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 Rafty
Chairman
NYC & Company

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.

48.1M Domestic
+ 12.7M International

60.7M*
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).

ADR (Average Daily Rate $)

Occupancy (%)

Room Supply (K)
Total Rooms in Active Inventory

2015 2016
106.6 112.5

Room Demand (M)
Total Rooms-Nights Sold

2015 2016
33.7 35.1

*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

<table>
<thead>
<tr>
<th>Rank**</th>
<th>Country</th>
<th>2016</th>
<th>2017(f)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>United Kingdom</td>
<td>1,222</td>
<td>1,141</td>
</tr>
<tr>
<td>2</td>
<td>China (PRC)</td>
<td>950</td>
<td>1,006</td>
</tr>
<tr>
<td>3</td>
<td>Canada</td>
<td>919</td>
<td>903</td>
</tr>
<tr>
<td>4</td>
<td>Brazil</td>
<td>817</td>
<td>811</td>
</tr>
<tr>
<td>5</td>
<td>France</td>
<td>740</td>
<td>716</td>
</tr>
<tr>
<td>6</td>
<td>Australia</td>
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<td>681</td>
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<td>7</td>
<td>Germany</td>
<td>647</td>
<td>604</td>
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<tr>
<td>8</td>
<td>Italy</td>
<td>531</td>
<td>522</td>
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<tr>
<td>9</td>
<td>Mexico</td>
<td>449</td>
<td>419</td>
</tr>
<tr>
<td>10</td>
<td>Spain</td>
<td>426</td>
<td>417</td>
</tr>
<tr>
<td>11</td>
<td>South Korea</td>
<td>388</td>
<td>399</td>
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<tr>
<td>12</td>
<td>Argentina</td>
<td>392</td>
<td>386</td>
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<tr>
<td>13</td>
<td>India</td>
<td>319</td>
<td>338</td>
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<tr>
<td>14</td>
<td>Japan</td>
<td>325</td>
<td>331</td>
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<td>15</td>
<td>Ireland</td>
<td>250</td>
<td>228</td>
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<td>16</td>
<td>Switzerland</td>
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<td>Netherlands</td>
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<td>Israel</td>
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<tr>
<td>20</td>
<td>Colombia</td>
<td>207</td>
<td>203</td>
</tr>
</tbody>
</table>

*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.

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>(1/9 – 12) ABA Marketplace Louisville, KY</td>
</tr>
<tr>
<td>February</td>
<td>(1/10 – 13) PCMA Convening Leaders Vancouver, Canada</td>
</tr>
<tr>
<td>February</td>
<td>(1/15 – 17) Holiday World Belfast, Ireland</td>
</tr>
<tr>
<td>February</td>
<td>(1/17 – 19) Collinson Diversity Summit Atlanta, GA</td>
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<tr>
<td>February</td>
<td>(1/20) Business Card Exchange – One World Observatory New York, NY</td>
</tr>
<tr>
<td>March</td>
<td>(2/1 – 5) Sales Mission Germany and Switzerland</td>
</tr>
<tr>
<td>March</td>
<td>(2/3) New Member Orientation Convene at 810 7th Ave New York, NY</td>
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<tr>
<td>March</td>
<td>(2/9) Destination Showcase Washington, DC</td>
</tr>
<tr>
<td>March</td>
<td>(2/10) RSAA Summit New York, NY</td>
</tr>
<tr>
<td>March</td>
<td>(2/16) MPI NCC Annual Conference &amp; Tradeshow</td>
</tr>
<tr>
<td>March</td>
<td>(2/16 – 18) Visit USA Expo Brisbane, Australia</td>
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<tr>
<td>March</td>
<td>(3/2) meetNY New York, NY</td>
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<tr>
<td>March</td>
<td>(3/2 – 6) Incentive Travel Exchange Las Vegas, NV</td>
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<tr>
<td>July</td>
<td>(7/11 – 15) South American Sales Mission Argentina, Colombia and Peru</td>
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<tr>
<td>July</td>
<td>(7/14) Shanghai City-to-City Tourism Partnership and Lang Lang NYC Cultural Tourism Ambassador Announcement Shanghai, China</td>
</tr>
<tr>
<td>July</td>
<td>(7/17 – 22) Sales Mission Australia/New Zealand</td>
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<tr>
<td>August</td>
<td>(8/3) DMAI Annual Convention Minneapolis, MN</td>
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<tr>
<td>August</td>
<td>(8/9) Site Minnesota Education Meeting Minneapolis, MN</td>
</tr>
<tr>
<td>August</td>
<td>(8/13 – 16) ASAE Salt Lake City, UT</td>
</tr>
<tr>
<td>August</td>
<td>(8/16 – 17) IncentiveWorks Toronto, Canada</td>
</tr>
<tr>
<td>August</td>
<td>(8/18 – 20) FICP Summer Symposium Ontario, Canada</td>
</tr>
<tr>
<td>August</td>
<td>(9/9) MPI/PCMA Summit Seattle, WA</td>
</tr>
<tr>
<td>August</td>
<td>(9/11 – 14) Heart of Texas Roadshow Dallas and Austin, TX</td>
</tr>
<tr>
<td>September</td>
<td>(9/12 – 15) Sales Mission Ft. Lauderdale and Miami, FL</td>
</tr>
<tr>
<td>September</td>
<td>(9/16 – 23) Sales Mission India</td>
</tr>
</tbody>
</table>
### 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
- **(4/19 – 21) Canada Meet Week**
  - IBE Canada
- **(4/19 – 21) IMEX**
  - Frankfurt, Germany
- **(4/21 – 22) MPI SoCal EdCon**
  - Costa Mesa, CA
- **(4/23) Tourisme Cares/Earth Day**
  - New York, NY
  - Dubai, UAE
  - Washington, DC

