

A high-angle photograph of the New York City skyline at sunset. The Manhattan Bridge is prominent in the foreground, spanning the East River. The city's skyscrapers are visible in the background, with the sun setting behind them, creating a warm orange and yellow glow. The water of the river reflects the light. A blue vertical bar with white polka dots is on the left side of the image.

NYC & Company Annual Summary

2016– 2017

Chairman Letter

Dear Members, Colleagues, Friends,

Travel and tourism in New York City remains a strong pillar of our city's thriving economy. Not only do we remain the number one big-city destination in the country, with annual increases in visitors and spending, we have been a consistent engine of local job growth since the recession. We continue to see new investments across all five boroughs, and our hotel development pipeline remains the most dynamic in the US. New hotels, shops, restaurants, tours, attractions and cultural destinations in neighborhoods create more reasons to visit again and again.

With the consistent visitation growth and development in product citywide, we see many great opportunities before us. Whether we are supporting emerging businesses with our Tourism Ready program, expanding our welcome message around the world, or recruiting events large and small to choose our great city, NYC & Company continues to tell the story of New York City in ever more dynamic, fresh and exciting ways. Our goal always being to create opportunities for our 1,800 plus member organizations, including 200 new members in 2016 alone.

While there will be challenges, the 2017 outlook remains positive overall and is likely to push us to new record levels. According to our latest forecast, the market will see stronger domestic growth as political and economic currents make international inbound travel more challenging. Through our diversified reach across the globe,

we will continue to calibrate efforts to counter the effects of the strong US dollar and changes in the political climate to keep NYC in demand.

Certainly, we are living in challenging times, but we continue to be prepared. It is also important to remember that thanks to the hard work of city leadership and the NYPD, we remain the safest large city in the nation—a feat that resonates with our visitors. Time and time again, this industry and NYC & Company have proven that when tested, our tradition of deep collaboration and welcoming spirit are a strong force for tourism. Thank you for all you do to play a part in the future of our great city.

Sincerely,



Emily Rafferty
Chairman
NYC & Company

CEO Letter

Dear Members, Colleagues and Friends,

In many ways, 2016 was another year for the record books, and that strong momentum continues to propel the industry forward in 2017.

The path ahead, as always, will have its challenges, but like the momentum from 2016, there are many strong winds at our back and seminal events on the horizon to celebrate. This summer, for example, is the 25th anniversary of NYC Restaurant Week®, and will bring the launch of new content and promotions to highlight the richness of our culinary scene. In June, the PCMA Education Conference will come to NYC, allowing us to show top meeting planners why they should “Make it NYC.” And always bridging the worlds of leisure and group travel, New York City continues to grow as a desirable host city for big events and world-class sports, like the Formula E NYC ePrix series racing in Red Hook, Brooklyn, for the first time in July.

New York City has also recently won the bid to host WorldPride in 2019 in conjunction with the Stonewall 50th anniversary celebration. This will be a tremendous opportunity to highlight NYC as the number one destination in the US for LGBTQ travelers and will see a new campaign launching this summer with a two-year countdown to these exciting global events—a tremendous draw for travelers.

In the face of the strong dollar and changing political and security climate, we are increasing our investment in partnerships to solidify our

status as the most welcoming and popular US destination for visitors from around the world. Our latest effort, the New York City – Welcoming the World campaign, currently running in the UK, Germany, Spain and Mexico, expresses our city's core values of diversity and inclusivity and is well understood and received by our international markets. In both business and leisure travel, the international market continues to be key to NYC's future success.

Every day there are more reasons to visit NYC again and again, more so than anywhere else. Our pledge is to tell this story around the globe as strongly as ever, as we expand our efforts, reach new audiences and continue our promise of welcoming the world.

Thank you, as always, for your continued support and membership. Together we are stronger.

Best wishes,



Fred Dixon
President and CEO
NYC & Company

NYC Travel & Tourism Trends

Highlights of 2016

NYC welcomed an estimated 60.7 million visitors in 2016. Domestic travel (48.1 million) grew 4.0% over 2015, driven by a 4.4% increase in leisure visits. International visitation (12.7 million) rose 3.0%, also fueled by the leisure market, which grew 3.4% over the previous year.

**48.1^M Domestic
+ 12.7^M International**

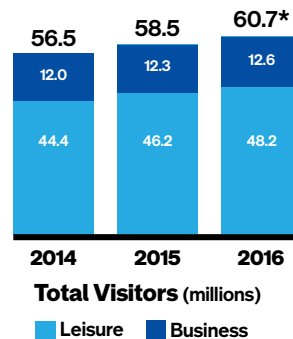
60.7^M*
Total Visitors

Global markets were mixed as some regions, notably Western Europe, adjusted to unfavorable exchange rates and weak economic growth. On the positive side, Asian markets, including South Korea (+11%), India (+9.8%) and China (+9.2%), exhibited solid gains. Latin America—except for Brazil (-6.8%)—showed growth in 2016.

