ALL IN NYC:
The Roadmap for Tourism’s Reimagining and Recovery
JULY 2020
The Coalition for NYC Hospitality & Tourism Recovery is an initiative of NYC & Company. As the official destination marketing and convention and visitors bureau for the five boroughs of New York City, NYC & Company advocates for, convenes and champions New York City’s tourism and hospitality businesses and organizations. NYC & Company seeks to maximize travel and tourism opportunities throughout the five boroughs, build economic prosperity and spread the dynamic image of New York City around the world.

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In early 2020, as the coronavirus spread from country to country, the world came to a halt. International borders closed and domestic travel froze. Meetings, conventions and public events were postponed or canceled. Restaurants, retail stores, theaters, cultural institutions and sports arenas shuttered. Hotels closed or transitioned from welcoming guests to housing emergency and frontline workers.

While we effectively minimized the spread of Covid-19 in New York City, thousands of our loved ones, friends, neighbors and colleagues have lost their lives to the virus.

Our city feels, and is, changed.
We launched The Coalition for NYC Hospitality & Tourism Recovery in May 2020 to bring together all sectors of our visitor economy to drive and aid recovery. We made efforts to support Asian/Asian American neighborhoods like Chinatown and Flushing as they were the first impacted, and later expanded our work when the scale of the crisis became clear. At the time, pivoting to a “new normal” seemed like it would be some of the most important work we would ever do.

Then, on May 25, 2020, America watched in horror as George Floyd died at the hands of four now former Minneapolis police officers. This was just the latest disturbing death highlighting a historical pattern of injustice against the Black community. Nationwide protests ensued, with calls for the reform of systems that have pained and deprived Black and Brown people for generations.

Defining a new normal attained an even more profound significance.

This Coalition—which represents not only some of the most significant economic engines and job creators of our city, but also its diverse cultural heart and soul—is taking a new look at what we bring to the table and how we can, through this work, help create this new normal.

Amid this profound moment of reckoning, it became clear that we must take a stand against the systemic inequality and injustice that contributed to the pandemic’s disproportionate impact on Black and Brown communities. We further recognize that the City’s Asian/Asian American communities continue to face dire consequences as a result of Covid-19.

As our work developed, we also understood that this was a moment when we could write our city’s story anew. As in every great New York story, the protagonists have a deep sense of purpose and must work to achieve their greatest potential.

When our city became the focal point of the global pandemic, our doctors, researchers and healthcare institutions—the greatest in the world—worked tirelessly and heroically to scale their knowledge and build capacity. And everyday New Yorkers rallied to comply with quarantining, mask wearing and social distancing protocols—even as they rallied for justice.

Together, with our trademark toughness and smarts, NYC has had success in flattening the curve. Our future relies on keeping these commitments.

Now, while we write the next chapter, we see these two efforts as intertwined. It’s time to envision, plan, build, share, co-create and redefine what it means to be the greatest city in the world—both while living with Covid-19 and planning for a post-Covid-19 reality.

Driven by our love for everything New York City is and all it has yet to become…

Anchored by public health vigilance…

Fueled by creativity and innovation…

And doing our part to foster an inclusive, equitable recovery across the five boroughs…

Our Coalition commits to ensuring that New York City’s tourism and hospitality industries will emerge stronger, brighter, together.
What’s at Stake

Tourism has long been a driver of economic prosperity for New York City. In 2019, New York City’s travel and tourism industry marked its 10th consecutive year of record growth, welcoming 66.6 million visitors (up 2.4% from 2018), supporting over 403,000 jobs across the five boroughs and generating almost $7 billion in state and local taxes including $4.9 billion in the City. With more than 13.5 million international visitors and 53 million domestic travelers last year, New York is the most popular big-city destination in the US.

From international events, such as WorldPride, the NYC Marathon and the US Open Tennis Championships to local parades and celebrations; Broadway theater to hundreds of large and small performing arts organizations; major museums, cultural institutions and tourist attractions to small and entrepreneurial businesses like Queens Night Market and The Bronx Beer Hall; and near countless world-class dining and shopping establishments, New York City is home to experiences not found anywhere.
The City’s dynamic hotel sector, with more than 124,000 rooms in inventory across the five boroughs, attracted 28 million hotel guests generating more than 38.85 million room nights in demand and driving the occupancy rate to 87.5% on the year, the highest in the United States. Hotel taxes alone generate almost $1 billion annually to the City to support a wide array of city services and programs.

In addition to spending on hotels ($13.5 billion a year), visitors spend $10.5 billion on dining and food. Dining out is the most popular activity in New York City, where visitors have access to more than 24,000 eating and drinking establishments, ranging from our 76 Michelin Star restaurants, including five with three stars, to the halal carts on every block and many food festivals.

In 2019, visitor spending rose by $1 billion to $47.4 billion in the City, yielding a net economic impact across the five boroughs of almost $72 billion, including $9.3 billion in shopping and almost $6 billion in the City’s arts and cultural institutions, sports, recreation and nightlife.

All this economic activity drives one of the most powerful job creation engines in the City’s economy. However, the pandemic has put the travel and tourism ecosystem under unprecedented pressure. As a result of travel and other restrictions, tourism slowed to a halt during the second quarter of 2020 in New York City and globally. With Broadway, museums and attractions closed and restaurants closed or offering only limited and online service, the job losses have been rapid and steep. As hotel demand fell by over 50%, occupancy and ADR dropped, and the sector saw the most severe lay-offs in the local economy, losing over 30,000 jobs by the end of May.

Before the Covid-19 crisis, over 403,000 people worked in jobs supported by the travel and tourism economy with an average annual wage of almost $74,000. Whether they worked in large hotels or small entrepreneurial shops, tour companies, cultural organizations, restaurants or start-ups, this sector is an important entry point to the labor force for New Yorkers across the generations and a career ladder for New Yorkers from all backgrounds who live and work in every borough of the City. Bringing these jobs back and reopening these small businesses are crucial steps for economic recovery and will help in dismantling socioeconomic barriers for and eradicating the prejudicial actions taken toward the Asian/Asian American and BIPOC (Black, Indigenous, People of Color) communities.
Goals

Through the lens of hospitality and tourism, we will seek to:

1. Show New Yorkers, and those in the greater metropolitan region, the way forward to safely reconnect with the city they love through neighborhood exploration and staycations.

