,212	1,244
2	China (PRC)	1,038	1,118
3	Canada	970	1,004
4	Brazil	852	888
5	France	767	800
6	Australia	693	712
7	Germany	639	661
8	Italy	532	555
9	Mexico	466	485
10	Spain	442	464
11	South Korea	416	443
12	Argentina	413	433
13	India	349	378
14	Japan	343	353
15	Ireland	294	304
16	Netherlands	224	233
17	Switzerland	225	231
18	Colombia	221	229
19	Sweden	213	225
20	Israel	201	207

**Based upon 2018(f) visitation volume (f)=forecast

**Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data becomes available. Numbers may not sum due to rounding.
Source: NYC & Company as of March 2018*



with doors wide open...

global campaigns

Welcoming the World

To counter travel ban rhetoric and its effects, the messaging “New York City – Welcoming the World” launched in March 2017. This effort received vast attention across the travel industry as well as in Washington, DC, reinforcing NYC & Company’s reputation as a trailblazer in the tourism space—and NYC’s distinctive multicultural character.

With an emphasis on international markets, the campaign ran March through August 2017 via JCDecaux out-of-home media and partner assets across the UK, Germany, Mexico and Spain, with additional promotion via NYCgo social media—an estimated media value of \$3.2 million, garnering over 400 million impressions globally.

Sharing the campaign and layering in the “New” New York City messaging produced consistent press coverage across important international travel markets. Highlights included a press conference in Munich, media desksides during ITB-Berlin and a city-to-city tourism partnership re-signing with Mexico City in April. In an effort to address the critical Canadian market—the country is NYC’s third largest source of international travelers—a Toronto press conference was held in May, resulting in widely syndicated coverage from the Canadian Press.

Over the course of the year, estimates totaled more than 1,000 global press mentions of the “New York City – Welcoming the World” campaign. This equates to an estimated 895 million in global reach and more than \$8 million in advertising value.



we spoke our truth to the world.

global campaigns

Tourism Campaign: True York City

In October 2017, NYC & Company launched a new global campaign: “True York City.” The integrated campaign was designed to attract insatiably curious travelers—those who explore more, stay longer and leave a piece of their hearts behind. For them, NYC is an irresistible destination: an engine of constant change, powered by the essence of hustle and heart. Travelers are invited to experience New York on New York’s terms, to see the real five boroughs—our neighborhoods, small businesses and arts communities.

Promotion included partner and paid media contributions at an approximate value of \$15.6 million across 17 countries. The campaign is expected to yield 5.7 billion impressions over nine months.

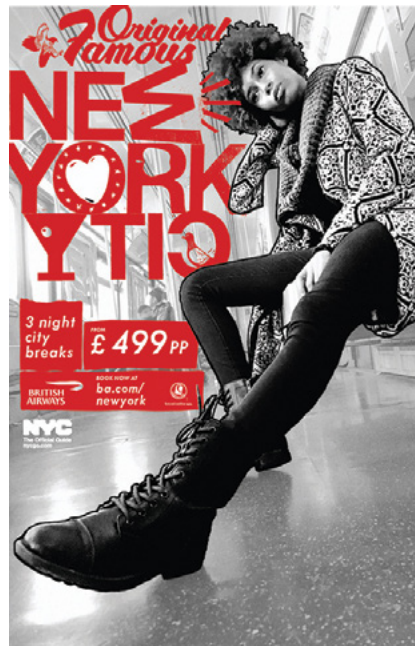
The most significant value contribution came from JCDecaux OOH media, including billboards and street furniture across 11 countries: USA, UK, Brazil, France, Australia, Germany, Mexico, Spain, Argentina, Norway and Chile. Cooperative travel partnerships amplified the campaign with winter travel promotions and assets valued at \$1.7 million. Partners included British Airways and American Airlines in the UK, Aeromexico in Mexico, CANUSA in Germany, Air Canada in Australia, Ávoris and Iberia in Spain and Copa Airlines in Brazil.

City-to-city partnerships contributed in-market media, adding a value of nearly \$1 million. Cooperative travel partners include HIS in Tokyo, Asiana Airlines in Seoul and Air Canada in Toronto.

Prior to the close of the campaign, anecdotal results from travel partners indicate a 15–20% average year-over-year (YoY) increase in air and hotel transactions.

The campaign was also supported by NYCgo’s largest international digital media activation to date, including social efforts across Weibo and WeChat in China. With a multilayered, sequenced content strategy, the digital initiative yielded 119 million impressions, 1.4 million video views and over 500K clicks to NYCgo.com.

Though the majority of promotion supported Q1 2018, the campaign will have a continued presence in the UK, Germany, Mexico, Australia, France and Brazil during Q2.



spreading much-needed good news...

press positioning and numbers

In 2017, NYC & Company maintained its “always-on” press strategy, showcasing companywide programs and initiatives, while promoting five-borough destination highlights to diverse global media audiences. Through proactive media relations and a comprehensive international visiting journalist program (more than 700 journalists visited New York City), a steady stream of earned media was generated throughout the year. With 23 press conferences and media missions, including one right here in New York City, the team publicized the City’s latest openings and unprecedented developments. In addition, they promoted the strategic “NYC – Welcoming the World” message, for key media and members of the trade in Europe, Mexico, Canada, South America, Australia and beyond.

The team also enhanced the domestic PR strategy by retaining a Brooklyn-based agency, Mission, to expand reach with influential pop culture and lifestyle media, and launched a new focus on US Hispanic PR to capture a growing segment of NYC’s domestic market.

