As a result of Covid-19, NYC & Company continues to face a number of unprecedented challenges. The following report was prepared prior to the travel and tourism sector experiencing declines related to the virus. While we expect the recovery both here and abroad to be gradual, we also believe that our industry will regain its vibrancy, and that New York City will be one of the world’s top destinations when it does.

NYC & Company is the official destination marketing organization and convention and visitors bureau for the five boroughs of New York City.

Our mission is to maximize travel and tourism opportunities throughout the City, build economic prosperity and spread the dynamic image of NYC around the world.
The New York City travel and tourism sector is made up of thousands of businesses across the five boroughs of NYC, welcoming visitors from near and far to unique experiences and opportunities. Last year, 2019, was no exception as the graphs on the following pages demonstrate.

Note: All figures, estimates and forecasts are subject to revision as conditions develop and additional data become available. Numbers may not sum due to rounding. Source: NYC & Company as of February 2020
Highlights of 2019

In 2019, New York City’s travel and tourism industry marked its 10th consecutive year of record growth. The City emerged from a year filled with challenges to reach over 66.62 million visitors (up 2.4%) for business and leisure trips, with day trips and overnight stays in the five boroughs. The economic activity of visitor spending supported almost 400,000 jobs citywide and generated close to $70 billion in economic activity.

Different conditions framed each quarter’s performance. Early in the year, the travel industry reacted to the US government shutdown slowing business travel. In the spring and summer seasons, trade wars and tariffs and a marked slowdown in European and Latin American economies pushed a strong dollar and lowered local spending by international travelers even as more visitors arrived than in 2018. The domestic market stayed strong in the fall and winter, with a pickup in business travel to balance the continued weakness we saw in key international markets (especially China, Germany, Brazil and Argentina).

Total Visitation

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic Visitation (millions)</th>
<th>International Visitation (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>49.7</td>
<td>13.1</td>
</tr>
<tr>
<td>2018</td>
<td>51.5</td>
<td>13.6</td>
</tr>
<tr>
<td>2019</td>
<td>53.1</td>
<td>13.5</td>
</tr>
</tbody>
</table>

The domestic market represented 53.1 million visitors (up 3.2%); and the international market finished the year flat against 2018 levels, at 13.52 million. By numbers as well as impact, NYC is one of the most popular big-city destinations. Responding to new attractions and the diversifying hotel sector, domestic travel increased by 1.6 million trips and helped drive a strong increase in overnight stays, which accounted for nearly 54% of the market. As always, the regional and short-haul markets found repeated reasons to visit NYC last year.

The City’s international reach brought in 13.52 million visitors even as economic pressures slowed some activity in the second half of the year. Top markets remained the UK, China, Canada, Brazil, France, Italy and Spain as well as emerging opportunities in Spanish-speaking Latin America, Southeast Asia, India and the Asia-Pacific region. As we have seen over the past few years, the international market accounted for 20% of the visitors, but due to their longer average stays these travelers represented half the spending across the City.

The year was a good indicator of the strength of NYC as a business travel destination. Business travel rose to 13.6 million trips (2.2 million international and 11.4 million domestic) inclusive of 6.2 million meeting delegates. Almost equally split between transient or small-group business and the large-scale conventions and trade shows, the sector accounted for almost 30% of the economic impact through individual and event/host spending at businesses across the City. The delegates account for a significant percent of hotel demand, especially in Manhattan and downtown Brooklyn (averaging between 15% and 20% of available inventory annually).

Leisure travel remained the key to the vitality of the City’s travel and tourism businesses supporting arts and culture, tourist attractions and entertainment, retail shops, and culinary experiences from food trucks to casual dining to legendary restaurants. In 2019, leisure travel topped 53 million visitors (11.3 million international and 41.7 domestic, a net gain of over 3%).
In 2019, occupancy rates slipped slightly on a year-over-year comparison as the slow first quarter and expanded inventory put pressure on the hotels to fill their properties. The year finished at 87.5% average occupancy just below last year’s 88.1%. The peak was reached in October, when occupancy hit 91.7%, and points to the exceptional Q4 behavior of the City compared to the US urban average.

Average daily room rates (ADR) had two lows and two peaks as business and holiday/vacation travel trends played out across the City. The trend over the past few years has lowered the average due to supply growth, a market mix favoring select-service and upper midscale properties, and the increase in borough inventory. The 2019 ADR averaged $285, with the peak reached in September at $356. As with occupancy, the NYC seasonal pattern stayed strong after Labor Day, and remained the highest in the US.

The hotel development pipeline in New York City was the most active in the US. Investment in the City’s hotels attracted new brands, international properties, authentic neighborhood independents, and flagship properties and branded developments that cater to business travelers and all segments of the leisure travel market. The active room inventory in the City rose by 5,022 rooms in 2019, to reach 123,963 in the five boroughs. This was a 4.2% increase over 2018.

The City’s hotel sector sold over 38.88 million room nights in 2019, a 2.5% increase over 2018.

**Hotel Performance**

**Monthly Occupancy**

- Jan: 89.3%
- Mar: 80.9%
- May: 89.3%
- Jul: 61.7%
- Sep: 90.9%
- Nov: 89.3%

**Monthly Average Daily Rate**

- Jan: $350
- Mar: $348
- May: $174
- Jul: $356
- Sep: $349
- Nov: $174

**Room Supply**

- 2018: 119K
- 2019: 124K

**Room Demand**

- 2018: 37.9M
- 2019: 38.8M

**Net Gain**

- +4.2%
- +2.5%

**Source:** NYC & Company/STR/CBRE
Destination management is about more than just directing the flow of visitation—it’s about how we engage those visitors before, during and after their trips. In 2019, we doubled down on diversity, targeted markets with unique potential and created new pathways to the kinds of experiences and campaigns that inspire people to explore further and come back for more.

Whether we continue to grow or face challenges that hinder that growth, our focus must remain on encouraging deeper engagement and exploration, and nurturing its impact on our city, our people and our planet.
Famous Original New York City

Our most expansive global consumer campaign to date—now valued at $20 million with 20 international travel partners and a record 21 markets—promoted visitation during key need periods from key markets and encouraged five-borough exploration, bringing business to all corners of the City during the times when it matters most.

Launched in October and originally planned to continue through Q3 2020, this campaign was a strategic evolution of Famous Original New York City, which debuted in November 2017. New original creative featuring the City’s ultimate symbol of inclusivity, the Statue of Liberty, appeared on out-of-home media around the world. Several of our travel partners—a combination of tour operators and airlines—offered hotel and flight packages and flight-only deals with an emphasis on Q1, our softest period of the year, to incentivize travel to New York City and create urgency in the marketplace.

For the first time, NYC & Company presented all campaign partners with creative in several colors, empowering them to choose the look and feel that best resonates with their markets. The accompanying tool kit, exclusively available to 2019–20 partners, featured branding and editorial guidelines, image and video libraries, and other resources for creating original content in the style of the campaign.