2. Remind the world that New York City is not only the greatest city in the world but also a safe place to visit from a public health perspective.

3. Get visitors excited to travel to New York City again.

4. Restore confidence among meeting and event organizers to choose NYC so a foundation of business is secured for the future.

5. Reinforce NYC as one of the world’s most diverse, inclusive and welcoming cities.

6. Help put NYC’s more than 403,000 tourism and hospitality employees back to work.
A Program in Three Stages
Given the challenges ahead, we recognize the need to be both ambitious in our thinking and measured in our approach. Our path forward will depend on the path of the virus itself and the continued progress being made against it.

As we saw in June with Governor Andrew Cuomo’s announcement that visitors from certain states must quarantine and Mayor Bill de Blasio’s delay of indoor dining, there will be starts, setbacks and restarts. This means our timing must be fluid and our planning must remain agile.

With this in mind, we envision a program in three stages: Rise. Renew. Recover. In lockstep with guidance set forth by Governor Cuomo’s New York Forward plan and public health experts, each stage builds on the previous, and some portions will overlap. Across these three stages, we will build out messaging in correspondence to geography, from hyperlocal/ five-borough to regional, domestic and, ultimately, international.

RISE: Late Spring
- Focus on education and information to rebuild consumer confidence
- Implement virtual programs for New Yorkers to engage with their city through virtual programming and content on NYCgo.com

RENEW: Summer (Current Stage)
- Inspire New Yorkers and those within a short drive to connect safely with their city through new initiatives
- Launch revitalization campaign

RECOVER: Late summer-fall*
- Launch vibrancy campaign as more sectors reopen and New Yorkers and visitors can confidently enjoy the City again

*The proposed stages and dates are for planning purposes only and will evolve as the situation does. We will stay nimble to account for starts, stops, changes and setbacks.

Our initial focus on hyperlocal is extremely important because, as we learned following the financial crisis of 2008, getting New Yorkers to spend in their city through staycations and other promotions was a key part of our success. We also know that there will be significant opportunity as we progress through the three stages to increasingly engage regional and national audiences.

Simply put: Once New Yorkers actively engage with their city again, so too will the nation and the world.

To that end, as we continue the reopening process, we will develop a growing roster of programs designed to drive engagement, traffic and sales across the five boroughs, from world renowned cultural institutions to neighborhood hidden gems. All will ladder up to a Revitalization Campaign developed to inspire and assure New Yorkers and local business with an emotive and unifying rallying cry that captures the feeling we have in those moments when we look up and around and think, It’s all here in New York City. And so am I!
—Our Campaign Platform: All In NYC
A deceptively simple solution to an incredibly complex challenge—two words describe how we feel about New York City:

Being All In on New York City isn’t a sentiment we have to try to generate among locals—it’s something that all of us already feel. We’ve proven we have the strength, courage and vision to make this city our home. We’ve proven we’re All In.

The endless possibilities of New York City and its boroughs are what make it so alluring for those who live here and so appealing to potential travelers all over the world. In just two short words, All In expresses one of this city’s greatest strengths.

All In has two distinct but equally powerful meanings. It can be read as a statement of dedication to the City or as a reminder of all it has to offer. This tagline has the flexibility to accomplish multiple objectives across a range of channels, locations and audiences.

Through this campaign, we will harness all that is indescribable and irreplaceable about being in New York City. No other city has so many experiences, so many opportunities, so many surprises and so many cultures, all in five remarkable boroughs. The resulting feeling is captivating. It’s why so many of us live here and why so many visit here. Our campaign touchpoints and tactics throughout each of our three stages of recovery will attempt to bottle a little bit of this magic by highlighting the full spectrum of life found across the City. We will show what keeps New York City vibrant, from around our boroughs, in our neighborhoods, on our streets and at our go-to spots. We’ll show that it truly is All In NYC. That’s why we’re All In on NYC.

We’ll bring the All In NYC story to life through campaigns and initiatives that celebrate the indomitable All In spirit of New York City and its residents and encourage exploration and engagement.
Here’s what those will look like in the initial stages and beyond:

**Commitments to Meet the Moment and Shape Our Future**

As we prepare to market all that’s unique to New York City, we must heed contextual considerations that are top of mind for New Yorkers and visitors alike. In light of Covid-19, safety is our priority and is key to inspiring travel and exploration. And it is clear, especially given how the virus has disproportionately affected the City’s Black and Brown populations, that we must be at the forefront of creating meaningful opportunities for all communities as we lift our economy back up.

We see these not as momentary conversations, but as future-defining principles for our industry and campaign. Our program will feature two engagement initiatives to cement our commitments.

**Equity and Inclusion Strategy**

In partnership with and support of a new roster of BIPOC content creators and media partners, we will make a long-term commitment to increasingly feature in our channels underrepresented voices who celebrate the City’s diverse culture. This will come to life through:

- Conducting focus groups with the BIPOC market to better understand their travel patterns, neighborhood interests and business engagement
- Employing multi-channel effort, including NYCgo’s consumer, press and business channels, supporting BIPOC-owned businesses and initiatives
- Organically weaving dedicated content into ongoing editorial plans on NYCgo.com
- Promoting content on NYCgo.com in highly trafficked verticals and integrating it across the site
- Regularly placing content features in consumer and member newsletters
- Creating ongoing social posts in NYCgo’s consumer, press and business channels, supporting BIPOC-owned businesses and initiatives
- Partnering with cultural organizations, media outlets and others that represent the BIPOC community

We will also host a new series of media and influencer FAM trips focused on Black and Latinx culture and businesses in NYC, with particular focus on neighborhoods and communities adversely affected by Covid-19 wherever possible.