### May

- **(5/4) AMP's Golf Tournament**
  - Washington, DC
- **(5/6 – 10) HelmsBriscoe Partner Meeting**
  - Phoenix, AZ
- **(5/10) City Nation Place Global Conference**
  - London, UK
- **(5/10) GMPCMA Chapter Meeting**
  - Chicago, IL

### June

- **(6/1) New Member Orientation**
  - Convene at 810 7th Ave
  - New York, NY
- **(6/3) ConferenceDirect's Annual Partner Meeting**
  - San Antonio, TX
- **(6/4) Springtime Expo**
  - Washington, DC
- **(6/5 – 7) New Member Orientation**
  - Convene at 810 7th Ave
  - New York, NY
- **(6/6) Small Business Roundtable**
  - New York, NY
- **(6/11 – 14) MPI World Education Congress**
  - Atlantic City, NJ
- **(6/16 – 18) IMEX America**
  - Las Vegas, NV
- **(6/18 – 22) PCMA Education Conference**
  - St. Louis, MO
- **(6/19 – 21) ITB Asia**
  - Suntec, Singapore
- **(6/20 – 22) FICP Annual Conference**
  - Nashville, TN
- **(6/21) Tourism Cares/Earht Day**
  - New York, NY
- **(6/23) Member Appreciation Night**
  - Classic Harbor Line
  - New York, NY
- **(6/28 – 30) CVENT Connect**
  - Las Vegas, NV
- **(7/1 – 5) Sales Mission**
  - Canada
- **(7/13 – 15) TTG Incontri**
  - Rimini, Italy
- **(7/14) Marketing Outlook Forum**
  - Ft. Lauderdale, FL
- **(7/15) Tourism Cares/Earth Day**
  - New York, NY
- **(7/17) Small Business Roundtable**
  - New York, NY
- **(7/22 – 26) Meeting & Incentive Forum Scottsdale, AZ**
- **(7/23) Member Appreciation Night**
  - Classic Harbor Line
  - New York, NY
- **(7/24) Destination Showcase**
  - Kansas City, MO
- **(7/25) Marketing Outlook Forum**
  - Ft. Lauderdale, FL
- **(7/26) MPI NY Golf Tournament**
  - Port Washington, NY
- **(7/27 – 30) CVTEN 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 Incontro Rimini, Italy**
- **(10/14) DOSM Meeting – Lotte NYC Palace**
  - New York, NY
- **(10/18 – 20) IMEX America**
  - Las Vegas, NV
- **(10/18 – 21) ITB Asia**
  - Suntec, Singapore
- **(10/24 – 26) Bienvenue Sherbrooke, QC**
- **(10/25) Marketing Outlook Forum**
  - Ft. Lauderdale, FL
- **(10/27) HSMAI Luncheon**
  - New York, NY