Additionally, paid digital media in the UK, Brazil, India and Mexico drove visitors to My Famous Original New York City, a new personalization hub that enabled users to save favorites across the website, build a profile and receive custom recommendations based on interests. The more a user interacts with the experience, the better it can deliver tailored content. During the run of the campaign, users could book restaurants, hotels and attractions directly through the hub, which also promoted targeted in-market offers.

Historical In-Kind Partner Value Exchange

<table>
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<tbody>
<tr>
<td>VALUE $16M</td>
<td>VALUE $18M</td>
<td>VALUE $20M</td>
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<tr>
<td>COUNTRIES 17</td>
<td>COUNTRIES 19</td>
<td>COUNTRIES 21</td>
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<tr>
<td>PARTNERS 6</td>
<td>PARTNERS 13</td>
<td>PARTNERS 20</td>
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<tr>
<td>AVG. Q1 PARTNER REVENUE $18%</td>
<td>AVG. Q1 PARTNER REVENUE $20%</td>
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MARKET | PARTNER | LAUNCH |
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<tbody>
<tr>
<td>UK</td>
<td>British Airways</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Denmark</td>
<td>SAS</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Norway</td>
<td>SAS</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Brazil</td>
<td>CVC</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Peru</td>
<td>N/A</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Germany</td>
<td>FTI</td>
<td>Nov-19</td>
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<tr>
<td>Sweden</td>
<td>SAS</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Mexico</td>
<td>Aeromexico</td>
<td>Nov-19</td>
</tr>
<tr>
<td>India</td>
<td>Virgin</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Japan</td>
<td>HIS</td>
<td>Nov-19</td>
</tr>
<tr>
<td>South Korea</td>
<td>Asiana</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Italy</td>
<td>Air Italy</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Ireland</td>
<td>Cassidy Travel</td>
<td>Dec-19</td>
</tr>
<tr>
<td>France</td>
<td>Corsair</td>
<td>Jan-20</td>
</tr>
<tr>
<td>Spain</td>
<td>Viajes El Corte Ingles</td>
<td>Jan-20</td>
</tr>
<tr>
<td>Singapore</td>
<td>Singapore Airlines</td>
<td>Jan-20</td>
</tr>
<tr>
<td>Australia</td>
<td>Flight Centre</td>
<td>Feb-20</td>
</tr>
<tr>
<td>USA</td>
<td>Mastercard</td>
<td>Mar-20</td>
</tr>
<tr>
<td>Toronto</td>
<td>Porter Airlines</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Manchester</td>
<td>Virgin</td>
<td>Jan-20</td>
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<tr>
<td>Tokyo</td>
<td>JAL</td>
<td>Mar-20</td>
</tr>
<tr>
<td>Auckland</td>
<td>Air New Zealand</td>
<td>Summer</td>
</tr>
<tr>
<td>Cape Town</td>
<td>TBD</td>
<td>Summer</td>
</tr>
<tr>
<td>Seoul</td>
<td>TBD</td>
<td>TBD</td>
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</table>

*Future media placements are subject to change
City-to-City Tourism Partnerships

Many destinations around the globe share in our desire to evolve from destination marketers to destination managers. Through both new and renewed alliances with key international cities, we not only facilitated the exchange of advertising assets, but engaged to help boost reciprocal visitation and shared best practices and insights in tourism marketing.

On May 7, NYC & Company signed a new tourism partnership with Buenos Aires. In September came the announcement of our newest city-to-city partnership with Berlin, which centers around our initiative called TestLab, mounted in collaboration with visitBerlin and the prestigious ArtCenter College of Design. The project challenged students to develop real-time tourism and travel solutions benefiting both cities.

Last year also saw the renewal of fruitful existing partnerships: Madrid in January, Amsterdam in April, Cape Town in August, Toronto in September and Tokyo in November. We also developed new partnerships with Manchester and Auckland, further diversifying opportunities to share best practices and boost reciprocal travel with key feeder markets and other leading destinations.

Every partnership includes a media exchange, giving New York City valuable exposure to travelers in these markets that in many cases we would not otherwise have. In 2019–20, our city-to-city partnerships yielded a combined media value of $2.2 million.

2019: A Monumental Year

In NYC, the only constant is change. By celebrating 2019’s particularly robust lineup of thrilling new developments and big events, we affirmed for both B2B and B2C audiences that no two visits to the five boroughs are alike—encouraging repeat visitation and keeping NYC top of mind year-round.

2019: A Monumental Year, our global communications platform showcased everything that made this past year an especially extraordinary time to visit New York City—including new and reimagined attractions, hotel openings, infrastructure investments, citywide events and historic milestones.

Woven throughout virtually all NYC & Company press activity in 2019, this message resonated far and wide. At press conferences and media missions around the world, NYC & Company reached more than 1,000 international travel and lifestyle journalists in critical visitor markets, including the United Kingdom, Brazil, Canada, France, Germany, Mexico, South Korea, India, Japan and the Netherlands. Domestic outreach included media missions in Boston, Chicago, Philadelphia, several cities in New Jersey and Washington, DC.

The Global Communications team was particularly pleased to secure a coveted spot on the popular “52 Places to Go in 2019” list by The New York Times travel section in January 2019.
Pride. Uncontained.

As we evolve our approach to growth, diversity and inclusion remain at the heart of all we do. Designating 2019 as the Year of Pride, we renewed our commitment to promoting NYC as the world’s most welcoming destination for the LGBTQ+ traveler.

In June, New York City hosted the biggest Pride event to date—and the first WorldPride in the United States—marking 50 years since the Stonewall Uprising forever altered the course of LGBTQ+ history. Before, during and after the main event, NYC & Company promoted exhibitions and experiences throughout the five boroughs to highlight the City’s rich LGBTQ+ history and culture. In the end, upward of 5 million people came to New York City to celebrate.

To inspire and educate potential travelers before the event, NYC & Company debuted an enhanced digital experience at nycgo.com/worldpride, featuring the City’s only comprehensive calendar of WorldPride-related events, with more than 250 happenings in June. We also launched our largest email acquisition strategy to date, growing our LGBTQ+ database 130%.

On the B2B side, our Project Rainbow tool kit empowered members and other businesses to welcome WorldPride visitors with our original Pride. Uncontained. brand identity. In addition to artwork, custom swag and signage designs, all participating businesses received window clings co-branded with Mastercard featuring the message “Everyone Is Celebrated Here.” Project Rainbow participants included the NYC Taxi & Limousine Commission, the Port Authority of New York and New Jersey, the MTA, several city agencies and countless member businesses—including 19 lighting partners who helped illuminate the skyline in rainbow colors.

During Pride Week, NYC & Company also helped host several major events. On June 27, we held the official welcome reception at The Met Fifth Avenue for our
member businesses, corporate partners, media partners and associates from City Hall. We also partnered with Virgin Holidays and Virgin Atlantic on the first-ever Pride Flight, a transatlantic celebration bringing LGBTQ+ travelers, allies and an all-LGBTQ+ flight crew to New York City on June 28. All of the Pride Flight participants (more than 50 media, celebrities and influencers) gathered in NYC for a dedicated LGBTQ+ FAM during WorldPride weekend.