In addition, we will continue to provide media and influencer FAM trips to Chinatown, Sunset Park and Flushing. We will maintain our web and social media presence showcasing Asian/Asian American businesses, cultural organizations, programs and events. We will keep using our content to encourage our fellow New Yorkers to explore these neighborhoods.

We are also introducing an accessibility section of Virtual NYC, identifying a range of online experiences that people with disabilities can enjoy, including filters for adaptive activities, audio description, captions/ASL and neurodiverse programming. In addition, we are working with the Mayor’s Office for People with Disabilities to promote a series of virtual events in honor of the 30th anniversary of the Americans with Disabilities Act. Our health and safety protocols and guidelines will incorporate information specific to those with disabilities, and we plan to engage voices from the community to tell real, authentic stories that highlight NYC from accessibility points of view.

Finally, we have created the NYC & Company Equity & Inclusion Working Group to affect the way we as an organization do business as well as how we hold ourselves accountable for our actions. This employee-led committee will be a holistic endeavor to drive sustained internal and external change and will help inform our agenda, including:

- Creating and codifying a guiding set of values for our organization
- Defining our role as a destination marketing/management organization in alignment with those values
- Suggesting new approaches for recruitment, hiring and training that will build a more diverse team and inclusive workplace
- Suggesting a framework for cross-company dialog
- Developing enhanced B2B and B2C messaging, content and resources that promote diversity and inclusivity, and reflect our guiding values
- Educating and engaging our tourism and hospitality community in these dialogs
The Stay Well NYC Pledge

Through the Stay Well NYC Pledge, we will create transparency around Standard Operating Procedures (SOPs) to restore confidence and ensure that locals and visitors know that the hospitality, tourism, arts, culture and entertainment sectors are aligned on best-in-class cleaning standards. The Pledge also includes guidance for the consumer to make best efforts to maintain a safe environment. The net result will be that consumers, whether locals or visitors, will know that the business community is addressing health and safety as a top priority. The dual commitment also shows that consumers have a role to play in keeping the curve flat.

Consumers and member businesses will be asked to visit NYCGo.com, where they can view information about the Pledge and download the tool kit/standards.

Encourage Hyperlocal Exploration Through Five-Borough Public Art Programming

As New York City begins to reopen, we will support initiatives that encourage hyperlocal exploration through free outdoor public art and appropriately celebrate NYC as a leader in this genre. In collaborating with a diverse array of the City’s world-class cultural organizations including the Public Art Fund, we will not only get New Yorkers and day-trippers interacting with the City again but will also remind the world of the immense creative talent and energy of NYC’s emerging artists, and showcase the five boroughs as an outdoor art gallery to explore this summer and beyond.

BUSINESSES PLEDGE TO:
- Wash our hands frequently
- Wear masks or face coverings while on the premises, unless it is medically unsafe for us to do so
- Clean and sanitize all surfaces and common areas in accordance with CDC guidelines
- Perform staff wellness checks and require sick employees to stay home
- Limit capacity as directed to support social distancing
- Make hand sanitizer and/or handwashing facilities available when possible

GUESTS PLEDGE TO:
- Wash or sanitize our hands before entering
- Wear masks or face coverings while on the premises, unless it is medically unsafe for us to do so
- Use credit/debit or other contactless payment methods when possible
- Stay home when not feeling well
- Maintain 6 or more feet of distance from others if possible
- Use hand sanitizer throughout our stay
Support Industry Segments

We’ll help our members drive engagement and sales through an ever-expanding range of initiatives, such as:

“Welcome Back” Content Spotlights.

In partnership with Cherry Bombe, the country’s largest media company dedicated to supporting women in the food industry, we’ll ask restaurants to share videos of how they’re reopening and what they’re doing to welcome back their guests in this new normal, showcasing chefs and staff to put a face on these small businesses. Through the use of our hashtags, that content will be featured on NYCgo’s and Cherry Bombe’s social channels, with additional feature content then developed for the most compelling stories. Particular emphasis will be placed on chefs and restaurant owners of color and those with locations in the most vulnerable neighborhoods most impacted by these crises. We will then roll this out to additional tourism sectors such as hotels, attractions, museums and cultural institutions, and retail.

Promoting Staycations at NYC Hotels.

We will ramp up weekly staycation messaging and weave it into our social media content as more begins to open up, promoting city getaways throughout the five boroughs as a terrific choice for those looking to “travel” close to home. We will showcase an ongoing selection of hotels in the five boroughs, alongside mini-itineraries featuring nearby restaurants, museums and cultural institutions, shops and attractions. We will also launch new guides, featuring things to do in neighborhoods around the five boroughs.

Large-Scale Consumer Promotion Celebrating the City’s Reopening.

When most tourism sectors officially reopen, we will launch a massive Vibrancy Recovery Program that combines the spirit of NYC Restaurant Week, NYC Must-See Week and NYC Broadway Week into one program, combining theater, restaurants, museums and cultural institutions with sectors not currently included in those programs, such as hotels, nightlife, sports and wellness. This program will allow businesses the flexibility to create their own offers within minimal restrictions and adapt them as needed in order to best suit these challenging times. Slated to launch in early August if enough tourism sectors have reopened, the Vibrancy Recovery Program will run through the end of 2020 with an expanded program running into peak seasons of 2021.

Regional Partnerships

A “New York for New Yorkers” Partnership to Capture Reciprocal Intrastate Travel.

We are in discussions with New York State and its marketing arm, I Love NY, with the understanding that after hyperlocal exploration, visitation will likely begin within the drive market. Our overall objective will be to encourage New Yorkers to explore within the state for their next getaway in lieu of longer haul travel plans.

Leverage New Yorkers as Influencers

A Celebration of New Yorkers Who Are All In.

From neighborhood “Mayors” to well-known NYC celebrities, we’ll ask influential New Yorkers on social media to spotlight their favorite neighborhood experiences and tell us why they’re “All in on NYC.” We will begin this outreach at the start of our Revitalization Campaign and continue at least through the end of 2020. This storytelling will not only help provide a platform for engagement but also help drive an ongoing positive narrative about our beloved city.