Visitation by Segment

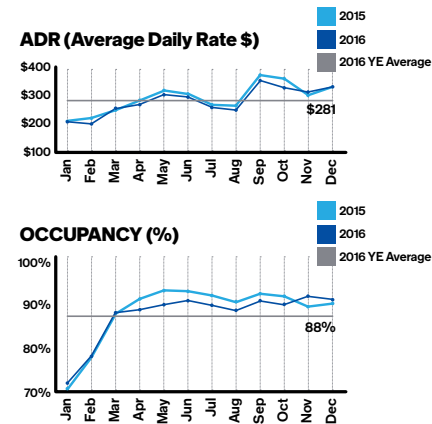
Business travel (+2.2% YOY), almost equally split between group (6.2 million) and individuals (6.4 million), reached a total of 12.6 million trips in 2016.

Leisure travel (+4.2% YOY) remains the engine of visitation, with 48.2 million trips. Vacation travel accounts for three-quarters of the segment, but visiting friends and relatives (VFR) remains important.



Hotel Performance

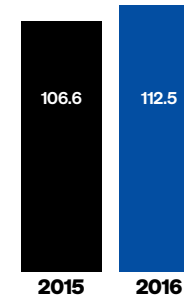
Rapid growth in hotel supply outpaced strong demand growth, putting pressure on occupancy rates and ADR. Combined with a more diversified market mix, ADR fell slightly below 2015 levels (\$281 vs. \$291).



Room Supply (K)

Total Rooms in Active Inventory

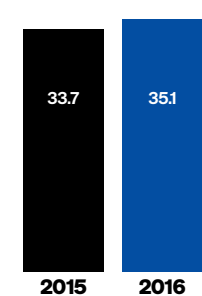
+5.6%



Room Demand (M)

Total Rooms-Nights Sold

+4.1%



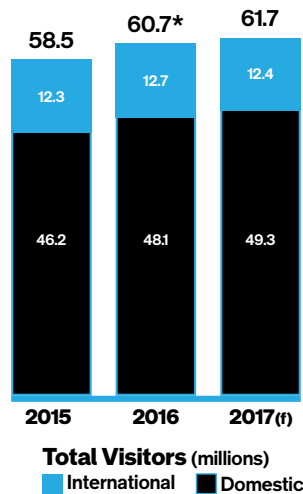
*Note: Numbers may not sum due to rounding.
Source: NYC & Company, as of April 2017

2017 Outlook

The forecast for 2017 remains positive (+1.6%), heading toward another record at 61.7 million total visitors.

On the international front, policy challenges, the strong dollar and slowing GDP growth rates in both developed and emerging economies may deter travelers' plans.

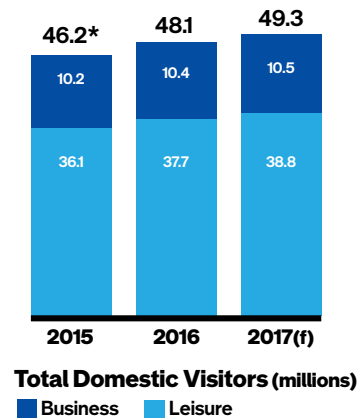
The domestic story remains more positive, as the national economy finds firmer ground. Increased employment and a recovery in business investment suggests additional gains in US-based visitation to NYC.



Visitation Forecasts

International travel forecasts show a slight drop in 2017 visitation, down 2.1%, as uncertainty about several travel ban proposals and “extreme vetting” procedures show signs of dissuading visitors. Early indicators point to underperformance from key markets; accordingly, we project 12.4 million visitors, 300,000 below 2016. Leisure travel will drop 2.5%, while business travel will remain flat. The European region—New York City’s number one international source market—is forecast to drop 3.2% in 2017. Asian markets will see slower growth year over year. Simultaneously, economic uncertainty in South America will keep major markets on the negative side.

Domestic travel is projected to rise; a net gain of 2.6%, or 1.2 million individuals. Strong employment forecasts, anticipated GDP growth and low energy prices will spur domestic leisure travel to 3.0% growth. Business travel is expected to grow 1.0%, to 10.5 million, a pattern seen since the 2008 downturn.



NYC 2017 Top 20 International Markets (visitation in thousands)

Rank**	Country	2016	2017(f)
1	United Kingdom	1,222	1,141
2	China (PRC)	950	1,006
3	Canada	919	903
4	Brazil	817	811
5	France	740	716
6	Australia	685	681
7	Germany	647	604
8	Italy	531	522
9	Mexico	449	419
10	Spain	426	417
11	South Korea	388	399
12	Argentina	392	386
13	India	319	338
14	Japan	325	331
15	Ireland	250	228
16	Switzerland	229	221
17	Netherlands	227	217
18	Sweden	218	214
19	Israel	202	207
20	Colombia	207	203

*Note: Numbers may not sum due to rounding.
 **Based upon 2017(f) visitation volume
 Source: NYC & Company, as of April 2017

NYC & Company Key Activities

Throughout 2016, 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.

