

Advisory Commission on Travel & Tourism

Annual Report to the Governor, Senate, and
House of Representatives of
Budget Recommendations and
Marketing Strategies for Promotion of
Travel and Tourism to the Commonwealth

November 1, 2016

Submitted by:
Thomas A. Kershaw
Chairman
ACT&T

Legislative Language: Relative to the Massachusetts Marketing Partnership

Acts, 2010, Chapter 240: An Act Relative to Economic Development Reorganization

- 1.) G.L. c. 23A s. 13H - There shall be an Advisory Commission on Travel and Tourism, meeting quarterly, reporting to the Massachusetts Marketing Partnership. The Commission is to develop budget recommendations and marketing strategies for the promotion of travel and tourism to the Commonwealth.

Commission shall issue a report no later than November 1st to Tourism Executive Director and the Secretary of Housing and Economic Development.

Advisory Commission shall annually file its recommendations with the clerks of the Senate and House of Representatives.

The Advisory Commission shall have 30 members (list attached).

The Membership of the Commission shall annually elect a Chairman.

List of ACT&T Members

The Advisory Commission shall have 30 members,

- 1 representative from each of the following organizations:
 - Massachusetts Restaurant Association
 - Massachusetts Lodging Association
 - Massachusetts Camping Ground Association
 - New England Bus Association
 - Massachusetts Cultural Council
 - Massachusetts Historical Commission
- 1 representative of a professional sports franchise located in the Commonwealth
- 2 representatives of the Massachusetts Visitor Industry Council (MVIC)
- The Executive Director or Executive Director's designee of each of the following Regional Tourism Councils (RTCs)
 - Berkshire Hills Visitors Bureau
 - Southeastern Massachusetts Convention & Visitors Bureau
 - Cape Cod Chamber of Commerce
 - Franklin County Chamber of Commerce
 - Greater Boston Convention & Visitors Bureau
 - Worcester County Convention & Visitors Bureau
 - Martha's Vineyard Chamber of Commerce
 - Greater Merrimack Valley Convention & Visitors Bureau
 - Mohawk Trail Association
 - North of Boston Convention & Visitors Bureau
 - Greater Springfield Convention & Visitors Bureau
 - Plymouth County Development Council, Inc.
 - Nantucket Island Chamber of Commerce
 - MetroWest Tourism & Visitors Bureau
 - Johnny Appleseed Trail Assoc, Inc.
 - Hampshire County Tourism & Visitors Bureau
- And the following individuals, who shall not serve as chair:
 - The Commissioner of Conservation and Recreation or the Commissioner's designee
 - The Administrator for highways within the Massachusetts Department of Transportation or the Administrator's designee
 - The Massachusetts State Coordinator of the United States National Park Service and the House and Senate Chairs of the Joint Committee on Tourism, Arts, and Cultural Development

Members of this Commission shall receive no compensation for their services, but each member shall be reimbursed the member's necessary expenses incurred while engaged in the performance of the member's duties.

Table of Contents

- Executive Summary
- ACT&T Responses
- Top Recommendations
- Marketing Strategy
- Massachusetts Tourism Industry
 - New MOTT Director
- Events
- Tourism Promotion Funding
- Regional Tourism Councils, National Parks Service, Trustees of Preservation
- Visitor Information Centers
- Metrics of Industry
 - Travel Expenditures
 - Jobs
 - Taxes Generated
 - Competition
 - Market Share
- ACT&T Meeting Minutes

Executive Summary

Why Is Tourism Important to the Future

Employment

- Direct and Indirect
- Fuels 10% of the Massachusetts work force
- Revenue from visitors sustains jobs in other industries – airlines, car rentals, restaurant, and hotels

Communities

- With manufacturing declining, Tourism gives a community new life
- Creates pride for local communities
- Supports job growth and contributes tax dollars to maintain local services
- Supports creative economy
- Supports natural assets
- Spreads message that Massachusetts is a special place to live, work, and visit

Competition

- Investment required to remain relevant
- As competition grows throughout the world, we need to promote and market all that Massachusetts has to offer to continue to attract visitors
- Without effective promotion, cede benefits to competition destinations
- Decrease in promotions have immediate and long terms negative impact
- Regional Tourism Councils are a vital part of this economy
- Without local RTC advertising for leisure guests, hotels would be empty on weekend

Massachusetts Tourism Industry

The industry is made up of a variety of businesses, attractions, cultural institutions, hotels, inns, motels, bed & breakfasts, and restaurants.

Indirectly the industry benefits suppliers, retail, park & recreation, food producers, farms, car manufacturers, construction industry, etc.

In Massachusetts, promotion activities are focused on the Massachusetts Office of Travel & Tourism (MOTT). Also promoting Massachusetts is the Mass Sports Marketing Partnership, Mass Film Office, Massport, the Regional Tourism Councils, Brand USA, and Discover New England.

Events and Attractions

“Something Is Always Happening in Massachusetts”

There are lots of reasons to visit Massachusetts. The events and festivals are a very good reason to come. The attractions are always here to provide interesting things to do.

Funding

Funding for MOTT and the RTCs has now been put into the “Tourism Trust Fund.” The initial amount to go into the fund is \$10 million to be split 60% RTCs and 40% MOTT. Due to the requirement payroll benefits and fees we need to gross up the amount put in the Trust Fund.

Regional Tourist Councils

The sixteen Regional Tourist Councils are the local distribution network throughout the Commonwealth. Located in every region of the state, they promote all 351 cities and towns. They have 8500 members and work with 1422 hotels with 90,000 rooms. They coordinate and promote 595 festivals and events and manage and promote 500 key programs and attractions. With a combined budget of \$25.1 million, the State Grant Program of \$6million is only 25% of their budget.

National Parks Service:

National Parks Service has 16 sites in Massachusetts. A description of their sites is enclosed.

Trustees of Preservation

Trustees of Preservation have 116 places in Massachusetts visitors and residents can visit and enjoy. They include 10 historic homes, 8 beautiful gardens, 7 farms, 2 lighthouses, 270 miles of trails, 25,000 acres open to the public and 46,000 acres protected.

Metrics

1.) Travel Expenditures

Big business

Third largest industry in Massachusetts

In 2015:

Domestic spending \$17.5 billion (up 4.2%)

International spending \$2.7 billion (up 1.9%)

Total spending in MA \$20.25 billion (up 3.8%)

Since 1999

Domestic spending has grown 68.3%

International spending has grown 45%

Total spending has grown 65%

From \$12.3 billion in 1999

To \$20.25 billion in 2015

This is just direct spending

Indirect spending by companies serving the tourism

companies is a factor of 1.6 – money paid to local

communities in Massachusetts

2.) Jobs

Travel industry of America estimates the travel related jobs in Massachusetts are 132,000. That number is relatively flat even with growth and spending in the Commonwealth. Indirect and induced jobs are 82,000 for a total of 214,000.

The Commonwealth indicates that the leisure and hospitality industry accounts for 350,000. This is probably a better number for the employment impact of this industry.

3.) Taxes

Taxes generated by this industry are **HUGE** and they are paid by visitors from out of state – this is “other people’s money”

The tax collected by the industry from our customers is the Room Occupancy Tax

This tax has three components:

- State Tax at 5.7%
- Local Options Tax at up to 6%
- Convention Center Tax of 2.75% collected by hotels in Boston, Cambridge, Worcester, and Springfield

The total tax collected in the cities is 14.45%. In the rest of the state is 11.7%

In 2015, the collections were:

State Tax:	\$162,223,000
Local Option	\$199,080,000
Convention Center	<u>\$84,300,000</u>
Total:	\$445,603,000

Up 7.3% from 2014

These tax receipts have grown 136% since 2004 when the total was \$188,661,000

There are other taxes generated: sales, meals, gas, income, real estate, excise, payroll

The total tax related to the Tourism Industry from 2015 is \$3.038 billion

WOW

4.) Competition

Other states are investing large sums of money in promotion

		Revenue
California	\$120 million	\$125 billion
Hawaii	\$95 million	\$85 billion
Florida	\$84 million	\$65 billion
New York	\$50 million	\$65 billion
Texas	\$47 million	\$20 billion

Massachusetts is not even in the game at \$5.1 million –

New England states invest over \$20 million (with two states not reporting) –
we are even being beaten here at home

5.) Market Share

We are losing market share on both the domestic and international markets.
Even though the drop is not large, it indicates that other state's promotions
may be affecting the marketplace and does not bode well for the future

ACT&T Minutes

Minutes of the quarterly meeting from January, March, June, and September are included

EXAMINER

WELCOME TO MASSACHUSETTS

THE COMMONWEALTH HAS ALMOST 7 MILLION RESIDENTS, ABOUT 1 FOR EVERY 3 TOURISTS.
BY CORLYN VOORHEES

23.5 MILLION

NUMBER OF VISITORS TO MASSACHUSETTS IN 2014

21.3
MILLION
Domestic
visitors

1.5
MILLION
Overseas
visitors

735,000
Visitors from Canada,
Massachusetts's top
source of tourists

3 MILLION
Number of visitors walking the
Freedom Trail, Boston's
top tourist attraction



4,532,768
Number of visitors
to Cape Cod National
Seashore in 2015

8,136,680
Number of visits to
Massachusetts museums, 2015



1,402,476
Number of visits to the Museum
of Science in 2014, the most visited
Boston-area museum that year



20
MILLION
Visits to Faneuil Hall
over the course of a year



\$20
BILLION
Total spending impact
of visitors for Boston

17
MILLION
Visits to Boston
per year, including
day-trippers

79.5%
... of visitors to the
Berkshires in 2014
went to museums
and historic sites

59.2%
Went to performing
arts events

36.9%
Engaged in outdoor
recreation

"BOSTON'S
FREEWAY SYSTEM
IS INSANE. IT WAS
CLEARLY DESIGNED
BY A PERSON
WHO HAD SPENT
HIS CHILDHOOD
CRASHING TOY
TRAINS."

—THE LOST CONTINENT:
TRAVELS IN SMALL-TOWN AMERICA
BY BILL BRYSON

**When members of the ACT&T were asked:
Why do Visitors matter to the present and future of
Massachusetts?**

This was their response in summary:

Employment

Visitors create direct & indirect employment, strengthens economy

- The Visitor Industry creates jobs. These jobs are well suited to people who are **entering the workforce** and looking for critical professional experience.
- Destinations providing a range of offering attract more visitors as well as new businesses
- The Visitor Industry is important to MA because it directly fuels **ten percent of the entire MA workforce**, the restaurant industry.
- Service/hospitality jobs aren't high paying, but they are a **critical component** of our overall **workforce**.
- Revenue stream creates and sustains jobs in airline, car rental/taxis, restaurants, hotels, performing arts, and retail.
- Visitor industry is fueled mostly by small business, so tourism dollars flow directly into the economy of the middle class.

Communities

With the decline of other industries - manufacturing in Lowell, fisheries in Gloucester - tourism gives a community new life.

- Creates senses of **pride** for local communities
- Particularly to gateway cities, tourism is important because of the negative stigma historically associated with these places
- Money spent by tourists creates and **supports job growth** and contributes valuable **tax dollars** to maintain **local services**
- Builds cultural sensitivity, and **supports a creative economy**, including artists, performance venues, museums, etc
- Supports natural **assets**
- Spreads the message throughout the rest of the country and the world about what makes this such a **special place to live, work, and visit**

Competition

Travel destinations require investment in their brand to remain relevant

- As **competition** grows throughout the world, we need to **promote and market** all that the Commonwealth has to continue to attract visitors
- Travelers must be **continually solicited** to the area via the efforts of MOTT and local RTC.
- Without effective promotion, states, cities/ towns, and regions cede these benefits to competing destinations
- Visitor industry promotion investments are needed to reach a broader audience than just the local neighborhood and introduce people to the wonderful resources that we have
- Decrease in travel promotion investments have an **immediate and long term negative impact** and a drop in overall visitation
- The **RTC is a vital part of this economy**, offering thoughtful strategies, coordination, communication support, and networking opportunities with member business serving the tourist audience
- Without the local RTC to advertise for leisure guests, many hotels would be empty on the weekends

Why does Tourism matter to the present and future of Massachusetts?

In today's highly competitive global marketplace, travel destinations require investment in their brand to remain relevant. And by investing in effective travel promotion, states, cities and regions attract new visitors, create significant local economic activity and generate crucial tax revenue to support essential services. Without effective promotion, states, cities and regions cede these benefits to competing destinations.

- Case studies from states, regions and cities illustrate the power of promotion and the strong benefits from those who invest in it.
- In 2015, more than 1.2 billion people traveled internationally, spending \$1.5 trillion. The U.S. Share of this market remains at about 14 percent, down from 17 percent in 2000. Through a public-private partnership, Brand USA invests marketing dollars to promote the U.S. abroad and compete with other countries. Some of us may believe we lack the resources to compete for international travelers, but by partnering with Brand USA, our destinations regardless of size can engage in cooperative marketing programs, which raise visibility and engagement among potential travelers, increase international visitors and leverage additional funding. There are success stories in Boston and Cape Cod around this example (UK Chelsea Flower Show for one.)
- Travel gives back to communities. Travel and tourism creates jobs and generates tax revenue for local communities, which in turn, help pay for important public services.
- Investment in travel promotion helps destinations compete and thrive. In an increasingly competitive travel market, the destinations that prioritize travel promotion benefit from increased visitation.
- Enhanced travel-related offerings help states and destinations attract visitors and businesses. Destinations that are able to provide a range of offerings are not only likely to draw more visitors, but also attract new businesses and skilled workers.
- Decreases in travel promotion investments have an immediate and long-term negative impact. Time and again, destinations that have reduced their investments in travel promotion have seen a drop in overall visitation and missed out on potential economic benefits.

In Massachusetts, several regions are very or totally dependent upon the traveler's spend to support their communities, e.g. Nantucket, Martha's Vineyard, Provincetown, and many communities on Cape Cod and in the Berkshires. Travel and tourism is the largest single industry in the world, and in a state that is a leader in innovation, we can and will lead with sustainable tourism offerings that lead to middle class jobs and entrepreneurial opportunities.

Tourism may be about fun, but when it comes to jobs, we are dead serious. There is nothing frivolous about this industry.

Submitted By:
Wendy Northcross
CEO, Cape Cod Chamber of Commerce / CVB

“Regional tourism is important to the welfare of our business because during the greatest influx of tourists during the summer months, we would ordinarily experience the slowest sales periods. Without these tourist dollars, our very existence as a restaurant would suffer during the summer months.”

Christopher Bateman, Managing Partner
Lexx Restaurant
1666 Massachusetts Ave
Lexington, MA 02420

"The combined spending at hotels, restaurants, museums and shops by visitors to the Greater Merrimack Valley generates \$1,068,700 Billion for our region's economy.

"The visitor industry also employs more than 8,900 people across our region. The bottom line is travel really does matter for our economy. The Greater Merrimack Valley visitor industry has worked very hard to attract millions of visitors this summer from all over the world that will leave their dollars, euros and pounds behind in purchases and tax revenue," Those tax revenues equate to the amount of \$56,940 in State taxes and another \$28.280 in Local Taxes.”

Rick Lofria, Senior Sales Manager
Boston Marriott Burlington
One Burlington Mall Road
Burlington, MA 01803

“Tourism is an important part of our business success and our success in Massachusetts Greater Merrimack Valley. The money spent by tourists creates and supports job growth and contributes valuable tax dollars necessary to maintain local services. In our particular case, as a full service, independent family restaurant, we find tourists more likely to visit us than chains, as they seek a local, more cultural flavor during their tours and visits. Besides the money spent at our business, they also pay state meals tax which in our town also includes a local option that goes directly back into our communities coffers.”

Ted Panos, Owner
Athenian Corner Restaurant
207 Market Street
Lowell, MA 01852

“Tourism is key to the current/future success of the Commonwealth. This vital revenue stream helps support many of our local economies at the state and local levels. The dollars spent in our state generate the following direct revenues collected by the commonwealth; gas tax, meal tax, lodging tax, sales tax, lottery sales and tolls while traveling through the state. The indirect revenue generated by these travelers support many aspects of our economy. This revenue stream creates and sustains jobs in the following industries; airline, car rental/taxi, restaurants, hotels, performing arts, and retail. Without the supply of tourism many of the before mentioned segments would not collect enough funds to remain solvent. This would lead to higher unemployment (therefore reducing the payroll/income tax collected), a reduction in earnings from local businesses (therefore reducing the tax collect from businesses), and less revenues collected directly from these travelers themselves. The current state of the commonwealth cannot allow nor afford a loss in tourism. Travelers must be continually solicited to the area via the efforts of MOTT and our local CVB. These critical resources help sustain many facets of our economy.”

Michael Lessard, General Manager
Courtyard Boston Lowell
30 Industrial Avenue East
Lowell, MA 01852

“Tourism allows people to see the world and experience a variety of cultures and traditions. The money that is brought in by tourism goes back into our communities when jobs are created, food is sold, merchandise is sold and hotels are full. If tourism continues to grow this will allow businesses to grow, communities to develop and open unlimited opportunities in the future.”

Kerry Hughes, Owner
Altitude Trampoline Park Billerica
700 Boston Road
Billerica, MA 01821

“For non-profit music organizations like ours, leisure and business tourists to the area can increase our concert audiences while offering them opportunities to sample intimate, professional concerts in our unique settings. The CVB’s robust marketing program adds tremendous power to our own marketing efforts through their online and print programs that highlight all that this region has to offer.”

Evanthea Vlahakis, Director of Marketing & PR
Indian Hill Music
36 King Street
Littleton, MA 01460

“I can’t stress enough how important tourism is to our area. Historic Lowell offers so many things for the traveler, from the National Park, to the Museums, Entertainment options and the Arts. At our Conference Center, we employ over 100 people who work together to make guests feel welcome and cared for while they are in the area. In addition to tourism, corporate events, conventions and sporting teams all bring in a substantial amount of revenue to us and the Merrimack Valley.

The room tax we collect for the state and the city of Lowell will also be greatly reduced, as well as the food and beverage taxes levied on our catered events and restaurant sales should a loss in funding be realized.

Without the dollars spent to support bringing the tourists and the other events mentioned above to the area, many of the jobs we have here would be lost. Not only would it affect us at the Conference Center, but many of our business partners who run the arena, museums, shows and more would also lose revenue. It doesn’t stop there. Restaurants, park personnel, artists, concessions, catering outlets will also see a decline in their workforce if the revenue declines to the area.”

Carol Scalesse, Director of Sales and Marketing
University of Massachusetts Lowell Inn and Conference Center
50 Warren Street
Lowell, MA 01852

“Hospitality is currently the second largest employer in the United States, generating over 2 Billion dollars annually. With Massachusetts being a percentage of that industry, it’s important, now more than ever, to continue to support and encourage the tourism industry. As a state, we are considered small against the entire United States, but are looking to a future of additional hotels like the Wynn in Everett and convention space like the BCEC expansion project. However, it’s important to drive tourism interest to our state in order to generate enough income for additional expansions so we can start playing in the big leagues. All too often, large conventions choose not to do business with our state due to high prices and not enough hotel / convention space, but we can force this change. Many look at major events as a "waste of funds" however, what I see is, the event team working hard for their salary, the hotel housekeeping staff keeping rooms clean, the multitude of small businesses hired to provide rental items or event

services, and many other hospitality industry members generating an income to support their families. The hospitality industry and Massachusetts especially is fueled mostly by small businesses, so we are watching tourism dollars move directly into the economy of middle class buyers (without getting too political here, I believe they fuel the economy with their spending). In conclusion, supporting tourism in this state is a positive economic decision that I 100% stand behind.”

Amy Zediana Dearth, President & Owner
Consider It Done Special Events
84 Milton Street
Dracut, MA 01826

“As a hotelier, without the local CVB’s to advertise for our leisure guests, advocate for groups coming to our area and promote our regions, our hotels would remain empty, specifically on weekends. We rely on the business of leisure guests who travel to see the sights and sounds of Massachusetts to allow for salaries for a multitude of employees as well as the tax revenues for our towns and state.”

Kris Frazee, Director of Sales
Courtyard by Marriott Billerica/Bedford
270 Concord Road
Billerica, MA 01821

“As a longtime resident of Lexington MA, a town meeting member and an owner of an independent gift and jewelry store, I have a balanced perspective of the importance of Tourism in my historic town.

Tourists come to experience the "birthplace of American liberty" and learn of the importance of Lexington in the early years of unrest. To support tourism, many jobs are held by local residents in the restaurants, stores and services industry. Without these tourists our local economy would be more threatened.

Financial and volunteer energy is a most important factor in Lexington as we employ citizens from many neighboring towns who depend on this tourism industry.”

Kathy Fields, Proprietor
Crafty Yankee
1838 Mass Avenue
Lexington, MA 02420

“As a business that sponsors and holds events at the Heritage State Park, tourism is an integral part of our marketing and business strategy. We utilize the State Park to not only increase our business, but to give back to the community and maintain the integrity of the neighborhood by providing quality family entertainment. Tourism matters so that we may reach a broader audience than just the local neighborhood, and introduce people to the wonderful resource that the Heritage State park really is. We hire acts from all over New England to perform for us which helps employee those in the arts and entertainment industry. The bigger the crowd the more employees we can hire, the more employees DCR needs to hire, and the more people that enjoy the DCR State Park.”

Bob Howard, Owner
Heritage Farm Ice Cream and Restaurant
163 Pawtucket Boulevard
Lowell, MA 01854

“To sustain and grow the small entrepreneurial businesses that are at the core of Western Avenue Studios, we need a healthy mix of customers who are attracted to our destination. Tourism is one

of the key avenues for bringing potential customers to our doors on an ongoing basis. Most importantly, all parts of the tourism ecosystem must be working successfully and supported consistently to make this a reality. The MVCVB is a vital part of this ecosystem, offering thoughtful strategies, coordination, communication support and networking opportunities with member businesses serving the tourist audience. It is only through the help of organizations like MVCVB, and relationships with its members that we can continue to build our customer base and realize the benefits of a strong tourist industry in Massachusetts.”

Arlene Hammel, Marketing & Advertising
Western Ave Studios
122 Western Avenue, Box 134
Lowell, MA 01852

"I think Tourism and promoting festivals, events etc. are very important to the local economy. What it does is expose people to areas and businesses with whom they previously may not have been familiar and visited. Also it allows businesses like ours to gain vital momentum and new clients via social media, if we are plugged in to social media and network; similar to the manner we at El Potro market and cross promote GMVCB. It allows us to run promotions and specials, or introduce customers to products so it makes people want to return to an area again when there is not for the tourism and the events promoted by GMVCB. For instance when we promote it on our site we introduce the festival to an audience which previously would not have known about the Merrimack Valley. So one of our Somerville or Malden customers sees us write about an event, or festival, etc. or the like and they may choose to come and visit if it looks fun etc. I would love to speak further or talk more about how tourism helps our locations in Somerville, Malden & Lowell to improve our sales."

Joe Carreiro, Business Manager
El Potro Mexican Grill
124 Merrimack Street
Lowell, MA 01852

“As a Gateway city tourism is incredibly important because of the negative stigma associated with these places historically. We need to show that these places have value and meaning beyond old stereotypes of rundown, lifeless, dangerous places. Tourism helps spread the word that allow for others to these places in new ways through the eyes of an outsider when regional opinions may rely on past reputations.”

Sarah Hand
Mill No. 5
250 Jackson Street, Unit 402
Lowell, MA 01852

"Tourism is intrinsically woven into the fabric of our community here in Lexington. Being the "Birthplace of American liberty" is not just a motto, it's a way of life. We embrace and celebrate our legacy and have always encouraged visitors from near and far to experience up close our unique role in American history. Although we have come to appreciate the positive effects of tourism on our local economy, our commitment to fostering visitors grows from our desire to share our role in the founding of this great nation."

Jim Shaw, Publisher
Colonial Times Magazine
805 Massachusetts Avenue
Lexington, MA 02420

“Tourism is vital to the present and future of Massachusetts because it creates jobs, attracts people, business and events to the Commonwealth and ultimately drives economic impact. The tourism industry is a major economic engine driving economic benefits, jobs and tax revenues for each region of the Commonwealth, which we have seen first-hand throughout the Merrimack Valley with the nationally known Lowell Folk Festival, major sporting events and concerts at the Tsongas Center and more. As competition grows throughout the world, we need to promote and market all that our great Commonwealth has to offer to continue to attract visitors, conventions, movies and more.”

Emily Byrne

Office of the President, University of Massachusetts
One Beacon Street, Floor 31
Boston, MA 02108

Submitted by:

*Deborah A. Belanger, Executive Director
Greater Merrimack Valley Convention and Visitors Bureau*

Beyond the high level answer of helping the economy, I have a few other thoughts that are not necessarily specific to Springfield, but tourism as a whole.

1. Build cultural sensitivity:
 - a. Tourism helps us connect with people from all over the world who have different perspectives on life. The world is bigger than just the city we live in. If we can broaden our horizons by encouraging those with different cultures, traditions and values to visit our state, we can learn from them and hopefully help us gain a better understanding of what the world has to offer.
2. Build confidence:
 - a. Spending money on new tourism initiatives may be risky, but with that also comes reward. It is important to try new things and learn what works. By encouraging tourism in Massachusetts, it allows us to experiment new ideas, we may otherwise not consider. And when a new initiative works, it will build our confidence and encourage us to keep going.
3. Gain a competitive edge
 - a. People travel to gain new experiences to bring back home with them. For example, when I went to Vancouver I learned that the city is a ‘biking’ city. There are biking routes all throughout the city, which limits pollution and traffic. I believe this allows Vancouver to have a competitive edge over other cities. If Massachusetts can continue to implement new ideas and present them to visitors, we too can have a competitive edge!
4. Expand our Networking Circle
 - a. The more people who visit here from other cities and countries, the more businesses we are exposed to! The more interesting conversations are to be had! The more people we meet and learn from!

Submitted By:

*Ashley Sadowsky
Membership Services Manager
Greater Springfield Convention & Visitors Bureau*

a. Economic stability - creates direct and indirect employment, generates revenue for local economies that is often re-injected into the local community (a terrific multiplier effect) and increased tax revenue that allows projects to be developed or launched making positive infrastructure changes.

b. Social Advantages - fantastic cultural advantages by creating a sense of pride for local communities, allowing them to celebrate their history, and cultural heritage and develop their own community identity, maintain their traditions and culture, while also showcasing it for all the visitors. This advantage of tourism is what has saved many local heritage sites from destruction.

c. Environmental - tourism trends see visitor dollars contributing to the support of naturally beautiful places they visit, including support of conservation and management.

d. Opportunities - Bringing tourists into a community gives it new life, and creates opportunities for entrepreneurs to establish new services and products, or facilities that would not be sustainable based on the local population of residents alone.

Submitted By:

Nancy Gardella

Executive Director

Martha's Vineyard Chamber of Commerce & Tourism

Much has been said and written about the importance of tourism to Massachusetts. You covered the key points. I feel that the key benefit is the employment factor. I also feel that we need to re-direct our case / "pitch" and present the importance of all market segments that "travel" into the State to the Administration and the Legislators. MOTT and the RTCs are not just promoting Tourism to Massachusetts they are bringing major Market segments (Travel) here corporate, sports, conferences, religious groups et al and need the proper funding to make that happen. Certainly the RTCs that are CVBs concentrate heavily on that aspect of the business. Actually we should consider changing the name of the Tourism fund to "The MOTT and RTC business creation/development fund".

Submitted by:

Paul Sacco

President & CEO

Massachusetts Lodging Association

Tourism is important to MA because it directly fuels ten percent of the entire MA workforce, the restaurant industry. Ten percent of the workforce is directly employed in the delivery of food and beverages, and that does not include the tens of thousands of employees who deliver goods and services sold in our restaurants. When tourists come to MA, many have no kitchen available to them, and the ones who do often want to go out, celebrate and explore the exploding and highly regarded culinary scene in MA. Last year, for the first time ever, restaurants collected over \$1B in meal tax revenue for the state, and does not include the local options meals tax, which most cities and towns have enacted.

Submitted by:

Bob Luz

President & CEO

Massachusetts Restaurant Association

- The visitor industry creates jobs. In the 19 municipalities of MetroWest, annual visitor spending accounts for almost 8,000 jobs in the region. While some may argue that a portion of the service/hospitality jobs aren't high-paying, they are in fact a critical component of our overall workforce because so many of these jobs are well-suited to people who are entering the workforce and looking for critical professional experience that will be the foundation for their careers.

- The visitor industry plays a critical supporting role in the economic development efforts undertaken by the Commonwealth and our municipalities. This is especially true in MetroWest, where 70% of hotel guests come to the region on business trips. A strong visitor industry ensures that corporations have sufficient lodging, dining, transportation, and retail options nearby. Without this wealth of options, many corporations would choose NOT to locate in MetroWest or in Massachusetts, according to the municipal economic development directors with whom we work.

- The visitor industry helps build pride here at home. Residents are proud of the attractions and assets in their backyard. This inspires pride in where they live and work (which is a factor in everything from home prices to low employee turnover at local businesses) and prompts residents to spend more leisure time (and money) nearer to home, rather than traveling to nearby states.

Submitted By:

Susan Nicholl

Executive Director

MetroWest Visitors Bureau

Nantucket Chamber of Commerce:

Tourism matters to the present and future of Massachusetts because it is a powerful economic engine. On Nantucket, we are mindful that tourism touches nearly every job here. On any given week in the high season, the Nantucket population can reach 70,000 (from a winter population of 15,000). There are hundreds of jobs directly related to serving visitors (1,111 in 2014) in hotels and inns, restaurants, retail shops, private concierges, transportation services, and attractions including museums, art galleries, theaters, aquariums, and island and harbor tours, to name a few. The grocery, hardware, and furniture stores and landscapers, carpenters, and caretakers also support the tourist economy and swell their revenue with the influx of summer visitors and second home owners. Tourism encourages entrepreneurship as our creative residents find new ways to engage visitors in the Nantucket experience. Recent new tourist attractions that have sprung up on Nantucket including a Nantucket-by-bike tour, guided nature hikes, an online concierge service, “Nantucket blACKbook,” and a retail shop designed to outfit infants and toddlers with appropriately-sized beach gear, “Petite Travelers.”

Tourism supports philanthropy. During the summer season, nearly every non-profit hosts a soiree or gala event to raise money for its annual operating budget. The guest lists are filled with seasonal residents, the visitor who makes the trip over for the expressed purpose of attending a special event, or the athlete who competes in the race to support a specific cause. The non-profits are then able to hire staff to offer programs, camps, and classes to the visitors and residents.

Nantucket’s festivals, including the Chamber’s Christmas Stroll and Daffodil Weekend in April, bring hundreds of visitors to the island in the shoulder seasons to shop, play, dine, and stay. Our economy is stronger when the calendar is longer! In 2015, the Chamber began to market and produce events and programs for Nantucket New Years to further lengthen the calendar and it actively promotes winter events hosted by our members, including a regularly sold-out weekend to meet a noted local author Elin Hildebrand in January.

Tourism also supports year-round jobs. For example, those second home owners need caretakers, painters, and carpenters and those year-round workers need police, firefighters, medical personnel and school teachers.

Visitor spending on Nantucket in 2014, the most current year for which data is available, totaled \$178.3 million dollars from domestic and international visitors. This spending generated \$11.6 million state and local taxes. Thirty-percent (30%) of Nantucket’s Local Option Room Occupancy and Meals tax (\$4.4 million FY16) is used to support the town’s Visitor Services Information Bureau’s staff (14 seasonal staff in summer plus 3 FTE year-round) and operations as well as local infrastructure to support tourism:

- Lifeguards and beach patrol
- Beach cleaning
- Community service officers
- Beach restrooms and port-a-potties
- Public restrooms daily maintenance and capital improvements
- Wayfinding signage
- Trash cans and additional services during the high season
- Seasonal activities – 4th of July and weekly family activities
- Bike Racks
- Parks and playing field maintenance
- Street Cleaning.