TOTAL 2017 MEDIA COVERAGE

50B
estimated impressions

14k
total global media
placements

Worth more than
\$287M



Note: Estimates based on clipping calculations.

reaching people everywhere...

nycgo digital

One Powerful Digital Destination

NYCgo.com is the go-to resource for visitors to New York City. In 2017, NYC & Company leveraged all digital channels to work in concert to reach the right audience and deliver the right message at the right time.

Stories That Inspire: Enticing Visitors Through Compelling Content

In producing original work and sharing it with target audiences, the company inspired travelers to visit, enticed visitors and locals to explore each borough and promoted discovery of NYC & Company member businesses.

RESULTS

Website

14.1m

global visits, up 4% YoY

The website generated

\$2M

in digital ad revenue and e-commerce

Nearly

25%

of NYCgo.com traffic was driven by social media

Mobile share grew to

62%

up 29% YoY, a result of NYC & Company's mobile-first strategy

Email subscribers

30%

growth to 380,000

SEO

67%

of searches relating to Must See, Neighborhoods and Things to Do ranked on page one in Google

- Editorial: Producing a wide range of content in B2B and B2C marketing channels, the Editorial team published more than 500 original stories in support of verticals including hotels, attractions, family and LGBTQ.

- Video: The Video team developed nearly 50 original films that showcased must-see attractions, highlighted the five boroughs and recommended how to best navigate the City. These short films were viewed by over 10 million prospective travelers in the company's social media channels, on NYCgo.com and in consumer email newsletters.

- Photography: The Photo team defined the visual aesthetic for the organization's editorial content on NYCgo.com, vibrancy programs, B2B initiatives and marketing campaigns. In addition, the team maintains a constantly refreshed archive of assets containing original works for members, press and industry use.



reaching
people
everywhere...

nycgo digital

Social Media: Reaching More Prospective Travelers and Building an Engaged Fan Base

NYC & Company continued to focus on social media efforts, more than doubling results across all KPIs. The organization's social channels have become an extremely efficient driver of brand awareness, consumer education and traffic to NYCgo.com. Social's exponential growth offers vast opportunity: Instagram, for instance, named NYC as the most Instagrammed city in the world in 2017.

Digital Partnerships: Extending Reach and Generating Revenue

NYC & Company leverages global digital partnerships to extend the organization's reach around the world. Partners include Booking.com, OpenTable, Ticketmaster, Telecharge, Viator, Broadway Inbound, Explorer Pass, New York Pass, City Sightseeing and CityPass, each industry leaders in their respective categories. These alliances help generate revenue throughout the year, with an emphasis on the City's key needs periods, contributing to increased economic impact for member businesses.

2017 RESULTS

Social Reach

440M

Up 107% YoY

Engagement

22.5M

Up 233% YoY

Fan Base

1.6M

Up 38.4% YoY

Clicks to nycgo.com

3.2M

Up 107% YoY

Trip Planning: New Destination Concierge Travel Bot

NYC & Company launched a new ChatBot on Facebook Messenger that is designed to assist with travel planning. In partnership with Chute, the leading user-generated content platform for travel brands, the initiative provides prospective travelers and current visitors with personalized information and recommendations in a choose-your-own-adventure approach. The most popular content is attractions and events. Moving forward, the organization will continue to promote and expand offerings in this new marketing channel.

2017 RESULTS

Engagement

70%

of users reside in the US, compared to 30% internationally.

ChatBot has recorded over

77k

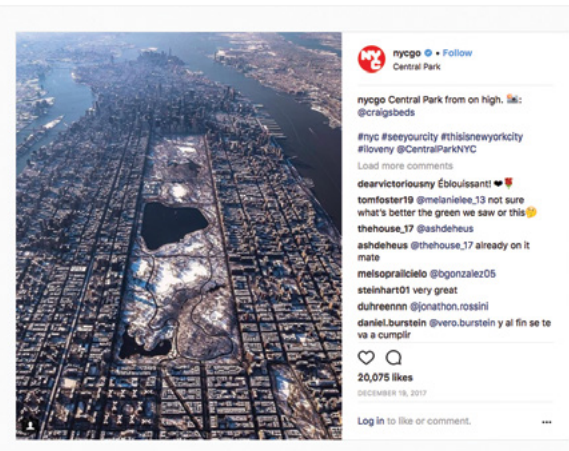
messages between users and the bot.

ChatBot has recorded

17k sessions

ChatBot has recorded

10k users



affirming our identity.

official publications



NYC & Company's four specialized publications provide compelling vehicles to reach all segments of the travel market: domestic and international, leisure visitors, business travelers, meeting and event planners and tour, leisure, incentive and travel planners. All of the publications are available to consumer and business readers in print and online at NYCgo.com.