January

(1/9 – 12) ABA Marketplace
Louisville, KY ✈

(1/10 – 13) PCMA Convening
Leaders **Vancouver, Canada** 📅

(1/15 – 17) Holiday World
Belfast, Ireland ✈

(1/17 – 19) Collinson Diversity
Summit **Atlanta, GA** 📅

(1/20) Business Card Exchange
– One World Observatory
New York, NY 📅

(1/20 – 24) FITUR
Madrid, Spain ✈

(1/21 – 24) SYTA
Summit **Punta Cana,**
Dominican Republic ✈

(1/21 – 24) MATKA
Helsinki, Finland ✈

(1/22 – 24) Holiday World
Dublin, Ireland ✈

(1/31 – 2/4) NTA Travel
Exchange **Atlanta, GA** ✈

February

(2/1 – 5) Sales Mission
Germany and Switzerland ✈

(2/3) New Member Orientation
Convene at 810 7th Ave
New York, NY 📅

(2/9) Destination Showcase
Washington, DC 📅

(2/9 – 10) RSAA Summit
New York, NY ✈

(2/10) MPI NCC Annual
Conference & Tradeshow 📅

(2/16 – 18) Visit USA Expo
Brisbane, Australia ✈

(2/19) NYC Talks: Security
New York, NY 📅

(2/20 – 22) SMU International
New York, NY 📅

(2/21 – 26) Sales Mission Japan
and South Korea ✈ 📅

(2/22) NYC PCMA Education
Day New York, NY 📅

(2/24 – 26) ANATO
Bogota, Colombia ✈

(2/25) European Cities
Marketing Spring Conference
Madrid, Spain 📅

March

(3/2) meetNY New York, NY 📅

(3/2 – 6) Incentive Travel
Exchange Las Vegas, NV 📅

(3/9 – 13) ITB Germany ✈ 📅

(3/13 – 15) ASAE Great
Ideas Conference
Colorado Springs, CO 📅

(3/13 – 18) International
Summit New York, NY 📅

(3/16) Annual Meeting at
Lincoln Center **New York, NY** 📅

(3/16 – 18) Active America
China **Fort Worth, TX** ✈

(3/29 – 31) WTM Latin America
São Paulo, Brazil ✈

July

(7/11 – 15) South American
Sales Mission **Argentina,**
Colombia and Peru ✈

(7/14) MPI Golf Tournament
Long Island, NY 📅

(7/17 – 22) Sales Mission
Australia/New Zealand ✈

(7/14) Shanghai City-to-City
Tourism Partnership and Lang
Lang NYC Cultural Tourism
Ambassador Announcement
Shanghai, China 📅 ✈

(7/20) NYC Talks: Crisis
Communication
New York, NY 📅

(7/21) Sydney Media Event
(ECUSA) - **Sydney, Australia** 📅

August

(8/3) DMAI Annual
Convention **Minneapolis, MN** 📅

(8/9) Site Minnesota Education
Meeting **Minneapolis, MN** 📅

(8/13 – 16) ASAE
Salt Lake City, UT 📅

(8/16 – 17) IncentiveWorks
Toronto, Canada 📅

(8/18 – 20) FICP Summer
Symposium **Ontario, Canada** 📅

(8/18 – 23) Student and Youth
Travel Association (SYTA)
Annual Conference
Orlando, FL ✈