The Visitor Services Information Bureau staff provides information about all of Nantucket's assets, resources, and attractions to visitors who come into their building in downtown Nantucket or visit one of their seasonal kiosks on Straight Wharf and at the Nantucket Memorial Airport.

The remaining funds from the local option tax are used to support town operations including the Department of Public Works, Public Safety, and the School Department.

Submitted By:

Janet E. Schulte, Ph.D.

Executive Director

Nantucket Island Chamber of Commerce

Why does Tourism matter to the present and future of Massachusetts?

*Answers provided by members of the North of Boston Convention & Visitors Bureau
August/Sept. 2016*

The tourism industry is one that creates multiple jobs for local youths and hospitality professionals alike. In addition, it ensures business with local wholesalers of food, equipment and services throughout the region. The revenue gained from the business generated in the tourism industry is spent directly in the area in means of retail services.

– Endicott College, Beverly

Living and working on Cape Ann, tourism is a big part of the local economy. It has created a seasonal workforce, one that is beginning to expand into year-round tourism. Cape Ann has vibrant cultural offerings available year round and the tourism industry is beginning to recognize and be educated about that. Many businesses here benefit from the expanded population during the summer - from service workers who keep restaurants and accommodations attractive, to tradespeople (carpenters/landscaper/masons, etc.) who provide maintenance to summer homes. Massachusetts is a beautiful place with many resources, from beaches and rivers to museums and performance venues. We should encourage visitors to share in what we have.

- Rocky Neck Art Colony, Rockport

Tourism is vital to many of the local economies in MA. In smaller cities and towns throughout our state, a majority of the jobs "in town" are directly or indirectly tied to tourism. Without a strong tourism economy, many residents will have to look outside of their own communities to find work. Whether it be commuting into a city or moving elsewhere, which could have a domino effect on other businesses in town. Tourism also drives so much revenue through individual businesses who then spend money in their own communities to taxes, like the hotel tax, etc.

Looking at a micro level: if I look at my own extended family as an example (my spouse and I, plus my three siblings and their spouses who are all now residing in the same region of the state) all of our careers, while in different fields with varying levels of education, are directly or indirectly tied to tourism. We are all home owners, who make an effort to spend a considerable amount of our paychecks at local businesses. Without tourism, we would not financially be able to invest as much into our own communities.

-Serenity Restaurant Group, Gloucester

Cape Ann - take 2 - the Cape Ann communities of Rockport, Gloucester, Essex and Manchester-by-the-Sea are highly dependent upon tourism. Rockport businesses in particular on Main St. and Bearskin Neck are primarily supported by tourists. With the decline of the fishing industry, Gloucester has also become much more dependent upon tourism to support the local economy. And even Essex, with its antiques and restaurants, and Manchester with its boutique stores and restaurants are increasingly reliant on visitors. Of course those businesses that directly cater to the visitors benefit most directly, as does the town through its increase in tax revenue. As importantly, the entire community benefits indirectly, from those businesses that provide supplies and services (e.g., banks, trades, insurers) to the tourist businesses, to improved town services and schools which benefit from increased tax revenue and even the students with increased summer jobs opportunities.

- Cape Ann Chamber of Commerce – Gloucester, Rockport, Essex, Manchester by the Sea

Tourism is extremely important to the present and future of Massachusetts, especially when you take into account the addition of flights between Logan International and major cities worldwide. Low gas prices are driving visitors to MA from around the New England Region. Tourism is substantial- as a small market sample - The City of Salem for the Month of October during Haunted Happenings has 250,000 visitors for one month. Take into account 250,000 visitors spending dollars on food, drink, museum visits and memorabilia take home items - all happening in one month of October which in turn drives employment snowballing into a healthy economy - a very positive market effect

- CTM Media Group, Woburn

When North Shore Music Theatre closed in 2009, it was reported that the economic impact of loss of business to the region was \$8-11 million dollars. That is money that was being spent in restaurants, hotels, dry cleaners, media, printers, paint, steel, lumber, electrics, hardware stores, etc. The list goes on and on. One local restaurant told me that when NSMT was closed, she lost \$4000 weekly. Tourism is critical to the economic impact of this region.

- North Shore Music Theatre, Beverly

It provides both skilled and unskilled jobs for residents. It is a career pathway for those in the hospitality industry, (taught at Endicott) art history (taught at Montserrat) historians (taught at Salem State University) and others interested in literate (all our area colleges) and religious history (Gordon) among others. Cultural tourism makes the North Shore (and the Commonwealth) a better place to live, work and study. It greatly informs who we are as a region of the country and helps us to give us our identity. Our coastline provides jobs to our marine industries and endless hours of enjoyment. Our hotels, restaurants, historic sites, shops and public transportation all benefit from the money brought by tourists, including those from the next town! -Montserrat College of Art, Beverly

Tourism supports hundreds of jobs in Salem and generates over \$100 million in spending annually. A vibrant summer and fall ensure that our restaurants, shops, and attractions can be sustained through the quiet winter months. It employs our students, our parents, ourselves. It provides first jobs and last jobs for people entering and leaving the work force, and careers for people seeking everything from hospitality to marketing to sales to transportation. Tourism

supports a creative economy, including artists, graphic designers, and digital designers. The economic fabric of Salem and Massachusetts is woven through the investment of visitors from near and far whose vacation spending is reinvested into the economy of Massachusetts. How do we convey this message without begging?!

- Destination Salem

The answer to this question is so obvious that it is sad that it even needs to be asked. The government officials that will receive the answers to this question from you should be leading us in the development of tourism related concepts and the management of the funds accrued from the tourism industry in Massachusetts. We should not have to pitch them every year as if we are an industry that does not pay for itself and more in terms of money and quality of life in Massachusetts.

- Essex Merchants Group, Essex

Submitted By:

Ann Marie Casey

Executive Director

North of Boston Convention & Visitors Bureau

Having said all this I believe the “Kershaw Report” (as we call it) is a definitive work that represents all the good things that tourism brings as an industry. Jobs, new business and sustaining business that have been in the industry for a long time are a start to the discussion. Supporting these things should be enough but add to this the State benefits of meals, gas and rooms tax and not only do you have happy working citizens, the State has revenues to spend on programs that benefit those that can’t work, infrastructure and the nameless and numerous programs across Massachusetts.

Regionally, tourism is an important part of the Plymouth County jobs, businesses and local taxes. We have a visitor spend of over 600 million dollars in the County, as the State, through the 1038 grant process offers a little over \$200,000 in matching funds. Perhaps this is why some of us are frustrated. We are a revenue generator! To that and our contribution to the State coffers, if we are going to be taxed as an industry, why can’t we be treated as an industry? Supported and appreciated, respected and protected as well...

We did appreciate the Governor not using the 9C cut to tourism last winter. That helped us compete but we are losing market share as a State! Other States are stealing it and we are letting them as our State office and RTC’s are so underfunded, and yet we fight so hard for recognition. What happens if we all give up? What happens if there is no reasonable funding to compete and regain market share?

We have too many RTC’s! Some are Chambers of Commerce that “dabble” in tourism and it’s not a first priority. Yet, some are funded better than our pure tourism marketing organizations! No one seems to want to look at this, when are too many, too many? Will we dilute our funding in the industry to petty local programs and not be a Nation or World-wide competitor. Who will bring the visitors to Massachusetts? And, when and if we bring them how will we greet them? Will we greet them with closed information centers?

Submitted By:
Paul Cripps
Executive Director
Plymouth County Development Council & CVB

Tourism is not only an important part of the Massachusetts economy, but also a valuable way to spread the message throughout the rest of the country and world about what makes this such a special place to live, work, and visit – tourism itself is a form of marketing that in turn promotes further tourism and interest in Massachusetts.

To take just one example, visitors from around the country and the world visit Fenway Park to attend baseball games, concerts, other events, or simply to take a tour. Roughly 30% of Red Sox home game tickets are purchased by customers outside of Massachusetts, and about 10% of Red Sox tickets are purchased from outside New England – and these figures do not include tickets that are resold or gifted by original purchasers to others. Aside from tickets, these fans will buy food, drinks and merchandise. Over the years, the Greater Boston Convention and Visitors Bureau has analyzed the “multiplier” effect that Red Sox games and other Fenway Park events have on the local economy, bringing in business for local restaurants, hotels, and retail stores.

These out-of-state visitors will also post photos on Instagram and Facebook of their experiences at Fenway Park, and they will tell their friends, coworkers, and classmates about their experience when they return home. We hope that every visitor will tell stories that compel his/her network to follow the Red Sox and plan visits of their own. This cycle not only has small effects, like a tourist who decides to make the trip and buy game or tour tickets – it can have large effects too, like the decision by Notre Dame to hold a “home” football game at Fenway Park, realizing that this is a unique and great venue for the school to host students and alums. In that sense, tourism can help us promote and market our brands to the rest of the world.

Submitted By:

David S. Friedman

Senior Vice President, Legal & Government Affairs

Boston Red Sox

Tourism matters to Massachusetts because of its vast impact on the economy, on the culture, diversity, and population growth.

Many people think of tourism as simply visitors seeing the cultural attractions and then going home. That is far from the impact tourism has in western Massachusetts. Tourism brings life into the hills, opens the doors of historic houses, fills the seats in theatres and venues, extends service at restaurants and shops; but do you realize that it also helps other industries? Gas stations and service centers pick up traffic, little shops and boutiques, hair dressers and laundromats.

Tourism is vital. But it is also changing. Culinary tourism is growing especially with farm to fork experiences. College tourism is increasing, and Massachusetts has a vast number of higher education opportunities. These are just two of the areas in which growth mirrors new interests. As certain industries ebb and flo, so does tourism; however, a constant is that Massachusetts has something most areas do not. We have wonderful beaches, beautiful parks, rich history, majestic mountains, and a history that can only be experienced here. Tourism is one of the leading sources of state income and needs to be nurtured as a sustainable income for the future.

Revenue, jobs, worldwide exposure, business development, new business growth, notoriety, attracting new ventures, maintaining and increasing population, improving quality of life for residents.

Vital communities need a constant flow of ideas and communication with a variety of people from many walks of life. Strong communities need to be aware of their unique qualities and to promote them and to share them with visitors. Tourism attracts people at a special time in their lives; when they are ready to relax and have a good time. They bring outside money that freshens the economy and without costing the local economy to provide them with services. The tourist is enriched by a rewarding experience in a location that offers so much.

Massachusetts has always been in the vanguard — independence from the British crown, industrialization, immigrant assimilation, human rights, high tech. We lead.

- Tourism helps the economy by bringing in travelers from all of the world. Once here, travelers spend much needed money to support businesses and jobs around the state. Without that money, many businesses would not be able to succeed. The jobs that tourism creates would not be attainable without it.
- Working in the hotel industry, it is highly noted that a town alone cannot support a hotel. We need visitors from elsewhere to help do so.
- Massachusetts will continue to grow as a state with tourism. There is so much to offer in Massachusetts. It is important to continue marketing the state, region or town to achieve even better results. It is important for individuals across the world to know what Massachusetts has to offer.
- Massachusetts needs tourism to grow for the economic impact

Tourism provides a source of income to many of the unskilled labor force in the state. Hotels, inns and attractions employ retail sales, housekeepers, maintenance, janitorial, food and beverage servers etc.

Tourist dollars infuse the funding to man, preserve and care for our historical, architectural, literary, natural resources and cultural attractions.

As with so many “industries” within the Commonwealth, a strong revenue stream from tourism contributes significantly to the financial wellbeing and future existence of Massachusetts historical museums and sites. Yet, there is a larger “mission” component for museums and cultural institutions in the flow of tourists through our doors. Staying alive is an important issue, but more important to us is preserving Massachusetts’ cultural and historical heritage and sharing it in person, face-to-face with a national audience. Even in this age of internet virtual living, nothing is more compelling than experiencing firsthand our remarkable “common-wealth” of creativity, scholarship, nation-building, technological innovation, literary prowess, scientific discovery, and cultural diversity, all comfortably accessible and widely available in this small state. Tourism is vital to those of us in the cultural industries committed to the preservation of these ideals as it puts us literally in touch with new minds with which to share.

Tourism is a vital generator of income and taxes in the state of MA! I have heard it is the No. 3 producer of revenue in our state and I believe it. Not only is revenue generated by all the businesses and attractions involved but employment opportunities abound as well. Travel anywhere and everywhere is a major generator of people’s comings and goings. People retire in record numbers and are healthier and more curious than ever. They want to explore and see the US or the world or relatives and friends around the globe. They have access to transportation and time. They want to delve into history and see displays and performances on the cutting edge.

Massachusetts has so much to offer of a historical nature, absolutely beautiful vistas with both hills, mountains, seashore, and lakes and ponds. There are natural attractions, man-made attractions, and museums of all kinds. There are opportunities for families to travel together. There are sports activities and outdoor adventures. These attractions and facilities are here, open now, ready to serve, and ready to help the visitors find their way.

With earlier retirements, shorter 4-day work weeks, with more people in the workforce there are growing opportunities in tourism. People have more free time to use and pursue their interests. Our attractions are not going to move away. They probably are going to expand in the future and add to the tourism and visitor opportunities in the state. Without investment by the state some may close or relocate but funds should be invested by the state into tourism to help growth opportunities, expansion, and preservation of what we already have!

We need to keep advertising and letting people know what is here. The rest of the world is our competition and we should invest in our state to let the world know how great we are! Tourism is here now and ready to grow. Let's expand on the wonders at our feet!

Tourism matters greatly to my business & to my employees.

My business, Berkshire Pizzeria, is located on the Mohawk Trail in Charlemont.

Charlemont is the home of many outdoor activity bases.

- Berkshire East offers skiing, white water rafting, world class downhill biking, zip lining & North Americas largest alpine roller coaster.
- Zoar Outdoor offers Zip Lining, White Water Rafting, Camping & Kayaking.
- Crabapple offers white water rafting & kayaking
- Tourism is very important to our business. We have many local regulars but it is the tourist trade that drives our business.

State funding is very important for tourism. How that money is spent is equally important. Grants given to an area must be spent on that area, not just favorite towns.

We have invested in a huge mountain view deck & our sales are up 72% from last year. We need the tourist trade to keep growing.

Tourism matters to the present and future of Massachusetts because it allows us to showcase the natural, cultural, and lifestyle riches available in Massachusetts. It creates a sense of vibrancy for a state that is often considered to be just about colonial history, and creates great opportunities for visitors to understand the diversity of the many opportunities available in Massachusetts. Enthusiastic tourists can often translate into new interest in economic development, community renewal, and cross-cultural enrichment.

Submitted By:

Peter L. Tomyl

President

Mohawk Trail Association

Tourism offers extraordinary community benefits, socio-economic, cultural, and environmental. Tourism represents dollars injected into a community in a variety of ways. It is labor intensive and provides jobs at all levels. Many hospitality owners represent small businesses, the backbone of our economy and the generator of local spending. Hospitality business owners are in the forefront of environmental awareness and exhibit ecologically sound practices. Another great benefit of tourism is the tax revenue generated through various sales and lodging taxes, providing funds for infrastructure needs, social programs and education. Tourism builds a sense of pride in heritage and creates a strong cultural awareness between residents and visitors.

Submitted By:

Ann Hamilton

President

Franklin County Chamber of Commerce

Top Recommendations

- Charge Airbnb customers the Rooms Occupancy Tax they should have been paying from day one.
- Increase our multilingual capability in recognition of increased international travel to Boston. Logan Airport has begun by posting signage in multiple languages. Efforts should be made to broaden the use of multiple languages throughout the community.
- We should develop a relationship with Harvard & MIT – two of the top tourist attractions in Boston – to further use their attractiveness to bring more people to Massachusetts and influence visitors to those institutions to visit more of Massachusetts.
- We should develop relationships with Massachusetts General Hospital and other medical institutions to promote things to do and visit, especially for families waiting for loved ones to recover
- Figure a way to get high-tech to work with us to further their recruiting efforts for staff. All the wonderful things you can do when you live here
 - Different regions
 - Different activities
 - Different festivals and events
- Work with Faneuil Hall Marketplace to educate visitors on what else they can do while in Massachusetts
 - Other attractions
 - Shopping
 - Tours
 - Regions
 - Festivals
- Hotels – program to promote beyond their four walls
 - In community
 - In region (within Massachusetts)
 - In state
 - In New England
- Develop several grand tours of parts of Massachusetts and New England so people can just follow the map and do all the good things with the days they have with us

- Packages that visitors can select before they come to Massachusetts – with ways they can make the reservations they need, especially lodging
- Return package – “You enjoyed your trip #1, perhaps next visit you should try #2 or #3”
- Bonus or loyalty program to encourage repeat visits to Massachusetts – perhaps in different regions (within the state)
- Activity centered visits- hikes, camping, culture, beaches, ecotourism, jazz, music, art, history, sports
- Clubs – visit as a group and do their thing
 - Garden clubs, 4 H, Boy Scouts, etc



Airbnb: leveling the playing field

The hospitality and lodging industry is fiercely competitive for the customer's tourism dollar. What drives this competition is that everybody operates under the same rules and regulations designed to protect the public.

As technology has increased the prevalence of the "sharing" economy, more and more private properties are being used for commercial purposes. It is vitally important that these new businesses operate under the same guidelines and requirements as other commercial lodging entities. This is not an individual earning extra income by renting out his or her place for the weekend; these are corporate entities running essentially unregulated, untaxed and often illegal hotels throughout Boston. Consider:

- 83% of Airbnb's revenue in the Boston area (nearly \$40 million) comes from operators who list units for rent more than 30 days per year.
- 52% of Airbnb's Boston area revenue (nearly \$25 million) comes from operators who listed properties for rent more than 180 days per year.
- Operators listing multiple units for rent drove almost half (45%) of Airbnb's revenue in the Boston area at \$21 million.

These entities are running businesses without any regulation and have never been inspected. In no other industry is a business allowed to operate with such lax oversight. Customer safety is paramount to the success of our industry, yet we are allowing unregulated hotels to operate under the following:

- There are no evacuation plans in place
- There are no health department inspections
- There are no fire department inspections
- There is no staff training for emergency situations
- There are no sanitation requirements,
- Available rooms are not ADA compliant
- These accommodations lack any standard room locking mechanism.

The tourism industry is the third largest industry in the Commonwealth, welcoming more than 22 million visitors annually and generating more than \$19 billion in spending each year. Regulation is needed to ensure a fair and level playing field for all.

The bright lines of what is legal and safe should not be jeopardized by reckless and unregulated entrepreneurship.

The hotel industry was a confounding place to be for investors in 2015. Companies in the sector were breaking records left and right, posting all-time highs for occupancy rates and revenue per available room — and yet the Baird/STR Hotel Stock Index, comprised of 41 hotel stocks, fell over 20%.

Part of the decline was due to slowing revenue after a long cycle of growth, but investors were also coming to terms with the sudden appearance of Airbnb and what its explosive growth would mean for the established giants in the space. Airbnb clocked 80 million room nights (almost all Leisure) last year, while conventional hotels came out to 1.7 billion room nights (Leisure and Group), or 96% overall market share.

Could Airbnb do to hotels what Uber did to taxis? Airbnb is growing fast but it's not transforming its market the way Uber did, Uber's advantage was that the Taxi Companies are using 1950's technology and the quality of service in most cities were not up to par.

Considering all of the above, it's the lack of regulation that is giving an unfair advantage to Uber and Airbnb to gain on taxi companies and hotels.

Mansour Ghali



GREATER BOSTON
CONVENTION & VISITORS BUREAU

Tourism 101 – GBCVB Report

Question 7: What is happening in tourism – local, regional, USA

Boston has seen a dramatic growth in overseas visitation, breaking records in both 2014 and again in 2015. The number of overseas visitors in 2015 – 1,609,000 – represents a 100% increase over the past decade. Despite these robust trends, serious challenges confront the Boston hotel and hospitality industry: occupancy and RevPAR slowdown, unrealized market share, Brexit fallout, and the proliferation of Airbnb.

- 1) In Boston and Cambridge, and the U.S. generally, hotel occupancy and RevPAR are slowing down.
 - The 5%-7% annual growth in RevPAR of the past 5 years has subsided.
 - New supply is booming, with 1,635 rooms expected in Greater Boston between 2016 and the end of 2017 and an anticipated 1,500+ rooms for 2018 and beyond.
 - **Hotels opened and opening in 2016:**
 - Element Boston Seaport, South Boston, 180 rooms – opened January 14, 2016
 - The Godfrey, Downtown Crossing, 242 rooms – opened February 3, 2016
 - Aloft Boston Seaport, South Boston, 330 rooms – opened February 4, 2016
 - AC Hotel Boston North at Station Landing, Medford, 152 rooms – opened March 1, 2016
 - Beauport Hotel, Gloucester, 96 rooms – opened June 13, 2016
 - Homewood Suites by Hilton, Brookline/Boston, 130 rooms – opened August 10, 2016
 - Marriott Residence Inn, Boylston Properties, Watertown, 150 rooms – opened September 1, 2016
 - AC by Marriott at Cambridge Discovery Park, 150 rooms – projected September 29, 2016
 - Porter Square Hotel, 65-rooms – projected September, 2016
 - Hilton Garden Inn, Patriot Place, 136 rooms – projected December, 2016 (or very early 2017)
 - **Anticipated Hotels 2017 & Beyond:**
 - Hilton Homewood Inn & Suites Boston Logan Airport/Chelsea, 152 rooms
 - 40 Trinity Place in the Back Bay, 220 rooms
 - Four Seasons Hotel on the Christian Science Plaza Carpenter & Co. Development, 211 rooms
 - 6 West Broadway, South Boston, 156 Rooms
 - Courtyard Marriott Boston TD Garden/North Station, 210-rooms

- TownePlace Suites by Marriott, 120 rooms
 - Hampton Inn, Boston Marine Industrial Park, Harbinger Development, 253 rooms
 - Homewood Suites, Boston Marine Industrial Park, Harbinger Development, 158 rooms
 - Marriott AC, Ink Block Project, South End, 200 rooms
 - Marriott Moxy Hotel, 240 Tremont Street, 346 rooms
 - Seaport District YOTEL, Seaport Square, 326 rooms
 - Brighton Hotel at Boston Landing, 175 rooms
 - Assembly Row Boutique Hotel, Somerville, 155 rooms
 - Haymarket Square Hotel, 225 rooms
 - Envision Hotel Boston Everett, 101 rooms
 - Chain Forge Hotel, Charlestown, 230 rooms
 - Marriott Residence Inn, Melnea Cass Blvd, Urbanica, 108 rooms
 - MassPort Seaport District Hotel near BCEC, 500 rooms
- 2) While inbound overseas visitation to Boston is booming and hit a record level in 2015, the city is trailing its overseas market share average of the past 14 years (4.30%) and is well behind its overseas market share goal of 4.80% (see pages 7-9).
- Brand USA estimates that it cost Massachusetts \$70 to add one international visitor. Based on this formula, in order for Boston to have reached the 14 year average (4.30% market share) the state legislature would have had to invest nearly \$3 million in additional promotions. To reach the record 4.8% market share the state legislature would have had to invest \$16.4 million in additional promotional efforts.
- 3) Brexit Impact
- The UK has consistently been Boston's largest overseas inbound market.
 - The British Hospitality Association states that the rapid depreciation of the pound will impact travel to the US in the fall of 2016 and be felt throughout 2017.
 - Before Brexit the US Travel Association predicted a 2% increase in travel to the US in 2017 but now the number is projected to fall by 5%.
- 4) Airbnb Impact
- The advent of consumer tech booking mechanisms threatens the hotel industry.
 - Airbnb appeals to millennial and FIT travelers and is starting to make inroads with business travelers as well.
- 5) U.S. Travel Association – Travel Trends Index for US
- International travel slowed in July 2016 and Leading Travel Index (LTI) projects a more subdued outlook for the international inbound market, which will trail the domestic market through the rest of 2016.

- Domestic leisure travel will continue to lead the U.S. travel market, though in July 2016 it grew at the slowest rate since December 2012. Domestic leisure travel has powered overall travel growth amid ongoing softness in business and international markets, so a slowdown in domestic leisure travel could have significant implications. Domestic consumer confidence bolstered by low fuel prices has started to wane.
- LTI projects that international inbound growth will stall by the end of 2016 due to a variety of factors including Brexit.
- The travel industry at large will continue to expand in the United States, with the year/year growth rate around 1.1% through January 2017.
- While July saw a steep decline in hotel occupancy, the month also set a record for room demand.
- STR and Tourism Economics project continued growth for the hotel industry for 2016 into 2017, albeit at a slower rate. While occupancy is projected to slightly decline, ADR and RevPAR will increase.
- Despite slower rate growth, the U.S. hotel industry still has opportunities for improved performance and returns on objectives through transactions.

Question 14: What proposals are out there to expand tourism assets?

- 1) Logan Airport Terminal E expansion
 - \$100 million expansion adding 7 new gates for international flights
 - Expansion will begin in 2017 and conclude in 2022
- 2) New International Airline Routes 2017-2020 (forecasted but not yet confirmed)
 - Barcelona, Rome, Milan, Dublin, Shannon, Cork
- 3) Domestic Route Expansion – Aggressive competition between JetBlue and Delta will dramatically grow domestic flights into Logan.
- 4) Unique Opportunities for expansion with Norwegian Air
 - Norwegian Air’s growth plan for international service coming to Boston
 - Norwegian Air has the potential to deliver new international flights and passengers comparable to what JetBlue has done over the past decade in terms of domestic flights and passengers.
- 5) Expansion and Development of tourism assets
 - New England Aquarium has proposed to expand by 95,000 sf and create the “Blueway,” a 1,000 ft long open park connecting the Greenway to Boston Harbor.
 - City Hall Plaza will be transformed into a year-round attraction with ice skating and holiday markets in winter, an urban beach in the summer, and possibly a restaurant.
 - Mario Batali’s Eataly emporium will encompass 45,000 sf at the Prudential Center and open in late 2016.

- One Seaport Square is a 1.1 million sf development that will include entertainment venues, multiple restaurants and a hotel
- Wynn Boston Harbor is slated to open in 2019.
- The Boston Wax Museum will open just off the Freedom Trail in the first quarter of 2017.
- Greater Boston is booming with craft beer taprooms and tourism opportunities at breweries such as Aeronaut, Slumbrew, Winter Hill, Downeast, Bone Up, Idle Hands, Night Shift and Dorchester Brewing Company.
- Faneuil Hall Marketplace has proposed a dramatic overhaul that would transform the central food court into open retail space and sit-down restaurants. The project would also include a boutique hotel.
- Peabody Essex Museum will unveil a new 40,000 sf wing and 80,000 sf Collection Stewardship Center in 2019.
- New Boston Landing in Brighton, a 1.43 million sf development that already includes New Balance HQ and the Bruins practice facility, will also include a 140,000 sf boutique hotel and 650,000 sf of retail and restaurant space.
- Assembly Row is expanding to include an additional 167,000 square feet of outlet retail, restaurants, and entertainment, and will also include a 155 room hotel.

6) Need to be looking beyond Logan for source of inbound overseas traffic, and consider need to partner with other cities and airports that have been and can deliver international visitors to Greater Boston.

- A recent mega-region marketing effort in Australia that was supported by New York, New England, Philadelphia, and Washington DC may prove beneficial for Boston. The competitive landscape between the Northeast, Southeast, and West Coast are substantial. Recent funding increases in Florida and California are establishing new competitive levels. The creation of or a cooperative effort for selective partnerships with other Northeast destinations may prove critical to remaining competitive with these other strongholds within the USA. Additionally, more cities and smaller destinations in the U.S. are recognizing the huge potential from international visitors – especially given domestic travel has lagged relative to the growth of international travel.
- Boston Logan International is only one key port of entry for overseas travelers that visit Boston. Two fifths (41%) of the overseas travelers to Boston used Boston as a port of entry in 2015. However, JFK was used by one quarter (24%) of the overseas travelers to Boston – most likely visiting both NYC and Boston during the trip.
- Given nearly 3 out of 10 travelers that visit Boston also enter the U.S. in JFK or Newark airports, these airports are a key part of visitor access to Boston.

- Combined, Boston (2%) and JFK (17%) account for 19% of all overseas resident passengers entering the U.S.
- The Boston CVB in partnership with Boston Logan International and other partners should look closely at visitors that use JFK and Newark and visit Boston and Massachusetts. In addition, it is important to look at those that entered JFK and Newark and did not visit Boston and Massachusetts.

Top Recommendations **From the Regional Tourism Councils**

Even though these thoughts were included in the report last year (November 1, 2015) they will serve as additional guidance for future readers of this year's report (November 1, 2016).

When asked “what is your wish list to happen in the Commonwealth relative to Travel and Tourism” the following suggestions were made:

Cape Cod

Thoughts on ACTT guidance for the state's tourism marketing.

1. The MA Tourism Fund needs all technical corrections applied (date, formula percentages) as soon as possible and stand ready to receive casino proceeds for redistribution as outlined in the MA Gaming Law.
2. International tourism marketing, which is creating the growth in overseas market share for MA should remain a high priority and be supported with adequate expertise on staff at MOTT and funding for advertising and marketing.
3. The state's preference to showcase iconic images, foods, activities, places and people seems appropriate.
4. Regional tourism preferences to showcase assets and experiences unique to the region should be encouraged and supported.
5. Alignment among regions to promote “super regions” should be encouraged wherever possible.
6. Support for the state-owned highway visitor centers and/or the gateway visitor centers needs to be addressed. In some cases, these centers remain closed after the deep cuts in the great recession. In some cases, centers are only open seasonally. IN all cases, they need some reinvestment to maintain a quality presence to the traveling public. MA DOT should be a strong partner in this effort. The regions who staff the centers on behalf of the state should be encouraged to continue to do so.
7. The Governor's Conference on Travel & Tourism should continue to be produced annually as a forum for the industry to exchange ideas, hear statistics and data, and meet new administration officials.
8. The regulation of the sharing economy (Airbnb, VRBO, Home Away) and short term house rentals, especially on the Cape & islands and Berkshires, needs to be addressed, as it competes with the highly taxed hotel, motel and BnB properties in the state, who bear a much larger cost in maintaining public safety and health standards (insurance, permits, ADA compliance, etc.)

Berkshires

1. ACT&T recommends that the Tourism Fund, created in the 1960s, be re-examined and re-established with percentages and timelines relevant to current marketing strategies so that seasonality and reliability of funds allow MOTT and the RTCs to plan and take advantage of cost savings that occur when able to execute strategies that require early commitments or ones that may straddle fiscal years.
2. ACT&T recommends that earmarks placed on tourism budgets are specific to tourism projects that attract new visitors or directly affect the ability of the Commonwealth to maintain tourism market share and that community-based projects that are unrelated to travel and tourism are funded elsewhere.
3. ACT&T recommends that funds budgeted in the Regional Tourism Promotional Grants be only available to official regional tourism councils and that the process and timeline for application and receipt of these funds be reviewed for improvements. That MOTT not have the ability to withhold funds as "stability funds" from this line item but be directed to allocate the entire amount to the eligible official tourism councils.

Plymouth

1. I do not think that the stability funds should be held by MOTT in the future but rather in the allocation process that the full amount to RTC's should be allocated, and the RTC's would hold 5% to 10% for stability in the regions if needed on their own. I do not see MOTT as the bank or decision maker here as they have their own line item and State marketing plan to focus on and the continuing partnership in approval of programs using RTC 1038 funding. The 5% to 10% funding would be released by the RTC's in the beginning of the 4th quarter should there be no emergency prior. Emergencies are what the fund hold-back was for when the concept was first put in place.