NYC Official Meeting & Event Planner and NYC Official Travel Planner

400k+

Readership by industry professionals a year

NYC Official Visitor Map

700k

Annual distribution

2.5M

Estimated print readership

NYC Official Visitor Guide

1.2M

Annual distribution

4.8M

Estimated print readership

licensing

NYC & Company's licensing program continues to grow and gain acclaim. Via an expanded international licensing program with CAA-GBG, there are now 22 NYC licensees outside the US. Expansion within fashion includes a partnership with Heron Preston and the DSNY to release a global collection that was sold around in the world from Barneys in New York to Selfridges in London. Additionally, in partnership with Hanes, a pop-up shop was created in select Nordstroms around the country to display Parks and Recreation designs on T-shirts. NYC & Company continues to woo some of the top names within the licensing industry, recently signing domestic contracts with New Era and Pintrill.



always exploring...

partnerships and programs

Family Ambassador: Teenage Mutant Ninja Turtles

The Family Ambassador program was created in 2009 to help position New York City as an accessible and welcoming family-friendly destination, to drive family travel to NYC and to encourage repeat visitation. New research numbers continue to support the need to reach family travelers; the family segment has grown 23% since 2012. In May 2017, a new campaign (featuring family-friendly NYC itineraries on NYCgo.com, creative artwork and interactive SMS messaging with exclusive content) was developed to highlight five-borough exploration through the lens of each of the four distinct Teenage Mutant Ninja Turtle personalities.

See Your City™

The goal of See Your City (SYC) is to inspire New Yorkers to explore beyond their block, share their experiences over social media and in turn encourage visitors to see locations across the five boroughs. See Your City's expansion to an evergreen UGC platform, featuring #SeeYourCity images of what's trending across NYC, continues to serve as a resource and inspiration board for locals and visitors. The initiative has been successful, demonstrated by the organic use of #SeeYourCity, which has been tagged on nearly 500K social posts to date.

The program continues to work with influencers, members and brands who love NYC and are inspired to share their amazing images of the City on Instagram. To further social engagement, SYC began curating Instameets, bringing together social media influencers for inside access to incredible sights throughout the five boroughs. These Instameets help raise awareness of unique NYC attractions, exhibits and events (like the annual Orchid Show at the New York Botanical Garden, or exploring Arthur Avenue and enjoying a Bronx Trolley tour) while generating additional content for SYC.

To further encourage locals and visitors to get out and explore the City's neighborhoods, content for SYC was developed in partnership with American Express, highlighting their Shop Small initiative. NYC & Company has helped promote Shop Small with member outreach and digital support since its inception more than eight years ago.

As part of a multiyear campaign to inspire travel to the City, NYC & Company's Family Ambassador program, in partnership with Nickelodeon and the Teenage Mutant Ninja Turtles brand, has been promoted through outdoor media in Boston, Chicago and 23 shopping malls across America.

To raise awareness in NYC, media included bus shelters, taxi videos, LinkNYC kiosks, LIRR platform billboards and station posters, printed collateral and newsletters, and billboard placements at LaGuardia and JFK Airport terminals. The collected promotional efforts equate to an estimated 2.2 billion impressions in 2017.



always celebrating...

partnerships and programs

NYC Broadway WeekSM

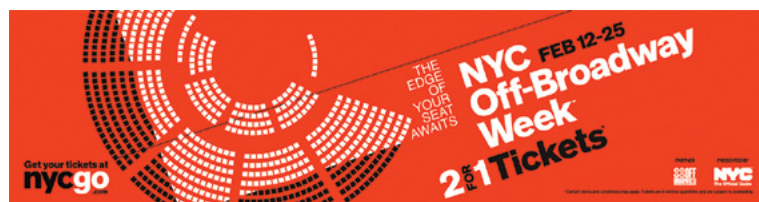
NYC Broadway Week supports our Broadway theater members during the historically slower periods of the year. Aimed to attract theater lovers and those looking for an excellent value, NYC Broadway Week is primarily promoted to consumers in the New York DMA and Acela corridor (Boston, Hartford, Philadelphia, Washington, DC). With 19 shows participating, fall 2017 sold 95,000 tickets and generated \$6.85 million in revenue; winter 2018 included 23 participating shows, with 97,000 tickets sold, and \$6.75 million in revenue.

The NYC Broadway Week Sweeps, which gave theater lovers a chance to win free tickets to participating shows, launched in fall 2017 to

help keep the program (now in its eighth year) fresh and vibrant. Following the success of the pilot in fall, the sweeps element was included in the winter promotion as well, generating 70,000 entries over the course of three weeks.

In winter 2018, to help drive overnight visitation to NYC and leverage support for members, NYC Broadway Week partnered with 27 hotels in the Theatre District to launch NYC Broadway Week Winter Stay, a promotion that included low hotel rates and a \$25 daily food and beverage credit for NYC Broadway Week ticket-holders.

The media campaigns for both seasons included out-of-home, print, digital, email, taxi video and printed collateral. Winter 2018 also included PATH train and station signage, and an iHeart Radio media buy, which included online display creative and radio spots featuring Z100 star Elvis Duran. Press pickup was at a historic high, particularly in winter 2018, receiving more than 550 unique articles, with a potential audience of 535 million and an estimated ad value of \$4.3 million.



NYC Off-Broadway WeekSM

NYC Off-Broadway Week, now in its ninth year, gives theatergoers an opportunity to explore a wide variety of productions for an unbeatable 2-for-1 deal, and attracts travelers and locals looking for great value, primarily in the New York DMA area. Fall 2017 included 35 productions, with 3,600 tickets sold and \$143,000 generated in revenue; 36 shows participated in winter 2018.