(8/25 – 27) Connect
Marketplace **Grapevine, TX** 📅

(8/29 – 30) Xsite
Naples, FL 📅

(8/2 – 9/2) Sales Mission
Mexico ✈

September

(9/9 – 14) "New" NYC Press
Conferences **Denmark,**
Stockholm and London 📅

(9/9) MPI/PCMA Summit
Seattle, WA 📅

(9/11 – 14) Heart of Texas
Roadshow **Dallas and**
Austin, TX 📅

(9/12 – 15) Sales Mission
Ft. Lauderdale and Miami, FL ✈ 📅

(9/16 – 23) Sales Mission
India ✈

(9/20 – 23) IFTM Top Resa
Paris, France ✈

(9/23) New Member
Orientation Convene at
810 7th Ave **New York, NY** 📅

(9/22 – 24) JATA World Travel
Fair **Tokyo, Japan** ✈

(9/26 – 29) European MICE
Roadshow **UK, Denmark**
and Germany 📅

(9/28) NYC Talks: Customer
Service **New York, NY** 📅

Key

📅 Conventions

📅 Membership

📅 Press

✈ Tourism

📅 Industry Speaking Engagements

📅 NYC & Company Events

April

(4/5 – 7) Sales Mission
Canada ✈️

(4/9) ConferenceDirect's Annual
Partner Meeting
San Antonio, TX 📅

(4/11) New Member Orientation
Convene at 810 7th Ave
New York, NY 📅

(4/12) Business Card Exchange
Planet Hollywood
New York, NY 📅

(4/14) Global Meeting
Industry Day New York, NY 📅

(4/14) Destination Showcase
Kansas City, MO 📅

(4/16) IGLTA Conference
Capetown, South Africa 📅

(4/18 – 22) Sales Mission
UK and Ireland ✈️

(4/19 – 21) Canada Meet Week –
IBE Canada ✈️

(4/19 – 21) IMEX
Frankfurt, Germany 📅

(4/21) Tourism Cares/Earth Day
New York, NY 📅

(4/21 – 22) MPI SoCal EdCon
Costa Mesa, CA 📅

(4/25) "New" NYC Press
Conference Hamburg, Germany 📅

(4/25 – 28) ATM (Arabian Travel
Market) Dubai, UAE ✈️

(4/25 – 28) Springtime Expo
Washington, DC 📅

(5/4) AMP's Golf Tournament
Washington, DC 📅

(5/9 – 13) Sales Mission
Italy and France ✈️

(5/17) Small Business
Roundtable New York, NY 📅

(5/22 – 26) Meeting &
Incentive Forum
Scottsdale, AZ 📅

(5/23) Member Appreciation
Night – Classic Harbor Line
New York, NY 📅

May

June

(6/1) New Member Orientation
Convene at 810 7th Ave
New York, NY 📅

(6/1 – 6) Cruise3Sixty
Vancouver, Canada ✈️

(6/2) ESSAE Saratoga Springs, NY 📅

(6/7) Tourism Ready 1.0 Graduation
New York, NY 📅

(6/8 – 10) HelmsBriscoe Partner
Meeting Phoenix, AZ 📅

(6/11 – 14) MPI World Education
Congress Atlantic City, NJ 📅

(6/14) Neighborhood Network –
LIC New York, NY 📅

(6/14 – 16) The Meetings Show UK
Olympia, UK 📅

(6/15 – 17) IBTM America
Nashville, TN 📅

(6/18 – 22) IPW
New Orleans, LA ✈️ 📅

(6/22 – 24) FICP Educational
Conference Half Moon Bay, CA 📅

(6/26 – 29) PCMA Education
Conference St. Louis, MO 📅

(6/27) MPI NY Golf Tournament
Port Washington, NY 📅

(6/29) Business Card Exchange –
Hornblower New York, NY 📅

(6/27 – 30) CVENT Connect
Las Vegas, NV 📅

October

(10/1 – 4) FIT
Buenos Aires, Argentina ✈️

(10/2 – 7) Sales Mission Brazil
✈️ 📅

(10/7) New Yorker Techfest
New York, NY 📅

(10/13 – 15) TTG Incontri
Rimini, Italy ✈️

(10/14) DOSM Meeting –
Lotte NYC Palace New York, NY 📅

(10/18 – 20) IMEX America
Las Vegas, NV 📅 📅

(10/19 – 21) ITB Asia
Suntec, Singapore ✈️

(10/24 – 26) Bienvenue
Sherbrooke, QC ✈️

(10/25) Marketing Outlook
Forum Ft. Lauderdale, FL 📅

(10/27) HSMIAI Luncheon
New York, NY 📅

November

(11/5 – 7) SITE
Global Conference
Panama City, Panama 📅

(11/9 – 12) FICP Annual
Conference Nashville, TN 📅

(11/2) Tri-State Meeting Planner
Event at Spring Studios
New York, NY 📅

(11/7 – 9) WTM London, UK ✈️ 📅

(11/10) City Nation Place Global
Conference London, UK 📅

(11/10) GMPCMA Chapter
Meeting Chicago, IL 📅

(11/10) LIC Partnership Trade
Show New York, NY 📅

(11/16) Business Card Exchange
– The Metropolitan Opera
New York, NY 📅

(11/29 – 12/1) IBTM World
Barcelona, Spain 📅

(11/30 – 12/3) NCBMP
Educational Conference
St. Louis, MO 📅

(11/11 – 16) China International
Travel Mart and Sales Mission
China 📅 ✈️

December

(12/6 – 8) IAEE Expo
Anaheim, CA 📅

(12/12) European Cities Marketing
Symposium Bern, Switzerland 📅 📅

(12/12 – 14) AMEX Interaction – New
Orleans, LA 📅

(12/13) New Member Orientation –
Convene at 237 Park Avenue
New York, NY 📅

(12/15) Holiday Showcase Chicago, IL 📅

(12/19) Visionary & Voices Gala
New York, NY 📅

Developing a Brand That Gains Global Trust



Relaunching NYCgo.com

In June 2016, NYC & Company relaunched its consumer website, NYCgo.com.