NYC & Company’s media relations efforts were rewarded with robust coverage and overwhelmingly positive sentiment, including The New York Times’ “36 Hours of New York City Pride,” major headlines in the Los Angeles Times, The Boston Globe, The Wall Street Journal and Associated Press, and national and international broadcast segments including CBS This Morning and Good Morning Britain. In total, we saw more than 1,500 media placements for

WorldPride between the 2017 announcement of New York City as host destination and the 2019 event.

Harnessing the yearlong momentum of Stonewall 50 and the Year of Pride, NYC also welcomed two major annual LGBTQ+ conferences for the first time: the International LGBTQ+ Travel Association (IGLTA) annual meeting and Reed Exhibitions’ PROUD Experiences.

On Sunday, June 30, NYC & Company participated in Pride’s culminating event—the March—with a contingent of members, partners and IGLTA’s global community.

While the Year of Pride has ended, our commitment to engaging this audience and representing LGBTQ+ voices across our platforms is stronger than ever before.

WorldPride: A Driver of Overnight Visitation

<table>
<thead>
<tr>
<th>WORLDPRIDE SPECIFIC VISITATION</th>
<th>HOTEL BOOKINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>+7%</td>
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</table>

<table>
<thead>
<tr>
<th>ROOM NIGHTS SOLD</th>
<th>FIVE-BOROUGH VISITATION</th>
</tr>
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<tbody>
<tr>
<td>+3.7%</td>
<td>+7%</td>
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<table>
<thead>
<tr>
<th>5–15-DAY TRIPS</th>
<th></th>
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<tbody>
<tr>
<td>+45%</td>
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</tr>
</tbody>
</table>

Based on a year-over-year comparison of mobile data from the Pride March.
Inspiring and educating potential visitors around the globe has been key to diversifying inbound travel to NYC. Through both local and global initiatives, our team worked tirelessly to attract travelers to all five boroughs.
Meeting Planners
Meetings, trade shows and conventions made up one of our most critical segments, underpinning the hotel sector and bringing engaged consumers—and, in turn, valuable business—to all five boroughs.

Convention Development
The Convention Development team at NYC & Company works year-round to sell New York City to meeting planners through marketing, partnerships, direct sales efforts and events around the world.

Make it NYCTM, our official meetings and conventions marketing platform, called on planners to choose New York City as the destination for all their future events.

Featuring the tagline “Meet where you want to be,” the campaign centered on the notion that New York City is the most desirable destination in the world—for both planners and delegates.

NYC & Company regularly debuted new meetings-focused editorial and tools on nycgo.com/makeitnyc, the official resource for meetings in NYC. We promoted new content bimonthly on LinkedIn, monthly in our Meeting Planner Newsletter and via a fully integrated digital advertising campaign, including search, Facebook and Instagram ads. Using geo-targeting, these ads encouraged planners to connect directly with Convention Sales team members in their markets. In 2019, the campaign earned more than 3.6 million impressions and nycgo.com/makeitnyc saw 81,000 visits—representing 29% of total visitation to the B2B website.

Well versed in the value of face time, the Convention Development team connected with the meetings industry at events here in NYC and worldwide. In early September, our team returned to IMEX America with our biggest Make it NYC trade show booth to date. Forty members joined us at the three-day show, where Fred Dixon was announced as a new co-chair of the U.S. Travel Meetings Mean Business Coalition (MMBC)—underscoring the importance of the meetings industry to NYC.
In 2019, the Convention Development team conducted 12 sales missions, attended more than 75 trade shows and hosted 28 client events globally, as well as 14 group familiarization (FAM) trips here in New York City. The team also partnered with the Javits Center on sales missions across the country to educate planners about the venue’s 1.2 million-square-foot expansion, scheduled to open in spring 2021. Recent activities included sales calls in Chicago, San Francisco, Washington, DC, Philadelphia, and several cities in New Jersey.

In addition, the Convention Development team partnered with the Professional Convention Management Association (PCMA); 7,000 members strong, it is considered the world’s largest network of business events strategists. Through PCMA, NYC & Company gained access to leading meetings industry insights and resources, which bolstered our efforts to educate meeting planners. The Room Block of the Future Research Project, co-funded by Hilton Worldwide and conducted by Kalibri Labs and Prism Partnership, evaluated the evolving landscape of group hotel business. The study explored attendee needs, expectations, behaviors and trends by analyzing booking data, attendee interviews and survey results. NYC & Company also sponsored the PCMA Education Foundation scholarship program, which awarded funds to foster the next generation of meeting planning professionals.

Destination Services

Once a meeting or group is booked in New York City, NYC & Company’s Destination Services team provides planners with marketing support, inspirational content, essential travel information and other resources for promoting the destination and maximizing attendance. The team also helps maximize local spending during the event by connecting meeting planners, delegates and exhibitors to NYC & Company member products and services through direct business leads and referrals.

In 2019, Destination Services worked with over 165 trade shows, conventions and big events in the City, generating 750 leads and referrals for members spanning categories including dining, nightlife, meeting facilities, transportation, tourist attractions, tours and more. Our team is committed to spreading the message of supporting local business, using public transportation and considering corporate social responsibility projects either within or outside their meeting rooms.

2019 Key Activities

<table>
<thead>
<tr>
<th>Event Name</th>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCMA Convening Leaders</td>
<td>Pittsburgh, PA</td>
<td>Jan 6–9</td>
</tr>
<tr>
<td>IMEX Frankfurt</td>
<td>Frankfurt, Germany</td>
<td>May 21–23</td>
</tr>
<tr>
<td>Meeting Professionals International’s World Education Congress (MPI/WEC)</td>
<td>Toronto, Canada</td>
<td>Jun 15–18</td>
</tr>
<tr>
<td>ASAE Annual Meeting</td>
<td>Columbus, OH</td>
<td>Aug 10–13</td>
</tr>
<tr>
<td>Connect Marketplace</td>
<td>Louisville, KY</td>
<td>Aug 22–27</td>
</tr>
<tr>
<td>IMEX America</td>
<td>Las Vegas, NV</td>
<td>Sep 9–12</td>
</tr>
<tr>
<td>ITBM World</td>
<td>Barcelona, Spain</td>
<td>Nov 19–21</td>
</tr>
<tr>
<td>IAEE Expo! Expo!</td>
<td>Las Vegas, NV</td>
<td>Dec 2–6</td>
</tr>
</tbody>
</table>
Travel Trade

In many parts of the world, members of the travel trade are the primary influencers for leisure visitors’ and education tours’ decisions to come to New York City—and what to do when they arrive. While ensuring that NYC made a lasting impression at trade shows around the world, we also introduced the trade to all five boroughs via familiarization trips here at home and offered planning support to make their clients’ trips as memorable as possible.