Media campaigns for both seasons included out-of-home, digital, email, taxi video, LinkNYC kiosks and printed collateral. As with NYC Broadway Week, NYC Off-Broadway Week Winter 2018 was supported through iHeart Radio spots.

always commemorating... partnerships and programs

NYC Restaurant Week®

The summer 2017 and winter 2018 seasons continued to reach the primary goal of supporting the restaurant industry during historically slow periods of the year while raising awareness of the NYC Restaurant Week program. The program featured more than 380 restaurants, offering 31 cuisines in more than 40 different neighborhoods across the City. Summer 2017 marked the initiative's 25th anniversary; to celebrate this milestone, new program components were developed to engage new audiences, including the NYC Restaurant Week Tasting Series, an exclusive set of dining

events showcasing participating venues' NYC Restaurant Week offerings, along with chef-selected wine pairings. The series supported local NYC charities (City Harvest, Citymeals on Wheels and Food Bank NYC). The Tasting Series kicked off with a VIP social media influencer preview dinner to raise awareness about the program and Tasting Series, generating buzz and social engagement. Following the success of the summer Tasting Series, this program element extended to the winter program as well, where the series became an opportunity to showcase NYC cultural institutions that offer delicious dining experiences.



The 2017 summer and 2018 winter programs drove more than 389K diners to participating restaurants and generated over \$11.2 million in online reservations through OpenTable. Summer 2017 marked the program's 25th anniversary. Inviting diners to "taste where it takes you," the campaign encouraged locals and visitors to experience the world through the wide array of cuisines at the hundreds of participating restaurants. The creative in 2017 and its evolution in winter 2018 ran across OOH, digital, print, email and printed collateral. For both seasons, NYC Restaurant Week relied heavily on social media and influencer engagement to showcase the dining experiences and expand the program reach to new consumers. Influencers and a daily Instagram contest helped to reinforce this message. Social media influencers Beautiful Destinations also partnered with the NYC Restaurant Week program to develop visually stunning video content and imagery that ran across social channels and in NYC taxicabs.

always expressing... partnerships and programs

NYC Must-See WeekSM Winter 2018

NYC Must-See Week (formerly NYC Attractions Week) ran January 29–February 11, 2018, offering 2-for-1 admission to 62 of NYC’s top attractions, museums, tours and performing arts institutions. The program targeted New York DMA and tri-state commuters to help boost sales during the Q1 needs period. Participants included the Brooklyn Museum, Empire State Building Experience, Food on Foot Tours, Bronx Zoo and Staten Island Museum.

The media campaign for NYC Must-See Week was promoted through exclusive content on NYCgo.com; across social, online display and radio ads, and email; and out-of-home, including bus shelters, taxi video, PATH trains, airport kiosks, and LinkNYC screens.



NYC Ultimate Value Week

With the goal of supporting visitation during the post-holiday period, NYC & Company focused on a robust cross-promotion of the many winter vibrancy programs (NYC Restaurant Week, NYC Broadway Week, NYC Must-See Week and NYC Off-Broadway Week) leading into “NYC Ultimate Value Week” (January 29–February 4, 2018), when all programs overlapped.

The Ultimate Value Week for winter 2018 was promoted largely through social and email channels, as well as through partner editorial content. This initiative helped drive NYC & Company brand awareness and reached an estimated 40 million consumers globally. The most significant press coverage came from *The Washington Post* in their Travel Deals column, which was syndicated in a number of other newspapers nationwide.



all that is
extraordinary
about NYC.

partnerships and programs

The Greatest Showman

To celebrate the release of the film *The Greatest Showman*, NYC & Company partnered with 20th Century Fox to create “The Greatest New York City,” a campaign that ran from October through December 2017, creating awareness for the film and featuring NYC during the magical holiday season. With the goal of inspiring travel to NYC, the campaign leveraged key talent and *Greatest Showman* events to highlight extraordinary experiences and included on-the-ground activations, and exclusive video and editorial content in which *The Greatest Showman* cast and crew expressed their affection for NYC.

The campaign was supported by owned and partner promotional channels (social, email and digital), along with OOH media, including NYC street-pole banners, bus shelters and LinkNYC screens, leading up to the film’s release on December 20.

Star Zac Efron appeared live on the *Today* show to announce the start of “The Greatest Week,” a series of fun, fan-centric activities in NYC to celebrate the film’s release, including pop-up performances, a themed holiday display window at Bloomingdale’s, a light show at the Empire State Building and inspirational concerts. *The Greatest Showman* was honored during the NYC & Company Foundation Visionaries & Voices Gala in December 2017.



the ultimate meeting place...

partnerships and programs

Make it NYC™

Make it NYC messaging creates awareness of the opportunities and capabilities for MICE business in NYC and positions NYC & Company as a resource to facilitate ideas, partnerships and meetings inquiries. In 2017, campaign efforts were committed to advocating for the meetings industry, invested in continued education for planners and used to tactically support direct bookings.

Meeting planner education continues to be a priority within the industry as new trends and key products emerge. In 2017, New York City hosted PCMA's Education Conference from June 11–14, bringing together more than 800 meeting professionals for education and training sessions. Some highlights of the conference included the NYC & Company–hosted opening and closing receptions at Rockefeller Center and the Central Park Zoo. NYC & Company worked closely with PCMA on the logistics and planning of off-site sessions at six unique meeting spaces throughout the City. These half-day off sites were a first for PCMA, and the feedback from attendees was overwhelmingly positive. In addition NYC & Company sponsored PCMA's newest educational series, Business Events Bootcamp, with 750 active participants.

A proud founding member of the Meetings Mean Business Coalition, NYC & Company made Global Meetings Industry Day a focal point for industry awareness. In 2017, New York City's skyline was lit up in blue in honor of the celebration. NYC & Company engaged member businesses and meeting planners via social media, with a key emphasis on press engagement, to put NYC at the forefront of the meetings advocacy conversation.