New Features:

- Mobile-first strategy, including responsive design, high-impact visuals, video integration and storytelling.
- Expanded member listings and editorial content.
- New functionality and streamlined navigation to improve travel planning.

Results:

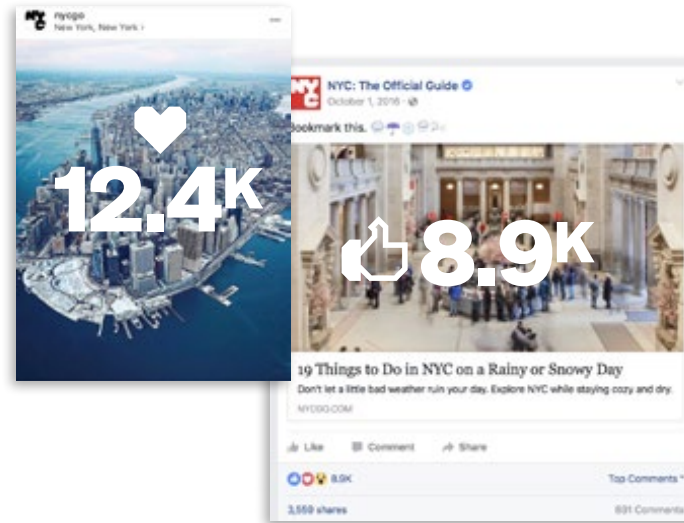
Website traffic increased 20% following the relaunch largely driven by SEO and social media. Mobile usage increased by 23 percentage points to over 60% of total traffic.

Expanding Social Media Efforts



Success Objectives

- Make NYC the most socially shared destination in the world.
- Develop the most engaged social media community among our peer set.
- Turn social media into a revenue source by driving website traffic, stimulating e-commerce and generating ad revenue.



Digital Partnerships

NYC & Company teams up with global digital partners to enhance our consumer experience. Partners—each industry leaders in their respective categories—include **Booking.com**, **OpenTable**, **Ticketmaster**, **Telecharge** and **Viator** to name a few. With digital API integrations, these alliances together with the “trusted voice” of NYCgo, offer consumers the confidence to book their favorite hotel, attraction, Broadway show or make a dining reservation if they so choose.

2016 Results

Social Reach

212M

126%
of goal

Engagement

6.8M

115%
of goal

Fan Base

1.2M

107%
of goal

Click Through

1.2M

144%
of goal

Press Positioning – “New” New York City

In 2016, NYC & Company held “New” New York City press conferences in Berlin (during ITB Berlin), New Orleans (IPW), Sydney (East Coast USA Roadshow), Copenhagen, Stockholm and London. The team also highlighted these destination updates during customized media missions in Toronto, Paris, Seoul, Tokyo and Zurich, and at China International Travel Mart (CITM) in Shanghai and World Travel Market (WTM) in London. The “New” New York City storyline was particularly successful, with almost 500 stories placed internationally in 2016. Additionally, the team assisted in more than 400 international and 50 domestic individual media visits and brought a total of 82 international influencers, travel and lifestyle media to New York City through 15 press trips.



Total 2016 Media Coverage

3.2K

**Total Domestic
Media Placements**

Impressions Worth More Than
3.7B \$39M

5K+

**Total International
Media Placements**

Impressions Worth More Than
75B \$160M

NYC Official Publications

NYC & Company's four specialized publications provide compelling vehicles to reach all segments of the tourism market: domestic and international, leisure visitors, business travelers, meeting & 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
& NYC Official Travel Planner**

400K+
Readership by Industry
Professionals a Year

NYC Official Visitor Guide

1.2M
Annual Distribution
9.8M
Estimated Readership

NYC Official Visitor Map

600K
Annual Distribution
2.8M
Estimated Readership

NYC Licensing

NYC & Company signed a deal in July 2016 with CAA-GBG, the world's largest brand management company and licensing agency, to represent our licensing program outside the US. With this deal our globally recognized trademarks, such as **NYPD**, **FDNY** and **NYC** branding are now gaining more visibility than ever before. In addition to Walmart in the US, our newly expanded global efforts now include Primark and Top Shop in the EU and various retailers in Japan and Australia.



Expanding Reach and Influencing Travel

Make it NYC™

Overview Make it NYC is NYC & Company's official meetings and conventions marketing campaign, serving as a call to action to meeting and event planners to consider New York City when sourcing destinations for future events. The campaign focuses on the idea that New York City is the most desirable destination in the world, where planners want to say they've planned an event, and where attendees always want to visit.

