



PARTNERSHIP FOR NEW YORK CITY

A Business Leadership Organization

MISSION

To engage the business community in efforts to advance the economy of New York City and maintain the city's position as the center of world commerce, finance and innovation. Through the Partnership Fund for New York City, the Partnership contributes directly to projects that create jobs, improve economically dis-tressed communities and stimulate new business creation.

FOCUS

A Network of Business Leaders

The Partnership is a nonprofit membership organization comprised of a select group of two hundred CEOs ("Partners") from New York City's top corporate, investment and entrepreneurial firms. Partners are committed to working closely with government, labor and the nonprofit sector to enhance the economy and maintain New York City's position as the global center of commerce, culture and innovation.

Enhancing the City's Economy

The Partnership focuses on research, policy formulation and issue advocacy at the city, state and federal levels. By leveraging its network of Partners, the Partnership has the unique ability to go beyond advocacy to action. Through its affiliate, the Partnership Fund for New York City, the Partnership directly invests in economic development projects in all five boroughs of the city.

Research and Policy

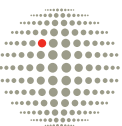
The Partnership serves as a resource of expertise and creative thinking for public policy makers, the media and others who are trying to understand and stimulate the growth of the New York City economy. The Partnership formulates policy by sponsoring economic impact studies, conducting business surveys, and convening task force panels and conferences for Partners, economic experts, public officials and other constituencies concerned with economic development.

Issue Advocacy

At City Hall and in Albany and Washington, the Partnership provides the business community a voice on important economic issues.

The Partnership agenda for 2012 will focus on four key areas:

1. **Promote Pro-Jobs, Pro-Growth Policies:** Helping government to identify and enact pro-jobs, pro-growth tax, regulatory and investment policies is the top priority of the Partnership. While the city is generally thriving as an entrepreneurial and commercial center, its tax base is increasingly strained by demands to both provide a state-of-the-art platform for global business and to maintain high quality services for a growing population. The City and State must continue to pursue policies that make New York more competitive, more affordable and more attractive to business and residents.
2. **Promote Fiscal Responsibility in All Levels of Government:** Budget deficits plague all levels of government. The Partnership will continue to advocate for sound fiscal management and balanced solutions to deficit problems, including reductions in spending, reform of entitlement programs and commitment to economic growth. At the same time, the Partnership will insist that New York City receive a fair share of state and federal aid and that the state and federal governments provide relief from mandates that limit flexibility and drive up costs of local government.
3. **Focus on Talent:** Economic growth depends on achieving the best prepared and most diverse talent pool, through a combination of education, workforce development and strategic immigration policies.
4. **Promote Strategic Investment in Infrastructure:** The efficient movement of goods, information and people is critical to a vibrant and dynamic economy. Modernization of aging infrastructure is required to accommodate the projected one million additional people and 750,000 jobs that New York City expects to add by 2030.



PARTNERSHIP
for New York City

MEMBERSHIP LEVELS

Partners

Partners are elected annually and represent the top leadership of New York's corporate, investment and entrepreneurial communities. The roster of Partners is limited to two hundred.

A Partner is a CEO-level executive of a New York City-based business organization or a global business entity with a presence in New York City. Partners make a commitment to be personally involved in a peer-to-peer network and to draw on the resources of their companies to support the Partnership's agenda. Partners control the governance and committees of the Partnership and set the Partnership's advocacy agenda.

Corporate Partners

Corporate Partner status is available to a company if the CEO is not available personally to serve as a Partner or the company is not headquartered in New York. Corporate Partners are included among the two hundred business leaders elected as Partners and participate in governance and agenda setting.

Associate Partners

Associate Partners are entrepreneurs and CEOs of small businesses, agencies, or organizations with a significant profile in the city. Associate Partners, whose membership is by invitation-only, are represented on various governing bodies and committees of the Partnership, ensuring that the organization represents the full range of diversity of the city's business community.

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FOCUS (CONTINUED...)

Economic Development

The Partnership Fund is the Partnership's economic development arm. To date, the Fund has raised in excess of \$110 million and made more than 100 investments in businesses and nonprofit projects that promote the local economy. Currently, the Fund is working on establishing a commercial biotechnology cluster in the city.

Recent Accomplishments

New Statewide Economic Development Strategy — In 2007, the Partnership collaborated with global management consulting firm A.T. Kearney to conduct an analysis of the State's economic development programs. The report recommended that the State invest more strategically in activities that capitalize on academic and industry assets and focus on high-growth industries that create better paying jobs. These recommendations formed the basis of the Excelsior Jobs Program, the State's new economic development strategy that was enacted in June 2010.

Cities of Opportunity — In March 2010 the Partnership and PriceWaterhouseCoopers issued the third installment of this internationally recognized, annual ranking of 21 world cities on the basis of factors that are important to business attraction and economic vitality. The 2010 report finds that New York City is emerging from the global recession as a winner, but with challenges from cities that offer lower costs and more "livable" environments.

The Costs of Airport Congestion — The Partnership published a report on the full economic costs of air traffic congestion at the three major airports serving the New York Metropolitan Region. *Grounded: The High Cost of Air Traffic Congestion* found that flight delays caused by air traffic congestion at Kennedy, Newark, and La Guardia airports were responsible for more than \$2.6 billion in annual losses to the regional economy in 2008. If no action is taken to reduce congestion, these losses will total \$79 billion by 2025.

Professional Visa Crisis — The Partnership released a study showing how political deadlock in Washington, D.C. on immigration is damaging the economy of the New York City metropolitan region, which has the largest concentration of the country's professional visas (known as H-1Bs) — 21% of the total.

Congestion Relief — The Partnership released a breakthrough report that documented more than \$13 billion a year in economic losses to the Metro Region because of excess traffic congestion, focusing on the increased costs and revenue losses that result from traffic delays.

New York City School Reform Progress — The Partnership released a report which identified a pattern of overall improvement in public education that can be traced to the introduction of mayoral control and the Department of Education's "Children First" reform agenda.

Historic Achievements

David Rockefeller Fellows Program — A tribute to the civic leadership of the Partnership's founder, this annual program offers a select group of business executives the opportunity to broaden their understanding of New York City's public needs through seminars, site visits and discussions with top business and city leaders.

New York City Housing Partnership — A former affiliate of the Partnership that promotes the development of affordable housing and revitalization of neighborhoods. Since 1982, the Housing Partnership has sponsored the development of more than 20,000 homes and apartments across the five boroughs.

Breakthrough for Learning — The Partnership established this educational program that introduced innovative private sector-style strategies in an effort to turn around low-performing public schools.

NYC Leadership Academy — The Partnership mobilized private sector support for the Leadership Academy, a system-wide effort to attract and train outstanding principals to lead the necessary transformation of the city's public schools.

Mayoral Control — Through the Assembly Speaker's Advisory Committee on School Governance, the Partnership played a key role in securing legislation to abolish the Board of Education and transfer control of the public school system to the mayor.

Economic Impact of 9/11 — The Partnership issued an update of its groundbreaking analysis of the economic impact of the 9/11 terrorist attack on New York City and compiled extensive data on important economic indicators since 9/11.

All reports are available online at www.pfnyc.org.

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