Curator Collections.

In a unique collaboration between the Department of Cultural Affairs, the Mayor’s Office of Media and Entertainment, and NYC & Company, New York City’s cultural leaders and influencers will promote their favorite virtual listings on NYCgo.com to their followings, helping to spread awareness and earned media exposure for the program.
Engage Members & External Audiences

NYC & Company Membership

We continue to support all of our members—hotels, restaurants, retail, arts and cultural organizations, transportation and sightseeing companies, tour guides, sports and recreation, Broadway and Off-Broadway, performing arts, nightlife, entertainment, meeting and event venues and service—with communications to inform and initiatives to help drive sales. These include:

- Collaborating with more than 100 member hotels to offer discounted rates on accommodations to healthcare personnel and first responders
- Issuing twice-weekly emails sharing the latest news on how the coronavirus is impacting the City and the industry, and disseminating the latest updates and resources
- Offering ongoing virtual programs for our members to engage with New Yorkers: Shop in NYC, Dine in NYC, Virtual NYC and Virtual NYC Site Tours
- Creating ongoing content celebrating and featuring BIPOC-owned businesses on NYCgo.com and in our social channels
- Developing a Recovery Ready platform to give members the information and resources they need to get back to business. The program is ever-expanding and includes items like the Stay Well NYC Pledge, Virtual Sales Mission opportunities and:
  — A series of virtual member talks on topics such as Small Business Relief and State of the Industry, with more planned monthly
  — Virtual member roundtables providing a forum for input and sharing of new protocols as we move forward
  — Virtual member marketplace events providing opportunities for networking, potential partnerships and co-promotions

Travel Trade

We have launched an integrated strategy to keep NYC top of mind among the travel trade, in order to ensure the City continues to be seen by consumers around the world as a viable travel destination. Our strategy features:

- Ongoing webinar series to educate the trade on updated NYC product as well as reopening guidelines across all tourism sectors (themes include NYC: Need to Know, Five-Borough Guides and Stay Well NYC Pledge)
- Regular email newsletters providing product and reopening developments
- A Destination Specialist Program that provides a learning curriculum for the trade on NYC facts and updates, with a certification for completion
- Virtual Sales Missions to begin reconnecting with key global markets as borders open and guidelines allow
- Development of new soft collateral through different audience segment lenses, such as Family, BIPOC, LGBTQ+, Accessible NYC, Luxury
- Creating partnership activations and content with TPOC (Travel Professionals of Color)
- Creating FAM and reverse sales mission itineraries that include BIPOC-owned businesses and points of interest related to African American history and heritage
- Updating content in the Travel Planner Guide, Destination Fact Sheet and Travel Trade section of NYCgo.com to feature BIPOC-owned businesses and points of interest
- Incorporating more culturally diverse partners within our virtual sales mission and future in-person events and activations
- Continued partnerships with domestic tour operators, organizations such as SYTA for student travel and Virtuoso for the luxury segment to share content on their channels and bring dedicated webinars to those members
- Continued engagement with our city-to-city partnerships with like-minded DMOs such as Madrid, Toronto and Amsterdam, sharing best practices and key recovery insights and learnings
- Enlisting the support of tourism and travel associations as industry partners of the Coalition to help amplify our messaging
Meeting Planners & Event Professionals

We will continue to encourage group business through ongoing engagement with meeting planners and clients to help ensure NYC remains a viable choice for meetings and events by:

- Continuing to partner with hotels to secure future group bookings along with active engagement with the Javits Center for future citywide bookings that include building expansion space slated for 2021 and beyond.
- Developing Virtual Sales Missions to begin reconnecting with key markets
- Incorporating more culturally diverse partners within our virtual sales mission and future in-person events and activations
- Conducting a proactive series of client/industry webinars and presentations highlighting the most updated information on NYC for short-, mid- and long-term opportunities
- Continuing to deploy our Destination Services team to support all bookings
- Regularly sending email newsletters that provide product and reopening developments
- Updating content in sales tools including the Meeting Planner Guide, Destination Fact Sheet, Five Borough Guide, and Meeting Planner section of NYCgo.com to feature BIPOC-owned businesses and points of interest
- Continuing partnership with leading meeting planner organizations such as Meetings Mean Business Coalition (Fred Dixon as Co-Chair), Event Industry Council/APEX Covid-19 Business Recovery Task Force, Professional Convention Management Association (PCMA), Meetings Planner International (MPI), Corporate Event Marketing Association (CEMA), CVBReps, CVENT, ConferenceDirect, HelmsBriscoe and others
- When possible, engage with clients at targeted face-to-face industry activities and trade shows

Global Travel Media

We will use a global travel and lifestyle media strategy to generate earned media placements that will re-energize and inspire consumers. The strategy includes:

- Storytelling around company-wide programs and initiatives through different audience segment lenses, such as family, BIPOC, LGTBQ+, accessibility and luxury
- Communicating public health and safety measures and regulations
- Highlighting five-borough destination updates as tourism and hospitality businesses reopen, with a particular focus on neighborhood exploration
- Updating and developing press materials to feature BIPOC-owned businesses and points of interest
- Continuing to promote virtual offerings for those who are unable to travel or are seeking ways to stay connected with and show support to NYC businesses
- Developing and placing future destination features and travel news stories to generate positive consumer interest and bookings to NYC
- Hosting media and influencer FAM Trips focused on Black and Latinx culture and businesses in NYC, concentrating on neighborhoods and communities most adversely affected by Covid-19
- Continuing to provide media and influencer FAM trips to Chinatown, Sunset Park and Flushing
- Designing publicity opportunities to showcase New York City and drive visitation during key shoulder/need periods

From New York to the World—Welcoming Everyone Back

Following our focus on NYC audiences, and as allowable in relation to Covid-19 precautions at the time, we will target fall 2020 for the beginning of any new tourism campaign messaging. The initial focus will be domestic—from the tristate area to the Acela corridor to longer drive markets and, eventually, long-haul US domestic travel.