In short the legislatively approved budget amount to the RTC's should be released to them in a timely fashion in the first quarter. As of now we do not have our funding and we are almost through the first quarter. Many RTC's have had to forgo late summer and fall campaigns for not receiving the funding support.

2. VIC funding has not been allocated. Again as with the RTC funding, the legislative intent is to support the VIC's listed in the legislation! I did inquire not long ago and was told this will be worked on this coming Monday. As this number passed the budget process, should it really have a three month delay?
3. As funding is not a high priority with the State at this time I would like you to consider that if MOTT would focus on the international market with MassPort,

leave the domestic market to the RTC's. Both groups would coordinate and have crossover where it makes a good connection.

4. Change the legislative language that currently allows MOTT to change the funding intent to the RTC's. What the House and the Senate agree on as a distribution in the matching grant process should happen without impediment.

Slow and low funding is contributing to the lower market share for Massachusetts! If we can work with market with confidence in all seasons we will have a better chance to change that. Also and last, I would like to see a marketing plan for the State before the RTC's put a plan to MOTT. Then, we would be able to work more collaboratively from the start and not be chasing the plan as it develops. We, the RTC's need time to DO the job and not be rewriting grants and stability requests for 3 or 4 months.

I do realize this is a new administration but jobs, revenues to the State and more ride on our combined planning and implementation for success.

Nantucket

In addition, we have the following recommendations for your report to the Mass Marketing Partnership:

- Initiate the proposed "Lobster Trail" or "Seafood Trail" idea;
- Encourage MOTT to release grant allocations earlier and/or implement the Tourism Trust Fund

Martha's Vineyard

Regarding the ACT&T report to the Legislature, my hope is to encourage a baseline for funding so that every year the RTCs and MOTT do not have to start from \$0, elimination of the earmarks that encumber the MOTT budget, full realization of a Tourism Fund formula that actually works for MA.

Johnny Appleseed

Thanks also for soliciting our collective input during the meeting last week to include in the upcoming Mass Marketing Partnership report. I agree with all of the recommendations that we discussed at the meeting regarding the Tourism Fund. The only additional item that I would suggest including is something on the highway visitor information centers. While we have been successful in keeping our Johnny Appleseed Visitors Center on Route 2 open, I know that there are other VICs in the state that closed down for financial reasons during the recession and have yet to be reopened. I think it's an embarrassment that these highway visitor centers are still closed. In addition, there are other highway visitor centers that have had to reduce their hours or close completely during certain seasons due to the annual uncertainty in the state funding and the reductions in the funding they have been given over the years. The visitor centers play an important role in welcoming a large number of visitors to our state each year and serving the traveling public. The first thing a visitor to our state sees shouldn't be a big closed sign! I don't believe that is the message that we want to convey. So, in addition to the other items that we discussed, I would suggest including a recommendation in the report that the state finds a solution to: 1) reopen the closed VICs ASAP 2) Find a way to fund the VICs adequately and make them sustainable in the future. Perhaps tying the funding to the Mass Tourism Fund would be a potential solution?

Greater Springfield Convention & Visitor Bureau

- Restore the Tourism Fund...re-evaluate the formula percentages and escalating scale if you must, but work to gain at least \$10 million for the RTCs annually and \$20 million for MOTT annually. Eliminate the need to “spend down” at fiscal year-end and set a minimum amount for funding tourism.
- MOTT and the RTC relationship should be acknowledged with mutual respect for the roles each play in promoting the Commonwealth and the 16 unique regions within. These two groups are the economic drivers for the state.
- The MOTT grant allocation formula needs to be revisited and the data used needs to be “clean” or consistent. The numbers they are using now are from different fiscal years and calendar years and Tony has said repeatedly that the numbers from DOR are questionable.
- We need to prevent MOTT’s line item from being the “go to” source for legislative earmarks. We had talked in the past about making earmarks matchable, but might be tough to do this. At the very least if they continue they should be tourism-related. Currently, there are drug and safety programs coming out of the MOTT funds.
- Speaking of the word “matchable”...we need to leverage the fact that the RTCs match dollars on a one-to-one basis (some of us more than 2 or 3 to 1).
- To echo Wendy’s comments, I believe the issue of the VICs needs to be addressed, consistently funded and “owned” by a state agency. I don’t know if it’s Transportation and/or MOTT, but the two state departments should at least work together to identify the 8, 10 or 12 that make sense geographically and standardize them so the visiting public knows what to expect when stopping. Uniformed, friendly, knowledgeable personnel, regional material from throughout the state, clean restrooms, maps, food outlets, etc. If other states, like VT, can do this, MA should be able to as well!

North of Boston

- MOTT should be required to prepare a marketing plan (domestic and international) in the spring prior to a fiscal year start. Realizing that the state budget may not be finalized until July 1st or later, this should not stop this agency from preparing a plan. As the RTC's do each year, MOTT can adjust their marketing plans accordingly once the allocation is finalized.
- The Tourism Fund should be re-evaluated, so that it is no longer suspended each year. If the percentages are too high, given the growth of the Fund, then they should be adjusted appropriately so that there is a dedicated, predictable revenue stream that MOTT and the RTCs can count on and prepare long-range multi-year marketing strategies.
- The RTC monies need to be dispersed earlier in the fiscal year- no later than August. RTC marketing plans are traditionally submitted in May, giving ample time for review in June and July. Once the budget is finalized, the formula should be applied immediately and funds dispersed. Traditionally, RTCs do not receive funding until September; however, as of today (October 1, 2015), we have not received any money. This means that we have gone through one entire quarter without any state funding.
- Whatever legislative language allows MOTT to hold back a percentage of legislatively allocated Regional Tourism Council funds need to be re-written. If it is the legislature's desire for the state to hold any of this funding back for unforeseen natural disasters or qualified piecemeal marketing projects throughout the course of the fiscal year, then the funding criteria and percentage must be clearly stated and adhered to; otherwise, all funds in the line item should be dispersed to the 16 Regional Tourism Councils. Arbitrary hold-backs without any marketing plans in place are unacceptable.
- Visitor Center Funding is critically important to the North of Boston CVB as we operate the Maria Miles Visitor Center in Salisbury, serving more than 360,000 travelers each year and are staffed 7 days a week, year-round. Each year, we beg and plead for funding that comes in the form of an earmark in the MOTT budget. As of today, we have not received any funds to operate the Center and have been funding peak hours 7am to 7pm with our private funds. There must be a way to secure the future of these Centers. Closed Massachusetts Visitor Centers are a poor reflection on the state and discourage travel here. This translates to lost

revenues, jobs and taxes. Additionally, highway visitor centers are a public safety service offering respite and refreshments for weary travelers.

Hampshire County

Market Analysis

Analyze e available research looking for market trends and distinctions by region to inform a market strategy for Massachusetts.

MOTT and the RTCs annually invest in two significant research projects – Smith Travel research of hotel occupancy (by week and by month) and TNS surveys studying visitor demographics and travel behavior by region. The MOTT/RTC research can be augmented by data from ACTT members, such as the state agency representatives , and synthesized to identify market trends and opportunities.

Strategic Planning

Create a 3- to 5-year vision for the tourism industry.

The vision can articulate overarching goals for the state as a whole and provide a framework for MOTT and RTC annual strategic marketing plans as well as the outcomes and measures to track progress.

Destination Briefings

Develop a common understanding of Massachusetts' tourism assets and regional distinctions.

Charge each “super region” with presenting an overview of the region’s tourism market, research, assets and destination marketing strategy. These briefings can help identify market opportunities within and across regions, emerging markets, best practice marketing tactics, and successful strategies.

Market Development

Evaluate the gaps and opportunities to strengthen Massachusetts' competitiveness as a visitor destination, inform policy decisions and determine investment needs.

Develop a comprehensive inventory of tourism assets in Massachusetts.
Evaluate gaps in tourism infrastructure, visitor services and opportunities for new product development.

Marketing Strategies

- 1.) Partner with others – no need to go it alone. The businesses in Massachusetts are always looking for employees. By showing off how attractive Massachusetts is and how much there is to do here, we can attract people to move here.
 - The colleges and universities are attractions in their own right -whether it is prospective students visiting campuses, parents visiting their kids, or the tens of thousands of young people who will potentially be our future work force.
- 2.) International is growing rapidly with the new direct flights into Logan Airport. We are attracting visitors from all over the world. Many of those individuals are business people visiting our companies in the Commonwealth. These business travelers have the potential to bring family, friends, and associates to Massachusetts after their initial visit. And there is a chance they could bring a meeting or convention to the Commonwealth. Tourists are also interested in coming but we need to market to them in their country. We need marketing representation offices in the new destinations to ensure that the planes are full so the airlines continue to fly these direct flights.
- 3.) Special events draw many visitors
 - Events like:
 - Tall Ships on Boston Harbor and other ports
 - Sporting events other than those regularly scheduled
 - Plymouth 400 in 2020
 - 250th Anniversary of the Revolution in 2023-2025
 - Boston 400 in 2030
 - These events can provide a huge boost in business. There are expenses associated with marketing and executing these events. Perhaps a special events fund should be part of the modified Tourism Fund.
- 4.) Encourage cooperative programs between RTCs in “super regions” and across the state
 - Once in Massachusetts, there is a lot to do and see.

5.) Promote the shoulder seasons

- When hotels, restaurants, attractions, and traffic are not as busy. The economic impact of increasing business during this time is significant.

6.) Competition – Everyone knows the value of Tourism so they spend money to promote their destination. If we do not promote Massachusetts we will lose market share of the growing businesses. Losing market share is not what any destination wants.

7.) Visitor Information Centers on our highways. 87% of visitors come to Massachusetts by car. The year round operation of these centers is extremely important to the visitor and to the visitor business. Ways must be found to support their operation. Perhaps this is another use of the Tourism Fund.

Concerns

- 1.) Volatility of funding from the state. Not knowing what funding will be forthcoming does not lend itself to planning marketing programs and committing to them on a timely basis. Presently we do not know what the amounts will be until well into the fiscal year. We need consistency in funding to plan effectively and buy our programs efficiently. A three year rolling commitment would give all involved in promotion a chance to put together some multiyear programs that will be more effective than the present situation which results in last minute plans and programs.

- 2.) Earmarks have been a problem ever since the Room Occupancy Tax collections grew and the funds in the Tourism Fund exceeded the promotional needs of the industry. Some earmarks are good for Tourism, i.e. Freedom Trail, Tall Ships. Many in the past and still today are projects that do not have any relevance to Tourism. These earmarks should have to meet certain tourism parameters to be included.

Opportunities

1.) Casino Money

- The first slot facility has opened and is doing great business. Our share should be realized. As more casinos open, the funds provided should help promote Tourism to Massachusetts.

2.) Airbnb

- People are renting rooms in their homes to travelers and not collecting a Room Occupancy tax. Starting small this was not a problem but like a lot of things this is now becoming a problem because these travelers are skipping the hotels and motels and thereby skipping the State Room Occupancy Tax of 14.50% in Boston, Worcester, and Springfield. 11.75% in other cities and towns.
- Another problem is that these properties are not regulated or inspected. This creates a potential safety problem. Efforts are being made to correct the regulation problem, but there needs to be an effort to collect the taxes. With today's technology and smart phones, it should not be a problem working up a system for easy payment of the taxes due.

New MOTT Director

We have a very rare opportunity to have a professional industry executive willing to take command of the Massachusetts Office of Travel and Tourism. (Most of the previous directors have been political appointees who had no experience in the Tourism Industry)

In addition to his experience in the hospitality industry, Francois served as Co-Chairman with Thomas Kershaw of the Governor's Advisory Commission on Travel & Tourism for the better part of 25 years. Through this experience he knew all of the RTC Directors and the issues facing MOTT.

With Francois's experience and energy we have the opportunity to put together a great program for the promotion of Tourism in Massachusetts.

His biography is attached.

FRANÇOIS-LAURENT NIVAUD

Executive Director
Massachusetts Office of Travel & Tourism



François-Laurent Nivaud, a well-respected leader in the Massachusetts hospitality industry, became the Executive Director of the Massachusetts Office of Travel & Tourism (MOTT) in April 2016. François leads the state agency in its mission to promote Massachusetts as both a leisure and business travel destination for domestic and international markets.

François represents MOTT in a number of tourism organizations, including the National Council of State Tourism Directors, the Board of Directors of Discover New England, the Massachusetts Cultural Facilities Fund Advisory Council, the Massachusetts Marketing Partnership, the Advisory Commission on Travel & Tourism, and Brand USA, of which Massachusetts is a founding partner.

Originally from the Loire Valley in France, François has 30 years of experience in the Massachusetts hospitality and tourism industry. From 1988 to 1999 he was managing director of the Boston Harbor Hotel, helping to position it as an industry-leading hotel property. He founded the Boston Wine Festival, now in its 27th year, and the Boston Wine Expo, the first wine symposium in the Northeast.

François served nearly 20 years on the Board of Directors of the Greater Boston Chamber of Commerce. In 1998 he created New England Management Services (NEMS), a think tank for the hospitality industry that has been involved in consulting projects around the country. He is Director Emeritus of the Greater Boston Convention & Visitors Bureau, and a co-founder of both the Massachusetts Lodging Association and the Massachusetts Visitors Industry Council. François also served as Dean of the Roger A. Saunders School of Business & Hospitality Management at Newbury College.

François and his wife have three children and reside in Cohasset.

Massachusetts Visitor Industry

The Visitor Industry has three levels of business

- Direct Tourism
- Related Services
- Suppliers to the Industry

These are depicted in the attached circular diagram.

The businesses are also listed by category for easy reference.

In addition, we have a list of Massachusetts stakeholders, specific to the Commonwealth.

As can be easily seen, the Visitor Industry has a significant reach and economic impact throughout the Commonwealth.

The state agency most directly focused on the Visitor Industry is the Massachusetts Office of Travel and Tourism (MOTT), whose mission statement is included. This office coordinates and directs the marketing efforts of the Commonwealth. This office works closely with the Regional Tourism Councils (RTC) as they develop their marketing plans for their region. MOTT coordinates efforts to attract tradeshow throughout the world that help promote travel to Massachusetts and New England (list attached).

MOTT also works with the Massachusetts Sports Marketing Office, Massachusetts Film Office, and Massport.

Massport is an important partner bringing long haul domestic and international travelers to Massachusetts and New England. A list of the most recent destinations added to the long list of international destinations is included.

On a regional level, MOTT is part of a partnership known as Discover New England. By combining the resources of the six states (Connecticut, Rhode Island, Vermont, New Hampshire, Maine, and Massachusetts) the region is able to have a greater voice in the international markets.

On the national level, MOTT is a charter member of Brand USA, a program coordinated by the Department of Commerce that promotes visitation to the USA from abroad.

MASSACHUSETTS OFFICE OF TRAVEL & TOURISM

MISSION STATEMENT

MISSION

To promote Massachusetts as both a leisure and business travel destination for domestic and international markets and to contribute to the growth of the Commonwealth's economy.

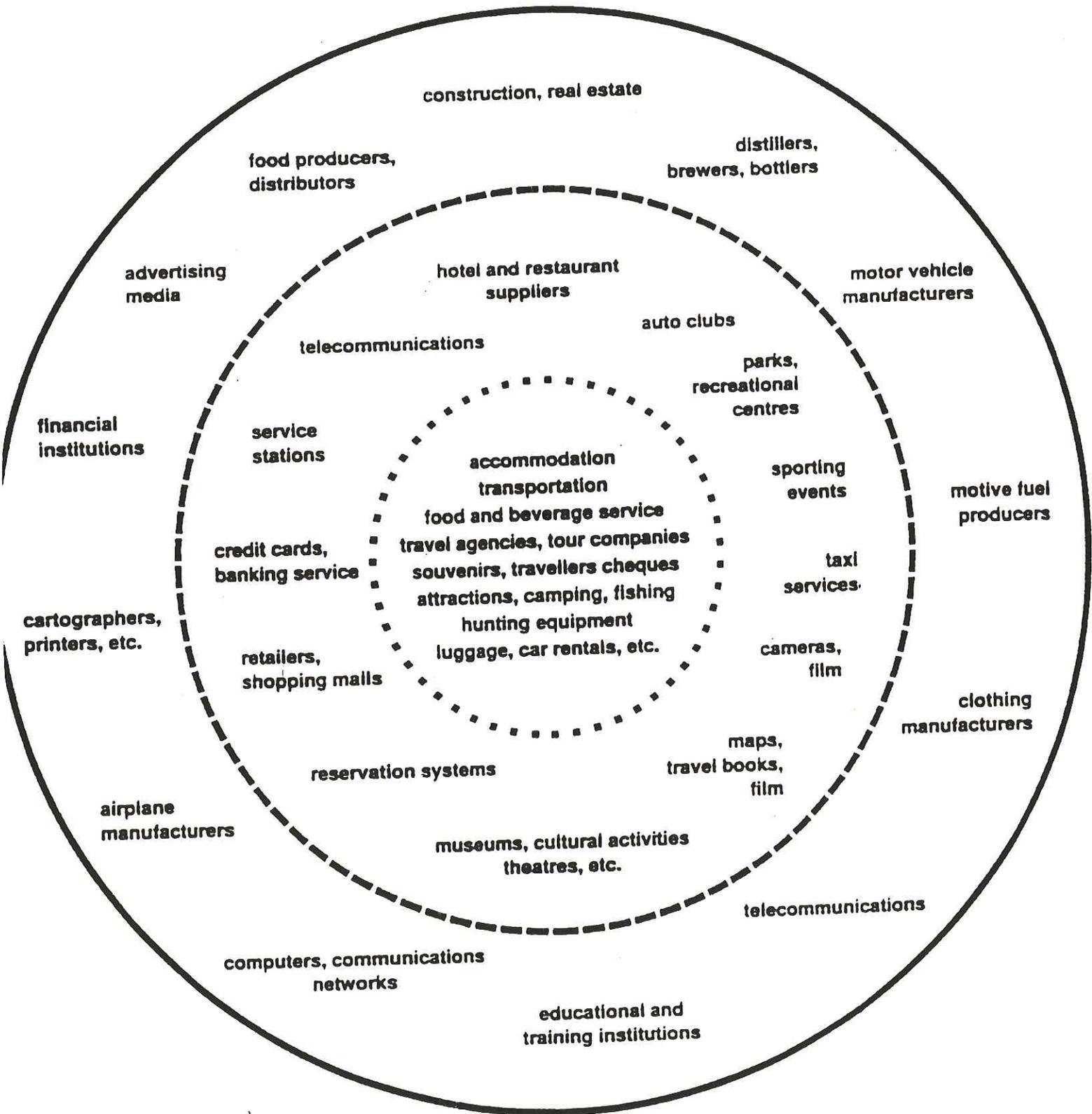
STRATEGIC GUIDING PRINCIPLES

- ▶ Implement core marketing programs for long haul domestic and international markets, while supporting the Regional Tourism Councils' efforts in the short haul markets.
 - ▶ Promote collaboration among stakeholders, whether public agencies or private businesses, for greater economic development.
 - ▶ Develop niche marketing initiatives that identify iconic, seasonal, innovative and regional thematic assets.
 - ▶ Maintain a relationship with all New England states to promote the region, and seek partnerships with other Eastern Seaboard states or provinces as appropriate.
 - ▶ Manage the Commonwealth's brand to ensure consistent messaging throughout the travel and tourism industry.
-

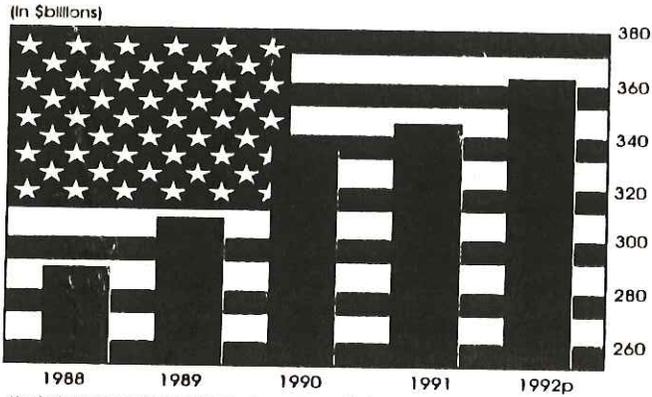
VISION

Massachusetts is a desirable year-round destination with an innovative and sustainable visitor industry.

The Scope of the Visitor Industry



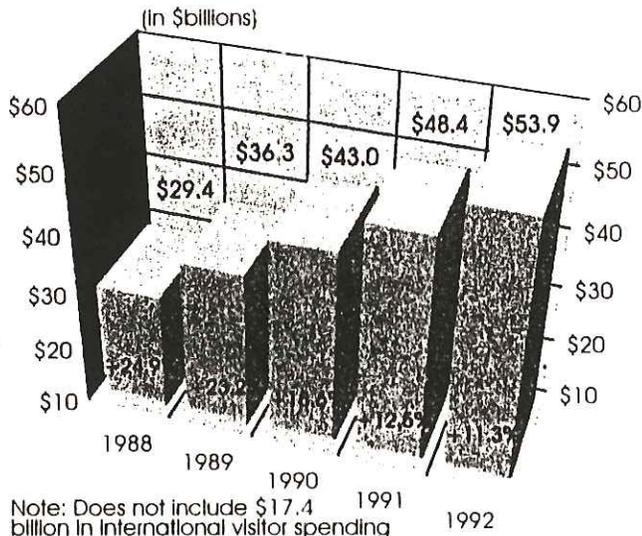
ANNUAL U.S. TRAVEL EXPENDITURES*



*Includes expenditures of both domestic and international visitors in the U.S.; does not include \$17.4 billion in international visitor spending on U.S. carriers for transactions made outside the U.S.

p--preliminary
Source: U.S. Travel Data Center's Travel Economic Impact Model

INTERNATIONAL SPENDING IN THE U.S. 1988-1992



Note: Does not include \$17.4 billion in international visitor spending on U.S. carriers for transactions made outside the U.S. in 1992.
Source: U.S. Travel & Tourism Administration

Stake Holders

Direct Tourism

- Accommodation
- Transportation
- Food & Beverage Service
- Travel Agencies
- Tour Companies
- Souvenirs
- Traveler's Checks
- Attractions
- Camping
- Fishing
- Hunting Equipment
- Luggage
- Car Rentals
- Etc

Related Services

- Hotel & Restaurant Suppliers
- Auto Clubs
- Parks & Recreational Centers
- Sporting Events
- Taxi Services
- Cameras & Film
- Maps, Travel Books & Films
- Museums, Cultural Activities, Etc
- Reservation Systems
- Retailers & Shopping Malls
- Credit Cards & Banking Services
- Service Stations
- Telecommunications

Suppliers to Industry

- Construction & Real Estate
- Distillers, Breweries, & Bottlers
- Motor Vehicle manufacturers
- Motor Fuel Producers
- Clothing Manufacturers
- Telecommunications
- Educational & Training Institutions
- Computers & Communication Networks
- Airplane Manufacturers
- Cartographers, Painters, Etc.
- Financial Institutions
- Advertising Media
- Food Producers & Distributors

Massachusetts Travel & Tourism Stakeholders

1. Massachusetts Restaurant Association, (3)
2. Massachusetts Lodging Association, (3)
3. Massachusetts Retail Association (1)
4. Massachusetts Visitor Industry Council (3)
5. Massachusetts Alliance for Economic Development (1)
6. Associated Industries of Massachusetts (1)
7. Massachusetts Association of Public-Relation /Communication (1)
8. New England Bus Association, (Tour Operator) (2)
9. Coach, Limo, Bus & Ferries, Taxi Car, Rental Association(s) (3)
10. Professional Sport Franchises & Venues (2)
11. Airline Association (1)
12. Credit Cards Representative (Visa & Amex) (2)
13. Regional Tourism Councils (16)
 - Berkshire Hills
 - Franklin County
 - Mohawk Trail
 - Hampshire County
 - Greater Springfield
 - Johnny Appleseed
 - Central Mass.
 - Merrimack Valley
 - North of Boston
 - Greater Boston
 - Metro-West
 - Southeastern Mass.
 - Plymouth County
 - Cape Cod
 - Martha's Vineyard
 - Nantucket Island
14. MASSPORT (2)
15. Massachusetts Convention Center Authority (1)
16. Massachusetts Office of Travel & Tourism (3)
17. Massachusetts Office of Business Development (2)
18. Massachusetts of International Trade & Investment (1)

19. United States National Park Service	(1)
20. Massachusetts Camping Ground Association,	(1)
21. MA. Dept. of Agriculture	(1)
22. MA. Dept. of Fisheries & Wildlife	(1)
23. MA. Dept. of Conservation and Recreation	(1)
24. MA. Dept. of Transportation, Division of Highway	(1)
25. MA. Executive Office of Consumer Affairs	(1)
26. MA. Office of Labor / Job Training Partnership	(1)
27. Massachusetts Cultural Council	(2)
28. Massachusetts Historical Commission	(1)
29. MA. Association of Independent Colleges & Universities	(1)
30. MA. Public Colleges & Universities	(1)
31. House and Senate chairs of the committee on T.A. & C.	(2)
32. Massachusetts Gaming Commission	(1)
33. Boston Attractions Group Association	(1)

X

Per the A.C.T. & T. Legislation (x)

Per the M.M.P. Legislation (x)

Per the Harvard Study (x)

Massachusetts Tourism Industry

Overview

Tourism is Massachusetts' third largest revenue gathering industry. In FY15, Massachusetts saw 22.8 million visitors and ranked fourth in the United States in international visitors. The industry generated \$20.25 billion in spending and employed 134,000 people who were paid \$3.7 billion in wages.

Massachusetts ranked 33rd in state budget appropriations for tourism marketing. Other states invest more, for example in FY16:

- California -- \$120 million
- New York -- \$60 million
- Hawaii -- \$95 million
- Massachusetts -- \$4 million

However, Massachusetts earns a far better return on investment when compared to other states.

State Agencies and Partnerships

Massachusetts Office of Travel and Tourism

The Massachusetts Office of Travel and Tourism (MOTT) is the state agency that markets Massachusetts as a world-class tourism destination to domestic and international travelers. MOTT is located under the Executive Office of Housing and Economic Development and within the Massachusetts Marketing Partnership.

MOTT promotes Massachusetts through the following outlets:

Domestic and International Media outreach	Sales Missions and Trade Shows
Television, Radio, and Online advertising	LGBT: Website and Social Media
Massvacation.com	International satellite offices
Public Relations	Massachusetts Film Office
Social Media	Massachusetts Sports Marketing Office
Research: U.S., Massachusetts, and credit card data collection and analysis	

In order to have direct contact with tour companies and tourists, MOTT presently has marketing representation offices in seven key markets: France, the United Kingdom, Ireland, Canada, Japan, Italy, and Germany. MOTT is presently exploring opening offices in China and other emerging markets.

The agency partners with numerous quasi-public agencies and organization to further the state’s tourism efforts, including Massport, Brand USA, Regional Tourism Councils, and Discover New England.

There are additional offices under MOTT that focus on bringing film, sports, art, and other events to the state:

Massachusetts Sports Marketing Office – The Sports Marketing Office is dedicated to promoting the Commonwealth as a premier sports destination. Core services include serving as an informational and networking resource for Massachusetts venues, event right-holders, event directors, and program directors; acting as a liaison to state and local agencies; and facilitating communication between Massachusetts venues, Regional Tourism Councils, and event directors.

The Sports Marketing Office working with the RTCs and the venues such as Gillette Stadium, Fenway Park, TD Garden, the DCU Center in Worcester, and the MassMutual Center in Springfield. Together they have brought numerous events to Massachusetts in the past two decades, including:

1999 Women’s World Cup	National Hockey League All-Star Game
2006 Men’s World Curling Championship	U.S. Olympic Gymnastics Trials
2009 World Skateboard Championships	U.S. Figure Skating Championships
2012 Fed Cup tie between U.S. and Belarus	NCAA Women’s Basketball Final Four
2014 ISU World Figure Skating Championship	NCAA Men’s Ice Hockey Tournament
Major League Baseball All-Star Game	

Massachusetts Film Office

Massachusetts provides filmmakers with a highly competitive package of tax incentives: a 25% production credit, a 25% payroll credit, and a sales tax exemption. Any project that spends more than \$50,000 in Massachusetts qualifies for the payroll tax credit. Spending more than 50% of total budget or filming at least 50% of the principal photography days in Massachusetts makes the project eligible for the production credit and the sales tax exemption. The 2013 film Ted was filmed in Massachusetts and earned two Oscar nominations.

In 2016, the Massachusetts Film Office secured:

- In Production:
- Status / Cadaver / Chappaquiddick
- Wrapped: 2016
- Almond Benefits 2 / Untitled Detroit Project / Wheelman / [Altar Rock](#) / Haunted / [Stronger](#)/ Detroit / Bridgewater / Patriots Day

Massport

Massport owns and operates an intergraded world-class transportation network that promotes economic growth and opportunity. They run Logan Airport, the Port of Boston, and regional airports in Worcester and Bedford. Massport is restricted from using its federal funding for marketing purposes, but not its locally generated funds i.e. its parking revenues. Logan Airport offers nonstop flights to 54 international destinations.

Regional Tourism Councils

The state is divided into 16 individual tourism regions. Each region is marketing by a Regional Tourism Council (RTC), a nonprofit, membership-based organization run by an Executive Director. The RTCs develop regional advertising, public relations, brochures, and other marketing initiatives throughout the year.

MOTT markets the state as a whole while the RTCs focus on promoting their area of the state. The RTCs are an invaluable resource for the learning about attractions, accommodations, events, restaurants, retail, networking, and other tourism business. State funding helps the RTCs accomplish their marketing initiatives.

The RTCs are:

Greater Boston	Metro West
North of Boston	Johnny Appleseed Trail
Greater Merrimack Valley	Central Massachusetts
Bristol County and the South Coast	Greater Springfield
Plymouth County	Hampshire County
Cape Cod	Franklin County
Martha's Vineyard	The Berkshires
Nantucket	Mohawk Trail

Federal and Local Partnerships

Brand USA

In 2010 the United States launched its first-ever international tourism marketing program. Under the direction of President Obama and the U.S. Commerce Department, Brand USA seeks to increase visitation and revenue to the United States through integrated advertising campaigns in key international markets. By partnering with Brand USA, MOTT has significantly expanded reach in core markets (Western Europe and Canada) and emerging markets (China, India, and Brazil). Brand USA contributes 30% toward MOTT's international programs, maximizing impact and investment.

Brand USA is the destination marketing organization for the United States with the mission of increasing incremental international visitation, spend, and market share to fuel the nation's economy and enhance the image of the USA worldwide.

Established by the Travel Promotion Act as the nation's first public-private partnership to spearhead a globally coordinated marketing effort to promote the United States as a premier travel destination and communicate U.S. entry policies, Brand USA began operations in May 2011.

As one of the best levers for driving economic growth, international travel to the United States currently supports 1.8 million American jobs (directly and indirectly) and benefits virtually every sector of the U.S. economy. Brand USA works in close partnership with more than 600 partner organizations to invite the world to explore the exceptional, diverse, and virtually limitless travel experiences and destinations available in the United States of America.

According to studies by Oxford Economics, in the past three years Brand USA's marketing initiatives have helped welcome more than 3 million incremental international visitors to the USA, benefiting the U.S. economy with more than \$21 billion in business sales, and supporting, on average, nearly 50,000 incremental jobs a year.

Brand USA's operations are supported by a combination of non-Federal contributions from destinations, travel brands, and private-sector organizations, plus matching funds collected by the U.S. government from international visitors who visit the United States under the Visa Waiver Program.

We are (MA as a member of DNE) partnering with Brand USA in almost all of our International Markets. The 9 Countries where we have representation are: France, UK & Ireland, Germany, Scandinavia, Italy, Japan, China, and Canada.

Discover New England

Discover New England (DNE) represents the New England region. It is a nonprofit cooperative marketing entity funded by the participating states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. The Chair of the DNE rotates among the state travel directors.