In 2019, NYC & Company’s global marketing efforts were supported by our 17 international representative offices who connected with local travel trade, media and consumers to promote NYC as a premier travel destination within their market. To sustain a stable pipeline of travel to New York City, the Tourism Development team engaged the travel trade in markets through sales missions, trainings, sales calls, in-market promotional activities and FAM trips, as well as a robust program of webinars and digital content.
Established Markets

The UK, Europe, Canada, New Zealand and Australia have long held the top place among our inbound origin markets in terms of visitor volume. Travelers from these established, often English-speaking, areas are globally experienced and familiar with top urban destinations. Because many have visited New York City previously and frequently travel independently, these visitors tend to seek out new experiences and disperse tourism dollars throughout all five boroughs.

In January 2019, the team conducted its first inbound NYC-based luxury sales mission with clients visiting from Australia, France, Germany, Italy, Spain and the UK, giving the trade an opportunity to engage with the City’s luxury product firsthand. Throughout the year, we also participated in the first Brand USA Travel Week Show in London, World Travel Market, ITB Berlin, Holidu World Show 2019 in Dublin and a range of single-market sales missions enabling the team to focus on key opportunities while on the road.

Emerging, Developing and Specialty Markets

Emerging markets continued to be integral to the future of New York City tourism and, in turn, NYC & Company member businesses. Like visitors from developing and specialty markets—those which had begun to appear in our visitation data, as well as those with distinct cultural needs—these consumers stayed longer per trip and spent more per person than the average traveler. They also tended to be loyal to the products and services that catered to their specific needs, such as language, cuisine and cultural preferences.

In 2019, identifying and developing new opportunities in the global market was a key function of the Tourism Development team. In response to emerging opportunities, the team introduced market-specific forums, such as the India Market Forum, to address trends and challenges. Maximizing the effectiveness of our market outreach was a constant priority; one way the team accomplished this was by giving our members access to multiple geographical markets in one trip. The team also combined the Brazil and the Spanish-Speaking South America sales missions, and flew in regional buyers to one location during the China sales mission.

In March 2019, after our largest-ever FAM trip arrived from five Latin American countries, the team facilitated the launch of five new itinerary products—one for each borough—to inspire and educate the trade about product throughout the City, in collaboration with member receptive tour operators and product managers who attended the FAM.

Opportunity Segments

Year-round, NYC & Company’s Tourism Development team also seeks out ways to target promising consumer segments. In 2019, we doubled down on luxury with a presence at International Luxury Travel Market (ILTM) in Cannes, São Paulo and Riviera Maya, Virtuoso Travel Week in Las Vegas and PROUD Experiences held here in Brooklyn. To target younger travelers through influencers, we also welcomed five well-known Indian stand-up comics for a FAM trip during the New York Comedy Festival, culminating in a night of stand-up at Carolines on Broadway on November 5, resulting in 750K social and print media impressions.
Tools for the Travel Trade

To provide additional support, NYC & Company created a number of online tools and resources specifically for the travel trade, including a series of free, on-demand webinars. Available in nine languages, each webinar covered a different neighborhood or theme to help the travel trade better sell the City to their clients. We also offer the Travel Trade Pass, giving certified travel professionals exclusive deals and discounts at restaurants, cultural and sightseeing attractions, theaters and more. Our online product directory makes it easy to browse and search for New York City attractions, performances, tours, hotels, restaurants, transportation providers and other essential trip-planning services. We also recently introduced a dedicated travel trade section to the NYCgo account on WeChat, China’s largest social media network.

Key Activities

In 2019, the Tourism Development team hosted 20 familiarization trips, conducted 12 sales missions (including our first in Africa), attended 25 trade shows and held 212 client events at home and abroad.

2019 Tourism Development Key Activities

- **Middle East Sales Mission**: Saudi Arabia, United Arab Emirates and Kuwait  
  Jan 19–24
- **ABA Annual Meeting & Marketplace**: Louisville, KY  
  Jan 25–29
- **ITTA Summit**: Savannah, GA  
  Feb 3–6
- **India Sales Mission**: Delhi and Mumbai  
  Feb 17–22
- **Southeast Asia Sales Mission †**: Singapore, Malaysia and Philippines  
  Feb 24–Mar 1
- **Connect Travel Marketplace**: Kissimmeee, FL  
  Feb 20–22
- **ITB Berlin**: Berlin, Germany  
  Mar 6–10
- **Active America China**: Anchorage, AK  
  Mar 26–29
- **France Sales Mission**: Paris, Bordeaux, Lyon  
  Apr 1–5
- **IGLTA Annual Global Convention**: New York City  
  Apr 24–27
- **Australia, New Zealand Sales Mission**: Auckland, Wellington, Brisbane, Sydney  
  May 1–10
- **ITB China & China Sales Mission †**: Shanghai  
  May 15–17
- **IPW**: Anaheim, CA  
  Jun 1–5
- **Mexico Sales Mission**: Monterey, Guadalajara and Mexico City  
  Aug 18–23
- **Connect Travel Marketplace**: Kissimmeee, FL  
  Sep 9–13
- **Africa Sales Mission †**: South Africa and Nigeria  
  Aug 26–30
- **SYTA Summit & Annual Conference**: Birmingham, AL  
  Aug 9–13
- **Brand USA Travel Week**: Anchorage, AK  
  Sep 9–13

† Indicates new activities for 2019
Our growing efforts to promote responsible travel were amplified by our Global Communications team, whose pitches, press releases, familiarization trips, press conferences, media missions and other initiatives highlighted the City’s new and iconic points of interest alongside hidden gems in neighborhoods across the five boroughs.

Throughout 2019, NYC & Company’s always-on press strategy reached global media serving consumer travel, lifestyle, MICE and travel trade audiences.

More than 650 journalists visited the five boroughs throughout the year via individual and group FAM trips. NYC & Company welcomed 90 media and influencers as part of 22 group press FAM trips and an additional 80 through targeted familiarization projects. In April, the IGLTA Press & Influencer FAM brought 15 LGBTQ+ media and influencers to NYC; in June, another 35 arrived via the Virgin Pride Flight. We also hosted nearly 30 NYC-based editors for the Travel + Leisure five-borough FAM in September.

Notable visiting media included journalists from The Boston Globe, The Dallas Morning News, National Geographic Traveler and The Washington Post, and from international outlets like CNN en Español (Latin America), Dove (Italy), The Globe and Mail (Canada), The Independent (UK), La Reforma (Mexico) and The Straits Times (Singapore).

Apart from promoting our 2019: A Monumental Year message, NYC & Company conducted more than 10 additional press events—seven city-to-city partnership signings and renewals, TravMedia’s NYC International Media Marketplace, press conferences at PROUD Experiences and WTTC North America and an event announcing the new NYC: Above and Beyond experience at the Empire State Building. Our team also connected with top journalists at trade shows around the world, including ITB Berlin, IPW in Anaheim, IMEX America in Las Vegas, World Travel Market in London and ILM Cannes.