As a key third-party lead generator, CVENT has become a primary source for NYC meeting RFPs. Make it NYC branding across CVENT puts New York City front and center within the platform, actively engaging planners from search to RFP submission and providing planners with the opportunity for a direct contact for all NYC meetings product.



hosting some of the world's biggest events...

big events and activations

New York City plays host to some of the world's largest events, attracting a diverse global audience who may not have visited New York City otherwise. These events are also promoted and broadcast around the world, which will attract future audiences and events. NYC & Company partners with each of the following events for cooperative promotion including online, social and press engagement.



WorldPride 2019

Set to take place in NYC June 2019, this global celebration of Pride, hosted by NYC Pride, will coincide with the 50th anniversary of the historic Stonewall uprising—the beginning of the modern gay rights movement in the US. This makes 2019 a year to highlight New York City's progress and resilience as a global LGBTQ capital. NYC received the “torch” as host city of WorldPride 2019 in July at the close of Madrid WorldPride. In partnership with NYC Pride, NYC & Company hosted a press conference plus Pride activations, including hosting trade and press during the parade itself. The announcement received vast press attention and was broadcast to over 2.2 million viewers throughout Spain, receiving over 16 million media and social impressions globally.

STONEWALL



NYC PRIDE • WORLD PRIDE

2026 World Cup Bid

In partnership with MetLife Stadium and the State of New Jersey, NYC & Company participated in the bid to host the 2026 FIFA World Cup Bid. The host destinations will be announced in June 2018.



UNITED 2026

A united bid to host the 2026 FIFA World Cup™

making connections around the globe.


nyc & company key activities Q1

Throughout 2017, NYC & Company spread the dynamic image of New York City worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities spanning all five boroughs.

KEY


-  Convention Development
-  Membership
-  Press
-  Tourism Development
-  Industry Engagement
-  NYC & Company Foundation Event


JANUARY

8–11 
PCMA Convening Leaders
 Austin, TX


14–17 
ABA Marketplace
 Cleveland, OH

16–18 
Media Mission
 UK


18 
Business Card Exchange – Paramount Hotel
 NYC

18–20 
Incentive Live
 Las Vegas, NV

18–22 
FITUR
 Madrid, Spain


19–22 
MATKA
 Helsinki, Finland

20 
City-to-City Renewal
 Madrid, Spain

20–22 
Holiday World
 Dublin, Ireland


20–24 
Belgium MICE FAM
 NYC

21–26 
Middle East Sales Mission
 Germany and Switzerland

22–25 
SYTA Summit
 Banff/Lake Louise, Alberta

26 
International Media Marketplace
 NYC

27–29 
Holiday World
 Dublin, Ireland

30–FEB 2 
Meeting Planners International Southeast Educational Meeting
 Fort Lauderdale, FL

FEBRUARY

5–8 
IITA
 Mississippi Gulf Coast

6–10 
Bay Area Sales Calls & Client Event
 San Francisco, CA


9 
SmartMeetings
 San Francisco, CA

13 
NYC PCMA Education Day
 NYC


14 
Media Mission
 Philadelphia, PA


15 
SITE Minnesota
 Minneapolis, MN


15–17 
US India Year Launch Event
 New Delhi

20–24 
Australia Sales Mission
 Brisbane, Melbourne & Sydney


23 
New Member Orientation – Convene
 NYC

23–24 
MPI Potomac's Mid-Atlantic Conference and Expo
 Washington, DC

26–MAR 2 
NTA Travel Exchange
 St. Louis, MO


MARCH
 1 
Destination and Travel Foundation Event
 Washington, DC



1–3 
ANATO
 Bogota, Colombia

2 
Destination Showcase
 Washington, DC

5–7 
American Society of Association Executives' Great Ideas Conference
 Orlando, FL

6 
New NYC Press Conference
 Munich, Germany

8 
meetNY
 NYC


8–13 
ITB 
 Berlin, Germany

9 
Meeting Planners International Northern California Chapter Annual Conference & Expo
 San Francisco, CA

10–12 
SMU International
 NYC

20–22 
DMAI-CEO Summit
 Nashville, TN

21 
SPEED Networking – Ben's Deli
 NYC

27–29 
CONNECT Diversity
 Las Vegas, NV

27–31 
International Summit
 NYC

29–30 
US Travel Executive and Board Meeting
 Washington, DC

30 
Annual Meeting
 NYC


making
connections
around the globe.


nyc & company
key activities Q2

KEY


-  Convention Development
-  Membership
-  Press
-  Tourism Development
-  Industry Engagement
-  NYC & Company Foundation Event

APRIL


3-5 
**Destination Showcase
Kansas City & Sales
Mission**
Kansas City, KS


4-6 
WTM Latin America
São Paulo, Brazil


5  
City-to-City Renewal
Mexico City, Mexico

6 
**New NYC Press
Conference**
Mexico City, Mexico

6 
**NYC Global Industry
Meetings Day**
NYC

6 
**NYC Talks: Meeting
and Event Security –
Manhattan Center**
NYC


6 
**Destination Showcase
Minneapolis**
Minneapolis, MN

18-20 
**HelmsBriscoe Annual
Business Conference &
Sales Calls**
Chicago, IL


18-24 
Cruise360
Fort Lauderdale, FL

20-24 
European MICE FAM
NYC


23-25 
Active America China
Portland, OR

23-26 
**Incentive Travel
Exchange**
Las Vegas, NV

24-27 
**ATM (Arabian Travel
Market) @USA Pavilion**
Dubai, UAE

24-28 
**UK/Ireland Sales
Mission**
London & Dublin


28 
**New Member
Orientation – Convene**
NYC


30-MAY 4 
**ConferenceDirect
Annual Partner Meeting
and Client Event**
Baltimore, MD