We will then expand our outreach to international visitation; however, all projections are dependent upon travel restrictions, government restrictions in the US and in the origin market, and any setback in Covid-19 cases or delays in reopening.

We will be prepared for the earliest possible opportunities as they become available, likely Canada and Western Europe. Ultimately, we look forward to welcoming back our international visitors to a stronger, brighter New York City, and we will continue to monitor market conditions in the days, weeks and months to come.
To amplify the large-scale consumer promotions and Revitalization Campaign work for the City, we are engaging with corporate and media partners for access to funding, influencers and their owned marketing channels.

Many businesses have a vested interest in restoring the economic vitality of NYC and several partners have indicated interest to date. Led by NYC & Company’s Premier Sponsor, Mastercard, these partners will be included in owned channels for the consumer promotions of our Vibrancy Recovery Program and in paid media where appropriate.
Success Metrics

Given the fluidity and phased reactivation of the travel and tourism economy, we will track success in terms of tasks and goals, rather than along a strict timeline of activities resumed.

There are two sets of KPIs for our strategy. The first set focuses primarily on the Revitalization Campaign and, therefore, standard awareness indicators. The second set begins to track behavior—what consumers are doing, where they are coming from, where they are going, how they are spending, and other measures of the resumption of activity across the key travel and tourism sectors.
### Awareness, Attitudes, Engagement

**Revitalization Campaign**  
**Measurment of brand perception at each stage:**  
- Digital and social analytics: Measuring changes in search terms, site traffic and social media engagement  
- Social listening  
- Earned media: Measuring an increase in positive mentions  

**As needed:**  
- Tracking changes in Net Promoter Score  
- Brand awareness and reaction (local, visitor segments)  
- Confidence in NYC  
- Custom/proprietary traveler sentiment surveys  
- Change in consumer spend  

**Stay Well NYC Pledge**  
*We already know from the syndicated tracking studies that this is a critical element in decision making about destination and travel.*  
**Ongoing:**  
- Engaging members and businesses across NYC  
- Digital & social analytics (e.g., keyword search, page views, etc.)  
- Social listening (consumer attitudes)  
- Earned media  
- Tool kit downloads  

**As needed:**  
- Possible consumer sentiment/attitude study.

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### Actual leisure and hospitality and retail activity

**Trackable in 2020** *(items in italics are slated to return in 2021, pending budget allotment)*

<table>
<thead>
<tr>
<th>Restaurants/dining out</th>
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| OpenTable seated covers  
Restaurant jobs  
Restaurant spending  
Social listening  

<table>
<thead>
<tr>
<th>Hotels (and other accommodations)</th>
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</table>
| Weekly hotel performance, monthly segment tracking (STR)  
Advance booking (TravelClick)  
Distribution channels and loyalty (Kalibri)  
Search and booking (source TBD)  
AirDNA  
Group bookings by month  

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<tr>
<th>Arts, Culture, Entertainment</th>
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| Sightseeing boats, gardens and zoos  
Attractions, museums  
Employment  
After January 2021: Broadway, theater, sports  

<table>
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<tr>
<th>Meetings, Conventions, Trade Shows</th>
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</table>
| Pinnacle Reports  
Javits bookings  
Q4 2020 or after–attendance, room blocks  

<table>
<thead>
<tr>
<th>Shopping</th>
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| Mastercard data  
VisaVue Travel (VVT, quarterly)  
Sales tax collections  
Employment  

<table>
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<tr>
<th>Regional Transportation</th>
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| Air (TSA throughput, passengers, flights)  
Amtrak (monthly passengers)  
NYC Ferries  
MTA (LIRR, Metro-North, Subway)  

<table>
<thead>
<tr>
<th>Regional mobility</th>
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| Dallas Fed Mobility & Engagement Index  
PANYNJ – bridge and tunnel  

<table>
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<tr>
<th>Tourism (50+ miles, overnight stay)</th>
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</table>
| Domestic: when available  
International – after reopening (APIS, I-94, SIAT, VVT, UberMedia)  

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**Recovery: Activity, Spending and Visitation**  
From initial inspirational campaigns to vibrancy and other NYC & Company campaigns, these are meant to measure actual behavior, spending and engagement.

*Note: In the beginning, it may only be possible to track general trends or movement at the national or state level. Additional and localized data may require specific subscriptions.*
Summary

New York City is like no place in the world. From our renowned arts and cultural institutions, restaurants, hotels, theaters, shopping, sports and entertainment venues to our many dynamic neighborhoods, New York City enlivens the senses and inspires the soul with a constant invitation to find or become something new.

This sense of boundless possibility, even in the face of uncertainty, has always defined us. The history of our city is one of emergence and reinvention. Whether it was in the 1970s, when New York City was on the verge of financial collapse; in 2001, after the Twin Towers were attacked and destroyed; in 2008, when the financial markets crashed; or in 2012, after Hurricane Sandy devastated communities, our city has always come back stronger. This time, we must make double sure communities long impacted by systemic racism, in addition to being hardest hit by the pandemic, see the benefit of tourism recovery.

We are steeled for the long road ahead. The challenges before us are both unprecedented and historic, and they are urgent. New York City’s hospitality and tourism industry has the opportunity to reset by using its world-class expertise and creativity to coalesce the business and civic communities as well as consumers, both here at home and around the world.

While there is uncertainty before us, we know this: through the campaign and tactics outlined here, the steadfastness of every New Yorker and visitor in upholding our collective commitments, and the support of business and government partners, we are ALL IN, and we are up for the challenge.
—Acknowledgements
There are many voices that have contributed to our roadmap and we have many people to thank for their time, expertise and perspectives.