DNE's primary mission is to increase tourism to the New England region from overseas marketing with a particular focus on the core markets of Canada, China, the United Kingdom, Ireland, Germany, and Japan. DNE was formed in 1992 when the tourism directors of the New England states formed a partnership to market collectively to Europe. Outside of the United States, New England is the "brand" recognized by travelers and tour operators who often do not recognize the names of individual states. This joint marketing effort has proven to be highly successful and continues to offer an excellent return on investment for each state.

Discover New England, founded in 1992, is a nonprofit cooperative destination marketing organization that promotes New England tourism internationally. In partnership with the state tourism offices of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont, Discover New England enables New England's

travel and tourism industry to reach the global market and attract more international visitors. It works directly with travel trade professionals to promote the New England tourism product while providing regional suppliers with the tools they need to competitively market themselves internationally. By connecting the industry with the latest research, educational tools and travel trends, it also helps ensure that New England's tourism offerings remain appealing to international consumers, and travel planners have the resources they need to showcase the best New England has to offer.

DNE's Focus

The work of Discover New England is focused in the following three areas:

- Raising international consumer, travel trade, and media awareness of New England as a memorable, high-quality, four-season destination;
- Educating the New England hospitality business on how to work with and generate new business from the international market;
- Expanding the New England product offered by international tour operators and U.S. receptives and helping them set up itineraries, market the region, and contract accommodations.

DNE retains travel marketing organizations based in the U.K., Germany and Japan who represent New England to tour operators, travel trade media, consumer media, and consumers themselves. We work closely with these international organizations and the states on a regular basis to promote the New England region.

DNE Programs

DNE initiatives include the following:

- The annual Discover New England Tourism Summit and International Marketplace
- Organization of New England Familiarization Trips for tour operators and members of the media
- Travel trade outreach in the UK, Ireland, German-speaking countries, Japan and Australia
- Discover New England website
- Discover New England Travel Guides
- New England Representation at World Travel Market, International Pow Wow and ITB Berlin
- New England representation at consumer travel shows in the U.K., Ireland, Germany, Japan and Australia
- Ongoing media outreach and support in the U.K., Ireland, German-speaking countries, Japan, and Australia
- Joint marketing efforts with international tour operators and businesses
- DNE Valued Partner Program
- Unique "Pay to Play" opportunities for New England travel suppliers
- Fulfillment of consumer requests for travel information

Initiatives and Current Needs

Massachusetts has seven key international markets: Canada, the United Kingdom, Ireland, Germany, France, Italy, and Japan. There is fierce competition with other states to attract visitors from these and emerging markets. Massachusetts has a competitive edge because the Commonwealth already attracts over 46,000 international students annually to our world class colleges and universities, and so the state is already familiar to the emerging markets of China, India, and Dubai. These new markets are especially important because, according to the United Nations' World Tourism Organization, there will be 100 million new Chinese tourists traveling the world this year, and they will spend double the amount of other travelers on luxury goods. Massachusetts is set to capitalize on this phenomenon before competitor states. To date other states have invested more, but Massachusetts has repeatedly earned a better return on investment.

However, it is imperative that the state rise to the challenge of new market demands. Massachusetts' fiscal year begins July 1, which is half way through prime tourist season. This model is no longer viable. Converting the Tourism Fund to a non-budgetary trust fund will allow for available resources in the fund to be carried over from one year to the next, which would eliminate the challenge presented by the annual operating budget cycle and better position MOTT to market the state in a more cost-effective manner.

Update on new international routes for 2017					updated 9/7/16	
Airline	City	Country	Frequency	Seasonal-YR	# of seats	
Norwegian Airlines	London Gatwick	UK	Daily	year round	281	
Norwegian Airlines	Oslo	Norway	2 x week	seasonal	281	
Norwegian Airlines	Copenhagen	Denmark	1 x week	seasonal	281	
Norwegian Airlines	Cork	Ireland	4-5 x week	seasonal	281	
Thomas Cook Airlines	Manchester	UK	4x week	seasonal	322	
Virgin Atlantic	Mancheser	UK	2x week	year round	tbc	
Scandinavian Airlines	Copenhagen	Denmark	Daily	year round	281	
Air Berlin	Dusseldorf	Germany	Daily	year round?	290	
Eurowings	Cologne	Germany	3 x week?	W, F, Sun	310	
Westjet	Toronto (Pearson)	Canada	3 x daily	year round	78	
Westjet	Halifax	Canada	1 x daily	year round	78	
TAP	Lisbon	Portugal	daily	year round	281?	
Pending						
Norwegian	Stockholm	Sweden	TBC	TBC	TBC	
Norwegian	Shannon	Ireland	TBC	TBC	TBC	
TBC	Barcelona	Spain	TBC	TBC	TBC	
<i>Notes:</i>						
Norwegian considered low cost, quality carrier akin to JetBlue						
Thomas Cook Airlines considered low cost, quality, leisure carrier						
Scandinavian Airlines scheduled traditional air carrier						
Air Berlin considered low cost, quality carrier						
Eurowings lower cost affiliate carrier of Lufthansa						
Westjet low cost, quality, leisure carrier						

MOTT Major Tradeshows, Sales Missions, Consumer Shows FY 2017
PLEASE NOTE ALL DATES ARE TENTATIVE AND SUBJECT TO CHANGE - GUIDELINE ONLY

Updated on 9/14/2016

Market	Start Date	End Date	Activity	Location(s)	Status	Type
Australia/NZ	17-Jul-16	22-Jul-16	Northeast US Sales Mission	Several Cities	Done	Sales Mission
Japan	17-Oct-16	19-Oct-16	Toronto Sales Mission/Japan/DNE	Toronto, ON	confirmed	Sales Calls
Canada	21-Oct-16	23-Oct-16	SITV	Montreal, QU	confirmed	Consumer Show
UK	7-Nov-16	9-Nov-16	World Travel Market/DNE	London	confirmed	Trade Show
China	11-Nov-16	13-Nov-16	CITM w/ Brand USA	Shanghai	confirmed	Trade Show
UK	19-Jan-17	22-Jan-17	Destinations Manchester	Manchester	confirmed	Consumer Show
Ireland	27-Jan-17	29-Jan-17	Dublin Holiday World/DNE	Dublin	confirmed	Consumer Show
UK	2-Feb-17	5-Feb-17	Destinations London	London	confirmed	Consumer Show
Sweden	4-Mar-17	4-Mar-17	Swanson's America Day/Maine	Osby	confirmed	Consumer Show
Denmark	5-Mar-17	5-Mar-17	FDM USA Day/Maine	Copenhagen	confirmed	Consumer Show
Italy	5-Mar-17	7-Mar-17	USA Travel Show	Naples	confirmed	Trade Show
Scandinavia	6-Mar-17	6-Mar-17	USA Travel Show	Copenhagen	confirmed	Trade Show
Germany	6-Mar-17	9-Mar-17	ITB	Berlin	pending	Trade Show
Japan	6-Mar-17	9-Mar-17	Japan Sales Mission/DNE	Tokyo	planning	Sales Mission
China	13-Mar-17	17-Mar-17	China Sales Mission	Several Cities	pending	Sales Mission
Japan	11-Apr-17	11-Apr-17	LA Sales Mission/Japan	Los Angeles, CA	pending	Sales Event
Europe	14-Nov-16	17-Nov-16	IBTM(MICE)	Barcelona	pending	Trade Show
India	15-Feb-17	17-Feb-17	SATTE	New Delhi, India	pending	Trade Show
Sweden	7-Mar-17	7-Mar-17	Sales Calls/Event	Stockholm	pending	Sales Event
Germany	16-May-17	17-May-17	IMEX (MICE)	Frankfurt	pending	Trade Show
China	June 2017 TBD	June 2017 TBD	BITE w/ Brand USA	Beijing	pending	Trade Show
Canada	3-Apr	6-Apr	Group Tour Sales Mission	Ontario/Quebec	Planning	Sales Mission
China	12-Apr-17	12-Apr-17	LA Sales Mission/China	Los Angeles, CA	pending	Sales Event
Ireland	20-Mar-17	21-Mar-17	Ireland Sales Mission	Dublin, Cork	planning	Sales Mission
UK	22-Mar-17	22-Mar-17	Manchester Sales Event	Manchester	planning	Sales Calls
France	23-Mar-17	24-Mar-17	France Sales Calls/Event	Paris	planning	Sales Calls
Global	10-May-17	10-May-17	NYC Sales Mission/All	New York City, NY	Planning	Sales Mission
Global	5-Jun-17	7-Jun-17	IPW	Washington, DC	Planning	Trade Show
Germany	19-Jun-17	23-Jun-17	German Sales Mission	Several Cities	Planning	Sales Mission

*costs do not include staff travel

Events and Attractions

“Something is Always Happening in Massachusetts”

Events all though the year, all throughout the Commonwealth, provide reasons for travelers to visit Massachusetts. Lists of events are enclosed.

Attractions are all through the Commonwealth. These assets are available all year long. A list of key attractions is enclosed.

MASSACHUSETTS

Six Month
'Signature Events'
Calendar Preview

visit us at
massvacation.com

July 3-4

Fourth of July Celebration on Esplanade/ HarborFest

Greater Boston

Keith Lockhart and the Boston Pops are the centerpiece of the nation's most storied Independence Day celebration
july4th.org

July 2-4

Independence Weekend Celebration

Sturbridge, Central MA

Sturbridge Village celebrates July 4 with citizens parade, militia procession, and outdoor barbecue
osv.org

July 8-10

Green River Festival

Greenfield, Western MA

Music, family events, food, fair grounds and local produce
greenriverfestival.com

July 10

40th Annual Bastille Day

Greater Boston

The French Cultural Center of Boston hosts this celebration of French independence and culture
frenchculturalcenter.org

July 12-17

Brimfield Antique Show

Brimfield, Western MA

The largest outdoor antiques show in the world, with over 6,000 dealers and 130,000+ visitors during the course of the week
brimfieldshow.com

July 13-17

Outside the Box Arts Festival

Greater Boston

Free performing arts festival on Boston Common featuring dance, theater, art and comedy.
otbboston.com

July 15-18

Festival Betances

Greater Boston

New England's longest running Latino Cultural Celebration
ibaboston.org

July 18-24

Barnstable County Fair

Cape Cod & Islands

Livestock exhibits, crafts displays, trotting horses, sulky racing, vaudeville acts, motorcycle racing, fireworks and food tents
capecodfairgrounds.com

July 20-August 7

Shakespeare on the Common

Greater Boston

Free and open to the public performance in Boston Common, this year's production is Love's Labor Lost
commshakes.org

July 29-31

30th Annual Lowell Folk Festival

Lowell, North of Boston

One of the premier folk festivals in North America, showcasing dozens of ethnic groups that make Massachusetts rich in diversity
lowellfolkfestival.org

July 30 - August 6

25th Annual Woods Hole Film Festival

Woods Hole, Cape Cod & Islands

8 days of screenings, music, workshops, panels, parties, special events
woodsholefilmfestival.org

August 4-7

Feast of the Blessed Sacrament

New Bedford, South of Boston

Taste & sound of the Portuguese Heritage. Performing art and food festival
portuguese Feast.com

August 5-7

11th Annual Skate Festival

Harvard, Central MA

One of the world's largest skating events
skatecentralma.com

August 6

Salem Maritime Festival

Salem, North of Boston

Music, exhibits, children's activities, historical reenactments, and tall ships
essexheritage.org

August 6

Springfield Jazz & Roots Festival

Springfield, Western MA

National performers, including strong line-up of Latino jazz bands
springfieldjazzfest.com

August 6

Plymouth 400 Heritage Fest

Plymouth, South of Boston

4th Annual celebration of many different cultures. Highlighting food, music, art, dance, games, traditions
plymouth400inc.org

August 6-7

Pan-Mass Challenge

Statewide

Raising over half a billion dollars since 1980, teams of bicyclists ride through Sturbridge, Provincetown, Wellesley, and Bourne, MA
pmc.org

August 7

Boston Seafood Festival

Greater Boston

Family-friendly event, a day of seafood tastings, clambakes, chef demos, and educational events
bostonseafoodfestival.org

August 8-13

14th Annual African American Film Festival

Greater Boston

Featuring outstanding documentary & short films produced by & starring African Americans across the world
mvaaff.com

August 11 & 15

12th Annual Provincetown Jazz Festival

Provincetown, Cape Cod & Islands

Top jazz artists performing in both Provincetown and Colcutt
provincetownjazzfestival.org

August 12 - 14

Boston Comic Con 2016

Greater Boston

The largest comic book and pop culture convention in New England
bostoncomiccon.com

August 9-18

Babe Ruth Baseball World Series

Westfield, Western MA

Competition of top baseball players from across the USA, Canada, Bermuda and the Bahamas
baberuthleague.org

August 12-14

43rd Berkshires Crafts Fair

Great Barrington, Western MA

National art exhibit showcasing the work of 89 artists, carefully selected by jury
berkshirescraftsfair.org

August 13-19

Carnival Provincetown

Provincetown, Cape Cod & Islands

The largest LGBT celebration in the state. Voted best festival in Cape Cod in 2013
ptown.org

August 18-21

US Rowing Masters National Championship

Worcester, Central MA

The world's top rowers, 21 and older, compete in 202 categories
usrowing.org

August 19-28

Marshfield County Fair

Marshfield, South of Boston

Annual agricultural fair held by The Marshfield Agricultural and Horticultural Society
marshfieldfair.org

August 20

Southeast Asia Water Festival

Lowell, North of Boston

Lowell's Southeast Asian community celebrates its heritage with long boat races and performances
merrimackvalley.org

August 20-21

Gloucester Waterfront Festival

Gloucester, North of Boston

Collection of over 175 Juried Artists and Craftsmen throughout the U.S., display their unique creations, live music, and delicious ethnic foods
gloucesterma.com

August 20-24

Salem Jazz & Soul Festival

Salem, North of Boston

Celebrating the 10th season of live funk, soul, and jazz on the sandy shores of Salem Willows
salemjazzsoul.org

August 21

44th Falmouth Road Race

Falmouth, Cape Cod & Islands

12,000+ Olympians, elite and local runners compete along a seven mile scenic stretch of Cape Cod
falmouthroadrace.com

August 21

August Moon Festival

Quincy, Greater Boston

Lion dance and dragon parade, filled with authentic Chinese cuisines and musical performances
quincyasianresources.org

August 22

Red Fire Farm Tomato Festival

Granby, Western MA

Annual tomato festival, includes 5k Tomato Trot field race, wagon rides, cooking demo, and live music
redfirefarm.com

August 26-29

97th Annual Saint Anthony's Feast

Greater Boston

Largest Italian religious festival in New England. Named "Feast of all Feasts" by National Geographic Magazine
stanthonysfeast.com

August 31 -September 5

Deutsche Bank Golf Championship

Norton, South of Boston

The world's best golfers compete each Labor Day weekend on this Par 71 course, originally crafted by golfing great Arnold Palmer
tigerwoodsfoundation.org

September 2-5

Spencer Fair

Spencer, Central MA

128th annual agricultural fair also features demolition derby, low-sawing contest and live entertainment
thespencerfair.com

September 3- October 23

35th King Richard's Faire

Plymouth, South of Boston

Minstrels, knights and medieval themed fair on 80 acres of enchanted woods allow visitors to travel back in time
seeplymouth.com



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MASSACHUSETTS

September 5

Bread and Roses Heritage Festival

Lawrence, North of Boston

Annual Labor Day celebration of famous 1912 labor strike
breadandrosesheritage.org

September 6-11

Brimfield Antique Show

Brimfield, Western MA

The largest outdoor antiques show in the world, with over 6,000 dealers and 130,000+ visitors during the course of the week
brimfieldshow.com

September 8-10

Lowell Food & Wine Festival

Lowell, North of Boston

Local culinary talent, vintners, brewers and artisans
tlfw.org

September 10-11

19th Annual MusicFest

Princeton, Central MA

Voted best local music festival, MusicFest also includes classic car show, BBQ, Beer Fest and great music
wachuset.com

September 12

Blackstone Water Festival

Worcester, Central MA

Day long activities in Worcester's famous canal district
blackstonecanalfest.org

September 16- October 2

100th The Big E (Eastern States Exposition)

West Springfield, Western MA,

The Big E fair celebrates its centennial in 2016 as the largest state fair on the eastern seaboard and the fifth largest in the US
thebige.com

September 17

4th New England Indonesian Festival

Greater Boston

The largest Indonesian cultural event on East Coast celebrates culture, culinary, music, dance and crafts
neindofest.com

September 17-21

32nd Annual Boston Film Festival

Greater Boston

Connects filmmakers, writers and producers directly with an educated audience who follow film
bostonfilmfestival.org

September 23-25

46th Annual Scallop Fest

East Falmouth, Cape Cod & Islands

Three-day celebration of scallops and other local seafood at the Cape Cod Fairgrounds
scallopfest.org

September 24-25

18th Annual North Quabbin Garlic & Arts Festival

Orange, Western MA

A weekend gathering of performing arts along with local farmers, artists, community groups and artisans
garlicandarts.org

September 24

Berklee BeanTown Jazz Festival

Greater Boston

National line-up of top Jazz performers including Berklee faculty and students
berklee.edu

September 30 – October 1

JazzFest Falmouth

Falmouth, Cape Cod & Islands

Jazz stroll along Main Street in downtown Falmouth and a concert with a noted jazz performer
jazzfestfalmouth.org

September 30 – October 10

Topsfield Fair

Topsfield, North of Boston

One of new England's most popular agricultural fairs
topsfieldfair.org

October 1

7th Annual Wachusett Mountain BBQFest

Princeton, Central MA

Live music, beer tent, OysterFest, pig roast, farmers market and scenic SkyRide
wachuset.com

October 1-8

2nd Annual HubWeek

Greater Boston

Where innovation and creativity collide. 2016 themes: Ideas to Impact, Intersections, Inclusive Innovation
hubweehoston.com

October 7-9

11th Annual Honk! Festival

Cambridge & Somerville, Greater Boston

Hundreds of street bands from across the world gather in Harvard Square and Davis Square to celebrate live music.
honkfest.org

October 8-9

13th Annual Cranberry Harvest Celebration

Plymouth, South of Boston

Named one of Top 100 Events in America, an old-fashioned celebration of food, local community
seeplymouth.com

October 1-31

Halloween – Haunted Happenings in Salem

Statewide

Home of the famous 17th century witch trials, celebrates Halloween with dozens of great events, costumed parades, lectures and scary activities
hauntedhappenings.org

October 13-16

Martha's Vineyard Food & Wine Festival

Martha's Vineyard, Cape Cod & Islands

The flagship food, wine and drink festival of Martha's Vineyard, stays rooted in the Island's rich tradition of farming and fishing
mvfoodandwine.com

October 15-16

Gran Prix of Gloucester

Gloucester, North of Boston

Known as the 'steeplechase of bicycle racing,' the Gloucester race draws competitors from US, Canada and Europe
gpgloucester.com

October 15-16

Wellfleet Oyster Fest

Wellfleet, Cape Cod & Islands

Two-day family festival celebrates the town's famous oysters, clams and shell fishing traditions
wellfleetoysterfest.org

October 22-23

Head of the Charles Regatta

Boston & Cambridge, Greater Boston

Launched in 1965, Head of the Charles draws 11,000 athletes from the world's best crew teams to compete on the Charles River
hocr.org

November 5-6

22nd Franklin County Cider Days Festival

Greenfield, Western MA

Celebration of all things apple, with tours, tastings, workshops and farm visits
ciderdays.org

November 9-21

28th Boston Jewish Film Festival

Brookline, Greater Boston

Annual Boston Jewish Film Festival celebrates the richness of Jewish experience through film and media
bjff.org

November 15-Dec 15

5th Annual Glassblowers Exhibit

Sandwich, Cape Cod & Islands

Held at Sandwich Glass Museum, includes demonstrations, exhibits and children's activities
sandwichglassmuseum.org

November 18-20

Paradise City Marlborough

Marlborough, Greater Boston

175 outstanding American artists and craft makers exhibition
festivals.paradisecityarts.com

November 19

133th Harvard-Yale Football Game

Cambridge, Greater Boston

One of the oldest collegiate rivalries in college football, these two ivy-league colleges have been battling each other on the gridiron
gocrimson.com

November 24-27

America's Hometown Thanksgiving Celebration

Plymouth, South of Boston

Since 1621, Plymouth has carried on this tradition with a parade, tours of Plimoth Plantation and Native American events
usathanksgiving.com

November 25- January 2nd

Edaville Festival of Lights

Carver, Edaville, South of Boston

Edaville USA's turns on 17 million lights to illuminate the park featuring over 90 attractions
edaville.com

November 25

Parade of Big Balloons

Springfield, Western MA

Annual parade of big balloons on Main Street, Downtown Springfield
valleyvisitor.com

November 26

Bright Nights at Forest Park

Springfield, Western MA

Activities with lights in Forest Park from craft nights, Santa's magical forest, road race, frozen fantasy, and more
brightnights.org

December 1-22

Tree Lighting Festivities

Statewide

Dozens of tree lights and seasonal events in all 16 regions
massvacation.com

December 7-31

41st Annual Boston Pops Season

Greater Boston

Conductor Keith Lockhart and Boston Pops Orchestra perform a blend of holiday, popular and contemporary songs at Boston Symphony Hall.
bso.org

December 16

Boston Tea Party Reenactment

Greater Boston

Old South Meeting House and the Boston Tea Party Ships bring you back in time to relive the pivotal events of 1773
oldsouthmeetinghouse.org

December 31

First Night

Statewide

Boston originated First Night in 1976, and today the cultural celebration takes place in cities and towns throughout Massachusetts
massvacation.com

2016 SIGNATURE EVENTS IN MASSACHUSETTS

Compiled by Massachusetts Office of Travel & Tourism

No	Date	Event	Background Description	URL	Region/ City	Sector
1	Year Long	National Park Service	As NPS celebrates its centennial in 2016, the 16 national parks in Massachusetts are hosting a series of activities all year long	http://www.nps.gov/state/ma/index.htm	Statewide	Outdoors
2	January 1	First Day Massachusetts	Dozens of outdoor fitness opportunities, including hikes, skating, skiing and other New Year's festivities	http://www.massvacation.com/explore/holidays/christmas/10-ways-to-celebrate-first-day-in-massachusetts/	Statewide	Outdoors
3	February 1 & 8	Beantown Hockey Tournament	Initiated in 1952, Beantown features four seminal local hockey teams: Boston College, Boston University, Harvard University and Northeastern University	http://www.beanpohockey.com/indexmen.html	Greater Boston, Boston	Sports
4	February	Lunar New Year	Month long Chinese and Asian celebrations: Boston, Quincy, Malden, Lawrence, Lowell & other towns	http://www.massvacation.com/blog/2016/02/10-events-to-celebrate-the-lunar-new-year/	Statewide	Ethnic Culture
5	February	Black History Month	Celebrations across Massachusetts on history, heritage and cultural of African-American community	http://www.massvacation.com/explore/holidays/black-history-month/	Statewide	Ethnic Culture
6	February 11 & 12	Polartec Big Air	The U.S. Grand Prix big air snowboarding and free skiing event features champion athletes of Olympic and World Championship caliber	http://boston.redsox.mlb.com/bos/ticketing/big_air.jsp?partnerId=ed-9864952-849146453	Greater Boston, Boston	Sports
7	March	Irish Heritage Month in Massachusetts	Hundreds of cultural activities, and eight parades in cities and towns, drawing over 2 million spectators	http://www.massvacation.com/blog/2016/03/massachusetts-celebrates-irish-heritage-month/	Statewide	Ethnic Culture
8	March 25-26	NCAA Division I Men's Ice Hockey Northeast	Four of the best college teams in the northeast play hockey and winner go to NCAA Frozen Four National Championships	http://www.ncaa.com/news/icehockey-men/article/2015-10-23/tickets-2016-division-i-mens-ice-hockey-regionals-go-sale	Central MA, Worcester	Sports
9	March 28-April 3	ISU World Figure Skating Championships	The most prestigious figure skating competition in the world, it draws the top skaters from countries around the world	http://worlds2016.com/	Greater Boston, Boston	Sports
10	April 11	Boston Red Sox	Boston Red Sox opening day at Fenway Park	http://boston.redsox.mlb.com	Greater	Sports

			is one of the city's great traditions, dating back to 1913	/index.jsp?c_id=bos	Boston, Boston	
11	April 16-18	Patriots Day	Boston, Lexington & Concord, along with other towns, reenact events from the 1770s.	http://www.lexingtonma.gov/patriots-day-lexington/pages/patriots-day-weekend-schedule-events	Greater Boston, Merrimack Valley	History & Heritage
12	April 16-24	National Parks Week	NPS is offering free visits, plus school vacation activities, hikes, tours and lectures	https://www.nps.gov/findapark/national-park-week.htm	Statewide	Outdoors
13	April 18	Boston Marathon	120 th Anniversary of the world's most famous running event: Hopkinton, Ashland, Framingham, Natick, Wellesley, Newton, Boston, Brookline	http://www.baa.org/	Greater Boston	Sports
14	April 29-May 1	Daffodil Festival	Annual Daffodil Festival since 1970 – a weekend of events to celebrate springtime awakening on Nantucket Island	http://www.daffodilfestival.com/	Cape Cod & Islands, Nantucket	Outdoors, Seasonal
15	April 29-30	11th Newburyport Literary Festival	A celebration of literature, readers, and writers. Featured writer this year is former Senator George Mitchell	http://newburyportliteraryfestival.org/	North of Boston, Newburyport	Literary Culture
16	April 29-May 8	ArtWeek Boston	170 events, mostly free, in greater Boston and out to Worcester. Citi-Arts Performing Center & Highland Foundation	http://www.artweekboston.org/	Greater Boston, Boston	Arts and Culture
17	May 10-15	Brimfield Antique Show	The largest outdoor antiques show in the world, with over 6,000 dealers and 130,000+ visitors during the course of the week	http://www.brimfieldshow.com/	Western MA, Brimfield	Arts and Culture
18	May 18-22	Nantucket Wine Festival	World class vintners, chefs and sommeliers, tastings, cooking demos and Harbor Gala	http://web.nantucketchamber.org/events/Nantucket-Wine-Festival-2016-1314/details	Cape Cod & Islands, Nantucket	Culinary
19	May 19	87th Beacon Hill Hidden Gardens Tour	Annual tour to hidden gardens of Beacon Hill, one of Boston's favorite springtime traditions	http://www.beaconhillgardenclub.org/	Greater Boston, Boston	Outdoors, Heritage
20	May 21	Asparagus & Flower Heritage Festival	Festival featuring hundreds of local crafters & artisans combine with live music and other	http://asparagusfestival.blogspot.com/	Central MA, West Brookfield	Agriculture, Culinary
21	May 27-29	40th North River Festival of the Arts	South Shore regional and local arts community hosts an arts competition as well as live music, food, entertainment	http://www.northriverarts.org/	South of Boston, Marshfield	Arts & Culture, Culinary
22	May 27 -	Boston Calling	Three-day, multi-stage festival featuring	http://bostoncalling.com/	Greater	Arts & Culture,

29			some of the biggest and best acts in live music held on Boston City Hall Plaza			Boston, Boston	Music
23	June 2-5	11 th Annual Berkshire International Film Festival	Filmmakers, directors, writers and actors gather to share their latest work and to discuss the film industry	http://www.biffma.org/filmmaker-summit/		Western MA, Great Barrington	Arts & Culture
24	June 3-5	Salem Arts Festival	Showcase arts community talents and arts masterpiece in downtown Salem. Annually three days each June	http://sailemartsfestival.com/		North of Boston, Salem	Arts & Culture
25	June 3-12	Boston Pride Week	The largest pride celebration in New England. Features massive parade, various neighborhood block parties, festival and live music	http://www.bostonpride.org/		Greater Boston, Boston	Arts & Culture, Music, Outdoor
26	June 4	Provincetown Coastal Rowing Regatta	The Town of Provincetown host the rowing races and mini triathlon in the Northeastern Region	https://www.regattacentral.com/regatta/index.jsp?job_id=4647		Cape Cod & Islands, Provincetown	Sports
27	June 4-5	Irish Fest Boston	Two day festival of Irish arts & culture at the Irish Cultural Centre, features continuous music, dance and sports	http://www.irishfestboston.com/		Greater Boston, Canton	Ethnic Culture
28	June 10, 12, 18	Copa America Centenario	South America's biggest soccer tournament debuts in the United State in 2016. Gillette Stadium is one of ten US venues chosen	http://www.usoccer.com/men-national-team/tournaments/2016-copa-america-centenario#tab-1		South of Boston, Foxborough	Sports
29	June 11	48 th Annual Topsfield Historical Society's Strawberry Festival	Annual strawberry festival in Topsfield. It is also showcase local handmade arts & crafts	http://topsfieldhistory.org/strawberry/index.shtml		North of Boston, Topsfield	Agriculture, Arts and Culture
30	June 11	New Bedford Jazz Fest	The fifth year of jazz fest outdoor event on the waterfront	https://newbedfordjazzfest.wordpress.com/		Southeastern Mass, New Bedford	Arts & Culture, Music
31	June 17	Opening Night at Tanglewood	Since 1937, Tanglewood has been the summer home of the Boston Symphony Orchestra. Dolly Parton is guest artist	https://www.bso.org/brands/tanglewood/rockpopjazz.aspx		Western MA, Lenox	Arts & Culture, Music
32	June 17-19	Nantucket Book Festival	Annual book festival in Nantucket presenting various number of authors	http://nantucketbookfestival.org/		Cape Cod & Islands, Nantucket	Literary Culture
33	June 17-	61 st Annual	South Shore gathering of artists, art dealers,	http://www.ssac.org/festival.a		South of	Arts & Culture

19		South Shore Arts Festival	galleries and other cultural organizations	SP	Boston, Cohasset	
34	June 22-26	St. Peter's Fiesta	Honoring the patron saint of fishermen, organized by the Italian-American community of Gloucester	http://www.stpetersfiesta.org/	North of Boston, Gloucester	Maritime, Culinary
35	July 3-4	Fourth of July Celebration on Esplanade/HarborFest	Keith Lockhart and the Boston Pops are the centerpiece of the nation's most storied Independence Day celebration	http://www.july4th.org/	Greater Boston	History & Heritage, Arts & Culture, Music
36	July 8-10	Green River Festival	Signature summer event for Western Massachusetts. Music, family events, food, fair grounds and local produce	http://www.greenriverfestival.com/	Central MA, Greenfield, Mohawk Trail,	Arts & Culture, Agriculture, Music
37	July 10	40 th Annual Bastille Day	The French Cultural Center of Boston hosts this celebration of French independence and culture	http://www.frenchculturalcenter.org/events/bastille-day-party-2015/	Greater Boston, Boston	Ethnic Culture
38	July 12-17	Brimfield Antique Show	The largest outdoor antiques show in the world, with over 6,000 dealers and 130,000+ visitors during the course of the week	http://www.brimfieldshow.com/	Western MA, Brimfield	Arts and Culture
39	July 13-17	Outside the Box Arts Festival	Free performing multi-arts festival on Boston Common that features top national and local performers in music, dance, theater, art and comedy.	http://otbboston.com/	Greater Boston, Boston	Arts & Culture
40	July 15-18	Festival Betances	New England's longest running Latino Cultural Celebration	http://www.ibaboston.org/festival-betances/	Greater Boston, Boston	Ethnic Culture
41	July 18-24	Barnstable County Fair	The Fair features livestock exhibits, crafts displays, trotting horses, sulky racing, vaudeville acts, motorcycle racing, fireworks and food tents	http://capecodfairgrounds.com/events/barnstable-county-fair/	Cape Cod & Islands	Culinary, Agricultural, Arts & Culture
42	July 20-August 7	Shakespeare on the Common	Free and open to the public performance in Boston Common, this year's production is Love's Labor Lost	http://commshakes.org/calendar	Greater Boston, Boston	Arts & Culture
43	July 29-31	30 th Annual Lowell Folk Festival	One of the premier folk festivals in North America, it showcase dozens of ethnic groups that make Massachusetts rich in diversity	http://lowellfolkfestival.org/	North of Boston, Lowell	Ethnic Culture