MAY



1 
**New NYC Press
Conference**
Toronto, ON

2 
CONNECT NYC
NYC

2-4 
Canada Sales Mission
Quebec City, Montreal &
Toronto


3 
**PCMA Visionary Awards
Dinner**
Washington, DC

4 
AMP's Golf Tournament
Washington, DC

4-6  
IGLTA Convention
St. Petersburg, FL


14 
**Southeast Tourism
Society Marketing
College Keynote**
Atlanta, GA

15-19 
**Italy/France Sales
Mission**
Paris & Milan

16-18 
IMEX Frankfurt
Frankfurt, Germany

17 
**Business Card
Exchange – NY Ballet**
NYC

22 
Media Mission
Amsterdam, Netherlands

23-24 
**Xperience Design
Project by ASAE
(formerly Springtime)
and Client Event**
National Harbor, MD

31 
**New NYC Press
Conference**
NYC


31 
**SPEED Networking
– Ben & Jack's
Steakhouse**
NYC

JUNE

1 
**Meeting Planners
International Golf
Tournament**
Royce Brook, NJ

1-2 
**Empire State Society of
Association Executives
Annual Conference &
Exposition**
Albany, NY


3-7 
IPW
Washington, DC

6 
**New NYC Press
Conference – IPW**
Washington, DC


11-14  
**PCMA Education
Conference**
NYC


13-15 
The Meeting Show UK
Olympia, London

14-15 
City Nations Place
NYC

14-16 
CVENT Connect
Las Vegas, NV

19-22 
**Meeting Planner
International World
Education Conference
& Client Event**
Las Vegas, NV

19-23 
**Latin America Meeting
and Incentive Travel
Exchange**
La Antigua, Guatemala

28 
**Business Card
Exchange – Gulliver's
Gate**
NYC

30  
**New NYC & World Pride
Press Conference**
Madrid, Spain

making
connections
around the globe.

nyc & company
key activities Q3

KEY


-  Convention Development
-  Membership
-  Press
-  Tourism Development
-  Industry Engagement
-  NYC & Company Foundation Event

JULY


10 
XSITE Conference
NYC


10-14 
South American Sales Mission
Buenos Aires, Cordoba, Argentina; Montevideo, Uruguay; Medellin, Colombia

11 
SPEED Networking – Empire Steakhouse
NYC

11-13 
DMAI Annual Convention
Montreal, Quebec


11-14 
World Meetings Forum
Mexico City, Mexico


13-16 
BCD Meeting & Events FAM
NYC

20 
MPI Golf Tournament
Long Island, NY


20 
Business Card Exchange – New York Botanical Garden
NYC

24 
New Member Orientation – Convене
NYC

26-30 
US Travel Summer Board Meeting
Colorado Springs, CO

30-AUG 1 
CEMA Summit
San Diego, CA

AUGUST
1 
SITE Minnesota Education Meeting
Minneapolis, MN

1-4 
Southern California Roadshow
San Diego/ Los Angeles, CA


2-4 
Chicago/Minnesota Incentive Sales Mission
Chicago, IL/Minneapolis, MN

7-11 
Brazil Sales Mission
São Paulo, Rio & Belo Horizonte

12-15 
American Society of Association Executives Annual Convention & Client Event
Toronto, ON

14 
New NYC Press Conference
São Paulo, Brazil


15 
New NYC Press Conference
Buenos Aires, Argentina

16-18 
Concert Client Event & Sales Calls
Chicago, IL

17 
New NYC Press Conference
Santiago, Chile


22-23 
IncentiveWorks and Client Event
Toronto, ON


21-23 
Connect Marketplace
New Orleans, LA

23 
City-to-City Partnership Signing
Cape Town, South Africa

23-24 
CIBTM
Beijing, China


25-29 
Student and Youth Travel Association (SYTA) 2016 Annual Conference
Albuquerque, NM

29-31
La Cita 
St. Petersburg, FL

30 
Plan Your Meeting LIVE
NYC

SEPTEMBER


6 
TTAB 
Washington, DC

8-15 
India Sales Mission
Mumbai, Chennai and Delhi


9-10 
HelmsBriscoe Race for the Cure
NYC

14 
ESB Sunrise Event
NYC


17-21 
Texas Sales Mission
Dallas/Houston, TX

18 
Business Card Exchange – Hudson's
NYC

19 
SITE Minnesota
Minneapolis, MN

19-20 
RTO Summit
Orlando, FL

19-22 
US China Tourism Directors Summit
Atlanta, GA

24-25 
Media Mission
Paris, France

26-29 
IFTM (International French Travel Market)
Paris, France

29
New Member Orientation – Convене
NYC

making
connections
around the globe.