Seen Here NYC & Company showcases the Make it NYC campaign in both print and digital insertions, emails and video across a variety of recognized and distributed media throughout the meetings industry. The campaign was also highlighted at over 60 conferences, trade shows and client events and is featured on all Convention Development and Destination Services' collateral materials.



See It for Yourself

Overview With an objective to drive international visitation, the tourism campaign See It for Yourself launched in spring 2016 in eight countries via JCDecaux OOH media, with an estimated value of \$11.5 million generating approximately 8 billion impressions.

In fall 2016, travel partners were identified for cooperative marketing agreements to increase reach and utilize tactical offers to drive bookings over the winter. With over 7 billion impressions, the campaign's total value was estimated at \$10 million in OOH media placement.

Seen Here The fall cooperative marketing partnerships increased promotion via owned and paid assets ranging from social media to digital content, advertising, trade events as well as in-flight entertainment, representing an additional 30% of the total media investment valued at \$3.2 million. Partners include British Airways / BAH (UK), FTI (Germany), Qantas (Australia), Thomas Cook (France), Globalia (Spain), Viaggidea (Italy) and CVC (Brazil).

OOH media placements included prominent travel hubs: London, Manchester, Berlin, Frankfurt, Sydney, Melbourne, Paris, Rome, Milan, Madrid, Barcelona, São Paulo and Rio.

Family Ambassador: Teenage Mutant Ninja Turtles

Overview The Family Ambassador program was created to encourage visitation and build awareness of New York City as an accessible family-friendly destination. New research numbers continue to support the need to reach family travelers; the family segment has grown 23% since 2012 and international family visitation has grown over 94% since 2007. In 2015, family visitation made up 22% of total visitation to the City.

Seen Here As part of a two-year campaign to inspire travel to NYC, 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 in 23 shopping malls across America.

To raise program awareness in NYC, additional media included bus shelters, taxi videos, LinkNYC kiosks and billboard placements at LaGuardia and JFK Airport terminals to help welcome travelers to NYC. The media value of the program from May to August 2016 is estimated at \$5 million and has earned more than 900 million impressions. Since the program launch, the press team has secured an estimated earned media value of \$2.2 million with a total of 2.31 million gross impressions including a front-page spread in the *New York Times* Metro section.





See Your CitySM

Overview See Your City's goal is to continue to inspire NYC locals to explore and venture beyond their block (building on U.S. Travel's Project Time Off). Due to the campaign's popularity among both locals and visitors, in fall of 2016, See Your City expanded to an evergreen social UGC inspiration platform, featuring #SeeYourCity images of what's trending across the five boroughs, providing a resource and inspiration board for locals and visitors alike. The success of the initiative has been seen through its organic use and engagement of #SeeYourCity.

The program continues to work with influencers, members and brands who love NYC and are inspired to share their amazing NYC images on Instagram.

This fall, we partnered with Beautiful Destinations, the world's largest travel influencer, who shared their #SeeYourCity moments, generating over 7.5 million engagements on Instagram and Snapchat.

In Q1, See Your City's Neighborhood Highlights, in partnership with American Express, featured places to visit within 13 neighborhoods across the five boroughs. Neighborhood Highlights complement the existing user-generated content on the See Your City page to further provide insights on what to do and see in various neighborhoods.

Seen Here To provide the consumer with insight and inspiration, each neighborhood guide featured a custom video showcasing the flavor of that neighborhood from the local perspective. Neighborhood Highlights, with mapping functionality, provided insights on what to do in each area—all with the goal to get people to "get out and explore beyond your block!" #SeeYourCity continues to grow with over 280,000 hashtag uses.

Fantastic NYC

Overview In partnership with Warner Bros. Entertainment Inc, capitalizing on NYC's featured presence in the newest J.K. Rowling film, *Fantastic Beasts and Where To Find Them*, the Fantastic NYC campaign ran October–November to create awareness of the film and inspire travel to NYC.

The campaign showcased the unique and magical experiences exclusive to New York City through inspired content, on-the-ground activations, as well as travel packages. With the UK as a specific target audience, in mutual partnership with Virgin Atlantic and Virgin Holidays, specific press and consumer activations were present throughout the country.



NYCgo.com hosted inspirational content via themed guides, promotion of the UK targeted travel package with Virgin Holidays and a custom tour inspired by locations featured in the movie in collaboration with On Location Tours.