Luxury travelers seek out all things distinctive in NYC—and tend to be higher-spending visitors. In 2019, we developed strategies to grow this segment by surfacing elevated, exclusive and custom experiences available in all five boroughs.

In May, NYC & Company became a member of Virtuoso, the leading global network of agencies specializing in luxury and experiential travel. This membership provides a year-round platform to educate the luxury travel trade on the many extraordinary offerings in New York City and includes participation in Virtuoso Travel Week. This annual event focuses on evolving marketplace conversation between Virtuoso advisers, their clients and preferred partners, with advisers making “buying trips” on behalf of their clientele.

Throughout the year, we amplified our presence at multiple International Luxury Travel Market (ILTM) trade shows, including the invitation-only ILTM Latin America and ILTM’s flagship show in Cannes.

New York City also welcomed the LGBTQ+ luxury sector at Reed Exhibitions’ PROUD Experiences in June. This international event connects travel suppliers and buyers with lifestyle brands targeted at the LGBTQ+ market and was hosted right here in Brooklyn.
Sports and Major Events

With 13 professional teams and an annual slate of some of the world’s biggest and most competitive events, NYC sports offered year-round economic stimulus for communities across the five boroughs. We continually created partnerships, customized marketing strategies and activations to bolster attendance, maximizing the impact of the sports sector and harnessing its potential as a driver of visitation.

In 2019, more than 4 million visitors attended a sporting event in NYC. In addition to the home games of our major league sports teams, the City hosted a range of events over the past year, including the college basketball playoffs, SailGP, the Association of Volleyball Professionals’ New York City Open, Formula E racing, the US Open Tennis Championships and college football’s New Era Pinstripe Bowl.

NYC & Company’s Partnerships, Convention Development and Destination Services teams worked collaboratively to bolster this influential sector by attracting and promoting marquee sporting events, while supporting the regular seasons and special activities of New York City’s home teams. The result was a diverse, yearlong calendar that attracted sports fans from near and far, generated revenue for local businesses and highlighted the range of experiences available in the five boroughs.

Family

Family is one of our perennial strategic focus areas. While affirming the City’s reputation as a truly safe, increasingly accessible and deeply enriching destination, we aimed to win over the next generation of repeat visitors and address emerging trends, including multigenerational travel.

NYC & Company partnered with Sony Pictures ahead of the July 2, 2019 release of Spider-Man: Far From Home. The campaign promoted family-friendly adventure across the City—including Spider-Man’s home borough of Queens—via bus shelters, taxi TV, street pole banners, social media and editorial content, which Sony amplified digitally. It resulted in more than $1 million in media value and 355 million-plus impressions.
Sustainability

Given our commitment to urban sustainability and destination management, we actively empowered businesses to adopt green practices and to equip visitors with the tools they needed to prioritize the environment throughout their stay.

In 2019, NYC & Company partnered for the second time with The Climate Group on Climate Week NYC, the largest event of its kind in the world. Celebrating its 11th year in New York City, the event gathered world leaders in climate action at more than 350 events across the City.

Climate Week NYC debuted the Sustainable Travel & Leisure Program, recognizing the green initiatives being pursued by the travel and tourism sector. For the first time, NYC & Company hosted NYC & Company Talks: Building Sustainable Tourism Together in partnership with the Javits Center as part of the official program. The event educated businesses on the latest sustainability considerations for our industry and highlighted the opportunity to market NYC as a green city.

NYC & Company also partnered with the Broadway community to create the Proudly Sustainable initiative in June. Via out-of-home and social media driving to NYCgo.com, the campaign featured hit shows promoting their tips for going green to travelers in town for WorldPride 2019.

Ultimately we supported a greener city year-round with ongoing editorial coverage on nycgo.com/green, mounted in an effort to promote eco-friendly features of NYC attractions and to help educate visitors on sustainable travel practices.

Accessibility

We recognize that for New York City to be truly inclusive, it must readily accommodate people of all physical and cognitive abilities. In 2019, we introduced a number of new B2B and B2C initiatives with the long-term vision of helping to make New York City accessible to all.

NYC & Company recently launched accessibility features on NYCgo.com member pages to help travelers identify whether a venue can accommodate their needs. Our digital development team also enhanced the website for browser screen readers and to meet Web Content Accessibility Guidelines (WCAG) 2.0 compliance. Going forward, we are partnering with AudioEye, a suite of products and services designed to enable equal access, enhance the user experience and provide sustainable, results-driven accessibility solutions for NYCgo.com’s B2C and B2B digital properties. This partnership will ensure all website materials are fully compliant with today’s web accessibility guidelines and best practices while also making our digital presence more accessible and usable to a larger audience.

We also continued to welcome travelers of all abilities to NYCgo.com with ongoing editorial features contributed by members of the community, including accessibility tips for Broadway theatergoers and a how-to video for exploring NYC in a wheelchair.

Offline, we hosted NYC & Company Talks: Accessibility in Our Digital and Physical World at TheTimesCenter in July. This event offered firsthand perspectives and actionable insights to help member businesses better accommodate the millions of persons with disabilities who visit NYC each year. Speakers included experts in meetings, multimedia, Broadway theater and public library initiatives, along with Victor Calise, Commissioner of the New York City Mayor’s Office for People with Disabilities (MOPD).

In October, the Tourism Development team represented New York City at the TravelAbility Summit, a gathering of travel industry professionals with product and service innovators dedicated to improving travel experiences for individuals with physical, visual, auditory and cognitive disabilities.
As we focus on managing the flow of visitation in the decade ahead, people—our members and our partners—remain the lifeblood of our industry. Year-round, we work to nurture, engage and give back to those who make New York City unlike any other destination in the world.
Membership

NYC & Company’s membership—a diverse, vibrant and active community of industry leaders representing all aspects of the City in each of the five boroughs—is the heart of our organization. Our commitment to their continued success is a commitment to preserving the fabric of our destination.

Our Member Community

This past year, NYC & Company’s membership was comprised of 1,600 member businesses and not-for-profit organizations—of all sizes, spanning multiple industries.

The Benefits of Membership

Members gained valuable exposure to NYC & Company’s B2B and B2C audiences through our marketing channels, including NYCgo.com and globally distributed publications, as well as our seasonal programs.

NYC & Company provided member businesses exclusive access to market insights and research via the members-only portal of NYCgo.com. Members could also gain expert perspectives firsthand at NYC & Company Talks, a series of panel discussions covering topics germane to our industry, including Sustainability, Accessibility, maximizing your Google presence, NYC Nightlife and Small Business Services.

The NYC & Company member community also came together throughout the year to network at business card exchanges, orientations and an annual volunteer outing with NYC Tourism Cares.
The NYC & Company Foundation

The charitable arm of NYC & Company gives back to the diverse community that makes New York City a world capital of culture. For more than 20 years, the Foundation has provided essential funding to small nonprofit arts and culture organizations across all five boroughs.