**nyc & company
key activities Q4**


KEY

-  Convention Development
-  Membership
-  Press
-  Tourism Development
-  Industry Engagement
-  NYC & Company Foundation Event

OCTOBER

4  **Hotel Partner Meeting – New York Hilton Midtown**
NYC

9–13  **Netherlands & Nordic Sales Mission**
Amsterdam, Stockholm, Copenhagen


10–12  **IMEX America**
Las Vegas, NV

12  **New NYC Press Conference**
Los Angeles, CA

16–20  **China Sales Mission**
Shanghai, Chengdu, Beijing

18   **City-to-City Partnership Signing**
Toronto, ON


23–25  **Bienvenue Quebec**
Laval, QC

25–27  **ITB Asia**
Suntec, Singapore


NOVEMBER


6–8   **WTM (World Travel Market)**
London, UK

10   **City-to-City Partnership Signing**
Tokyo, Japan


12–15  **Financial & Insurance Conference Professionals Annual Conference**
San Diego, CA

12–15  **International Congress and Convention Association Annual Conference**
Prague, Czech Republic

12–17  **Mexico Sales Mission**
Monterrey, Mexico City

13–14  **Media Mission**
Dublin, Ireland


18  **NYC Talks: Active Shooter – Florence Gould Hall (FIA)**
NYC

28–30  **Expo! Expo! IAEE's Annual Meeting & Exhibition**
San Antonio, TX

28–DEC 1  **ibtma WORLD**
Barcelona, Spain

28–DEC 1  **AMEX INTER[action]**
Orlando, FL

28–DEC 2  **USTOA**
Hollywood, FL

29–DEC 1  **HPN Global Annual Business Conference**
San Francisco, CA

29–DEC 2  **National Coalition of Black Meeting Planners**
Oakland, CA

DECEMBER


3–6  **Media Mission**
Sydney, Australia

4–5  **Haute Dokimazo West**
San Diego, CA


4–5  **Media Mission**
Miami, FL

6   **City-to-City Renewal**
Seoul, South Korea

8  **NYC Holiday Experience FAM**
NYC

13–15  **Holiday Showcase**
Chicago, IL

14  **Lower Manhattan Marketing Association**
NYC

14–18  **NTA**
San Antonio, TX

15  **New Member Orientation – Convencione**
NYC

18  **Visionary & Voices Gala**
NYC

ONGOING

Tourism Ready
Educational programming engaging more than 200 businesses across five boroughs

1.0
7 Seminars

2.0
20 Seminars

nyc & company financials

The results presented below are for the 12 months ending June 30, 2017, the first full period of reporting since NYC & Company moved to a June 30 year-end during 2016 to better align with the City of New York's fiscal year. They are presented against the six months ending June 30, 2016, and the 12 months ending December 31, 2015. In addition, fiscal 2017 is the first year to report under the new five-year contract with the City of New York, with city funds increasing to \$21.2 million annually, an increase of \$3.4 million (19%) over the last year of the previous contract.

	12 months ending June 2017	6 months ending June 2016	12 months ending December 2015
New York City Funds	21.2	8.9	16.5
Sponsorships	4.6	2.5	4.4
Member Dues	4.8	2.6	4.9
Publications	2.4	1.3	2.5
Website	2.2	1.0	2.5
Other Income	2.5	1.3	3.5
Licensing	1.3	0.5	1.1
Other Grants	0.5	0.3	0.5
	39.5	18.4	35.9

Figures in millions.



we rose to our challenges...

nyc & company board of directors

List as of December 31, 2017

Red denotes Executive Committee

Emily Rafferty
Chairman
NYC & Company

Fred Dixon
President and CEO
NYC & Company

Charles Flateman
Vice President of
Marketing
The Shubert Organization
Vice Chairman
NYC & Company

Wilma Alonso
Executive Director
Fordham Road BID

Gina Argento
President and CEO
Broadway Stages

David Berliner
Chief Operating Officer
Brooklyn Museum

Jaclyn Bernstein
President and Partner
Empire Force Events

Andrew Bodziak
Area Vice President,
Luxury Northeast US
Marriott International

Daniel Boockvar
President
NFL Experience

Michael Burke
Chief Operating Officer
Statue Cruises

Judith Byrd
President
Byrd Retail Group

John Calvelli
Executive Vice President
Wildlife Conservation
Society

Zachary Carter
Corporation Counsel
New York City Law
Department

Frank Castronovo
Co-Founder
Frankie's Spuntino

Susan Chin
Executive Director
Design Trust for Public
Space

Harry Coghlan
President and General
Manager
ClearChannel Outdoor –
New York Division

Michael Cogswell
Director
Louis Armstrong House
Museum

Vijay Dandapani
President and CEO
Hotel Association of NYC

Joe Daniels
Senior Advisor
McKinsey & Company

Lisa DeRosa
Vice President and
General Manager,
Regional Client Group –
Eastern Region
American Express

Keith Douglas
Managing Director
One World Observatory

Mary Farrell
Senior Director of Sales
Top of the Rock
Observation Deck &
Rockefeller Center

Tom Finkelparl
Commissioner
NYC Department of
Cultural Affairs

Mike Fiorentino
General Manager
Manhattan Center
Studios

Joel Fisher
Executive Vice President,
Sports and Arena
Renovation
Madison Square Garden

Rick Friedberg
President
Liberty Connections, Ltd.