### November

- **(11/5 – 7) SITE Global Conference**
  - Panama City, Panama
- **(11/9 – 12) FICP Annual Conference**
  - Nashville, TN
- **(11/10 – 14) Destination Showcase**
  - Kansas City, MO
- **(11/11) HBSMAI Luncheon**
  - New York, NY
- **(11/14) BDM 101 Conference**
  - New York, NY
- **(11/14) TTG Incontro Rimini, Italy**
- **(11/15 – 17) IBTM Americas**
  - Barcelona, Spain
  - New York, NY
- **(11/20 – 22) Neighbourhood Network – LIC**
  - New York, NY
- **(11/21) ITB Asia**
  - Suntec, Singapore
- **(11/22 – 24) FICP Educational Conference**
  - Half Moon Bay, CA

### December

- **(12/6 – 9) IAEE Expo**
  - Anaheim, CA
- **(12/7) 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
- **(12/18) Visionary & Voices Gala**
  - New York, NY
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.
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 (CTIM) 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

**5K+**

Total International Media Placements

**3.7B $39M**

**5K+**

Total International Media Placements

**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 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.

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 partnerships 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.

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.

See 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 City**

**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.

**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.
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 Week® (Jan. 17–Feb. 5)
NYC Restaurant Week® (Jan. 23–Feb. 10)
NYC Broadway Week® (Jan. 17–Feb. 5)
NYC Off-Broadway Week® (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 Week™
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 Week™
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.

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

NYC Off-Broadway Week™
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 media campaigns for both seasons included out-of-home, 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.
Board of Directors

Emily Rafferty
Chairman

Charles Flateman
Vice Chairman

Fred Dixon
President and CEO

Wilma Alonso
Fordham Road BID

Gina Argento
Broadway Stages

Jaclyn Bernstein
Empire Force Events

Andrew Bodziak
Starwood Hotels of New York

Daniel Boockvar
New York Cruise Lines

Thomas Bosco
Port Authority of New York and New Jersey

Gale Brewer
Manhattan Borough President

Michael Burke
Statue Cruises

Judith Byrd
Byrd Retail Group

John Calvelli
Wildlife Conservation Society

Zachary Carter
New York City Law Department

As of December 31, 2016
Names in bold indicate Executive Committee members.
Ex-officios

Eric Adams
Brooklyn Borough President

Daniel A. Biederman
34th Street Partnership

Alfred C. Cerullo, III
Grand Central Partnership

Wellington Z. Chen
Chinatown Partnership, Local Development Corporation

Ruben Díaz, Jr.
Bronx Borough President

Meera Joshi
Taxi & Limousine Commission

Melinda Katz
Queens Borough President

Jessica Lappin
Downtown Alliance

Melissa Mark-Viverito
New York City Council

Regina Myer
Brooklyn Bridge Park

Daniel Nigro
Fire Department, City of New York

James Oddo
Staten Island Borough President

James P. O'Neill
New York Police Department

Alicia Pierro
Big Apple Greeter

Tucker Reed

Mitchell Silver
Department of Parks and Recreation

Francis Tedesco
Academy Bus Tours

NYC & Company
Senior Leadership

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President and Chief Executive Officer

Bryan Grimaldi
Chief Operating Officer

Kevin Booth
Chief Financial Officer

Nevah Assang
Senior Vice President, Cultural & Community Relations

Marnie Baretz
Managing Director, Programs & Partnerships

Jason Berman
Managing Director, Brand Marketing

Bernadette Carter
Managing Director, Marketing Operations and Strategy

Jerry Cito
Senior Vice President, Convention Development

Kelly Curtin
Executive Vice President, Membership & Destination Services

Makiko Matsuda Healy
Senior Vice President, Global Tourism Development

Chris Heywood
Senior Vice President, Global Communications

Donna J. Keren
Senior Vice President, Research & Analysis

Rich Lovatt
Senior Vice President, Finance

Maria Wilcox
Senior Vice President, Hotel Relations
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.

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

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