State of New York
Andrew M. Cuomo
Governor
Steve Cohen and Bill Mulrow
New York Forward Co-Chairs
Simonida Subotic
Deputy Secretary for Economic Development

Empire State Development Corp
Eric J. Gertler
Director
Kevin Younis
Chief Operating Officer and Deputy Commissioner
Ross Levi
Vice President / Executive Director of Tourism

City of New York
Bill de Blasio
Mayor
Vicki Been
Deputy Mayor
James Patchett
President & CEO
New York City Economic Development Corporation
Anne del Castillo
Commissioner
New York City Mayor’s Office of Media and Entertainment
Gregg Bishop
Senior Advisor
Mayor’s Office

Jonnel Doris
Commissioner
NYC Department of Small Business Services
Gonzalo Casals
Commissioner
NYC Department of Cultural Affairs
Mayor’s Sector Advisory Council on Arts, Culture and Tourism
The Coalition for NYC Hospitality & Tourism Recovery
Chairman
Charles Flatenman
Chairman of the Board, NYC & Company
Executive Vice President, The Shubert Organization
Steering Committee Co-Chairs
Ellen Futter
President
American Museum of Natural History
Thelma Golden
Director and Chief Curator
The Studio Museum in Harlem
Lin-Manuel Miranda
Composer, Lyrictst and Actor
Danny Meyer
CEO
Union Square Hospitality Group
Peter Ward
President
New York Hotel & Motel Trades Council, AFL-CIO

NYC & Company Leadership
We are also so grateful to our former NYC & Company Board Chairs who came forward to serve as special advisors with their extensive history guiding our organization through past challenges.

The Chairman’s Circle of Advisors
Emily Rafferty
President Emerita
The Metropolitan Museum of Art
Jonathan Tisch
Co-Chairman
Board of the Loews Corporation
Chairman & CEO
Loews Hotels & Co.
Tim Zagat
Co-Founder
Zagat Survey
Our Steering Committee hails from all five boroughs, representing both large and small organizations from all the tourism and hospitality sectors, including: leading medical and public health experts, hotels, restaurants, sports organizations, cultural and performing arts institutions, Broadway leadership and other members of the theater community, retailers, sightseeing companies, attractions and annual conventions/trade shows.

Steering Committee
Robert Battle
Artistic Director
Alvin Ailey American Dance Theater

There are many voices that have contributed to our roadmap and we have many people to thank for their time, expertise and perspectives.
NYC & Company Staff Leadership

As always, we want to thank the NYC & Company Executive Committee and Board of Directors for their steadfast leadership and support.

We would also like to thank the senior leadership team at NYC & Company and the remarkable staff for their work and dedication in bringing this roadmap to life along with developing the initiatives contained herein over these last few months:

Fred Dixon
President and Chief Executive Officer

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Chief Financial Officer

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Chief Marketing Officer

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Co-Lead, Creative/Content

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Executive Creative Director
Co-Lead, Creative/Content

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Makiko Matsuda Healy
Managing Director
Tourism Market Development

Bruce Rezman
Managing Director
Sponsorships

Janette Roush
Managing Director, Marketing

Shadawn Smith
Vice President
External Affairs & Community Engagement

Maria Wilcox
Senior Vice President, Hotel Relations

A special acknowledgment and thanks goes to our Board Member Steven Rubenstein. He generously offered his time, expertise and resources to help us get to this point. Steven and his talented team have spent countless hours working side by side with us to create the Coalition and develop this roadmap. Many thanks to the RUBENSTEIN team as well:

Suzanne Halpin, Emily Gest, Talia Inbar and Mike Stouber.

We would also like to thank representatives from allied organizations and associations representing different communities, boroughs and business sectors who were among the first to step up and offer to support and amplify the Coalition’s work.

Allied Organizations

34th Street Partnership/Bryant Park Corporation
Alliance for Coney Island
Asian American Art Alliance
Association for a Better New York
The Belmont Business Improvement District
Bike New York
The Broadway Association
The Broadway League
Bronx Tourism Council
Brooklyn Chamber of Commerce
Council of Fashion Designers of America
Cultural Institutions Group
Dance/NYC
Downtown Alliance
Downtown Brooklyn Partnership
Fifth Avenue Association
Grand Central Partnership
Greater Flushing Chamber of Commerce
Greater Harlem Chamber of Commerce
Guides Association of New York City
Madison Avenue Business Improvement District
Manhattan Chamber of Commerce
New York Building Congress
New York City BID Association
New Yorkers For Culture & Arts
NYC Hospitality Alliance
NYC Pride | Heritage of Pride, Inc.
The Off-Broadway League
Partnership for New York City
Port Authority of New York and New Jersey
Queens Tourism Council
Staten Island Chamber of Commerce
Times Square Alliance
Uptown Grand Central
Visit Staten Island
**Coalition Members**

There are more than 700 businesses from across the travel, tourism, meetings and events sectors that have signed on to be Coalition members and pledge their support for our vital work. This number is growing and we are inspired by each of them as they rebuild their own business.

1 Hotel Brooklyn Bridge
1 Hotel Central Park
230 Fifth
3 West Club
34th Street Partnership
360 Destination Group
59E59 Theaters
9/11 Memorial & Museum
9/11 Tribute Museum
A Slice of Brooklyn Bus Tours
Abigail Kirsch Catering
Abingdon Theatre Company
AC Hotel New York Times Square
Academy Bus
Access New York Metro
Accessible Travel NYC
Advance Brand Consulting
Adventures by Disney
AES NYC
Affinia Hotels & Suites
Agency PR
Agora Photography
Alice Austen House Museum
Aliz Hotel Times Square
Allé Travel
Alliance for Coney Island
Alliance for Downtown New York Inc.
Aloft Manhattan Downtown—Financial District
Aloft New York LaGuardia Airport
ALON Marketing Group
Amadeo Travel Solutions
American Folk Art Museum
American Museum of Natural History
American Songbook Association
American Tour Guide Association
Andaz 5th Avenue
Andaz Wall Street
Apolo Theater
Archer Hotel
areaNewYork.com
Arlo Hotels
Art Deco Tours of New York
Arthouse Hotel New York City
Artist Travel Consultants
Asian American Arts Alliance
Association for a Better New York
Attractions4Us.com
Auster Agency
Auténtico Nueva York
AviJair Tours & Travel USA
Backal Hospitality Group
Bar SixtyFive
Bartow-Pell Mansion Museum
Bâtard
Beat The Bomb
Best Western Plus Hospitality House
Beyond Babel
Beyond Times Square
Big Apple Greeter
Big Apple Network
Big Bus Tours
Big Onion Walking Tours
Bike New York
Bike Rent NYC
Bloomingdale’s
Bluebird London
Bob Rogers Travel
Bocca Cucina & Bar
Bolster Media
Bond 45
Boro Hotel New York
Broadridge Financial Solutions
Broadway Inbound
Broadway Profiles with Tamsen Fadal, WPIX-TV
Broadway Up Close Walking Tours