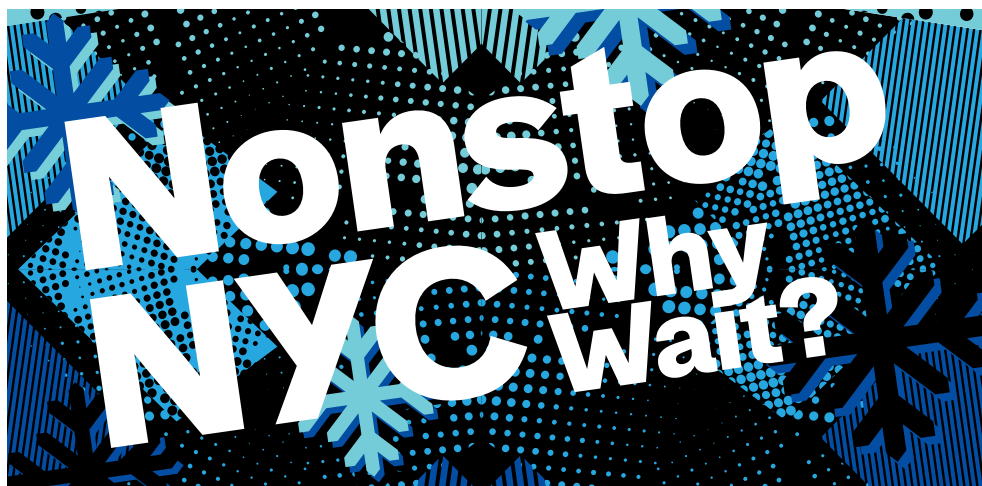
Seen Here The campaign was supported by owned and partner promotional channels via social, email, digital, along with OOH media. NYC street pole banners posted during NYC Comic Con and the week of the movie's release, November 18, while JCDecaux media ran throughout greater London with Virgin Holiday's travel offer.

In partnership with Virgin Atlantic, a UK press group experienced the first live radio broadcast in-flight before arriving in NYC for a Fantastic NYC familiarization tour. Additional press highlights include a spread in *Time Out London*, an article in *Travel+Leisure* and a custom blog post on J.K. Rowling's Pottermore website.

Overall, the program garnered over 8 million impressions in earned media while receiving an estimated 59 million gross impressions through various press coverage.



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Nonstop NYC – Winter 2017

Overview To encourage winter visitation during the typically slower post-holiday period, NYC & Company created a new marketing campaign, Nonstop NYC, that bundles together all the programs below.

- NYC Attractions WeekSM (Jan. 17–Feb. 5)
- NYC Restaurant Week[®] (Jan. 23–Feb. 10)
- NYC Broadway WeekSM (Jan. 17–Feb. 5)
- NYC Off-Broadway WeekSM (Feb. 27–Mar. 12)

The campaign's tagline, "Why Wait? See More, Spend Less This Winter," emphasizes the value of visiting NYC in the winter and highlights how January, February and March feature the best hotel rates of the year.

The Nonstop initiative was promoted via digital media, targeting the Philadelphia, Boston and Washington, DC, markets.

Seen Here The Nonstop campaign targeted prospective overnight travelers in Philadelphia, Boston and Washington, DC. The initiative delivered 15 million digital advertising impressions on Facebook, Google (paid search), *Philadelphia Magazine*, *Time Out*, *Thrillist*, and Adara (programmatic buy pinpointing likely travelers). Plus, the campaign was promoted on NYC & Company's consumer channels including NYCgo.com, social media and email marketing.



NYC Restaurant Week[®]

Overview The 2016 programs 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. NYC Restaurant Week features over 380 participating restaurants, offering 34 cuisines in 40 different neighborhoods across the City.

The 2016 winter and summer programs drove over 450,000 seated diners to participating restaurants and generated over \$13.5 million in online reservations. Summer 2017 will mark the 25th anniversary of the program, which will be celebrated with new program elements and content partnerships.

Seen Here The media campaigns for both seasons included out-of-home, digital, print, email, taxi video, LinkNYC kiosks and collateral. In 2016, NYC Restaurant Week had a heavy focus on social media and influencer engagement to showcase the restaurant experience and expand the program reach to new consumers. Influencers and a daily Instagram contest helped to reinforce this message.



NYC Attractions WeekSM

Overview The first-ever NYC Attractions Week program launched January 17–February 5 with tickets on sale January 5. The program targeted New York DMA and tristate/commuters to help boost sales during the Q1 needs period. Over 70 tours, cultural organizations, performing arts and attractions participated, offering 2-for-1 offers. Some of the participants included the Brooklyn Museum, Empire State Building Experience, Food on Foot Tours, Bronx Zoo and Staten Island Museum.

Seen Here The media campaign for NYC Attractions Week included print, digital, email and social promotion. The fully integrated campaign received significant press coverage from *Newsday*, *The Washington Post*, CBS, *Afar* and *Time Out*. The program was also messaged through out-of-home media throughout NYC including bus shelters, taxi videos and within LinkNYC kiosks.



NYC Broadway WeekSM

Overview The year 2016 marked the seventh anniversary of NYC Broadway Week, which continues to reaffirm the original goal to support the Broadway theater community during the historically slower periods of the year. NYC Broadway Week is aimed to attract both theater lovers and those looking for great value, primarily in the New York DMA and the Acela corridor (Boston, Hartford, Philadelphia, Washington, DC). The 2016 winter and fall season saw 232,083 tickets sold, generating over \$16 million in revenue. This past January, Winter Broadway Week sold over 88,000 tickets, marking another successful season.