Ellen Futter
President
American Museum of
Natural History

Alicia Glen
Deputy Mayor of
Housing and Economic
Development
Office of the Mayor

Scott Goldsmith
President
Intersection Media LLC

Eric Gordon
Founder
Beyond Times Square

Maneesh Goyal
President and Founder
MKG

Gail Grimmert
President
Tzell Travel Group/Elite
Travel Division

Caroline Hirsch
President and CEO
Carolines on Broadway

Margaret Honey
President and CEO
New York Hall of Science

Hervé Houdré
Regional Director of
Operations & General
Manager
InterContinental New York
Barclay

Melinda Katz
Borough President
Queens

Lynn Kelly
Executive Director
New Yorkers for Parks

David Keys
Vice President Sales –
East
Hilton Worldwide New
York

Huntley Lawrence
Director of Aviation
Port Authority of NY & NJ

Patti Lee

Lisa Linden
CEO
LAK Public Relations, Inc.

Kerry Mack
Vice President of
Revenue & Distribution
Highgate Hotels – New
York Area

Erika Mallin

Executive Director
Signature Theatre
Company

Susan Marenoff-Zausner

President and CEO
Intrepid Sea, Air & Space
Museum

Mark Marmurstein

President
Twin America

Fernando Mateo

Co-Founder
La Marina

Spencer Means

Senior Vice President
Corcoran Realty

Julie Menin

Commissioner
NYC Mayor's Office of
Media & Entertainment

Mitchell B. Modell

CEO
Modell's Sporting Goods

Scott Nadeau

General Manager
New York Marriott
Marquis

Anthony Napoli

President
Briggs, Inc., a DMC
Network Company

Richard Nicotra

Chairman/President
The Nicotra Group, LLC

Tracy Nieporent

Director of Marketing/
Partner
Myriad Restaurant Group

Travis Noyes

Chief Marketing Officer
New York Wheel
Senior Vice President of
Marketing
Empire Outlets

Patricia Ornst

Director, NYS and Local
Government Affairs
Delta Air Lines

James Patchett

President and CEO
NYC Economic
Development Corporation

Jonelle Procope

President and CEO
Apollo Theater
Foundation

Laura Raicovich

Executive Director
Queens Museum

Anthony Ramirez II

Co-Founder
Bronx Beer Hall

Frances Resheske

Senior Vice President of
Public Affairs
Con Edison

Taryn Sacramone

Managing Director
Queens Theatre

Marcus Samuelsson

Chef and Restaurateur
Marcus Samuelsson
Group

Andreas Sappok

President
Imagine Communications

Charlotte St. Martin

President
The Broadway League

Alan Steel

President and CEO
Jacob K. Javits
Convention Center of
New York

Tim Tompkins

President
Times Square Alliance

Nick Valenti

CEO
Patina Restaurant Group

Jorge Daniel Veneciano

Director
Museum of Arts and
Design

Peter Ward

President
NY Hotel & Motel Trades
Council

Gerri Warren Merrick

President
Warren Merrick
Communications

Lloyd A. Williams

President and CEO
Greater Harlem Chamber
of Commerce

Jack Withiam, Jr.

Event Services &
Management, LLC

Tren'ness Woods-Black

VP Communications
Sylvia's "Soul Food"
Restaurant

Kathy Wylde

President and CEO
Partnership for New York
City

Brett Yormark

CEO
Brooklyn Nets and
Barclays Center

Tim Zagat

Co-Founder, Co-Chair
and CEO
Zagat Survey

EX-OFFICIOS**Eric Adams**

Borough President
Brooklyn

Daniel A. Biederman

President
34th Street Partnership

Gale Brewer

Borough President
Manhattan

Alfred C. Cerullo, III

President & CEO
Grand Central
Partnership

Wellington Z. Chen

Executive Director
Chinatown Partnership
Local Development
Corporation

Ruben Diaz, Jr.

Borough President
Bronx

Sandra Garcia Betancourt

Interim Director
Sugar Hill Children's
Museum of Art &
Storytelling

Maria Hinojosa

President and CEO
The Futuro Group

Jukay Hsu

Founder and Executive
Director
Coalition for Queens

Meera Joshi

Commissioner
Taxi & Limousine
Commission

Larcelia Kebe

President
Harlem, Your Way! Tours

Jessica Lappin

President
Downtown Alliance

Melissa Mark-Viverito

Speaker
New York City Council

Regina Myer

President
Downtown Brooklyn
Partnership

Daniel Nigro

Fire Commissioner
Fire Department, City of
New York

James Oddo

Borough President
Staten Island

James P. O'Neill

Commissioner
New York Police
Department

Alicia Pierro

Executive Director
Big Apple Greeter

Mitchell Silver

Commissioner
Department of Parks and
Recreation

Francis Tedesco

President
Academy Bus Tours

and together,
we thrived.

nyc & company
senior leadership

Fred Dixon
President and Chief Executive Officer

Bryan Grimaldi
Chief Operating Officer and General Counsel

Kevin Booth
Chief Financial Officer

Kelly Curtin
Executive Vice President
Membership and Destination Services

Nevah Assang
Senior Vice President
Cultural & Community Relations

Marnie Baretz
Managing Director
Programs and Partner Marketing

Jason Berman
Managing Director
Brand Marketing

Bernadette Carter
Managing Director
Marketing Operations and Strategy

Reginald Charlot
Managing Director
Tourism Development, Established Markets

Jerry Cito
Senior Vice President
Convention Development

Makiko Matsuda Healy
Managing Director
Tourism Market Development

Chris Heywood
Senior Vice President
Global Communications

Donna J. Keren
Senior Vice President
Research and Analysis

Rich Lovatt
Senior Vice President
Finance

Maria Wilcox
Senior Vice President
Hotel Relations