20 Years of Giving Back

Since its inception in 1999, the Foundation has helped more than 150 organizations that directly contribute to the diversity and vibrancy of the five boroughs. The Borough Cultural Tourism Development Grant Program supports audience development for cultural programs across the City through partnerships with the Borough Presidents’ offices. New grant recipients in 2019 included Bushwick Film Institute, CREATE in Chinatown and MoMA PS1.

The Foundation also helps to foster the next generation of travel and tourism professionals by funding scholarships and workforce development initiatives, which create a pipeline of talent to power our industry into the future.

Visionaries & Voices Gala

Every December, NYC & Company members, partners and supporters gather for the Foundation’s primary fundraiser, the annual Visionaries & Voices Gala. The event honors individuals and organizations who have made meaningful contributions to the City’s tourism landscape, with proceeds benefiting the NYC & Company Foundation. The 2019 gala at The Shed honored Hilton, Hudson Yards and Virgin Atlantic as well as Lifetime Achievement Award Recipient Nick Valenti, former NYC & Company Executive Committee member and former CEO of Patina Group.

Tourism Ready

The NYC & Company Tourism Ready program is the first of its kind in the US, and set NYC at the forefront of tourism industry education. This free series of seminars teaches both individual businesses and neighborhoods how to learn from, navigate and experience the benefits of New York City’s thriving tourism industry—while strengthening their ties throughout the community and across all five boroughs. Eight sessions throughout the year covered topics including cross-promotion, the packaging of goods and services and engaging with tour operators.

The 2019 program culminated in a Discover More NYC trade show attended by 62 tour operators and travel planners looking for new gems in the NYC tourism landscape. The program has been completed by 179 companies throughout the City, with new and expanded opportunities for participation.
—Multi-Channel Reach

On the ground, in print and online, we maximized our resources and tailored our messaging in order to most effectively promote New York City in meaningful ways to audiences around the world.
Out-of-Home Media in Global Markets

Since 2006, NYC & Company has worked with JCDecaux, the world leader in outdoor advertising, to amplify our messages and programs. Seen by millions of visitors, commuters and residents year-round, this is a powerful medium for raising awareness of our signature programs. Through JCDecaux’s city contract, we also have access to in-kind out-of-home media in key origin markets around the world. We have been able to leverage these placements as a cornerstone of our global promotional campaigns and pathways year after year.

International Out-of-Home: Year Over Year

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Out-of-Home Media in NYC

Reaching locals and in-market visitors at street level is also crucial to inspiring spontaneous discovery and five-borough exploration. Our local media inventory provided exposure in neighborhoods across the City, which is particularly valuable as we promote our partnerships and citywide events.

This media comes courtesy of NYC & Company’s long-standing partnerships with JCDecaux, Intersection and the NYC Taxi & Limousine Commission. Placements include street furniture like bus shelters and newsstands, LinkNYC digital kiosks, street pole banners and taxi TV.

We took full advantage of these vehicles to showcase our signature marketing programs, promote partnerships including Spider-Man and TripAdvisor and welcome special events like WorldPride, Fleet Week and Climate Week. In 2019, these placements generated a total of 2 billion local impressions—holding from year to year.
Owned Channels

Ever evolving, efficient and sustainable, our owned digital channels saw consistent growth in 2019—proving the tremendous potential that lies at our fingertips.

NYCgo.com

NYC & Company’s B2C and B2B website, NYCgo.com, is the official digital guide for travelers and locals seeking information and inspiration for exploring and booking the five boroughs. To keep up with the City, we continually optimized our digital presence with new tools, original content and enticing promotions.

On the B2C side, we recently launched a personalized trip-planning experience called My Famous Original New York City. While enabling users to build a profile and save favorites across NYCgo.com, this personalization hub allows us to ask travelers where they are in their trip-planning cycle and deliver content and recommendations tailored to their interests.

NYC & Company’s ongoing website optimization efforts have yielded steady traffic increases on the B2C site, with visits up 4% year over year. As digital analytics are integral to our strategy, NYC & Company began a new partnership with Arrivalist in 2019 to measure the effectiveness of our efforts. This technology uses location-based tracking on mobile devices to understand traveler behavior after engaging with our digital advertising and website in their home countries and then bringing their devices to NYC at a later date. Results in the first three quarters of 2019 indicated that our digital media and website marketing influenced 31,633 arrivals, 44% of which came from outside the US. We also found that travelers arrive in NYC an average of 46 days after visiting NYCgo.com for the first time.

On the B2B side, we continually publish best-in-class editorial alongside evergreen tools for NYC & Company members, the travel trade, meeting planners and the press. This content drives significant traffic from our email and social channels and is a valuable tool for cultivating our relationships across the industry. The B2B website also features both public-facing and members-only market insights from the NYC & Company Research team.
Social
NYC & Company’s always-on social media strategy features curated and original New York City content across channels, including Facebook, Instagram, Twitter, LinkedIn, YouTube, Pinterest, the TripAdvisor travel feed, Weibo and WeChat. We regularly implement new strategies to keep our follower base engaged while steadily growing our global reach.

In 2019, we launched a series of influencer marketing campaigns carefully selected to promote our programs, our members and our destination. In Q1, we partnered with nine influencers from the UK, Germany, France, Mexico, Brazil and China in support of our Famous Original New York City campaign, and another 11 domestic and local influencers to build buzz for NYC Winter Outing. In Q2, we worked with 10 international and domestic influencers on WorldPride 2019, while seven local and international influencers supported NYC Restaurant Week. Combined, these initiatives generated more than 2 million impressions.

In order to evaluate our digital efforts behind the Famous Original New York City campaign, we partnered with Facebook on a brand lift study measuring ad recall, message association and impact on intent to visit. A series of questions were posed to people who had seen our ads and a control group who had not, with responses measured via a points system. Topline success metrics showed a 6.5-point lift in ad recall, a 6-point lift in intent to visit NYC and a 10-point lift in agreement with the statement “NYC offers a variety of activities and experience that I am interested in.” Facebook indicated that these results were among the best they had seen in our industry and published a case study depicting our digital marketing strategy, content approach and campaign impact.

Email
In 2019, the strategic objectives of NYC & Company’s email program centered on growing our global subscriber base and optimizing our targeted messaging efforts. We deployed targeted growth strategies on Facebook platforms as well as tailored acquisition efforts on NYCgo.com, resulting in a 23% growth of our subscriber base year over year.

NYC & Company engaged with subscribers via more than 31.5 million segmented emails—up 23% from 2018—featuring targeted messaging to encourage five-borough exploration and promote our core marketing programs among both locals and visitors.
Our licensing program puts some of the City’s most iconic marks into the hands of consumers everywhere via major retail partnerships and high-profile design collaborations. In 2019, these relationships and the resulting products enabled us to grow the NYC brand around the globe.

While continuously elevating different marks within the New York City portfolio, including those of the globally recognized FDNY and NYPD, NYC & Company also supports our own brands and companywide initiatives through licensed products. We curated the NYC Pride program for WorldPride 2019; products featuring our Pride. Uncontained. mark were sold in multiple Hudson News locations throughout the City, in each of the major airports and at 10 souvenir shops in Manhattan (such as I Love NY Gifts). We also began the process of expanding the Famous Original New York City brand globally through licensed merchandise.