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**BroadwayWorld**
**Bronx Arts Ensemble**
**Bronx Zoo**
**Brookfield Place**
**Brooklyn Bowl**
**Brooklyn Brewery**
**Brooklyn Chamber of Commerce**
**Brooklyn Children’s Museum**
**Brooklyn Diner**
**Brooklyn Historical Society**
**Brooklyn Museum**
**Brooklyn Unplugged Tours + Graffiti Art**
**Brooklyn Winery**
**Bryant Park Corporation**
**Byrd Retail Group**
**Cafe Fiorello**
**Cambria Hotel New York—Chelsea**
**Cambria Hotel New York—Times Square**
**Camp Rockaway**
**Caroline’s on Broadway**
**Central Park Conservancy**
**Central Park Zoo**
**Chelsea Market Baskets**
**Chelsea Piers Sports & Entertainment Complex**
**Cherry Bombe**
**Chicago The Musical**
**Chinatown Partnership Local Development Corporation**
**Chocolate Factory Theater**
**Chris Limousines**
**Citrrek Tour & Guide Services**
**City Tales Sightseeing & Private Tours**
**City Winery**
**CitySightseeing New York**
**Classic Harbor Line**
**Clubbed Thumb**
**Color Factory**
**Concierge Sales Network**
**Conrad New York Downtown**
**Constellation Culinary Group**