44	July 30 – August 6	25 th Annual Woods Hole Film Festival	8 days of screenings, music, workshops, panel, parties, special events, and more	http://www.woods-hole-film-festival.org/	Cape Cod & Islands, Woods Hole	Arts & Culture
45	August 4-7	Feast of the Blessed Sacramento	Taste & sound of the Portuguese Heritage. Performing art and food festival	http://portuguese-feast.com/	South of Boston, New Bedford	Ethnic Culture
46	August 6	Salem Maritime Festiva	A family fun day of music, exhibits, children's activities, historical re-enactments, and tall ships	http://www.essexheritage.org/salem-maritime-festival	North of Boston, Salem	Maritime, Music
47	August 6	Springfield Jazz & Roots Festival	National performers, including strong line-up of Latino jazz bands	http://www.springfieldjazzfest.com/	Western MA, Springfield	Arts & Culture, Music, Ethnic Culture
48	August 6	Plymouth 400 Heritage Fest	4 th Annual celebration of many different cultures. Highlighting food, music, art, dance, games, traditions	http://www.plymouth400inc.org/heritagefest2016	South of Boston, Plymouth	Ethnic Culture, History, Arts & Culture, Music
49	August 6-7	Mass-Pan Challenge	Since 1980, the Pan-Mass Challenge has raised over half a billion dollars. Teams bicycle all across Massachusetts: Sturbridge, Provincetown, Wellesley, Bourne	http://www.pmc.org/	Statewide	Sports
50	August 7	Boston Seafood Festival	Family-friendly event, a day of sensational seafood tastings, clambakes, chef demos, and educational events	http://bostonseafoodfestival.org/	Greater Boston, Boston	Maritime, Culinary
51	August 8-13	14 th Annual African American Film Festival	Featuring outstanding documentary & short films produced by & starring African Americans across the world	http://www.mvaaff.com/	Cape Cod & Islands, Martha's Vineyard	Ethnic Culture, History
52	August 11 & 15	12 th Annual Provincetown Jazz Festival	Featuring top jazz artists performing in both Provincetown and Cotuit	http://www.provincetownjazzfestival.org/	Cape Cod & Islands	Arts and Culture
53	August 12 - 14	Boston Comic Con 2016	The largest comic book and pop culture convention in New England	http://bostoncomiccon.com/	Greater Boston	Arts and Culture
54	August 9-18	Babe Ruth Baseball World Series	Competition of top baseball players from across the USA, Canada, Bermuda and the Bahamas in Western Massachusetts	https://www.baberuthleague.org/	Western MA, Westfield	Sports
55	August 12-14	43 rd Berkshires Crafts Fair	Showcasing the work of 89 artists, carefully selected by jury. National show.	http://berkshirecraftsfair.org/	Western MA. Great	Arts & Culture

56	August 13-19	Carnival Provincetown	Celebration of LGBT community. One of the largest outdoor celebrations in state. Best Festival on Cape Cod in 2013	https://ptown.org/carnival/	Barrington Cape Cod & Islands, Provincetown	Outdoors
57	August 18-21	US Rowing Masters National Championship	The world's top rowers, 21 and older, compete in 202 categories, which has been hosting regattas since the 1850s	http://www.usrowing.org/events_new/details/2016/08/18/default-calendar/2016-usrowing-masters-national-championships	Central MA, Worcester	Sports
58	August 19-28	Marshfield County Fair	Annual agricultural fair held by The Marshfield Agricultural and Horticultural Society	http://www.marshfieldfair.org/	South of Boston, Marshfield,	Agriculture
59	August 20	Southeast Asia Water Festival	Lowell's Southeast Asia community celebrates the importance of water, with long boat races and performances.	http://merrimackvalley.org/what-to-do/fairs-and-festivals/southeast-asian-water-festival	Greater Merrimack CVB	Ethnic Culture
60	August 20-21	Gloucester Waterfront Festival	Collection of over 175 juried Artists and Craftsmen throughout the U.S., display their unique creations, live music, and delicious ethnic foods	http://www.gloucesterma.com/Festivals-Events.cfm?ID=173	North of Boston, Gloucester	Culinary, Arts and Culture
61	August 20-24	Salem Jazz & Soul Festival	Celebrating the 10 th season of live funk, soul, and jazz festival to the sandy shores of Salem Willows	http://www.salemjazzsoul.org/	North of Boston, Salem	Arts & Culture, Music
62	August 21	44th Falmouth Road Race	Annual Falmouth Road Race attracts 12,000+ Olympians, elite and local runners compete along a seven mile scenic stretch of Cape Cod	http://www.falmouthroadrace.com/	Cape Cod & Islands, Falmouth	Sports
63	August 21	August Moon Festival	The festival perform lion dance and dragon parade, filled with authentic Chinese cuisines and musical performances	http://quincysianresources.org/event/august-moon-festival-2/	Greater Boston, Quincy	Ethnic Culture, Culinary, Music
64	August 22	Red Fire Farm Tomato Festival	Annual tomato festival, includes 5k Tomato Trot field race, wagon rides, cooking demo, and live music	http://www.redfirefarm.com/news/tomatofestival.html	Western MA, Granby	Agriculture, Culinary, Arts & Culture
65	August 26-29	97th Annual Saint Anthony's Feast	Largest Italian religious festival in New England. Named "Feast of all Feasts" by National Geographic Magazine	http://www.stanthonyfeast.com/	Greater Boston, Boston	Ethnic Culture, Culinary
66	August 31 September 5	Deutsche Bank Golf Championship	The world's best golfers compete each Labor Day weekend. The Par 71 course originally crafted by golfing great Arnold Palmer	http://www.tigerwoodsfoundation.org/events/championship/home	South of Boston, Norton	Sports
67	September 3-	35th King Richard's Faire	Minstrels, knights and medieval themed fair. Place where visitors travel back in time on 80	http://www.seeplymouth.com/events/king-richards-faire	South of Boston,	Arts & Culture

	October 23		acres of enchanted woods				Plymouth		History & Heritage
68	September 5	Bread and Roses Heritage Festival	Annual Labor Day celebration of famous 1912 labor strike		http://breadandrosesheritage.org/index.html		North of Boston, Lawrence,		History & Heritage
69	September 6-11	Brimfield Antique Show	The largest outdoor antiques show in the world, with over 6,000 dealers and 130,000+ visitors during the course of the week		http://www.brimfieldshow.com/		Western MA, Brimfield		Arts and Culture
70	September 8-10	Lowell Food & Wine Festival	Local culinary talent, vintners, brewers and artisans		http://tlfw.org/		Greater Merrimack Valley, Lowell		Culinary
71	September 12	Blackstone Water Festival	Day long activities in Worcester's famous canal district		http://www.blackstonecanalifest.org/		Central MA, Worcester		History & Heritage
72	September 16-October 2	100 th The Big E (Eastern States Exposition)	The Big E fair celebrates its centennial in 2016 as the largest state fair on the eastern seaboard and the fifth largest in the US		http://www.thebige.com/		Western MA, West Springfield		Culinary, Agriculture
73	September 17	4 th New England Indonesian Festival	The largest Indonesian cultural event on East Coast celebrates culture, culinary, music, dance and crafts		http://www.neindofest.com/		Greater Boston, Boston		Ethnic Culture, Culinary
74	September 17-21	32 nd Annual Boston Film Festival	5 day film festival since 1984, become Boston tradition featuring remarkable films every year		http://www.bostonfilmfestival.org/		Greater Boston, Boston		Arts & Culture
75	September 23-25	46 th Annual Scallop Fest	The Cape Cod Fairgrounds in East Falmouth is a three-day celebration of scallops and other local seafood		http://www.scallopfest.org/		Cape Cod & Islands		Culinary
76	September 24-25	18 th Annual North Quabbin Garlic & Arts Festival	A weekend gathering of performing arts along with local farmers, artists, community groups and artisans		https://garlicandarts.org/		Western MA, Mohawk Trail		Agriculture, Arts & Culture
77	September 24	Berklee BeanTown Jazz Festival	National line-up along with Berklee faculty and students		https://www.berklee.edu/beatownjazz		Greater Boston, Boston		Arts & Culture
78	September 25-October 1	2 nd Annual HubWeek	A weeklong celebration of innovation and creativity. 2016 themes: Ideas to impact, Intersections, Inclusive innovation		http://hubweekboston.com/		Greater Boston, Boston		Innovation
79	September 30 – October 1	JazzFest Falmouth	Includes a jazz stroll along Main Street in downtown Falmouth and a concert with a noted jazz performer		http://www.jazzfestfalmouth.org/		Cape Cod & Islands		Arts & Culture, Music
80	September	Topsfield Fair	Annual 11 days fair of agricultural,		http://www.topsfieldfair.org/		North of		Agriculture, Arts

			entertainment, and great food						
81	October 7-9	11 th Annual Honk! Festival	Hundreds of street bands from across the world gather in Harvard Square and Davis Square to celebrate live music.	http://honkfest.org/	Greater Boston, Cambridge, Somerville	Arts and Culture, Music	Boston, Topsfield	& Culture, Culinary	
82	October 8-9	13 th Annual Cranberry Harvest Celebration	Named one of Top 100 Events in America, an old-fashioned celebration of food, local community	http://www.seeplymouth.com/events/13th-Annual-cranberry-harvest-celebration	South of Boston, Plymouth	Agriculture, Culinary			
83	October 1-31	Halloween – Haunted Happenings in Salem	Home of the famous 17 th century witch trials, celebrates Halloween with dozens of great events, costumed parades, lectures and scary activities	http://hauntedhappenings.org/guide/index	North of Boston, also statewide	Arts & Culture			
84	October 13-16	Martha's Vineyard Food & Wine Festival	The flagship food, wine and drink festival of Martha's Vineyard, stays rooted in the Island's rich tradition of farming and fishing	http://mvfoodandwine.com/	Cape Cod & Islands	Culinary			
85	October 15-16	Gran Prix of Gloucester	Known as the 'steeplechase of bicycle racing,' the Gloucester race draws competitors from US, Canada and Europe	http://www.gpgloucester.com/	North of Boston, Gloucester	Sports			
86	October 15-16	Wellfleet Oyster Fest	Two-day family festival celebrates the town's famous oysters, clams and shell fishing traditions	http://www.wellfleetoysterfest.org/index.php	Cape Cod & Islands	Culinary			
87	October 22-23	Head of the Charles Regatta	Launched in 1965, Head of the Charles draws 11,000 athletes from the world's best crew teams to compete on the Charles River	http://www.hocr.org/	Greater Boston, Boston	Sports			
88	November TBD	22 nd Franklin County Cider Days Festival	Celebration of all things apple, with tours, tastings, workshops and farm visits	http://www.ciderdays.org/	Central MA, Franklin County	Agriculture			
89	November 9-21	28 th Boston Jewish Film Festival	Annual Boston Jewish Film Festival to celebrate the richness of Jewish experience through film and media	http://www.bjff.org/	Greater Boston Brookline	Arts & Culture			
90	November 15-Dec 15	5 th Annual Glassblowers Exhibit	Held at Sandwich Glass Museum, includes demonstrations, exhibits and children's activities	http://www.sandwichglassmuseum.org/events.php?pgID=25	Cape Cod & Islands	Arts & Culture, Heritage			
91	November 18-20	Paradise City Marlborough	175 outstanding American artists and craft makers exhibition	http://festivals.paradisecityarts.com/shows/marlborough-november-show	Central MA & MetroWest	Arts & Culture			
92	November	133 th Harvard-	One of the oldest collegiate rivalries in	http://gocrimson.com/sports/	Greater	Sports			

19		Yale Football Game	college football, these two ivy-league colleges have been battling each other on the gridiron	fball/2016-17/schedule	Boston, Cambridge	
93	November 24-27	America's Hometown Thanksgiving Celebration	Since 1621, Plymouth has carried on this tradition with a parade, tours of Plimoth Plantation and Native American events	http://www.usathanksgiving.com/	South of Boston, Plymouth	History & Heritage, Arts and Culture, Holiday Season
94	November 25- (until what date)	Edaville Festival of Lights	Edaville USA's turns on 17 million lights to illuminate the park. Visitors can enjoy over 90 attractions	http://www.edaville.com/expl-ore-edaville/shows-events/#lights	South of Boston, Carver, Edaville	Arts & Culture, Holiday Season
95	November 25	Parade of Big Balloons	Annual parade of big balloons in the main Street of downtown Springfield	http://www.vallevisitor.com/events-calendar-jump-to/events/parade-of-the-big-balloons.html	Western MA, Springfield	Arts & Culture, Holiday Season
96	November 26 (till when?)	Bright Lights at Forest Park	Activities with lights in Forest Park from craft nights, Santa's magical forest, road race, frozen fantasy, and more	http://www.brightnights.org/	Western MA, Springfield	Arts & Culture, Holiday Season
97	December 1-22	Tree Lighting Festivities	Dozens of tree lights and seasonal events in all 16 regions	http://www.massvacation.com/explore/holidays/christmas	Statewide	Holiday Season
98	December 7-31	41st Annual Boston Pops Season	Conductor Keith Lockhart and Boston Pops Orchestra perform a blend of holiday, popular and contemporary songs at Boston Symphony Hal.	https://www.bso.org/Performance/Listing?brands=6425	Greater Boston	Arts & Culture
99	December 16	Boston Tea Party Reenactment	Old South Meeting House and the Boston Tea Party Ships bring you back in time to relive the pivotal events of 1773	http://www.oldsouthmeetinghouse.org/calendar/Annual-reenactment	Greater Boston, Boston	History & Heritage
100	December 31	First Night	Boston originated First Night in 1976, and today the cultural celebration takes place in cities and towns throughout Massachusetts	http://www.massvacation.com/blog/2015/12/ring-in-the-new-year-in-massachusetts/	Statewide	Arts and Culture

What are our top tourist attractions by state and region?

Boston	Cape Cod & Islands	Central MA	North of Boston	South of Boston	Western MA
Freedom Trail	Cape Cod National Seashore	Old Sturbridge Village	Salem Historic Houses	Mayflower II	Norman Rockwell Museum
Faneuil Hall	Provincetown	Worcester Museums	Lowell National Park	Plimoth Plantation	Tanglewood
Fenway Park	Martha's Vineyard	Bash Bish Falls	Minuteman National Park	Battleship Cove	Clark Museum
Harvard Square & University	Nantucket	Davis Farmland	Walden Pond	Edaville USA	Basketball Hall of Fame
Museum of Fine Arts	Cape Cod Potato Chip Factory	Wachusett Mountain	Peabody Essex Museum	New Bedford Whaling Museum	Yankee Candle Village
Boston Harbor Islands	Heritage Museum & Gardens	Tower Botanical Garden	Discovery Museums	World's End	Mohawk Trail
USS Constitution	Hyannisport & JFK Museum		Rockport Harbor	Gillette Stadium	The Big E
JFK & EMK Libraries	Woods Hole Oceanography				

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FROM THE BERKSHIRES TO THE BEACHES...

Discover over 125+ Festivals throughout Massachusetts this Summer!



A Celebration of Summer III: The Donna Summer Memorial Roller Disco Tribute Party

Presented by Mayor's Office of Tourism, Sports, and Entertainment at City Hall Plaza

JUN
17

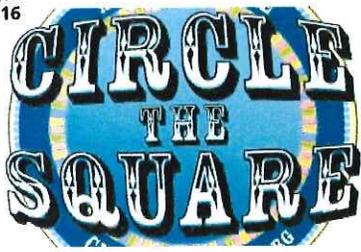


OFFICIAL WEBSITE

The Donna Summer Memorial Roller Disco Tribute Party (this year titled A Celebration of Summer ...

[View more](#)

JUN 16



Circle the Square Street Festival

Presented by CACHE at Medford Square

Events will be held in public spaces in and around Medford Square, and feature an array of ...

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JUN 17



Summer Soulstice

Presented by Washington Gateway Main Street at Blackstone Square

Joining Washington Gateway and Blackstone Franklin Square Neighborhood Association for our annual ...

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[OFFICIAL WEBSITE](#)

JUN 18



9th Annual Make Music Harvard Square / Fete de la Musique

Presented by Harvard Square Business Association at Harvard Square

Come celebrate the Summer Solstice in Harvard Square on June 18th with a French twist! Enjoy ...

[View more](#)

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JUN 18



Joe's Jazz & Blues Fest 2016

Presented by Somerville Arts Council at Powderhouse Park (a.k.a Nathan Tufts Park)

(Raindate: June 19)The brain child of Mayor Joe, who played trumpet in the Somerville High ...

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JUN 21



Make Music Boston

Presented by Kadence Arts at Cities of Boston & Cambridge

Beginning in Paris over 30 years ago, Make Music Day is now celebrated in over 730 cities around ...

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JUN
24



Cambridge City Dance Party

Presented by Cambridge Arts Council at Cambridge City Hall

Thousands of Cambridge residents and visitors will gather in front of Cambridge City Hall for ...

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JUL
01 - 04



Boston Harborfest 2016

Presented by Unknown at Long Wharf

Boston Harborfest is a 35-year-old tradition celebrating Boston's harbor ...

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Boston Calling Block Parties

Presented by Boston Calling at Rose Fitzgerald Kennedy Greenway

May 12 - Sep 15, 2016

[OFFICIAL WEBSITE](#)



Berkshire Gateway Annual Jazz Weekend

Presented by Berkshire Gateway Preservation, Inc. at Lee Meeting House

Jun 16 - Jun 19, 2016

[OFFICIAL WEBSITE](#)



South Shore Art Center 61st Arts Festival

Presented by South Shore Art Center at South Shore Art Center

Jun 17 - Jun 19, 2016

[OFFICIAL WEBSITE](#)



Arts Alive Festival '16

Presented by ArtsFalmouth at Falmouth Library Lawn

Jun 17 - Jun 19, 2016

[OFFICIAL WEBSITE](#)



Nantucket Book Festival June 17-19, 2016

Presented by Unknown at Downtown Nantucket

Jun 17 - Jun 19, 2016

[OFFICIAL WEBSITE](#)



Boston GuitarFest Concert: Fuego Español, feat. Joaquin Clerch and Grisha Goryachev

Presented by New England Conservatory and Northeastern University at NEC's Jordan Hall

Jun 17, 2016

OFFICIAL WEBSITE



Arts Fest Beverly 2016
Presented by Beverly Arts District at Downtown Beverly
Jun 18, 2016

OFFICIAL WEBSITE



Boston GuitarFest Concert: Caprichos de España, feat. Eliot Fisk and Friends
Presented by New England Conservatory and Northeastern University at NEC's Jordan Hall
Jun 18 - Jun 19, 2016

OFFICIAL WEBSITE



Boston GuitarFest Concert: Evening in Granada, feat. Jerome Mouffe, Grisha Goryachev, and Adam Levin
Presented by New England Conservatory and Northeastern University at NEC's Jordan Hall
Jun 19, 2016

OFFICIAL WEBSITE



Worcester Pride Arts Walk
Presented by Worcester Pride at Worcester Pride Arts Walk
Jun 21, 2016

OFFICIAL WEBSITE

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Faneuil Hall Marketplace
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Tourism Promotion Funding

In the budget for FY 2017 the allocation of funds was changed from the “Tourism Fund” established in 1991 to a new “Tourism Trust Fund.” Details of the statute are:

Tourism Formula Fund

SECTION 39. Said chapter 23A is hereby further amended by striking out section 13T, inserted by section 27 of chapter 287 of the acts of 2014, and inserting in place thereof the following section:-

Section 13T. (a) There shall be a Massachusetts Tourism Trust Fund which shall be administered by the Massachusetts marketing partnership established in section 13A and held by the partnership separate and apart from its other funds. There shall be credited to the fund \$10,000,000 from the room occupancy excise imposed by section 3 of chapter 64G and section 22 of chapter 546 of the acts of 1969.

(b) There shall also be credited to the fund all revenue as designated under the Gaming Revenue Fund pursuant to subclause (b) of clause (2) of section 59 of chapter 23K.

(c) All available money in the fund that is unexpended at the end of each fiscal year shall not revert to the General Fund and shall be available for expenditure by the fund in the subsequent fiscal year.

(d) Money in the fund shall be applied as follows:

- (i) 40 per cent to the Massachusetts marketing partnership; and
- (ii) 60 per cent to regional tourism councils.

(e) The partnership shall submit an annual report to the clerks of the senate and house of representatives and the joint committee on tourism, arts and cultural development not later than December 31 on the cost-effectiveness of the fund. The report shall be made available on the office of travel and tourism’s website. The report shall include: (i) expenditures made by the partnership from money out of the fund to promote tourism; (ii) expenditures made by the partnership for administrative costs; (iii) expenditures made by the regional tourism councils to promote tourism; and (iv) expenditures made by the regional tourism councils for administrative costs.

According to the Department of Revenue (DOR) the funds have begun to be transferred to the trust fund account.

It is the hope of the industry that in the future perhaps more money can be allocated to the trust fund, closer to what the industry feels is needed to stay competitive –

As recently as 2014 MOTT’s budget after earmarks was \$12,644,315. Now that we have a new Executive Director of MOTT, we would like to see the funding for MOTT restored

to that level – currently with an allocation of \$4,000,000 we can barely pay staff and office expenses. There is no money to promote or advertise.

We are wondering where the gambling money is going. The old Tourism Fund was to receive some of those funds

SECTION 93 of Chapter 194 of the Acts of 2011

(a) There shall be established and set up on the books of the commonwealth a Gaming Licensing Fund which shall receive all category 1 (casinos) or category 2 (slots) licensing fees, with the exception of initial application fees, collected from applicants in receipt of a category 1 or category 2 license under chapter 23K of the General Laws. The fund shall expire on December 31, 2015. The commission shall be the trustee of the fund and shall transfer monies in the fund as follows;

- 1.) 10% to the Community Mitigation Fund established in section 61 of chapter 23K of the General Laws
- 2.) 14.5% to the Transportation Infrastructure and Development Fund established in section 62 of chapter 23K of the General Laws;
- 3.) 11% to the Local Capital Projects Fund established in section 2EEEE of chapter 29 of the General Laws;
- 4.) 13% to the Manufacturing Fund established in section 98;
- 5.) 17% to the Community College Fund established in section 99;
- 6.) 1.5% to the Massachusetts Tourism Fund established in section 35J of chapter 10 of the General Laws;
- 7.) 23% to the Healthcare Payment Reform Fund established in section 100;
- 8.) 5 per cent shall be remitted to the comptroller for deposit into the Local Aid Stabilization Fund established in section 2CCCC of chapter 29 of the General Laws; and
- 9.) 5% shall be remitted to the Race Horse Development Fund established in section 60 of chapter 23K of the General Laws.

Perhaps we need to find other sources of funds, either within state government or elsewhere.

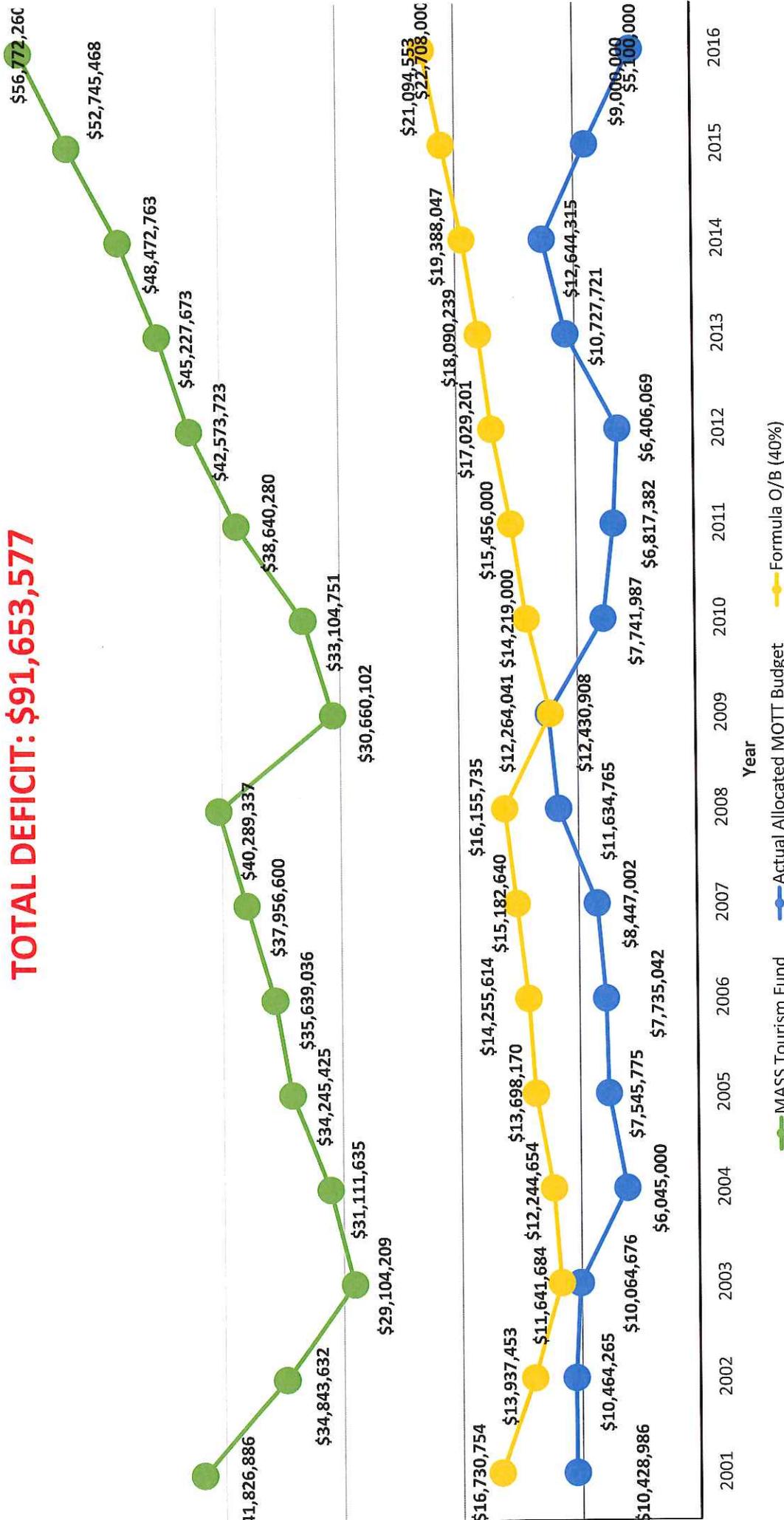
Historical data is enclosed so you can see what happened in the past.

Proposed Vs. Actual Allocated Massachusetts Tourism Fund Budget, FYs 2001-2016 (revised)

Fiscal Years	Massachusetts Tourism Fund	Actual Allocated MOTT Budget	Formula O/B (40%)	Difference Amount
2001	\$41,826,886	\$10,428,986	\$16,730,754	-\$6,301,700
2002	\$34,843,632	\$10,464,265	\$13,937,453	-\$3,473,700
2003	\$29,104,209	\$10,064,676	\$11,641,684	-\$1,577,000
2004	\$31,111,635	\$6,045,000	\$12,244,654	-\$6,399,600
2005	\$34,245,425	\$7,545,775	\$13,698,170	-\$6,152,300
2006	\$35,639,036	\$7,735,042	\$14,255,614	-\$6,520,500
2007	\$37,956,600	\$8,447,002	\$15,182,640	-\$6,735,600
2008	\$40,289,337	\$11,634,765	\$16,155,735	-\$4,480,900
2009	\$30,660,102	\$12,430,908	\$12,264,041	-\$ 166,800
2010	\$35,549,751	\$7,741,987	\$14,219,000	-\$6,487,000
2011	\$38,640,280	\$6,817,382	\$15,456,000	-\$8,639,500
2012	\$42,573,723	\$6,406,069	\$17,029,201	-\$10,623,700
2013	\$45,227,673	\$10,727,721	\$18,090,239	-\$7,363,800
2014	\$48,472,763	\$12,644,315	\$19,388,047	-\$6,745,700
2015	\$52,745,468	\$9,000,000	\$21,094,553	-\$12,100,000
2016	\$56,772,260	\$5,100,000	\$22,708,000	-\$17,700,000

Actual Vs. Proposed Amount of MTF Budget Allocated To MOTT

TOTAL DEFICIT: \$91,653,577



Year

MASS Tourism Fund Actual Allocated MOTT Budget Formula O/B (40%)

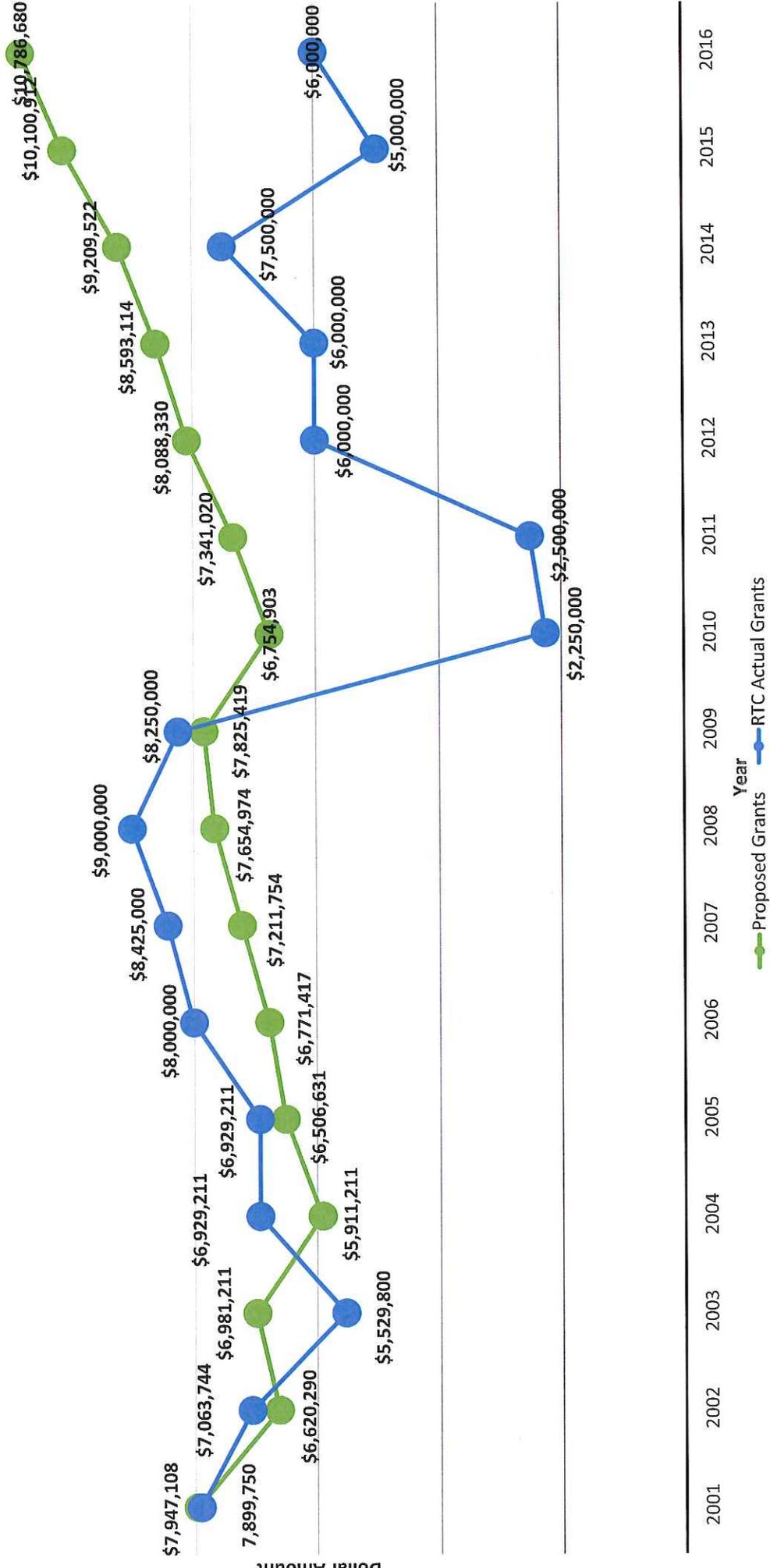
State and Local Room Tax Collections, FYs 2001-2016