On the collaboration side, in December 2019 NYC & Company launched a collection with Nike and NYC Parks, featuring the iconic Air Force 1 and apparel items. The collection, much of which sold out, was featured in various NYC retailers—including Nike stores—and online.

In all, NYC & Company signed 10 new domestic contracts and six international contracts in 2019 and continues to establish and renew partnerships with some of top names in retail, including Mont Blanc, New Era Cap Company and Vineyard Vines.
We worked to encourage visitation throughout the year in order to keep our member businesses prospering, tourism jobs plentiful and foot traffic frequent. To this end, our programs engaged visitors and locals at the times when their business is most impactful.
NYC Winter Outing™

Following its successful 2019 debut, NYC Winter Outing returned for a second year in January. This umbrella program aligned all the dates of our winter programs to promote the year’s best value time period in NYC, with the goal of driving Q1 travel to the five boroughs.

NYC Winter Outing 2020 ran from January 21 through February 9, promoting NYC Restaurant Week®, NYC Broadway WeekSM and NYC Must-See WeekSM with great seasonal rates and offers on hotels and flights. Local messaging encouraged New Yorkers to embrace everything the five boroughs have to offer in wintertime.

The campaign put all of NYC & Company’s promotional channels to use. Digital media efforts driving to NYCgo.com included Facebook, Instagram, search and programmatic display; out-of-home promotion included partner media placements at PATH and LIRR stations as well as LinkNYC kiosks, bus shelters and taxicabs.

This was the first NYC Winter Outing presented in partnership with Mastercard, the preferred payment partner of all NYC & Company signature marketing programs. Their contribution aided us in launching our most powerful digital media plan to date in support of a cardholder-exclusive presale. The winter programs also marked NYC & Company’s first collaboration with a Mastercard key issuing bank, Citibank, and a continuation of our partnership with Booking.com for hotel reservations.

NYC Restaurant Week®

Our longest-running marketing program continued to promote the incomparable diversity of New York City’s dining scene—a pivotal driver of exploration across the City—while helping to ensure the vibrancy of the dining sector.

Both the summer 2019 and winter 2020 editions of NYC Restaurant Week showcased nearly 400 restaurants in more than 40 neighborhoods. The selection was as diverse as it was robust, enabling diners to try more than 30 cuisines at $26 for a two-course lunch or $42 for a three-course dinner. To narrow down the options, NYCgo.com featured filters for meal type, neighborhood, cuisine and viewable menu, as well as curated collections. NYC & Company continued to partner with OpenTable to manage reservations, while all print and digital promotion pointed to nycgo.com/restaurant-week. In total, the summer program yielded 136,287 reservations through OpenTable.

Summer 2019 marked several firsts for the perennial program, including the ability to book a table directly on NYCgo.com, and an exclusive pre-booking period and $10 back offer for Mastercard cardholders. We built on the Mastercard partnership in winter 2020 by adding an earlier pre-booking period exclusively for Citibank Mastercard cardholders.

In winter 2020, NYC & Company welcomed new partner Woodford Reserve as the official bourbon with exclusive pairing menus and offers during NYC Restaurant Week, along with returning partners The James Beard Foundation and Wine Spectator.
NYC Broadway Week™
NYC Broadway Week remained the only offer of its kind on Broadway. We owe the program’s consistent success to an ever-evolving lineup of shows, featuring brand-new debuts alongside some of the longest-running hits in NYC theater.

In fall 2019, NYC Broadway Week had 24 show participants. The ever-popular 2-for-1 offer sold 89,000 tickets and generated $6.4 million in revenue. The fall program introduced an exclusive presale for Mastercard cardholders.

In winter 2020, the program offered 21 shows, selling 14,913 tickets and generating $8,202,778 in revenue. The presale initiative expanded for winter with an additional, earlier presale through Mastercard key issuer Citibank.

Both editions of NYC Broadway Week were supported by NYC & Company’s ongoing partnerships with The Broadway League and Mastercard.

NYC Must-See Week™
Our newest marketing program supported the breadth of attractions, museums, tours and performing arts that can be found only in NYC. While incentivizing Q1 visitation, NYC Must-See Week invited locals to appreciate the amazing attractions in their own backyards.

NYC Must-See Week had 69 participants in winter 2020, including many of the City’s icons and cultural institutions as well as tours and experiences throughout all five boroughs. The 2-for-1 ticket offer generated 219,969 site visits to nycgo.com/must-see-week in winter 2020.

As with all winter programs, NYC Must-See Week featured two exclusive Mastercard presale periods: one for all cardholders and one offered exclusively through Citibank.

NYC Off-Broadway Week™
Taking a cue from the popularity of NYC Broadway Week, our second 2-for-1 theater program exemplified the diverse offerings on the Off-Broadway stage. A range of genres and venues encouraged audiences to venture outside their comfort zones (and the Theatre District).

Thirty productions participated in the fall 2019 edition of NYC Off-Broadway Week, which sold 4,787 tickets and generated $187,382.75 in revenue. The winter 2020 program sold 6,059 tickets and generated $259,960 in revenue (data includes 28 out of 34 shows reporting).

In partnership with Mastercard, NYC Off-Broadway Week introduced an exclusive ticket presale in fall 2019 for Mastercard cardholders and an earlier presale through key issuer Citibank in winter 2020.
—Marketing Partnerships

Partnerships are integral to our long-term visitor engagement strategy. In 2019, they expanded our reach and affirmed the relevance of New York City to every possible audience. Our newest alliances enabled us to innovate our ongoing efforts, embrace new challenges and significantly amplify our messaging around the globe.
Mastercard

Our partnership with Mastercard unlocked a new channel for reaching prospective travelers, engaged our members in the development of exclusive new experiences for visitors and supported our signature marketing programs.

In 2019, we launched this partnership to support NYC & Company’s quest to attract visitors who crave a deeper exploration of the City. The Priceless Cities platform introduced Mastercard cardholders to unique experiences that are emblematic of our destination. NYC & Company worked closely with our members to launch 28 Priceless Experiences on Priceless.com, including a personal shopping day throughout NYC complete with limo service and champagne, curator-led private tours of museums and gallery exhibitions, and orchestra tickets to a Broadway show that included a photo opportunity with the cast.

Mastercard is also the Preferred Payment Partner of all NYC & Company signature marketing programs: NYC Winter Outing, NYC Restaurant Week, NYC Broadway Week, NYC Off-Broadway Week and NYC Must-See Week. In winter 2020, Citibank came on board as a key issuing bank partner to further amplify our programs through its channels.

On-site Visitor Engagement

In order to propel visitors to explore all five boroughs, we set out to engage them early on in their trips at the places they tend to go first. In 2019, we launched informative and inspirational experiences in collaboration with two of Midtown’s most iconic locales.