Seen Here The media campaigns for both seasons included out-of-home, print, digital, email, taxi video and collateral. A stronger emphasis was placed on social media, targeting consumers based on interests (performing arts, concerts, plays, etc.)

The 2016 fall season saw 102,022 tickets sold, generating \$7.2 million in revenue with 19 shows participating.



NYC Off-Broadway WeekSM

Overview Celebrating its eighth year in 2016, NYC Off-Broadway Week continues to reaffirm its original goal, to raise awareness of the Off-Broadway community while supporting participating shows during historically slow periods of the year. NYC Off-Broadway Week gives theatergoers an opportunity to explore diverse show productions and attracts both travelers and locals looking for great value, primarily in the New York DMA area.

The 2016 winter and fall seasons saw a total of 11,853 tickets sold, generating over \$442,000 in revenue.

Seen Here The media campaigns for both seasons included out-of-home, digital, email, taxi video, LinkNYC kiosks and collateral. Like NYC Broadway Week, stronger emphasis was placed on social media promotion, targeting consumers based on interests (specific genres, interactive performances, concerts, plays, etc.)

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Hervé Houdré
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Jukay Hsu
Coalition for Queens

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LAK Public Relations, Inc.

Kerry Mack
Highgate Hotels – New York Area

Erika Mallin
Signature Theatre Company

Susan Marenoff-Zausner
Intrepid Sea, Air & Space Museum

Mark Marmurstein
Twin America

Fernando Mateo
La Marina

Spencer Means
Corcoran Realty

Julie Menin
NYC Mayor's Office of Media & Entertainment

Mitchell B. Modell
Modell's Sporting Goods

Scott Nadeau
New York Marriott Marquis

Anthony Napoli
Briggs, Inc., a DMC Network Company

Richard Nicotra
The Nicotra Group, LLC

Tracy Nieporent
Myriad Restaurant Group

Travis Noyes
New York Wheel/Empire Outlets

Jonelle Procope
Apollo Theater Foundation

Laura Raicovich
Queens Museum

Anthony Ramirez II
Bronx Beer Hall

Taryn Sacramone
Queens Theatre

Marcus Samuelsson
Marcus Samuelsson Group

Andreas Sappok
Imagine Communications

Joseph E. Spinnato
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Charlotte St. Martin
The Broadway League

Alan Steel
Jacob K. Javits Convention Center of New York

Tim Tompkins
Times Square Alliance

Maria Torres-Springer
NYC Economic Development Corporation

Nick Valenti
Patina Restaurant Group

Jorge Daniel Veneciano
Museum of Arts and Design

Peter Ward
NY Hotel & Motel Trades Council

Gerri Warren Merrick
Warren Merrick Communications

Lloyd A. Williams
Greater Harlem Chamber of Commerce

Jack Withiam, Jr.
Event Services & Management, LLC

Tren'ness Woods-Black
Sylvia's "Soul Food" Restaurant

Kathy Wylde
Partnership for New York City

Brett Yormark
Brooklyn Nets and Barclays Center

Tim Zagat
Zagat Survey

Names in **bold** indicate
Executive Committee members.

As of December 31, 2016

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Chinatown Partnership, Local
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Academy Bus Tours

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Kevin Booth
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Nevah Assang
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Programs & Partnerships

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Brand Marketing

Bernadette Carter
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Global Tourism Development

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Senior Vice President,
Research & Analysis

Rich Lovatt
Senior Vice President, Finance

Maria Wilcox
Senior Vice President,
Hotel Relations

Financials

In 2016, NYC & Company changed to a June 30 fiscal year-end from calendar year-end to better align with New York City's June 30 fiscal year. As a result, 2016 represents the 6 months ending June 30, 2016 whereas 2014 and 2015 represent full calendar years. During 2016, the company negotiated a new 5-year contract with New York City, which begins July 1, 2017. City funds increased to \$21.2 million annually for fiscal 2017, an increase of \$3.4 million, or 19%, over fiscal 2016 and an increase of over \$4.7 million, or 28%, and \$8.9 million, or 72%, over calendar 2015 and 2014, respectively.

	6 Months 2016*	12 Months 2015	12 Months 2014
New York City Funds	8.9	16.5	12.3
Sponsorships	2.5	4.4	7.4
Member Dues	2.6	4.9	4.7
Publications	1.3	2.5	2.5
Website	1.0	2.5	2.8
Other Income	1.3	3.5	4.2
Licensing	0.5	1.1	1.1
Other Grants	0.3	0.5	0.5
Total	18.4	35.9	35.5

*Represents the 6-month period ending June 30, 2016



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