YEAR	Convention Center Room Tax Collections	STATE ROOM Tax Collections	LOCAL ROOM Tax Collections
2001	\$30,111,700	\$119,505,400	\$85,559,300
2002	\$23,752,400	\$ 99,553,300	\$70,953,099
2003	\$36,835,700	\$ 83,154,900	\$69,617,400
2004	\$31,287,000	\$ 88,890,000	\$68,484,000
2005	\$35,642,000	\$ 97,844,000	\$75,490,000
2006	\$39,000,000	\$105,808,000	\$81,589,000
2007	\$46,400,000	\$111,087,000	\$88,345,000
2008	\$54,500,000	\$119,137,000	\$96,854,000
2009	\$51,500,000	\$109,458,000	\$89,815,000
2010	\$50,700,000	\$101,569,000	\$102,406,000
2011	\$56,903,000	\$110,401,000	\$131,281,000
2012	\$62,068,000	\$121,639,000	\$146,111,000
2013	\$65,355,000	\$129,222,000	\$155,717,000
2014	\$71,255,500	\$138,493,700	\$169,031,000
2015	\$79,500,000	\$150,504,000	\$185,000,000
2016	\$84,300,000	\$162,223,000	\$199,080,000

State And Local Room Tax Collections



RTC Actual Grants Vs. Proposed Grants, FYs 2001-2016 (revised)



Comparison of Proposed and Actual RTC Grants, FYs 2001-2016

Years	RTC Proposed Grants (19%)	RTC Actual Grants	Delta Amount
2001	\$7,947,108	7,899,750	-\$47,358
2002	\$6,620,290	\$7,063,744	\$443,454
2003	\$6,981,211	\$5,529,800	\$1,451,411
2004	\$5,911,211	\$6,929,211	\$1,018,000
2005	\$6,506,631	\$6,929,211	\$422,580
2006	\$6,771,417	\$8,000,000	\$1,228,583
2007	\$7,211,754	\$8,425,000	\$1,213,246
2008	\$7,654,974	\$9,000,000	\$1,345,026
2009	\$7,825,419	\$8,250,000	\$2,424,581
2010	\$6,754,903	\$2,250,000	-\$4,504,900
2011	\$7,341,020	\$2,500,000	-\$4,841,000
2012	\$8,088,330	\$6,000,000	-\$2,088,300
2013	\$8,593,114	\$6,000,000	-\$2,593,100
2014	\$9,209,522	\$7,500,000	-\$1,709,500
2015	\$10,100,912	\$5,000,000	-\$5,100,900
2016	\$10,786,680	\$6,000,000	-\$4,786,700

Massachusetts Office Of Travel & Tourism Fiscal Years 2000-2016, Actual vs. MTF Formula Budgeting and ROOM Tax Collections

Fiscal Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
MOTT Actual Op/B	\$10,414,069	\$10,428,986	\$10,464,265	\$10,064,676	\$6,045,000	\$7,545,775	\$7,735,042	\$8,447,002	\$10,134,765	\$9,930,908	\$5,241,987
OTHER									\$1,500,000	\$2,500,000	\$2,500,000
Less Earmarks											
Less ISA											
Total MOTT	\$10,414,069	\$10,428,986	\$10,464,265	\$10,064,676	\$6,045,000	\$7,545,775	\$7,735,042	\$8,447,002	\$11,634,765	\$12,430,908	\$7,741,987
MASS Tourism Fund	\$38,338,298	\$41,826,886	\$34,843,632	\$29,104,209	\$31,111,635	\$34,245,425	\$37,032,647	\$38,880,552	\$41,698,122	\$30,660,102	\$35,549,399
MASS Tourism Fund (50% increase to MCFF, FY06)	\$38,338,298	\$41,826,886	\$34,843,632	\$29,104,209	\$31,111,635	\$34,245,425	\$35,639,036	\$37,956,600	\$40,289,337	\$30,660,102	\$33,104,751
Formula O/B (4)	\$15,335,319	\$16,730,754	\$13,937,453	\$11,641,684	\$12,444,654	\$13,698,170	\$14,255,614	\$15,182,640	\$16,115,735	\$12,264,041	\$13,241,900
Delta Total MOTT t	-\$4,921,250	-\$6,301,768	-\$3,473,188	-\$1,577,008	-\$6,399,654	-\$6,152,395	-\$6,520,572	-\$6,735,638	-\$4,480,970	\$166,867	-\$5,499,913

RTC ACTUAL Grant	\$7,049,000	\$7,899,750	\$7,063,744	\$6,981,211	\$6,929,211	\$6,929,211	\$8,000,000	\$8,425,000	\$9,000,000	\$8,250,000	\$2,250,000
RTC Formula(19%)	\$7,284,277	\$7,947,108	\$6,620,290	\$5,529,800	\$5,911,211	\$6,506,631	\$6,771,417	\$7,211,754	\$7,654,974	\$5,825,419	\$6,289,903
Delta ACTUAL t	-\$235,277	-\$47,358	\$443,454	\$1,451,411	\$1,018,000	\$422,580	\$1,228,583	\$1,213,246	\$1,345,026	\$2,424,581	-\$4,039,900
TOTAL TOURISM \$	\$17,463,069	\$18,328,736	\$17,528,009	\$17,045,887	\$12,974,211	\$14,474,986	\$15,735,042	\$16,872,002	\$20,634,765	\$20,680,908	\$9,991,987
Total MOTT + RTC ACTUAL											

MOTT %	59.6%	56.9%	59.7%	59.0%	46.6%	52.1%	49.2%	50.1%	56.4%	60.1%	77.5%
RTC %	40.4%	43.1%	40.3%	41.0%	53.4%	47.9%	50.8%	49.9%	43.6%	39.9%	22.5%

E ROOM Tax Collec	\$109,538,000	\$119,505,400	\$99,553,300	\$83,154,900	\$88,890,000	\$97,844,000	\$105,808,000	\$111,087,000	\$119,137,000	\$109,458,000	\$101,569,000
Convention Center	\$27,466,800	\$30,111,700	\$23,752,400	\$36,835,700	\$31,287,000	\$35,642,000	\$39,000,000	\$46,400,000	\$54,500,000	\$51,500,000	\$50,700,000
LATE ROOM Tax C	\$137,004,800	\$149,617,100	\$123,305,700	\$119,990,600	\$120,177,000	\$133,486,000	\$144,808,000	\$157,487,000	\$173,637,000	\$160,958,000	\$152,269,000
L ROOM Tax Collec	\$78,119,200	\$85,559,300	\$70,953,099	\$69,617,400	\$68,484,000	\$75,490,000	\$81,589,000	\$88,345,000	\$96,854,000	\$89,815,000	\$102,406,000

my job is to calculate the economic impact of tourism to ma by working with state agencies and third party vendors to accumulate all relevant data, estimate data points that are vital but not readily available and interpret data to

Massachusetts Office Of

2011 2012 2013 2014 2015 2016 totals Fiscal Years

\$1,817,382	\$1,658,069	\$7,792,721	\$13,644,651	\$14,262,000	\$6,147,000	\$141,774,298	MOTT Actual Op/Budget
\$5,000,000	\$5,000,000	\$5,000,000	\$1,861,664	\$1,000,000	\$1,500,000	\$25,861,664	OTHER
	\$252,000	\$1,490,000 \$575,000	\$2,519,000 \$343,000	\$3,978,000 \$362,000			
\$6,817,382	\$6,406,069	\$10,727,721	\$12,644,315	\$10,922,000	\$7,647,000	\$158,116,962	Total MOTT
\$38,640,280	\$42,573,723	\$45,227,473	\$48,472,763	\$52,745,000	\$56,772,000	\$677,722,146	MASS Tourism Fund
\$37,094,840	\$40,607,002	\$43,900,598	\$46,850,118	\$50,608,882	\$54,758,500	\$660,939,849	MASS Tourism Fund (50% increase to MCFF, FY06)
\$14,837,936	\$16,242,801	\$17,560,239	\$18,740,047	\$20,243,553	\$21,903,400	\$264,375,939	Formula O/B (40%)
-\$8,020,554	-\$9,836,732	-\$6,832,518	-\$6,095,732	-\$9,321,553	-\$14,256,400	-\$106,258,977	Delta Total MOTT to FORMULA

\$2,500,000	\$6,000,000	\$6,000,000	\$7,500,000	\$5,000,000	\$6,000,000	\$111,777,127	RTC ACTUAL Grants
\$7,048,020	\$7,715,330	\$8,341,114	\$8,901,522	\$9,615,687	\$10,404,115	\$125,578,571	RTC Formula(19%)
-\$4,548,020	-\$1,715,330	-\$2,341,114	-\$1,401,522	-\$4,615,687	-\$4,404,115	-\$13,801,444	Delta ACTUAL to Formula
\$9,317,382	\$12,406,069	\$16,727,721	\$20,144,315	\$15,922,000	\$13,647,000	\$269,894,089	TOTAL TOURISM \$\$\$ Total MOTT + RTC ACTUAL
73.2%	51.6%	64.1%	62.8%	68.6%	56.0%		MOTT %
26.8%	48.4%	35.9%	37.2%	31.4%	44.0%		RTC %

\$110,401,000	\$121,639,000	\$129,222,000	\$138,493,700	\$150,504,000	\$162,206,000	\$1,958,010,300	STATE ROOM Tax Collections
\$56,903,000	\$62,068,000	\$65,355,000	\$71,255,500	\$79,500,000	\$84,317,000	\$846,594,100	Convention Center
\$167,304,000	\$183,707,000	\$194,577,000	\$209,749,200	\$230,004,000	\$246,523,000	\$2,804,604,400	TOTAL STATE ROOM Tax Collections
\$131,281,000	\$146,111,000	\$155,717,000	\$169,031,000	\$185,000,000	\$199,080,000	\$1,893,451,999	LOCAL ROOM Tax Collections

used by the Mott marketing team

my job is to calculate the econor

Massachusetts Office Of Travel & Tourism Fiscal Years 2000-2014, Actual vs. MTF Formula Budgeting and ROOM Tax Collections

Fiscal Years	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
MOTT Actual Op/Budget OTHER	\$10,414,069	\$10,428,986	\$10,464,265	\$10,064,676	\$6,045,000	\$7,545,775	\$7,735,042	\$8,447,002	\$10,134,765	\$9,930,908	\$5,241,987	\$1,817,382	\$1,658,069	\$7,792,721	\$13,644,651
									\$1,500,000	\$2,500,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$1,861,664
Total MOTT	\$10,414,069	\$10,428,986	\$10,464,265	\$10,064,676	\$6,045,000	\$7,545,775	\$7,735,042	\$8,447,002	\$11,634,765	\$12,430,908	\$7,741,987	\$6,817,382	\$6,658,069	\$12,792,721	\$15,506,315
MASS Tourism Fund	\$38,338,298	\$41,826,886	\$34,843,632	\$29,104,209	\$31,111,635	\$34,245,425	\$37,032,647	\$38,880,552	\$41,698,122	\$30,860,102	\$35,549,399	\$38,640,280	\$42,573,723	\$45,227,473	\$48,472,763
MASS Tourism Fund (50% increase to MCF, FY06)	\$38,338,298	\$41,826,886	\$34,843,632	\$29,104,209	\$31,111,635	\$34,245,425	\$35,639,036	\$37,956,600	\$40,289,337	\$30,860,102	\$33,104,751	\$37,094,840	\$40,607,002	\$43,900,598	\$48,850,118
Formula O/B (40%)	\$15,335,319	\$16,730,754	\$13,937,453	\$11,641,684	\$12,444,654	\$13,698,170	\$14,255,614	\$15,182,640	\$16,115,735	\$12,264,041	\$13,241,900	\$14,837,336	\$16,242,801	\$17,560,239	\$18,740,047
Delta Total MOTT to FORMULA	-\$4,921,250	-\$6,301,768	-\$3,473,188	-\$1,577,008	-\$6,399,654	-\$6,152,395	-\$6,520,572	-\$6,735,638	-\$4,480,970	\$166,867	-\$5,499,913	-\$8,020,554	-\$9,584,732	-\$4,767,518	-\$3,233,732
RTC ACTUAL Grants	\$7,049,000	\$7,899,750	\$7,063,744	\$6,981,211	\$6,825,211	\$5,929,211	\$8,000,000	\$8,425,000	\$9,000,000	\$8,250,000	\$2,250,000	\$2,500,000	\$5,000,000	\$6,000,000	\$7,500,000
RTC Formula(19%)	\$7,284,277	\$7,947,108	\$6,620,290	\$6,529,800	\$6,811,211	\$6,506,631	\$6,771,417	\$7,211,764	\$7,654,974	\$5,825,419	\$6,289,903	\$7,046,020	\$7,715,330	\$8,341,114	\$8,901,522
Delta ACTUAL to Formula	-\$235,277	-\$47,358	\$443,454	\$1,451,411	\$1,018,000	\$422,580	\$1,228,583	\$1,213,246	\$1,345,026	\$2,424,581	-\$4,039,903	-\$4,548,020	-\$1,715,330	-\$2,341,114	-\$1,401,522
TOTAL TOURISM \$\$\$ Total MOTT + RTC ACTUAL	\$17,463,069	\$18,328,736	\$17,528,009	\$17,045,887	\$12,874,211	\$14,474,986	\$15,735,042	\$16,872,002	\$20,634,765	\$20,680,908	\$9,991,987	\$9,317,382	\$12,658,069	\$18,792,721	\$23,006,315
MOTT %	59.6%	56.9%	59.7%	55.0%	46.6%	52.1%	49.2%	50.1%	56.4%	60.1%	77.5%	73.2%	52.6%	68.1%	67.4%
RTC %	40.4%	43.1%	40.3%	41.0%	53.4%	47.9%	50.8%	49.9%	43.6%	39.9%	22.5%	26.8%	47.4%	31.9%	32.6%
STATE ROOM Tax Collections Convention Center	\$109,538,000	\$119,505,400	\$99,553,300	\$83,154,800	\$88,800,000	\$97,844,000	\$105,808,000	\$111,087,000	\$119,137,000	\$109,458,000	\$101,559,000	\$110,407,000	\$121,639,000	\$129,222,000	\$138,493,700
	\$27,466,800	\$30,111,700	\$23,752,400	\$36,635,700	\$31,287,000	\$35,642,000	\$39,000,000	\$46,600,000	\$54,500,000	\$51,500,000	\$50,700,000	\$56,903,000	\$62,085,000	\$65,355,000	\$71,255,500
TOTAL STATE ROOM Tax Collections	\$137,004,800	\$149,617,100	\$123,305,700	\$119,990,600	\$120,117,000	\$133,486,000	\$144,808,000	\$157,687,000	\$173,637,000	\$160,958,000	\$152,269,000	\$167,304,000	\$183,707,000	\$194,577,000	\$209,749,200
LOCAL ROOM Tax Collections	\$78,119,200	\$85,559,300	\$70,953,099	\$69,617,400	\$68,484,000	\$75,490,000	\$81,539,000	\$88,345,000	\$96,854,000	\$89,815,000	\$102,406,000	\$131,281,000	\$145,111,000	\$155,717,000	\$169,031,000

Regional Tourism Councils:

Regional Tourism Councils (RTC) are the distribution system of tourism in the Commonwealth. A recap of their structure and activities is enclosed.

National Parks Service:

National Parks Service has 16 sites in Massachusetts. A description of their sites is enclosed.

Trustees of Preservation

Trustees of Preservation have 116 places in Massachusetts visitors and residents can visit and enjoy. They include 10 historic homes, 8 beautiful gardens, 7 farms, 2 lighthouses, 270 miles of trails, 25,000 acres open to the public and 46,000 acres protected. A description of their program is enclosed.

REGIONAL TOURISM COUNCILS

They are the **DISTRIBUTION NETWORK** for our products –

- Hospitality
- Lodging
- Food Service
- Attractions & Festivals
- Casinos

That distribution network of **16 REGIONAL TOURIST COUNCILS** is located in **EVERY REGION** of the Commonwealth

They work with and promote all **351 CITIES AND TOWNS**

They do this with a **BOARD OF DIRECTORS** that has a total of **336 MEMBERS**

They have **8,500 MEMBERS**, companies, and organizations -

They work with **1422 HOTELS** with **90,000 ROOMS** –

They coordinate and promote **595 FESTIVALS AND EVENTS**, and manage and promote **500 KEY PROGRAMS AND ATTRACTIONS**.

They do what they do with limited staff and a **COMBINED BUDGET OF \$24,000,000**.

And the **STATE GRANT PROGRAM** only accounted in **2014 FOR \$7,000,000** or **27% OF THEIR BUDGETS**.

This is a well-organized state as far as Tourism is concerned.

Working together we will continue to do well in and for Massachusetts.

RTC Information	# of Towns	Population	Board #	Members	Dues	Hotels	Rooms	Festivals & Events	Key Programs & Attractions	Staff	2014 Budget	2014 State Grant Program	State % of Budget
Berkshires	2 cities 32 towns	131,219	27	644	based on # rooms/ # seat	121	4,246	5	9 & 20+	7	\$1,143,846.00	\$390,030.00	34%
Greater Boston	44	2,072,548	50	1200	\$675.00/\$100,000	145	30,925	over 350	94	32 FT 14 PT	\$1,500,000.00	\$2,335,748.00	20%
Cape Cod	15	215,999	30	1322	varied	355	19,000	4	12 & 10	17 FT 10 PT	\$2,745,374.00	\$592,557.00	22%
Central MA	35	505,752	17	277	\$325/\$1500	28	2,241	17	15	3	\$653,720.00	\$297,063.00	45%
Franklin	1 city 26 towns	72,000	28	460	\$220	43	650	2	5	4 FT 2 PT	\$876,979.00	\$231,504.00	26%
Hampshire County	20	156,000	16	1500	share with Chamber of Commerce	16	1,193	26	9 & 28	2	\$274,715.00	\$228,474.00	83%
Johnny Appleseed	26	266,000	8	90	\$240/\$1500	24	841	1	10	4 FT 4 PT	\$545,000.00	\$190,257.00	35%
Martha's Vineyard	7	15,800 - 115,000	15	928	\$299	70	1,200	41	9	4 FT 10 PT	\$889,828.00	\$255,979.00	29%
Greater Merrimack Valley	21	489,794	19	250	\$295/\$550	41	6,562	19	26	4	\$1,043,438.00	\$402,790.00	39%
Metro West	19	368,885	18	260	\$105/\$330	38	5,500	1	13	1 FT 2 PT	\$615,000.00	\$304,957.00	50%
Mohawk Trail	34	210,142	7	151	\$250/\$450	48	1,540	47	6 & 40	1	\$395,347.00	\$161,850.00	41%
Nantucket	3	11,000 - 60,000	22	680	\$75/\$750	43	960	32	15	5	\$762,129.00	\$270,127.00	35%
North of Boston	34	743,159	23	192	\$300/\$500	325	5,095	15	99	3 FT	\$906,540.00	\$339,574.00	37%
Plymouth	1 city 26 towns	501,915	14	230	\$100/\$130	43	2,504	24	20	8PT 8	\$900,015.00	\$260,192.00	29%
Southeastern MA	20	552,780	12	59	\$425/\$200	37	3,014	4	40	1	\$193,255.00	\$194,582.00	100%
Greater Springfield	1 city 5 towns	463,490/692,947/ 824,165	30	256 4 partners	\$351/\$1,500 \$4,000/\$25,000	45	5,213	7	11 & 9	6 FT 1 PT	\$1,165,133.00	\$310,522.00	27%
Totals:	351		336	8499		1422	90,684	595	500	102 full time 51 part time	\$24,610,339.00	\$6,766,186.00	27%

The Regional Tourism Councils are organizations that represent every region of the Commonwealth. Some of these organizations are just focused on the visitor industry, but many are Chambers of Commerce, which represents all the businesses in that region. The five (5) Chambers of Commerce (Cape Cod, Franklin, Johnny Appleseed North Central Mass Chamber, Martha’s Vineyard, and Nantucket) are 31% of the 16 RTCs. Many were formed before the RTC tag was placed on them and they started to receive money through the “Grant Program,” which by the way they need to match with their own funds generated through membership dues, sponsorships, or advertising revenue in publications.

Regional Tourism Council	Year Established	Years in Existence
Hampshire County	1919	96
Franklin County	1919	96
Central MA	1920	95
Cape Cod	1921	94
Mohawk Trail	1924	91
Nantucket Chamber	1934	81
Berkshires	1936	79
Martha’s Vineyard	1948	67
Greater Springfield	1950	65
North of Boston	1955	60
Plymouth County	1975	40
Southeastern MA	1975	40
Boston GBCVB	1975	40
Merrimack Valley	1992	23
Johnny Appleseed	2000	15
MetroWest	2011	4

Representation

Not only do the RTCs represent their region, they represent every city and town in the Commonwealth. Average number of cities and towns is 22. The population within the regions varies from 11,000 on Nantucket in winter, 15,000 on Martha’s Vineyard in winter, to 2,072,548 in Greater Boston.

Boards of Directors

Each RTC has a Board of Directors made up of people in the region who run businesses, museums, attractions, and not-for-profits. These community leaders are willing to spend their valuable time to sit on the Board, leading committees of the council, lobbying the legislatures on issues of importance to their industry, and support the RTC's activities. There are 336 Board Members across the state's 16 RTCs – for an average of 21 for each RTC. There are 8499 members of the 16 RTCs, an average of 531 per RTC.

These companies support the RTCs with their membership fees and their advertising dollars in the RTC publications. They are often small businesses and rely on the promotional programs organized by the RTCs to promote their region and attract customers to their businesses, museums, and attractions.

Dues

The dues to the RTCs are reasonable, ranging from \$100 to \$295 to \$750 to \$1500 depending on the size of the business or cultural organization.

Hotels

There are 1422 hotels and inns in the Commonwealth with additional 250 bed & breakfasts and 50,000 homes for rent on the Cape. This provides a room stock of 90,684 rooms. That is a lot of rooms to fill throughout the year which is only accomplished by the promotional programs developed by the RTCs.

Festivals & Events

The RTCs organize or promote festivals and special events in each of their regions. A total of 595 such festivals and events help attract visitors from the neighborhoods, from across the United States, and from abroad.

Key Programs & Attractions

The RTCs provide the promotional muscle that promotes these attractions. A total of 500 attractions benefit from these promotional programs.

Budgets

This work is all done with combined budgets of \$24,610,339. Even if you take out the \$7,500,000 the state invested in the RTCs in 2014, that leaves \$17,011,339 that the RTCs raised on their own. Sure the RTCs can limp along without their full funding but that requires cutting key promotional programs such as trips to industry tradeshows, hosting FAM trips for visiting travel journalists, keeping up with social media, etc. With the investment by the state in the RTCs promotional programs, we can keep this industry growing in the Commonwealth of Massachusetts. Here's a summary of those budget cut impacts:

For example, many RTCs had to cut out trade shows, international marketing effort, reduce the number of FAMs hosted, eliminated dues paid to key organizations such as US Travel Association, which is an entrée into major marketplaces like IPW (PowWow) or other organizations such as American Bus Association or National Tour Association. Some regions had to cut contracts for PR, social media management, and other marketing tactics such as covering the cost of direct mail, or distribution of guidebooks and rack cards. These are just some of the areas that we are seeking to restore. – Wendy Northcross, Cape Cod

Staff

The RTCs are very efficient when it comes to payroll – 102 full time staff members carry on the work of these 16 RTCs, and average of 6.3 staff. But if you take out Boston (32) and Cape Cod (17) for a total of 49, that leaves just 53 full time staff for 14 RTCs – averaging 3.78 per RTC.

A couple of RTCs operate with one full time staff person. Part time employees add another 51 staff, primarily in the busy summer season.

2014 State Grant Program

This was a relatively good year for the RTC's funding through the matching Grant Program. State funding to RTCs totaled \$6,766,186.00. Thus was 27% of the total budget of the 16 RTCs that totaled \$24,610,339.00 in 2014. Some of the newer RTCs relied more on the State Grant Money because they have not been able to establish other funding sources in the short time they have been in existence. For some of the more established RTCs, namely Boston and Cape Cod, the State Grant Program only accounts to 20% and 22% respectfully.

Summary

The RTCs do a commendable job of promoting their region through a variety of activities. Since people do not book Massachusetts – they book the Cape or Salem or Boston – the RTCs serve the Commonwealth well in keeping the visitors coming and spending money in the Commonwealth. They should continue to receive state funding through the matching Grant Program that was working so well for so many years. The numbers show it with Room Occupancy Tax revenues growing by 6% - 11% a year in recent years.

CY 2011	8.7% increase over prior year
CY 2012	8.3% increase over prior year
CY 2013	6.0% increase over prior year
CY 2014	11.0% increase over prior year
CY 2015	7.3% increase over prior year

FY 2017 the "Tourism Trust Fund" is to be funded at \$10 million. The RTCs will receive 60% or \$6 million from the fund which they will use to continue to promote their regions.

You ask what do the RTCs do?

Deb Belanger, Executive Director of the Greater Merrimack Valley Convention and Visitors Bureau, just summarized what the RTCs do to attract visitors to Massachusetts:

Our latest data shows over 22 million people visited Massachusetts in CY'13, spending an estimated \$18.5 billion and supporting 129,400 jobs all across the state.

In the highly competitive tourism market, why did these visitors choose Massachusetts over the thousands of other places? They come here because of the money invested in tourism promotion through each of the Regional Tourism Councils, including a state appropriation through line item 7007-1000.

Funding provided to the Regional Tourism Councils is used to market the attractions and specific appeal of each regional destination in our state. Thanks to regional marketing, visitors choose to spend their dollars all across the state. Visitors don't book a hotel room in Massachusetts—they choose one of our sixteen unique destination areas. This outreach and promotion takes time, persistence and imagination, but with adequate funding for marketing, the RTCs do an excellent job elevating the visitor industry.

Listed below is an overview of what it takes to attract 22 million visitors to Massachusetts:

- Regional tourism marketing advertises (both print and digital) in key feeder markets to promote the distinctive features of each region. This advertising answers the most crucial question for tourists: “What will I do while I’m there?”
- The marketing and promotion is tailored to meet the cyclical needs of businesses in the region. Some RTCs focus on attracting conventions, groups and sporting events, others market to leisure tourists based on season and local amenities, and some do all.
- RTCs do extensive press and public relations work. They provide information to earn valuable media coverage for their regions in Europe, Asia, Canada and across the United States.
- Regional tourism marketing includes familiarization tours, known as “Fam” tours, to show travel specialists—agents, journalists, and tour operators, for example—the benefits of travel in each region. Fam tours allow travel specialists the opportunity to enjoy first-hand visitor experiences.
- Regional tourism marketing creates and produces travel information guides.
- RTC’s represent their region at visitor industry trade shows here in the United States and abroad.
- RTC’s create, sponsor and market events to draw visitors (and their dollars) to their region, such as music festivals, themed itineraries, restaurant weeks and public celebrations. These events generate revenue for local businesses.
- Regional tourism marketing is directed to meeting planners and group tour operators. The RTC then works closely with planners and tour operators to ensure successful visits.

- Regional tourism marketing is also directed to event right holders to bring regional, national and world class sporting events to their regions.
- More and more travel promotion has moved to the Internet. RTC's maintain their own websites and social networking initiatives through blogging, Facebook, Twitter and Instagram.
- RTC's (in conjunction with the MA Office of Travel & Tourism) participate in extensive international marketing, in Europe and in our immerging markets.
- The RTCs' are consistently innovating—whether they're creating a new guide to arts and artisans, imagining an exciting new event to draw more visitors, or working collaboratively across regions.

The Massachusetts visitor industry is critical to our economy and to our economic recovery. With the state's help in funding, the RTC's will continue to play a key role in fueling the visitor industry. Let's keep the RTC's working at full capacity so we can maintain 129,400 jobs, leverage the marketing budgets of many small businesses and continue bringing paying customers to our cities and towns.

Collaboration

The RTCs collaborate with each other in a variety of ways. Here are some of those ways:

Johnny Appleseed

Per your request, I have listed below some of our most notable projects as examples of the type of partnerships that we have undertaken with other RTCs. Please note that this list is not all inclusive and focuses primarily on collaborations with other regional tourism councils. The Johnny Appleseed Trail Association has a strong history of collaborating and partnering with stakeholders from throughout the North Central region and the state on various projects to help grow the economic impact of tourism.

Johnny Appleseed Visitor Center: Through a partnership with DOT, JATA operates the VIC on Route 2 in Lancaster- 362 days a year- to greet visitors and serve the traveling public. We assist over 165,000 motorists per year. Through our cooperative relationship with the other RTCs, we routinely distribute information on other regions and answer questions on attractions outside North Central Massachusetts. We assist over 165,000 motorists per year, including many group tours and international visitors that utilize the center.

TEAMS Sports Conference: In 2014, we secured a booth at this show to promote our region as a tournament and event destination. We worked collaboratively with the Massachusetts Sports Office and the other RTCs who attended on cross promoting. By exhibiting alongside the MA Sports Office, we were able to double the amount of appointments that Massachusetts had overall and were able to work with them on exchanging leads at the show and making a personal connection from people that we met with, and our fellow RTCs if we could not accommodate the tournament.

Route 2 Historic Tour Website: We partnered with the Merrimack Valley CVB and the Mohawk Trail to collectively develop a self-drive tour and website as a way to continue travel down the route 2 corridor through historic monuments and locations. We promoted the locations, which spanned from Lexington to Princeton and Adams, across our three regions as historically relevant and unique to Massachusetts history.

MA Arts & Culture Bulletin: We partner each month with the other 15 RTCs on the development of the Mass Arts & Culture Bulletin which is sent out monthly to nearly 30,000 subscribers to promote various regional arts & culture offerings in each of the regions.

Daytrips & Destinations Travel Show: Daytrips & Destinations is a travel show in Plantsville, CT that focuses on daytrips. We have partnered with the Central Mass CVB in the past to present our regions as destinations that provide a good daytrip

or" a long weekend trip with outdoor attractions and uniquely scenic driving routes.

Kidzfest: This is a one day show at the Sturbridge Host Hotel and Conference Center. We have partnered with CMCVB in the past to jointly exhibit at the event and promote family travel in our collective regions, while creating edutainment sheets for the kids to learn more about Johnny Appleseed.

Boston Home & Bridal Show: In the past, we have also partnered with the Central Mass CVB to promote our wedding venues and vendors to the brides and their families participating in this show. We focused on promoting the outdoors and our unique wedding destinations such as Wachusett Mountain Resort, our orchards and farms, while the CMCVB would focus on the traditional wedding venues within their region.

Discover New England: In 2013, we exhibited at Discover New England in partnership with CMCVB. At the multi day summit we split coverage there promoting both of our regions collectively and focusing on the strengths of both as a way to be more attractive to perspective tour operators.

The Big "E": Each year, we partner with the other RTCs and with MOTI to help staff and provide marketing materials for the Massachusetts Tourism Booth during the 17 days of the exposition.