As part of the Empire State Building’s ground-up reimagining in 2019, NYC & Company developed a new experience on the landmark skyscraper’s 80th floor. NYC: Above and Beyond experience greets visitors en route to the observation decks with seven interactive touch screens showcasing content developed and curated by NYC & Company. A series of simple questions and prompts enables users to build personalized itineraries designed to further explore the five boroughs, which they can return to anytime on NYCgo.com either by signing up for NYCgo emails or scanning a QR code.

NYC & Company also collaborated with Macy’s Herald Square to refresh their Official NYC Visitor Information Center in the look and feel of the Famous Original New York City campaign. Located on the Mezzanine Level, this fully staffed center features official New York City maps and guides, as well as four interactive kiosks displaying things to do nearby and throughout the five boroughs using content provided by NYC & Company.
One of the most efficient ways to nurture engagement is to leverage the ubiquity of online platforms to connect with prospective travelers anytime and anywhere. We initiated several new partnerships in 2019 to further tap into digital’s near-limitless potential.

In Q4 2019, NYC & Company partnered with San Francisco Travel on the first transcontinental collaboration promoting travel between two major US cities to the Chinese market. The campaign, which ran on Ctrip, was designed to drive Chinese travelers to book trips, including flights, hotels and activities, to both destinations. Participating partners included Hilton, United Airlines, CityPASS and Brand USA. The initiative generated more than 43.6 million impressions, drove more than 1.25 million clicks to the Ctrip landing page and resulted in 36,200 room nights sold on Ctrip (up 19% year over year). A significant portion of the bookings were realized before restrictions on travel were in place due to health concerns over the coronavirus. NYC & Company remains active in the market via our social media channels, prepared to welcome Chinese visitors back to the City once the crisis subsides.

In another effort to engage with this valuable market, NYC & Company and ChinAmericaPass launched a WeChat mini-program, driving destination awareness and ticket purchases among WeChat’s more than 1 billion monthly active users. The mini-program served as a visitor guide with in-language content and, using Musement’s ticketing platform, enabled users to purchase tickets to attractions and Broadway shows directly through the app with WeChat Pay cross-border payment. For the initial launch, 120 NYC & Company members across categories participated in a trial period.

The initiative kicked off in late December to an encouraging response, but was impacted by issues related to coronavirus. In the program’s first full month, there were 30,000 page views, with over 21,000 visits to participating member pages and 5,000 click-throughs to view ticket pricing and availability, demonstrating promising performance that should yield results once the issue stabilizes. Because of the unfortunate timing, the trial period has been extended to all participants, ensuring NYC & Company members will be well positioned to reach Chinese consumers when regular travel patterns resume.
During the 12-month period ending June 30, 2019, NYC & Company’s funding from the City Contract Funds was reduced by $0.2M to $20.9M due to citywide reductions. Total funding from other sources increased by $0.6M to $18.8M.

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*may not sum due to rounding.
Executive Committee

Emily Rafferty  
President Emerita  
Metropolitan Museum of Art  
Chairman  
NYC & Company

Charles Flateman  
Executive Vice President, Business Development  
The Shubert Organization  
Chairman-Elect  
NYC & Company

Fred Dixon  
President and CEO  
NYC & Company

Vicki Been  
Deputy Mayor of Housing and Economic Development  
Office of the Mayor

Andrew Bodziak  
Area Vice President, Luxury Northeast U.S.  
Marriott International

John Calvelli  
Executive Vice President for Public Affairs  
Wildlife Conservation Society

Vijay Dandapani  
President and CEO  
Hotel Association of NYC

Anne del Castillo  
Commissioner  
NYC Mayor’s Office of Media & Entertainment

Tom Finkepearl  
Commissioner  
NYC Department of Cultural Affairs

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Executive Vice President, Marquee Events & Operations  
The Madison Square Garden Company

Ellen Futter  
President  
American Museum of Natural History

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James E. Johnson  
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Jessica Lappin  
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Byrd Retail Group

Lisa Linden  
CEO  
LAX Public Relations, Inc.

Susan Marenoff-Zausner  
President and CEO  
Intrepid Sea, Air & Space Museum

Spencer Means  
Licensed Associate Real Estate Broker  
Compass Real Estate

As of December 31, 2019

Tracy Nieporent  
Director of Marketing/Partner  
Myriad Restaurant Group

James Oddo  
Borough President  
Staten Island

James Patchett  
President and CEO  
NYC Economic Development Corporation

Raja Rajamannar  
Chief Marketing & Communications Officer  
Mastercard

Marcus Samuelsson  
Chef and Restaurant  
Marcus Samuelsson Group

Charlotte St. Martin  
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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

Peter Ward  
President  
NY Hotel & Motel Trades Council

Gerri Warren Merrick  
President  
Warren Merrick Communications

Lloyd A. Williams  
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Greater Harlem Chamber of Commerce

Jack Withiam, Jr.  
Event Services & Management, LLC

Deborah Cullen  
Executive Director  
The Bronx Museum of the Arts

Lisa DeRosa  
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American Express

Kerry Diamond  
Editorial Director  
Cherry Bombe

Keith Douglas  
Managing Director  
One World Observatory

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Top of the Rock Observation Deck & Rockefeller Center

Stacey Feder  
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Related Companies

Mike Fiorentino  
General Manager  
Manhattan Center Studios

Andrew Flatt  
Senior Vice President, Strategy  
Marketing & Revenue  
Disney Theatrical Group

Rick Friedberg  
President  
Liberty Connections, Ltd.

Scott Goldsmith  
President  
Intersection Media LLC

Eric Gordon  
Director of Travel Adviser Strategy  
Hornblower Experiences
—Senior Leadership

Fred Dixon
President and Chief Executive Officer
(1)

Rich Lovatt
Chief Financial Officer
(2)

Nancy Mammana
Chief Marketing Officer
(3)

Jerry Cito
Executive Vice President
Convention Development
(4)

Kelly Curtin
Executive Vice President
Membership & Destination Services
(5)

Chris Heywood
Executive Vice President
Global Communications
(6)

Donna J. Keren
Executive Vice President
Research and Insights
(7)

Novah Assang
Senior Vice President
Cultural & Community Relations
(8)

Rob Beckham
Senior Vice President
Membership
(9)

Jason Bermam
Managing Director
Digital & Media Strategy
(10)

Reginald Charlot
Managing Director
Tourism Development
Established Markets
(11)

Elan Cole
Executive Creative Director
Co-Lead, Creative/Content
(12)

Natalie Koeppf
General Counsel and Senior Vice President
Legal & Business Affairs
(14)

Makiko Matsuda Healy
Managing Director
Tourism Market Development
(15)

Bruce Revman
Managing Director
Sponsorships
(16)

Jonathan Durbin
Executive Creative Director
Co-Lead, Creative/Content
(13)

Janette Roush
Managing Director
Marketing
(17)

Maria Wilcox
Senior Vice President
Hotel Relations
(18)

As of December 31, 2019