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**Convene**
**Conversant**
**Cool Culture**
**Cosmopolitan Incentives**
**Council of Fashion Designers**
**Courtyard by Marriott Central Park**
**Courtyard by Marriott Manhattan Chelsea**
**Courtyard by Marriott New York Downtown**
**Manhattan/World Trade Center Area**
**Courtyard Long Island City/New York**
**Manhattan View**
**Courtyard New York JFK Airport**
**Courtyard New York Manhattan Times Square**
**CPS Events at The Plaza**
**Gromono International**
**CrowdRx**
**Crowne Plaza HY36 Midtown Manhattan**
**Crush Wine & Spirits**
**CSM**
**CTM Media Group**
**Cultural Institutions Group**
**Current**
**CVC Corp**
**Dance/NYC**
**Davler Media Group**
**Deborah Miller Catering**
**Delta Air Lines**
**Design Matters Media**
**DesignConnects**
**Distinguished Concerts International New York**
**Distrikt Hotel New York City, Tapestry Collection by Hilton**
**Diversity Tours**
**Donatti Translation & Interpreting**
**DoubleTree by Hilton New York City—Times Square West**
Downtown Brooklyn Arts Alliance
Downtown Brooklyn Partnership
DR Advertising
Dream Hotel Group
Drunk Shakespeare
Duggal Greenhouse
Dyehard Fan Supply
Dylan Hotel NYC
East Midtown Partnership
ECG Events
Edge
Educational Tours
Educational Travel Adventures
EF Explore America
El Museo del Barrio
Ellevate Network
Ellis Island National Museum of Immigration
Emily McGill Entertainment
Empire Outlets
Empire State Building Observatory
Entertainment Benefits Group
Equinox Hotel, Hudson Yards, New York City
Escape Virtuality
Essex
Evelyn Hill Inc.
Evelyn Hotel
Excel Tours McAllen
Excursions from the Square
Executive Hotel Le Soleil New York
Expedia
ExperienceFirst
Explore Brooklyn
Fairfield by Marriott New York Manhattan/Central Park
Fairfield Inn & Suites by Marriott New York Midtown Manhattan/Penn Station
Faithful+Gould
Fashion4Future
Feinstein’s/54 Below
Fifth Avenue Association
Fine Taste Marketing
Fitzpatrick Hotel Group
Five A Incentive Planners
Flatiron/23rd Street Partnership
Flushing Town Hall
Follow Me New York City Adventures
Food On Foot Tours
Fordham Road Business Improvement District
Forest Hills Chamber of Commerce
Fotografiska New York
Fovrth Studios
Frost Productions
Gadshere International Group
Gatherer Sales & Marketing Solutions
Gazillion Bubble Show
Gentle Perch
GettinLocal
GetYourGuide
Global Travel Alliance
Glow Global Events
GO Airlink NYC Shuttle
Gotham Hall
Gotham-Guru
Gran Morsi
Grand Bazaar NYC
Grand Central Partnership
Grand Central Terminal Tours
Grand Hyatt New York
Great Performances
Greater Flushing Chamber of Commerce
Greater New York Dental Meeting
Group .BR
Group Sales Box Office at Broadway.com
Group Tour Media
GroupTools
GTSE Global Tourism Sports & Entertainment
Guides Association of New York City
Hampton Inn & Suites Staten Island
Hampton Inn Manhattan Times Square Central
HanGawi
Harlem Arts Alliance
Harlem Heritage Tours
Harlem One Stop
Harlem Spirituals/New York Visions
Havana Central
Hearth
HeInNY Sightseeing
Hershey’s Chocolate World Times Square
HHM
Hideaway Circus
High Quality Tours
Highgate Hotels
Hilton Garden Inn New York Times Square South
Hilton Garden Inn New York/Staten Island
Hilton Garden Inn New York/Times Square Central
Hilton Grand Vacations
Historic House Trust of New York City
HocTok
Holiday Inn Express Manhattan Midtown West
Holiday Inn LaGuardia
Hong Kong Dragon Boat Festival
Hornblower Cruises & Events
Hotel 50 Bowery NYC
Hotel Association of New York City
Hotel Beacon
Hotel Belleclaire
Hotel Chocolat
Hotel Edison
Hotel Wolcott
Hotelbeds
Hudson Creative
Hudson New York
Hudson Yards
Hush Hip Hop Tours
Hyatt Centric Times Square New York
Hyatt House New York Chelsea
Hyatt Place Long Island City/New York City
Hyatt Place New York City/Times Square
Iberostar 70 Park Avenue Hotel
Ibis Styles New York LaGuardia
iBoatNYC
Ice Theatre of New York
iHeartmedia
iMulino New York
Inside by Melia New York NoMad
Inside Out Tours
InterContinental New York Barclay
InterContinental New York Times Square
International Studio & Curatorial Program
Intrepid Sea, Air & Space Museum
Irish Repertory Theatre
Isenhour International
Issue Project Room
Jackson Center BID
James Beard Foundation
Javits Center
Jazzmobile
JDK Productions
JCDecaux
JMG Public Relations
JMT Media
Junior Tours, Inc.
Juniper Street Productions
JW Marriott Essex House New York
Key of C Entertainment
KGB Espionage Museum
Khe-Yo
King Manor
Kitt Garrett & Associates
Kixby
La MaMa Experimental Theatre Club
LaGuardia Gateway Partners (LaGuardia Terminal B)
LAK Public Relations
Landmark Tours & Cruises
Laura Renee Voice
Le Meridien New York, Central Park
League of Professional Theatre Women
Lehman Center for the Performing Arts
Leisure Pass Group
Leslie–Lohman Museum of Art
Liberty Helicopters
Like A Local Tours
Lincoln Center for the Performing Arts
Lincoln Ristorante
Statue Cruises
Statue of Liberty National Monument
Staypineapple, An Artful Hotel, Midtown
Steve Cohen’s Chamber Magic
Students on Broadway
SusanSez NYC Walkabouts
Swargo Events: Event & Destination Management
Swordfish Productions
Symphony Space
SYPI Share Your Passion
TAK Room
Tanna, Inc.
Teague Theatrical Group
Terminal 5
Thai Rock
The Amazing Max
The Arnoy Foundation
The Art Students League of New York
The Baby Sitters’ Guild
The Belmont Business Improvement District
The Benjamin
The Broadway Association
The Broadway League
The Bronx Beer Hall
The Bronx County Historical Society
The Bronx Tourism Council
The Clemente Soto Vélez Cultural and Educational Center
The Climate Museum
The Collective
The Crown View Group
The Curious Uptowner
The Drama League
The Escape Game New York City
The Frederick Hotel
The Frick Collection
The Gatsby Hotel
The Geography of NYC
The Glasshouses
The Gotham Hotel
The Graduate Center of The City University of New York
The Greater Harlem Chamber of Commerce
The Greenhouse Café
The Iroquois New York
The James New York—NoMad
The Jewish Museum
The Lambs Club Restaurant & Bar
The Langham, New York, Fifth Avenue
The Levys’ Unique New York!
The Lexington Hotel, Autograph Collection
The Lighthouse
The Makeup Show
The Mark O’Donnell Theater at the Actors Fund Arts Center
The Marmara Park Avenue
The Met
The Metropolitan Opera
The Morgan Library & Museum
The Muse Hotel
The New Group
The New York Edition
The New-York Historical Society
The Noble Maritime Collection
The Off-Broadway League
The Peninsula New York
The Phillips Club
The Pierre New York
The Players Theatre
The Queensboro
The Redbury New York
The Riverside Church in the City of New York
The Roosevelt Hotel
The Shed
The Shops at Columbus Circle
The Shubert Organization
The Sightseeing Pass
The Statue Of Liberty-Ellis Island Foundation
The Storefront
The Studio Museum in Harlem
The Surrey
The Tenement Museum
The Theater Center
The Time In Children’s Arts Initiative
The Times Center
The Town Hall
The Travels
The TWA Hotel
The Westin New York at Times Square
The Whitby Hotel
The William Vale
TheaterLab
TheaterMania
Theatre C
TheatreMama
Times Square Alliance
Tiqets Inc.
Titan Group of New York
TKP New York Conference Center
Tompkins Avenue Merchant Association (TAMA)
Top of the Rock Observation Deck
Tour College Hoods
Tour Noir NYC
Tours By Frieda
Tours Limited
Town Stages
Trattoria Dell’Arte
Travel Unity
TravelAdvocates
TravPro Mobile
Tribeca Grill
Tribeca Rooftop
Trinitap Management Systems
Trumper Park
Tsun Cafe
Turnstile Tours
Twin Travel Concepts
Union Square Hospitality Group
Union Square Park
United Nations
United States Tennis Association (USTA)
Untapped New York
Uptown Grand Central
Urban Adventures
UrbanCrawls
UrbanGlass
Urgo Hotels
USA Guided Tours
Vanmoosebus
Venezuela Film Festival
VenueBroker
Vessel
Vineyard Theatre
Visit Rochester
Visit Staten Island
Voices of Ascension
VR World NYC
VVS Productions & Catering
Waldorf Astoria
Wall Street Walks
Walmart Advisors
Washington Jefferson Hotel
Washington Square Hotel
Waterfront Alliance
Wave Hill
Westgate New York Grand Central
Whaler
WhereTraveler
Whitney Museum of American Art
Wildebeest Agency
Wildlife Conservation Society
Wings Air Helicopters
Women Building Women
Work Light Productions
Works & Process at the Guggenheim
Wyndham Garden Long Island City
Yawn Moon
Zagat Survey
Zoescope Studio
For more information and a complete list of Coalition members, visit

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