Tourism State House Day: Likewise, each year we partner with the other RTCs, MOTI, and additional stakeholders to collectively organize the annual State House Day celebration. This event is an important collective effort to promote our industry, recognize champions in the tourism sector, and advocate for our collective members in the hospitality and tourism industries.

Greater Boston Convention & Visitors Bureau

1. Behind the Scenes Movie Tour: 2012 & 2013

The GBCVB in collaboration with the Greater Merrimack Valley and the North of Boston CVBs in addition to Wolfe Tours developed a “Behind the Scenes” marketing video to promote the “Red Carpet” experience for visitors and delegates interested in seeing the filming locations of their favorite TV shows and movies filmed in Boston and the North Shore region. All 4 participants promoted and marketed the Tour in publications, online and at Trade Shows.

2. The Beaches, Boston & the Berkshires: 2012, 2013, 2014

The GBCVB in collaboration with the Berkshires CVB, Cape Cod, Martha’s Vineyard and Nantucket Chambers of Commerce undertook an online campaign for 3-months over 3 years- promoting the best of Massachusetts- the Beaches, Boston & Berkshires via rich media ads, email, YouTube video and Facebook marketing channels.

3. Boston Overnight – Q1 Leisure Promotion: 2014 & 2015

One page of the 32 self-cover magazine was dedicated to promoting special seasonal events beyond Boston; Berkshires, Cape Cod, Greater Merrimack Valley and North of Boston for the winter months. The publication was used as a visitor inquiry fulfillment piece and was distributed at select Amtrak stations, MassPort, the Downeaster and Visitor Centers.

Cape Cod

Cultural Bulletin, a monthly newsletter issued to 29,118 readers who subscribed for this service. Each of the 16 regions, along with MOTT, contributes an item for the monthly Arts & Culture E-Bulletin, which showcases the arts & culture happenings around the state. Past issues are archived at massartsandculture.com. There is also a corresponding Facebook page with 669 “likes” at facebook.com/massartsandculture. The newsletter/social media campaign is produced by staff at the Cape Cod Chamber of Commerce, and paid for by the RTCs equally.

International Tourism Marketing, a joint project with Nantucket Island, Martha’s Vineyard Island, in all cases and Plymouth County, Bristol County (SE Mass) in some cases. This includes promotion of the region at trade and consumer shows here and overseas including:

IPW

DNE Summit

World Travel Market

ITB

Sales missions in Canada, Japan, UK, Germany, France, Italy, and emerging markets as identified by Discover New England and MOTT.

“Beaches, Berkshires & Boston” interactive digital co-op campaign with the Nantucket and Martha’s Vineyard Chambers and the Greater Boston & Berkshires CVBs. Our last joint campaign served 2.58 million impressions on the following sites in the New England market: Trip Advisor, Virtual Tourism, Collective Network (sites like FoxNews.com, and smaller niche sites), USA Today and Accuweather.com.

TEAMS Sports Marketing, a partnership at this trade show with other regions in the state, led by the MA Sports Marketing Office.

The Big E, fifth largest state fair in the USA, where we support the MA information booth with staffing coverage and materials. This year Cape Cod covered the first Saturday of the event.

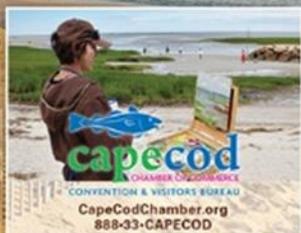
Co-operative year-round public relations contract with the Nantucket and Martha’s Vineyard Chambers. We jointly retain the services of Bill DeSousa-Mauk of DeMa PR in Hyannis to help publicize Cape Cod and the Islands as a high-value, year round destination.

Co-operative ads promote the Cape & Islands in publications such as Boston Globe Magazine, The East Coast Traveler (for Canadian FIT), and other media channels that vary per season. See examples below:



THIS FALL, VISIT CAPE COD AND THE ISLANDS TO YOUR ARTS CONTENT

Join us for the Cape and Islands **Fall for the Arts Festival** October 4 through November 1st! For a list of events visit ArtsFoundation.org.
MUSEUMS • GALLERIES • THEATERS • ARTISTS • MUSICIANS • LIBRARIES
TOURS • DEMONSTRATIONS • RESTAURANTS



Download the free ArtsApp for Cape Cod, Martha's Vineyard & Nantucket!

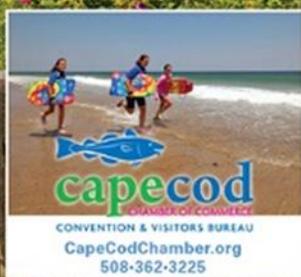
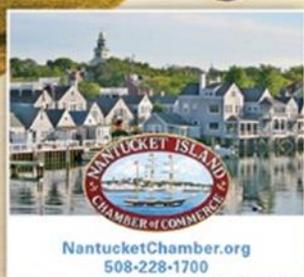


CAPE COD & THE ISLANDS



COME SEA WHAT YOU'VE BEEN MISSING.

If you're longing for escape, beauty, beaches and fun, then Cape Cod, Martha's Vineyard and Nantucket welcome you to come sea what you've been missing. For accommodations, upcoming events and hot deals, just go to our websites.



Download the free ArtsApp for Cape Cod, Martha's Vineyard & Nantucket!



Berkshires

1. Arts & Culture Online Bulletin (all 16 RTCs)
2. The Best of Massachusetts - from the Beaches to Boston to the Berkshires digital advertising campaign (Berkshires, Boston, Cape Cod, Martha's Vineyard, Nantucket)
3. Western MA Group Tour Sales Mission (Berkshires, Springfield, Mohawk Trail, Franklin and Hampshire Counties)
4. Berkshire/Springfield Collaborative digital marketing campaign (Berkshires & Springfield)
5. Western MA Rich media campaign targeting new visitors (Berkshires, Springfield, Hampshire, Franklin & Mohawk Trail)
6. New marketing campaign aimed at Western MASS Alumni with Hampshire County.

Plymouth County Convention & Visitors Bureau

Plymouth County Vacation Planner inside back cover, full-page ad for the cities of Quincy & Boston

Coop ad in Brand USA – Discover America Guide with Cape Cod & the Islands, Greater Merrimac Valley, North of Boston and MOTT.

American Bus Association; 3 publications: American Bus Association Top 100, Jan/Feb and May/June *Destinations* full-page ad including Bristol County's Battleship Cove.

AAA TX Journeys and CA Westways - 1/2-page print ad with North of Boston

AAA Car & Travel NY – 1/2-page print ad with Greater Merrimack Valley

AAA Home & Away OH - 1/2-page print ad with Greater Merrimack Valley

Profile sheets used for international trade shows and sales missions:

Chinese – Quincy and Plymouth County

English – Bristol County, Cape Cod and Plymouth County

French Canadian – Bristol County, North of Boston and Plymouth County

German – Bristol County, Cape Cod and Plymouth County

Japanese – Bristol County and Plymouth County

Profile sheets used for domestic group marketing:

American Bus Association – Bristol County and Plymouth County

Nantucket

- Boston, Beaches & Berkshires Greater Boston/Cape Cod/Martha's Vineyard
- Co-Op Pre Print Cape Cod/Martha's Vineyard
- Arts App Cape Cod/Martha's Vineyard
- Fall For The Arts Cod/Martha's Vineyard
- Canadian Traveler all 16 RTCs participated MOTT attract Canadian visitors
- Boston Globe Wedding Issue Cod/Martha's Vineyard MOTT niche markets, LGBT Multicultural
- New England Travel guide Cod/Martha's Vineyard MOTT Multicultural
- Mass Arts & Culture Bulletin all 16 regions participate
- Brand USA Inspiration Guide all 16 regions participated
- Boston Globe Holiday Calendar of Events

Martha's Vineyard

Martha's Vineyard currently collaborates with the Cape Cod and Nantucket Chambers of Commerce on seasonal and niche advertising buys; a joint PR contract; the Discover New England Partnership Program as well as marketing in their UK, German, and Japan guides; the Cape Cod, Martha's Vineyard & Nantucket Arts Apps; and .

Martha's Vineyard currently collaborates on international marketing with Cape Cod, Nantucket, Plymouth and Southeastern MA, including: Brand USA opportunities (videos & promotions), representation at the Montreal Travel Show, the Discover New England Summit, World Travel Market, ITB in Germany, IPW, efforts in the Japanese market, Dublin Holiday Show, and sales missions and FAMs through MOTT and DNE.

Martha's Vineyard works with the Berkshires, Boston, Cape Cod, Nantucket, & Plymouth on the Boston, Beaches and Berkshires ad campaign.

Additionally, we work with the Cape Cod Chamber and Cape Cod Arts Foundation on Fall for the Arts promotions and the 16 RTCs to produce the monthly Arts & Culture E-Bulletin (19,458 subscribers) and maintaining the accompanying social media channels.

MetroWest Visitor's Bureau

When the MetroWest Visitors Bureau was founded four years ago, we were immediately invited to participate in some RTC collaborations. Since that time, we have:

- Annually participated in the Mass Arts & Culture Bulletin, a joint project of all RTCs.
- Produced two annual "Cultural Connections" with the Central Mass CVB. This was a map and guide highlighting the cultural venues stretching from Weston/Natick all the way to Fitchburg and just west of Worcester.
- Participated (when finances allowed) in Madden Media's Massachusetts Integrated Insert, which also had participation from MOTT and various other RTCs (participation varies year to year, based on budgets).
- Established an ongoing arrangement with Greater Boston CVB, in which the MetroWest Visitors Bureau enjoys greatly discounted rates on bostonusa.com digital ads, on print ads in the GBCVB's flagship publications, and on the LED screen on the Boston Common Visitors Centers
- Collaboratively helped staff trade shows where MOTT had a presence: Boston Globe, NY Times, and AARP
- Participated in the co-op Massachusetts booth and presence at TEAMS conference in 2014. This was the first year that we had enough funds for this, but we plan to participate again in 2015.
- In addition, you might know that the RTCs that run Visitors Centers always offer to distribute the other RTCs' guides at no charge.
- Each year, all RTCs sponsor DNE as a way of supporting MOTT's engagement with that organization.

Greater Springfield Convention & Visitor Bureau

- Cultural Bulletin, a monthly e-newsletter issued to 29,118 readers who subscribed for this service. Each of the 16 regions, along with MOTT, contributes an item for the monthly Arts & Culture E-Bulletin, which showcases the arts & culture happenings around the state. Past issues are archived at massartsandculture.com. There is also a corresponding Facebook page with 669 “likes” at facebook.com/massartsandculture. The newsletter/social media campaign is produced by staff at the Cape Cod Chamber of Commerce, and paid for by the RTCs equally.
- Western MA Sports Commission, a division of the GSCVB focused on bringing sports conferences and tournaments to the region. MOTT’s Sports staff has a seat on the Commission and the local effort mirrors state-wide objectives.
- The Big E, fifth largest state fair in the USA, where we support the MA information booth with staffing coverage and materials.
- Guide to Western MA with the Hampshire County and Franklin County RTCs. We produce 125,000 copies of a single regional visitors guide, collaborating on ad sales, content and distribution.
- Madden Pre-print, newspaper insert campaign launched each spring in over 15 high priority markets along the east coast. GSCVB collaborates with Mohawk Trail as well as Hampshire and Franklin counties as budgets allow.
- Group Tour Sales Mission, billed as the Discover the Hidden Gems of Western MA, a busload of sales representatives bring Western MA to group tour leaders in a specific target market each spring. Partners typically include member properties and the Berkshires. Mohawk Trail, Franklin and Hampshire counties also participate if budgets allow.

North of Boston

Collaborations with All RTC's:

- Massachusetts Regional Tourism Councils Arts & Culture Bulletin (sent via monthly e-blast)
- Tourism Day at the State House each May, promoting the economic importance of tourism to the Commonwealth.

Domestic:

- boston.com campaign with Merrimack Valley (targeting MA and surrounding areas and focusing on natural assets, history, and culture)
- Madden Media Storytelling campaign with Plymouth County (targeting multi-generational travel from NY)

International:

- Double Booth at US Travel Association's IPW with Plymouth
- Brand USA's Inspiration Guide with Plymouth, Southeastern MA, Merrimack
- NTA China with Plymouth
- Japan sales mission with Plymouth
- AAA Canada with Merrimack Valley

Hampshire County

Here is a sample of the Hampshire County RTC's collaborations. Our objective is to leverage our marketing investment with organizations that:

Strengthen visitor awareness of Hampshire County's location in Massachusetts among visitors in our target feeder markets;

- Increase visitor engagement and expand our mailing list of interested visitors;
- Help develop visitor awareness and interest in Hampshire County's key destination attributes.

1. Collaboration of Western Mass RTCs

The 5 RTCs in western Massachusetts collectively promote our individual destinations in tandem with a tagline identifying our location in western Massachusetts. Our communications include the addition of "in western Massachusetts" and we collaborate on advertising campaigns and familiarization tours promoting the western Massachusetts destination and the individual regions within it. In FY15 we funded a 3-month digital advertising campaign that generated an additional 500 visitor sign-ups for our monthly e-newsletters. 3 of the 5 RTCs collaborate to publish 1 visitor guide for the Pioneer Valley.

2. College Collaboration with Amherst, Smith, Mount Holyoke, Hampshire Colleges and the University of Massachusetts

Visiting families, prospective students and nearly 5,000 alumni are visitor segments that drive occupancy in Hampshire County (as well as Hampden County). The Hampshire RTC has developed a customized co-promotion plan with each campus to augment destination marketing as part of campus communications and enrich RTC promotions by featuring campus visitor attractions and events. The goal is to generate repeat visits amongst college-related visitor segments. In FY15 the RTC ran a social media campaign that generated click-thru rates to our web site 500 times greater than results from our geo-based digital marketing campaigns.

3. Collaborations with Industry Partners

Agri-tourism and cultural tourism are two significant market opportunities for Hampshire County. The Hampshire County RTCs collaborate with organizations in the region to feature these assets in our marketing strategy. The RTC funded additional distribution of a local "farm to table" publication in our key visitor markets in Boston and metro cities in Connecticut. Museums10 – a collaboration of 10 art, natural history and history museums – co-promoted with the RTC a Museums Week during February school vacation to attract visitors during a slow visitor season.

4. Lodging collaborations

Hotel properties representing 75% of the room inventory are collaborating on joint promotions. Hotels distribute Hampshire County branded hotel key card to each overnight guest. The properties pay for the printing of the key cards. Hotels also offer promotional rates that the RTC uses as incentives in our advertising campaigns.

5. Market Development

The 3-County Fair Association, City of Northampton and Greater Northampton Chamber of Commerce (Hampshire County RTC fiscal sponsor) are partners in a \$50 million redevelopment plan for the 3-County Fairgrounds, investing in new facilities for a state of the art year-round exhibition center and equestrian center. To date nearly \$4.6 million has been invested in feasibility studies, master planning and construction of new show rings and barns for equestrian events. The feasibility study concluded that, when fully developed, the new fairgrounds facility will generate an additional \$500,000 in tax revenues and \$35 million in spending each year.

National Parks of Boston



Boston African American National Historic Site | Boston National Historical Park | Boston Harbor Islands National Recreation Area

The National Parks of Boston include three units of the National Park System:

Boston National Historical Park, established by Congress in 1974, is a unique collaboration of government owned and privately owned and operated historic sites associated with the colonial struggle for independence and the birth and growth of the United States. These nationally significant attractions include Old South Meeting House, the Old State House, Faneuil Hall, the Old North Church, the Paul Revere House, the Bunker Hill Monument, the Bunker Hill Museum, Dorchester Heights Monument, and the Charlestown Navy Yard, including USS *Constitution*, the USS Constitution Museum, and USS *Cassin Young*.

Boston African American National Historic Site, established in 1980, is comprised of the largest area of pre-Civil War black owned structures in the U.S. It has roughly two dozen sites on the north slope of Beacon Hill. These historic buildings were homes, businesses, schools, and churches of a thriving black community that, in the face of great opposition, fought the forces of slavery and inequality.

Boston Harbor Islands National and State Park, established in 1996, is the largest recreational open space in eastern Massachusetts and is comprised of 34 islands and peninsulas. Just 20 minutes from downtown Boston and South Shore communities, the park provides families, individuals and groups with unique island experiences of fun, adventure and relaxation. Visitors enjoy boat rides to island destinations that offer hiking trails, beaches, camping, natural and historic sites, and activities and tours led by park rangers. Programs and exhibits explore the natural, cultural, geologic and historical background of the Islands.

National park tourism is a critical economic driver for gateway communities and the nation. Every \$1 invested by American taxpayers in the National Park Service returns \$10 to the U.S. economy. (Congress appropriates money for the NPS, visitors are attracted to parks and their spending in nearby communities provides this economic benefit.) According to a peer-reviewed visitor spending analysis conducted for the National Park Service, 2,631,960 visitors to Boston National Historical Park and Boston African American National Historic Site in 2013 spent \$145 million in communities near the park. That spending supported 1,942 jobs in the local area.

The National Parks of Boston have hosted a number of special events and performances over the years which have brought visitors to the Commonwealth and have helped us interpret our resources in creative ways and filled a critical need in the arts community, whose organizations are always looking to reach new audiences in unique and exciting venues.

Some of these events include hosting visiting tall ships in the Charlestown Navy Yard, starting with the Royal Yacht *Britannia* in 1976 for the American Bicentennial celebration, the 1980 celebration of Boston's 350th birthday, Sail Boston events in 1992 and 2000, and the commemoration of the Bicentennial of the War of 1812 on 2012.

- **2000**, a fully staged, professionally amplified, performance of Gilbert & Sullivan's operetta "H.M.S. Pinafore at U.S.S. *Constitution*, with a Victorian stage constructed in front of the ship and arias sung from the gun deck. 17,000 attended the rehearsals and three free performances.
- **2003**, three free performances of Rodgers & Hammerstein's musical "South Pacific" at USS *Cassin Young* with a professional cast and orchestra, fully staged and costumed, on a stage in front of the World War II ship and from its quarterdeck.
- **2005**, the Bumpkin Island Art Encampment. A group of Boston-area artists pitched tents and went "primitive" as part of a five-day art encampment.
- **2007**: Boston Landmarks Orchestra premiere performance of "David and Old Ironsides" in the Charlestown Navy Yard, based on the true story of a young African-American man from Beacon Hill named David Debias who served on USS *Constitution* in the 19th century.
- **2013**: *Roots of Liberty – The Haitian Revolution and the American Civil War*. A performance produced by Underground Railway Theater celebrating the Haitian revolutionary hero Toussaint Louverture and the impact of the Haitian Revolution on the American Civil War, set in Boston's historic Tremont Temple, where the Emancipation Proclamation was read in 1863.
- **2013**: "Phases," a generative art installation by Sophia Brueckner and Catherine D'Ignazio, created for the Boston Harbor Islands Pavilion on the Rose Kennedy Greenway.
- **2015**: Liberty Tree Project. Medicine Wheel Productions and Boston National Historical Park commemorated the start of the American Revolution and the Stamp Act riots in a public ceremony at the Liberty Tree site in Chinatown.
- **2015**: Middle Passage Port Markers Ceremony. The National Parks of Boston and the Boston Middle Passage Port Ceremony Committee hosted an

intergenerational, interfaith ceremony at Faneuil Hall recognizing Boston as a Middle Passage port site.

- **2015:** Isles Arts Initiative. Interactive public art installations and performances on the Boston Harbor Islands
- **2015:** A video shot at Old North Church, Faneuil Hall, and Bunker Hill with spoken word artist and vocalist Mary Lambert was released during the kickoff of the National Park Service Centennial. [Find Your Park](#)

Each of these events was done with the marketing support of the Greater Boston Convention and Visitors Bureau and the Massachusetts Office of Travel and Tourism.

In 2016, the National Park Service will celebrate its centennial, Boston Lighthouse will celebrate its 300th anniversary, and the Boston Harbor Islands park will celebrate its 20th.

The Boston Landmarks Orchestra has submitted a proposal to the National Endowment for the Arts to support the Orchestra's "A National Parks Centennial Celebration," presented in partnership with Boston National Historical Park, the USS Constitution Museum, and a number of other community partners in the summer of 2016. The project will have two separate programs: one at the Charlestown Navy Yard and another focusing on the history and beauty of all National Parks as part of the orchestra's main concert series on Boston's Esplanade, both to be supplemented by community engagement and educational activities for people of all ages and backgrounds.

There should be many ways the National Parks of Boston and MOTT can collaborate on marketing the national parks so the Commonwealth can compete nationally and continue to sustain the local economy.

National Parks of Massachusetts



Boston African American National Historic Site | Boston National Historical Park | Boston Harbor Islands National Recreation Area

1. Adams National Historical Park (Quincy)

From the sweet little farm at the foot of Penn's Hill to the gentleman's country estate at Peace field, Adams National Historical Park is the story of "heroes, statesman, philosophers ... and learned women" whose ideas and actions helped to transform thirteen disparate colonies into one united nation.

2. Blackstone River Valley National Historical Park

The Blackstone River powered America's entry into the Age of Industry. The success of Samuel Slater's cotton spinning mill in Pawtucket, RI touched off a chain reaction that changed how people worked and where they lived, and continues to reverberate across the nation to this day. Come visit and see how this revolution transformed the landscape of the Blackstone Valley.

3. Boston National Historical Park

Discover how one city could be the Cradle of Liberty, site of the first major battle of American Revolution, and home to many who espoused that freedom can be extended to all.

4. Boston African American National Historic Site

Centered on the north slope of Beacon Hill, the African American community of 19th century Boston led the city and the nation in the fight against slavery and injustice. These remarkable men and women, together with their allies, were leaders in Abolition Movement, the Underground Railroad, the Civil War, and the early struggle for equal rights and education.

5. Boston Harbor Islands National Recreation Area

. . . where you can walk a Civil War-era fort, visit historic lighthouses, explore tide pools, hike lush trails, camp under the stars, or relax while fishing, picnicking or swimming—all within reach of downtown Boston. Youth programs, visitor services, research, wildlife management, and more are coordinated on the park's 34 islands and peninsulas by the Boston Harbor Islands Partnership.

6. Cape Cod National Seashore

The great Outer Beach described by Thoreau in the 1800s is protected within the national seashore. Forty miles of pristine sandy beach, marshes, ponds, and uplands support diverse species. Lighthouses, cultural landscapes, and wild cranberry bogs offer a glimpse of Cape Cod's past and continuing ways of life. Swimming beaches and walking and biking trails beckon today's visitors.

7. Essex National Heritage Area

The Essex National Heritage Area begins just 10 miles north of Boston and covers 500 square miles of eastern Massachusetts to the New Hampshire border. The Area includes hundreds of historical sites, miles of intact landscapes, glistening coastal regions and lifetimes of rich experiences that chronicle the history of our region and of our nation.

8. Frederick Law Olmsted National Historic Site (Brookline)

Frederick Law Olmsted (1822-1903) is recognized as the founder of American landscape architecture and the nation's foremost parkmaker. Olmsted moved his home to suburban Boston in 1883 and established the world's first full-scale professional office for the practice of landscape design. During the next century, his sons and successors perpetuated Olmsted's design ideals, philosophy, and influence.

9. John Fitzgerald Kennedy National Historic Site (Brookline)

In 1966, Rose Kennedy, the President's mother returned to her family's first home and birthplace of John F. Kennedy with the intention of sharing the values and expectations she believed defined her children's early years. Today, visitors travel back in time through Mrs. Kennedy's memories to understand the Kennedy family's early years and how she helped Americans memorialize John Kennedy.

10. Longfellow House Washington's Headquarters National Historic Site (Cambridge)

Longfellow House - Washington's Headquarters National Historic Site preserves the home of Henry W. Longfellow, one of the world's foremost 19th century poets. The house also served as headquarters for General George Washington during the Siege of Boston, July 1775 - April 1776. In addition to its rich history, the site offers unique opportunities to explore 19th century literature and arts.

11. Lowell National Historical Park

Discover the continuing revolution. Lowell's water-powered textile mills catapulted the nation – including immigrant families and early female factory workers – into an uncertain new industrial era. Nearly 200 years later, the changes that began here still reverberate in our shifting global economy. Explore Lowell, a living monument to the dynamic human story of the Industrial Revolution.

12. Minute Man National Historical Park (Concord, Lincoln, Lexington)

At Minute Man National Historical Park the opening battle of the Revolution is brought to life as visitors explore the battlefields and structures associated with April 19, 1775, and witness the American revolutionary spirit through the writings of the Concord authors.

13. New Bedford Whaling National Historical Park

"The town itself is perhaps the dearest place to live in, in all New England..nowhere in all America will you find more patrician-like houses, parks and gardens more opulent, than in New Bedford...all these brave houses and flowery gardens came from the Atlantic, Pacific, and Indian oceans. One and all, they were harpooned and dragged up hither from the bottom of the sea." H. Melville, "Moby-Dick"

14. Salem Maritime National Historic Site

When the United States was young, ships from Salem, Massachusetts helped to build the new nation's economy by carrying cargo back and forth from the West to Asia. The historic buildings, wharves, and reconstructed tall ship at this nine-acre National Park tell the stories of the sailors, Revolutionary War privateers, and merchants who brought the riches of the world to America.

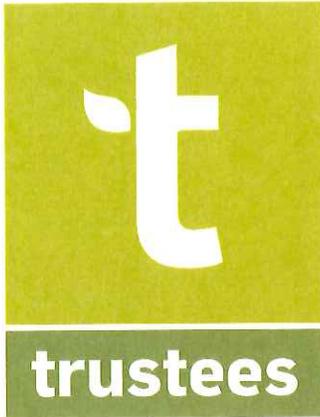
15. Saugus Iron Works National Historic Site

In the 1600's, on the banks of the Saugus River, something extraordinary happened. Explore the place where European iron makers brought their special skills to a young Massachusetts colony. This nine-acre National Park includes working waterwheels, hot forges, mills, an historic 17th century home and a lush river basin.

16. Springfield Armory National Historic Site

For nearly two centuries, the US Armed Forces and American industry looked to Springfield Armory for innovative engineering and superior firearms. Springfield Armory National Historic Site commemorates the critical role of the nation's first armory by preserving and interpreting the world's largest historic US military small arms collection, along with historic archives, buildings, and landscapes.

National park tourism is a critical economic driver for gateway communities and the nation. Every \$1 invested by American taxpayers in the National Park Service returns \$10 to the U.S. economy. (Congress appropriates money for the NPS, visitors are attracted to parks and their spending in nearby communities provides this economic benefit.) According to a peer-reviewed visitor spending analysis conducted for the National Park Service, 9,850,586 visitors to the sixteen national parks of Massachusetts generated \$488,500,000 in economic benefit from tourism in 2014.



Origin of The Trustees And The Land Preservation Movement



The Trustees was founded in 1891 by Charles Eliot, a young Boston landscape architect and open space visionary (and protégé of Frederick Law Olmsted) who proposed the establishment of what would become The Trustees of (Public) Reservations, the first, private nonprofit conservation organization of its kind in the world.

The origin of The Trustees can be traced to March 5, 1890, when the New England periodical *Garden and Forest* carried a letter entitled "The Waverly Oaks." Its author was Charles Eliot.

By the end of the 19th century, conservationists had succeeded in conserving many of the natural wonders of the American West, but the dense urban regions of the East had received relatively little attention. Boston had become the nation's fourth largest manufacturing center. Ironworks, glass factories, foundries – hundreds of plants, large and small – sprang up everywhere, consuming farmland, countryside, river front, and even historic sites. Boston's population swelled by tens of thousands, and living conditions were deplorable.

Against this backdrop of industrialization, very little had been done to set aside open space for Boston's urban population, especially when compared to the extent of open space that had been set aside in London and Paris. Eliot believed that country parks would provide fresh air, scenic beauty, and opportunities for quiet repose – antidotes to the ills of urban life. With this conviction in mind, Eliot wrote his letter to *Garden and Forest*.

While country parks were central to Eliot's vision, he argued for the immediate preservation of "special bits of scenery" still remaining "within ten miles of the State House which possess uncommon beauty and more than usual refreshing power." As an example, he mentioned Waverly Oaks, a steep hill in Belmont "set with a group of mighty oaks," as well as what is today Rocky Narrows in Sherborn, the oldest property of The Trustees of Reservations.

To protect these places, Eliot proposed the creation of a unique statewide nonprofit organization – a corporation governed by a board of voluntary trustees who would be empowered by the state legislature to hold land free of taxes for the public to enjoy “just as a Public Library holds books and an Art Museum holds pictures.” Eliot enlisted a distinguished group of citizens to support his proposal. In a circular called “The Preservation of Beautiful and Historical Places,” the group laid down the special reasons why “places of historical interest or remarkable beauty should be withdrawn from private ownership, preserved from harm, and opened to the public.” They asserted that:

- “the existing means of securing and preserving public reservations are not sufficiently effective,”
- “lovers of nature will rally to endow the Trustees with the care of their favorite scenes, precisely as the lovers of Art have so liberally endowed the Art Museums,”
- the organization “will be able to act for the benefit of the whole people, and without regard to the principal cause of the ineffectiveness of present methods, namely the local jealousies felt by townships and the parts of townships towards each other,” and
- the Commonwealth “can no longer afford to refrain from applying to the preservation of her remarkable places every method which experience in other fields has approved.”

In the spring of 1891, the legislature voted to establish The Trustees of (Public) Reservations “for the purposes of acquiring, holding, maintaining and opening to the public...beautiful and historic places...within the Commonwealth.” On May 21, Massachusetts Governor William E. Russell signs into law **Chapter 352 of the Acts of 1891**, establishing The Trustees of (Public) Reservations as the nation's first private statewide conservation and preservation organization. The word "Public" was dropped from our legal name in 1954 to avoid confusion with publicly (e.g. government) owned land.

Within that same year, Eliot also helped to establish the state’s first regional park district, the Metropolitan Park Commission (MPC), which later became the Metropolitan District Commission (MDC) and is now the Department of Conservation and Recreation (DCR).

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The Trustees Backgrounder

www.thetrustees.org

WHO WE ARE

The Trustees is Massachusetts' largest **conservation** and **preservation** organization and the first land preservation nonprofit of its kind in the world. Celebrating our 125th Anniversary this year, we were founded by open space visionary Charles Eliot in 1891 as The Trustees of (Public) Reservations to save and share places of exceptional scenic, natural, and cultural significance. We hold our "reservations" in "trust" for the public use, appreciate, and enjoy. We believe in protecting the irreplaceable for everyone, forever.

Today, we care for 116 spectacular and diverse reservations spanning more than 26,000 acres throughout the Commonwealth. They range from working farms, landscaped and urban gardens, and community parks to barrier beaches, forests, open meadows, campgrounds, inns and historic sites – many of which are National Historic Landmarks. Located within minutes of every resident, our properties are true **destinations** in themselves. They represent a preserved 300-year, **cultural** timeline of architecture, designed and natural landscapes, arts and artifacts, collections, and fascinating stories of their former inhabitants, many of whom are deeply rooted in our local, state, and national histories.

In addition to being protectors and stewards of our growing properties, we are also a leader and advisor in the **conservation movement**, having worked with community partners and other land trusts around the state to protect nearly 45,000 additional acres statewide from development, 20,000 of which we hold as permanent conservation restrictions. Currently, half of Massachusetts' population lives within five miles of one of the more than 70,000 acres of total land protected and cared for by The Trustees. We are also one of the largest owners of **farmland** in Massachusetts, operating four working farms with active Community Shareholder Programs and caring for 2,000 agricultural acres. We are a founding partner of the Boston Public Market, the first all locally-sourced indoor market of its kind in the nation, where we operate our Appleton Farms vendor booth as well as a 3,200 square foot demonstration KITCHEN as the Market's programming partner.

Funded by nearly 125,000 members and hundreds of other individual, corporate, and public grant supporters and by our 1.6 million visitors, our passion is to **engage** more people in culture, agriculture, nature, and healthy, active lifestyles. By using our diverse properties, our community spaces, and our over 4,100 annual programs as a powerful and compelling platform, we hope to connect more people to our inspired places and to each other in our increasingly digitized world.

During this 125th milestone year, we celebrate the leading role The Trustees continue to play in the preservation and conservation movement, thanks to the foresight of founder and open space visionary, Charles Eliot, and the contributions of our many past leaders and supporters. We also hope to share how we are carrying his legacy forward while also transforming as an organization to invite more people to visit, engage, gain a better understanding of our mission and share their experiences with and passion for Trustees. For more information, visit www.thetrustees.org/125.

WHAT WE CARE ABOUT

Conservation & Preservation – Saving and Sharing Special Places across Massachusetts

We protect scenic, natural, and historic places that matter for public use and enjoyment by:

- Acquiring properties to become new reservations in our statewide network to be preserved and protected from development and other threats.
- Accepting conservation restrictions on private properties when landowners want to protect their land from development in perpetuity.

- Collaborating with public and private partners to protect and care for land that will be open to the public.
- Promoting land acquisition, stewardship, and public access for urban and community gardens, parks, and greenways in Massachusetts' cities.
- Affiliating with leading organizations, politicians, and stakeholders in their fields to increase our collective impact.

Stewardship – Caring for and Preserving our Scenic, Cultural, and Natural Resources

We are committed to:

- Caring for, restoring, and reinvigorating our reservations to the highest standards possible to ensure their long-term health and resiliency.
- Researching, documenting, preserving, and sharing the stories of our historic, natural, and cultural landscapes and their contents and collections.
- Leading by example in caring for, protecting, and restoring our natural resources including rare species and important ecological habitat.
- Balancing the needs of our 1.6 million visitors with the exceptional care and protection of the flora and fauna that call our properties home.

Sharing and Bringing Our Stories to Life – the Nature, the History, the Culture

Connecting people to places involves:

- Creating high-quality experiences for a diverse group of residents and visitors.
- Providing programmatic and educational opportunities to help deepen member and visitor relationships with our scenic, cultural, and natural sites and their many stories.
- Offering a variety of ways for people to disconnect from their busy, digitized lives and experience the outdoors, from hiking, cross-country skiing, and paddling to gardening, farming, and volunteering.
- Connecting more people to the locally grown, healthy food movement using our agricultural properties, CSA memberships, and educational programs as platforms.
- Inspiring the next generation of conservationists and preservationists through educational and lively interactive programs that engage them in our work.
- Providing opportunities for people of all ages to become better caretakers of Massachusetts' natural and cultural resources, which are so critical to the future health and sustainability of our communities.
- Demonstrating how being a Trustees member and volunteer directly supports the growth of our mission and the impact of our work.

Advocacy

Together with our members, legislators, other elected and appointed officials, and fellow conservation and preservation organizations, we strive to implement smart and effective public policies that help protect the special places of Massachusetts and promote land conservation, preservation, thoughtful development, healthy environment, and sustainable communities. The Trustees currently holds the environmental seat on the board of the Massachusetts Nonprofit Network, which is dedicated to uniting and strengthening the entire nonprofit sector through advocacy, public awareness, and capacity-building. Areas of focus include, but are not limited to:

- State Legislative Priorities
The Trustees advocates for legislation that supports land conservation and historic preservation, addresses climate change, and furthers natural resource protection. Read more about our priority bills for the 2015-16 legislative session [here](#).
- Land Protection
As the world's first land conservation and preservation nonprofit we care deeply about protecting this limited resource. In addition to our state legislative priorities, we are also founding Steering Committee members of the Massachusetts Community Preservation Coalition. At the federal level, we advocate for the Land & Water Conservation Fund, America's most important federal conservation and recreation program. The Trustees is also represented on the Commonwealth's Natural Heritage & Endangered Species Advisory Committee which provides the Massachusetts Division of Fisheries & Wildlife with independent

scientific advice on the conservation and protection of over 400 species of wild plants and animals that are not hunted, fished or trapped.

- Agriculture and Food Policy

In addition to advocating for land conservation tools that support agriculture and local, sustainable food systems, The Trustees is a project advisor to the Massachusetts Food System Plan.

- Climate Change

Climate change is one of the greatest threats facing our environment and our properties, from rising sea levels and coastal erosion, to impacts from flash floods inland, to changes in flowering times of crops and wildflowers. Read more [here](#).

- Natural Gas Pipelines

The Trustees opposes the Kinder Morgan Northeast Energy Direct Project as over 25% of the route is on public and private conservation land, including our own Notchview Reservation in Windsor. Read more [here](#).

WHERE WE ARE AND WHERE WE ARE GOING

With more than one million acres in Massachusetts still unprotected from development, the effects of climate change threatening the health of our properties and communities, and a generation of children becoming increasingly disconnected from history, the outdoors and the places that sustain us, The Trustees' work is more urgent today than ever before. As we work to achieve our bold vision and connect more people to the places they love, to each other and to their communities, The Trustees are on track to meet an ambitious, 5-year strategic plan, *The Path Forward 2018*, built around four pillars:

- To **protect** special places near significant numbers of people and with deep ties to communities, working with our partners and affiliates to strengthen the conservation and preservation movement and expand our capacity as an important non profit leader in the Commonwealth;
- To **steward**, or care for, the well being of our irreplaceable landscapes and landmarks to ensure our children and children's children share our commitment and dedication and have a stake in preserving our vibrant community resources;
- To **excite** people, volunteers and partners with compelling programs and events that bring our cultural, natural and scenic treasures to life and create memorable experiences for all; and,
- To **grow** by working to advance our mission and ensure a vibrant future for the open spaces and special places our communities depend on which enhance the quality of life for our Massachusetts residents and beyond.

As we move forward, we will work to build a larger and more diverse network of caring communities and like-minded individuals – all linked by a shared commitment to preserving, protecting, and enjoying places of exceptional ecological, cultural and historic significance throughout Massachusetts and beyond.



The Trustees Facts & Figures

www.thetrustees.org

PROTECTED LAND

Currently, half of Massachusetts' population lives within five miles of one of the more than 70,000 acres of land protected and cared for by The Trustees:

Land owned, managed, and permanently protected:	26,983 acres (116 reservations)
Land held under conservation restrictions (CRs):	21,000 acres (390 parcels)
Land protected through assistance:	24,651 acres (145 projects)

CONSTITUENCY

Membership: Nearly 125,000 individuals

Volunteers: Over 1,300 volunteers are an integral part of our organization each year

Visitation: More than 1.6 million in 2015

ORGANIZATION

Employment during the 2016 Calendar Year:

- Regular full-time staff positions: 190
- Regular part-time staff positions: 46
- Seasonal staff positions: 450

SPECIAL DESIGNATIONS

National Historic Landmarks

The William Cullen Bryant Homestead, *Cummington* (1966)

The Old Manse, *Concord* (1966)

The Mission House, *Stockbridge* (1968)

Castle Hill on the Crane Estate, *Ipswich* (1998)

Naumkeag, *Stockbridge* (2007)

Fruitlands Museum, *Harvard* (2016)

National Register of Historic Places

The Ashley House, *Sheffield* (1975)

Naumkeag, *Stockbridge* (1975)

The Stevens-Coolidge Place, *North Andover* (1979)

North Common Meadow, *Petersham* (1982)

Tantiusques, *Sturbridge* (1983)

Cape Poge Lighthouse at Cape Poge Wildlife Refuge, *Martha's Vineyard* (1987)

The Paine House at Greenwood Farm, *Ipswich* (1990)

National Natural Landmarks

Bartholomew's Cobble, *Sheffield* (1971)

TRAILS AND COAST

Trail Systems

Our reservations contain more than 350 miles of hiking trails and connect to the following:

Bay Circuit Trail, Appalachian Trail, Cape Cod Pathways, Mid-State Trail, New England National Scenic Trail, Monoosnoc Trail, Tully Trail, and the Southeastern Massachusetts Bioreserve.

Coastlines

Our reservations span 70 miles of coastline in Massachusetts.

THE TRUSTEES & AGRICULTURE

The Trustees has extensive expertise in farmland protection and is among the largest private owners of farmland in the Commonwealth. We have protected over 12,000 acres of farmland in the state, over 2,000 of which remain under our management, including the nation's oldest continually operating working farm, **Appleton Farms**, located in Ipswich, **Powisset Farm** in Dover, **Weir River Farm** in Hingham and **Chestnut Hill Farm** in Southborough, all of which have active Community Supported Agriculture (CSA) programs, and **The Farm Institute** on Martha's Vineyard. Over the last 15 years, we have increased our focus on agriculture, reactivating working farms and community gardens to build a more sustainable food system that is accessible to more people. Our growing network of five farms and 56 community gardens are visited by more than 500,000 annually. For the first time in our history, we are now able to share our expertise in the areas of food, nutrition, and farming on a site that is not our own reservation by serving as a founding partner and one of nearly 40 on site vendors at the Boston Public Market, as well as the programming partner in the Market's state-of-the-art demonstration KITCHEN.

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For more information, contact:

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Agriculture at The Trustees

Background • Facts • Figures | 2015

Overview

Since 1891, The Trustees has worked to conserve remarkable landscapes and connect people to the natural, cultural, and historic places that make Massachusetts unique. During that time, agricultural landscapes have been central to our work, resulting in the permanent protection of over 12,000 acres of farmland in the Commonwealth. Most of this acreage is now in the hands of the broader agricultural community in Massachusetts, to be protected and cultivated in perpetuity. Of the farmland we've protected over time, approximately 2,000 acres remain under our management, including our community farms and gardens, land that we lease to other farmers and non-profits, and protected grassland habitat.

The Trustees has extensive expertise in farmland preservation, is among the largest private farmland owners in the Commonwealth, and has a large and engaged constituency across the state, including visitors, members, supporters, and Community Supported Agriculture (CSA) shareholders and gardeners. We have a growing agricultural network that includes four community farms and 60 community gardens, which are visited and enjoyed by more than 140,000 people each year. Our work in agriculture aligns with our larger organizational mission to protect the special places of Massachusetts for public enjoyment, providing a platform for visitors to connect to and enjoy our properties, whether they are picking up a CSA share at one of our community farms, cultivating a plot in our community gardens, or attending one of the hundreds of farm, garden, and food related events and programs we offer each year.



We are expanding our work and impact in agriculture, as detailed in The Trustees' newly developed five-year agricultural vision. We will continue to protect and care for our agricultural lands, work to increase access to farmland for the Massachusetts farming community, provide access to fresh, local food for a diversity of consumers, educate and inspire our visitors and program participants about the value of local farms and community gardens and the food they produce, and work with partners and collaborators throughout the state and region to advocate for policies that support a strong local food system.

Trustees community farms

The Trustees operates four community farms throughout the state, including Appleton Farms, one of the oldest continuously operating farms in the country. Almost two decades ago, we began to build a vibrant mix of production and educational activities on these properties, which include:

- ❖ *Appleton Farms, Ipswich & Hamilton:* Features a 650-member CSA, dairy and creamery, grass-fed beef operation, historic home, educational kitchen, and year-round farm store. Educational programs include cooking classes, seasonal events, farm tours, youth and group programs, and farm dinners.
- ❖ *Powisset Farm, Dover:* Features a 400-member CSA, chickens and pigs, educational kitchen, and seasonal farm store. Educational programs include cooking classes, seasonal events, and youth and group programs.
- ❖ *Weir River Farm, Hingham:* Features a 160-member CSA, grass-fed beef operation, and educational barnyard with a variety of animals. Educational programs include a summer camp, children's barnyard program, youth and group programs, and seasonal events.
- ❖ *Chestnut Hill Farm, Southborough:* Our newest CSA, currently with 50 members, expanding to 200 members in the spring of 2016. The CSA and educational programs will be growing at this property over the coming years.



Trustees community gardens & the Boston Public Market

The Trustees recently merged with the Boston Natural Areas Network—creating a Boston Region within The Trustees, which now owns and manages 60 community gardens over 16 acres in the City of Boston. These gardens serve over 5,000 Boston residents, who grow an estimated 300,000 pounds of produce every year.



Also in the Boston Region, The Trustees is the lead educational programming partner for the Boston Public Market, the first all-local public market in the country. This is an exciting partnership and the first time The Trustees offers programming on a site that is not one of our properties. The Trustees manages the KITCHEN at the Boston Public Market, a 3,200 square foot demonstration kitchen and educational space within the Market, offering cooking classes, workshops, events, lectures, films and more in collaboration with a diverse set of programming partners. Programs address topics such as culinary education, health and nutrition, youth engagement, sustainability and conservation.

The Trustees :: agricultural facts

Agricultural land permanently protected since our founding in 1891 :: **12,000+ acres**

Agricultural land currently owned and managed :: **2,000+ acres**

Farmers leasing agricultural land :: **30+**

Historic and active farms currently managed :: **21**

Trustees community farms with CSA programs :: **4**

Members participating in Trustees CSAs :: **1,250+**

Full and part-time community farm staff :: **36**

Farm stores and retail operations :: **3**

Produce donated to food pantries (in 2014) :: **35,000 lbs**

Types of production on Trustees farms :: **produce, dairy, grass-fed beef, livestock, poultry**

Community gardens owned :: **60** (over **16** acres in **8** Boston neighborhoods)

Community garden plots :: **1,500**

Community members served by gardens :: **5,000+**

Annual participants in educational programs on community farms and gardens :: **14,000+**

Annual visitations to our community farms and gardens :: **140,000+**

Trustees Properties
Within Massachusetts Office of Travel and Tourism
Regional Tourism Councils

Greater Boston

Eleanor Cabot Bradley Estate, Canton
Signal Hill, Canton
Chase Woodlands, Dover
Noanet Woodlands, Dover
Peters Reservation, Dover
Powisset Farm, Dover
Pegan Hill, Dover & Natick
Fork Factory Brook, Medfield
Medfield Meadow Lots, Medfield
Medfield Rhododendrons, Medfield
Noon Hill, Medfield
Rocky Woods, Medfield
Shattuck Reservation, Medfield
Governor Hutchinson's Field, Milton
Pierce Reservation, Milton
Charles River Peninsula, Needham
Moose Hill Farm, Sharon
Francis William Bird Park, Walpole

North of Boston

Ward Reservation, Andover & North Andover
Long Hill, Beverly
Moraine Farm, Beverly
Crane Wildlife Refuge on the Crane Estate, Essex
Stavros Reservation, Essex
Mount Ann Park, Gloucester
Ravenswood Park, Gloucester
Appleton Farms Grass Rides, Hamilton
Appleton Farms, Hamilton & Ipswich
Castle Hill on the Crane Estate, Ipswich
Crane Beach on the Crane Estate, Ipswich
Greenwood Farm, Ipswich
Hamlin Reservation, Ipswich
Agassiz Rock, Manchester
Coolidge Reservation, Manchester
Crowninshield Island, Marblehead
Old Town Hill, Newbury
Stevens-Coolidge Place, North Andover
Weir Hill, North Andover
Halibut Point Reservation, Rockport
Misery Islands, Salem Sound
Pine and Hemlock Knoll, Wenham

Greater Merrimack Valley

Malcolm Preserve, Carlisle
Old Manse, Concord

Southeastern Massachusetts

Cornell Farm, Dartmouth
Slocum's River Reserve, Dartmouth
Governor Oliver Ames Estate, Easton
Copicut Woods, Fall River
Westport Town Farm, Westport
Allen C. Haskell Park, New Bedford

Plymouth County

Whitney and Thayer Woods, Cohasset & Hingham
Weir River Farm, Hingham
World's End, Hingham
Two Mile Farm, Marshfield
Norris Reservation, Norwell
Holmes Reservation, Plymouth
East Over Reservation, Rochester

Cape Cod

Lyman Reserve, Bourne, Plymouth & Wareham
Mashpee River Reservation, Mashpee
Lowell Holly, Mashpee & Sandwich
Dunes' Edge Campground, Provincetown

Martha's Vineyard

Cape Poge Wildlife Refuge, Edgartown
Mytoi, Edgartown
Norton Point Beach, Edgartown
Menemsha Hills, Martha's Vineyard
Wasque, Martha's Vineyard
Long Point Wildlife Refuge, West Tisbury
The FARM Institute, Edgartown

Nantucket

Coskata-Coatue Wildlife Refuge, Nantucket

MetroWest

Bridge Island Meadows, Millis
Cedariver, Millis
Rocky Narrows, Sherborn
Chestnut Hill Farm, Southborough

Central Massachusetts

Tantiusques, Sturbridge
Cormier Woods, Uxbridge & Mendon
Rock House Reservation, West Brookfield

Johnny Appleseed Trail

Dexter Drumlin, Lancaster
Doyle Community Park & Center, Leominster
Brooks Woodland Preserve, Petersham
North Common Meadow, Petersham
Swift River Reservation, Petersham
Elliott Laurel, Phillipston
Redemption Rock, Princeton
Doane's Falls, Royalston
Jacobs Hill, Royalston
Royalston Falls, Royalston
Tully Lake Campground, Royalston
Farandnear, Shirley
Fruitlands Museum, Harvard

Greater Springfield

Quinebaug Woods, Holland
Dinosaur Footprints, Holyoke
Land of Providence, Holyoke
Little Tom Mountain, Holyoke
Peaked Mountain, Monson

Hampshire County

Chesterfield Gorge, Chesterfield
William Cullen Bryant Homestead, Cummington
Mount Warner, Hadley
Glendale Falls, Middlefield
Petticoat Hill, Williamsburg

Franklin County

Bear Swamp, Ashfield
Chapel Brook, Ashfield
Bullitt Reservation, Ashfield & Conway
Bear's Den, New Salem

The Berkshires

Monument Mountain, Great Barrington
Goose Pond Reservation, Lee
Dry Hill, New Marlborough
Questing, New Marlborough
McLennan Reservation, Otis & Tyringham
Ashley House, Sheffield
Bartholomew's Cobble, Sheffield
Mission House, Stockbridge
Naumkeag, Stockbridge
Tyringham Cobble, Tyringham
Ashintully Gardens, Tyringham
Field Farm, Williamstown
Mountain Meadow Preserve, Williamstown MA &
Pownel VT
Notchview, Windsor

Mohawk Trail

none

Visitor Information Centers

There are 11 centers located at entry points into Massachusetts. They are run by the Regional Tourist Councils (RTC). They require funding to pay for staff. A bill providing \$400,000 to support these centers was not included in the fiscal year budget for 2017. The centers are owned by the Commonwealth and need care and maintenance which is not happening.

New York has just announced a \$55 million dollar program to fix up and expand their visitor centers and add outlets for locally produced products from the centers. Massachusetts should look at this program as a model to be followed.

Massachusetts Visitor Information Centers are the front doors to our state. We welcome visitors with information about every area of our state, offering travel respite, restrooms, and a drink of water (or more from vending machines). There are 11 such centers across the Commonwealth that are operated by local organizations but owned by the Commonwealth. Not funding these centers will be a disservice to visitors and our businesses, which rely on these Centers for promotion.

The Centers are located at key entry points to the state and impactful high tourist locations. Each VIC offers visitors a cross-section of things to do and see across the state in regions east, west, north and south.

Please help us keep the red carpet out for our valuable visitors and traveling public!

FY17 Budget: \$0

The House budget directed funding for VICs in item 7008-0900, but did not include an earmark amount (FY16 funding was \$400,000). The Senate budget did not include this directive.

FY16 EARMARK FUNDING FOR THE 11 VICS: \$400,000

The following Visitor Information Centers were supplemented through an earmark in the MOTT line item: The current language is as follows: “no less than \$400,000 shall be expended for opening the 11 visitor information centers from Memorial Day to Columbus Day”

VIC MANAGER	VIC LOCATION	FY16 \$ AMOUNT
Wendy Northcross/Cape Cod Chamber	Rt. 25 E. Plymouth	\$25,500
Wendy Northcross/Cape Cod Chamber	Barnstable Visitor Center, Rt. 6, btw. Exits 6 & 7	\$15,000
Maria Oliva/Cape Cod Canal Region	Sagamore Bridge	\$30,000
Paul Cripps/Plymouth County CVB	Rt. 3, Plymouth	\$50,000
Paul Cripps/Plymouth County CVB	Rt. I-195, Wareham	\$25,000
Ann Marie Casey/North of Boston	Rt. I-95 S	\$74,000
Ann Hamilton/Franklin County Chamber	I-91 Visitor Center	\$17,000
Pat Moscaritolo/Cathy Doran – GBCVB	Boston Common VIC	\$74,948
Pat Moscaritolo/Cathy Doran – GBCVB	Prudential Center VIC	\$13,552
Lauri Klefos/Berkshire Visitors Bureau	City of Adams VIC	\$20,000
Roy Nascimento	Johnny Appleseed Trail VIC	\$35,000
Massachusetts Department of Transportation/MassDOT	ISA to MassDOT to enhance deep cleaning efforts at VICs to include landscaping (8 MassDOT centers @ \$2500/each)	\$20,000

Additional items to consider with respect to Visitor Information Centers:

- These Visitor Information Centers are a representation of Massachusetts. Many buildings are owned by the state and require consistent maintenance and repair. Massachusetts buildings that are no longer properly serving the traveling public should be torn down or invested in through a separate fund dedicated to re-opening and rebuilding existing facilities.
- The Department of Transportation appropriation under this line item should reflect additional consistent repair and maintenance of all buildings owned by the state.
- To ease the financial burden on the state and the managing Regional Tourism Councils, it is recommended that the Commonwealth assist the Regional Tourism Councils with the formation/negotiation of public/private partnerships, such as chain convenience establishments. The Regional Tourism Councils are very willing to serve on a commission “to study alternative, dependable sources for funding tourist visitor centers in order to improve tourism throughout the commonwealth. This has not been done for 5 years, and we would like to revisit this.

Here is some very specific information relative to the Maria Miles Visitor Center, located at the MA/NH border on I-95S in Salisbury:

The North of Boston Convention & Visitors Bureau operates the Mass DOT-owned Maria Miles Visitor Center, located on I-95S in Salisbury, which is open year-round – 7 days a week. Supplemental funding through the FY16 MOTT earmark afforded us adequate staffing and extended hours so that we could serve **400,000 travelers in 2015**. The Visitor Center supports 1 full time employee and 8 part-time employees. Estimated operational staffing costs for FY17 are \$146,112.00. *These costs are based on year-round staffing with two people in the building at all times (safety measure) and include payroll, taxes, and insurance. FY17 costs will be higher than FY16 given the Minimum Wage increase to \$11 per hour on January 1, 2017 and the New Massachusetts Earned Sick Time (EST) Law. The North of Boston CVB pays for utilities (phone, Internet), office supplies, misc. maintenance and supplements the Visitor Center with unforeseen costs throughout the year. Due to responsible fiscal governance by the North of Boston Convention & Visitors Bureau Board of Directors, the Maria Miles Visitor Center will be able to operate through the fall and winter months with reduced hours of operation; however, without a predictable supplemental state funding mechanism in place, our future beyond that point is uncertain.

NY to put \$55M toward welcome centers, tourism

[Politics on the Hudson](#)

Lindsey Riback, Albany Bureau 5:06 p.m. EDT October 18, 2016



A couple takes in the view of fall colors at John Boyd Thacher State Park on Tuesday, Oct. 18, 2016, in Voorheesville, N.Y. (Photo: Mike Groll, AP)

ALBANY -- New York is putting \$55 million to upgrade and add welcome centers across the state and boost tourism advertising.

The state is adding \$5 million to its initial \$50 million allocation in this year's budget to expand the centers, including adding Taste NY markets to sell New York-grown products at all of them, Gov. Andrew Cuomo announced Tuesday.

"With new welcome centers that will serve as gateways to New York's unparalleled natural beauty, and with this new funding, we are creating an interactive tourism experience that will keep visitors coming back year after year," Cuomo said in a statement.

The money was announced during the state Tourism and Craft Beverage Summit near the Capitol, which brought together tourism officials from across the state.

An additional \$2 million, Cuomo said, will be used to promote the state's agritourism and craft beverage industry. Overall, the state this year is putting \$15 million to advertise and market its destinations across New York, Cuomo said.

The welcome centers will all feature Taste NY markets and three "I Love NY" kiosks that provide information about the specific region's history and destinations.

Visitors can create an itinerary at the kiosks and have it emailed to them.

The Geneva Visitors and Events Center in the Finger Lakes, the Broome Gateway Center in the Southern Tier and the rest stop on Interstate 84 between exits 16-17 in Stormville, Dutchess County, are all getting upgrades.

At the Tuesday summit, the state also announced that in 2017 it will celebrate 100 years of women's suffrage in New York and the 200th anniversary of the Erie Canal.

For each event there will be Path Through History promotions, providing visitors with the historical information about each event.

Expansions are also coming to the "I Love NY" app. It will feature a downloadable audio tour of the top state attractions, along with accessibility information.

The state has increased its advertising spending on tourism under Cuomo, and the spending has drawn criticism from Comptroller Thomas DiNapoli, [who has questioned whether the ads are producing tangible results.](#)

The state has allocated \$50 million a year under New York's "Open for Business" marketing campaign, which includes the "I Love NY" campaign and Start-Up NY ads -- a program that provides tax-free zones for new companies.

Cuomo's office has praised the tourism ads, saying the promotions have benefited the industry.

Tourism spending is up 25 percent since 2010, his office said, with 234 million visitors and \$63 billion in direct spending.

Travel Expenditures

	2015	2014	Δ	%
Domestic	\$17,500,000,000	\$16,800,000,000	\$700,000,000	4.2%
International	\$2,750,000,000	\$2,700,000,000	\$50,000,000	1.9%
Total	\$20,250,000,000	\$19,500,000,000	\$750,000,000	3.8%

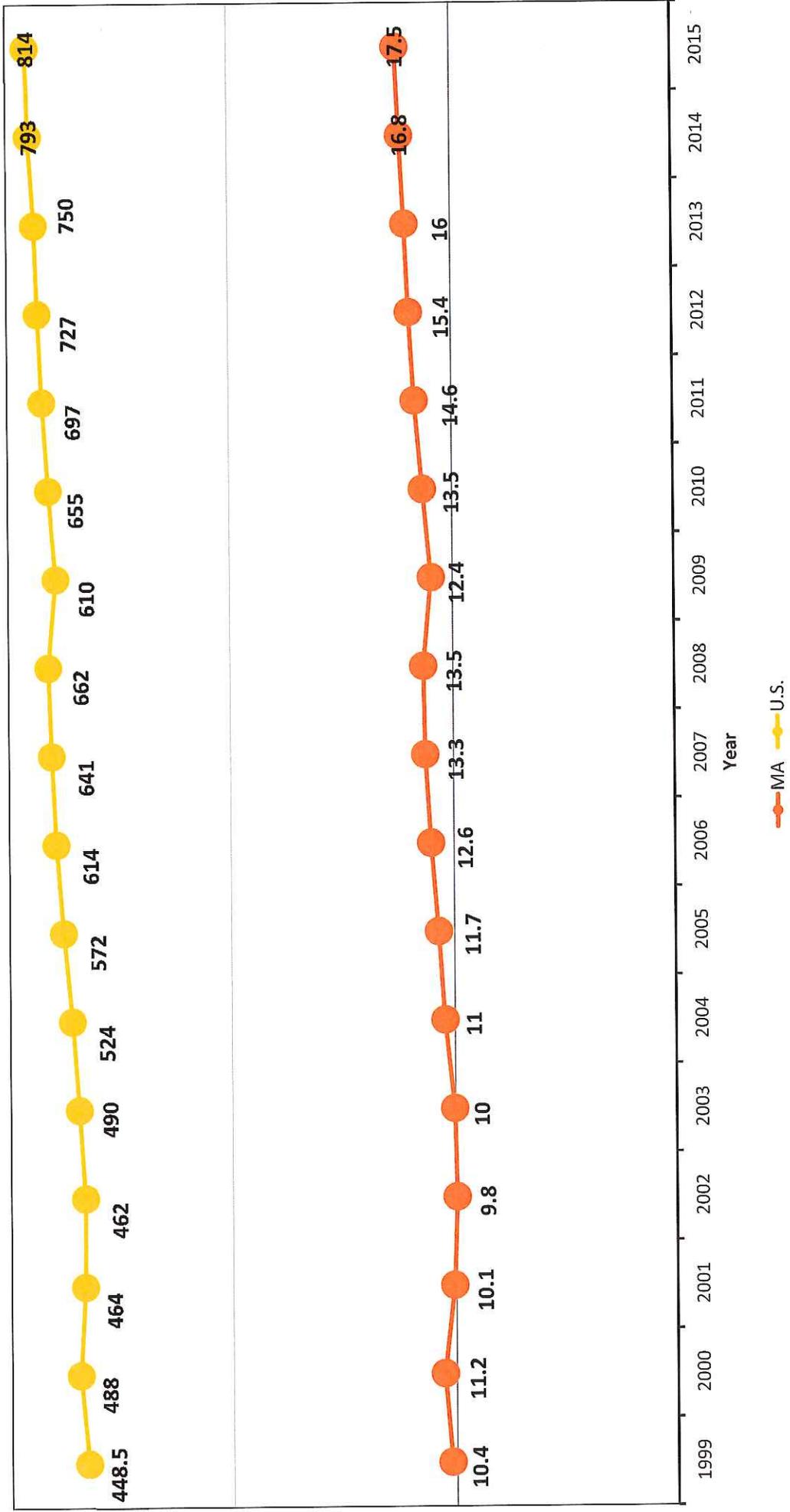
	1999	2014	Δ	%
Domestic	\$10.4 billion	\$17.5 billion	\$7.1 billion	68.3%
International	\$1.9 billion	\$2.75 billion	\$.85 billion	45%
Total	\$12.3 billion	\$20.25 billion	\$7.95 billion	65%

Travel to Massachusetts is **BIG BUSINESS**. Visitors spend their money (mostly non-Massachusetts residents) on lodging, meals, transportation, attractions, and **SHOPPING**. The retail component of the Visitor Industry is not often included in the conversation about the importance of tourists to our economy. The other factor of importance is that all of these businesses and institutions in turn spend their money purchasing goods and services from local companies – the induced economic effect. Food purveyors, farms, laundries, advertising agencies, accountants all benefit from the visitor spending in the Commonwealth. Some estimates put that factor at 1.6x the original spending figure.

DOMESTIC TRAVEL EXPENDITURES in MA and U.S., 2000-2015

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MA (Billions \$)	11.2	10.1	9.8	10.0	11.0	11.7	12.6	13.3	13.5	12.4	13.5	14.6	15.4	16.0	16.8	17.5
% Change	--	-10%	-3%	1%	10%	7%	8%	6%	1%	-8%	9%	8%	5%	4%	5%	3.8%
U.S. (Billions \$)	488.2	464.1	462.3	490.0	524.4	572.1	614.2	641.3	662.4	610.2	655.2	696.7	726.9	750.7	790.9	814.0
% Change	--	-5%	0%	6%	7%	9%	7%	4%	3%	-8%	7%	6%	4%	3%	5%	2.7%

DOMESTIC TRAVEL EXPENDITURES in MA and U.S., 2000-2015



\$ In Billions

MA U.S.

INTERNATIONAL TRAVEL EXPENDITURES in MA and U.S.,2000-2015																	
YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
MA (Billions \$)	\$2.2	\$1.8	\$1.4	\$1.2	\$1.4	\$1.4	\$1.6	\$1.8	\$2.0	\$1.9	\$2.1	\$2.3	\$2.3	\$2.5	\$2.65	\$2.75	
% Change	--	-18%	-20%	-13%	15%	-3%	17%	11%	13%	-5%	6%	12%	0%	7%	8%	3.6%	
U.S. (Billions \$)	\$82.3	\$73.1	\$67.7	\$62.1	\$74.8	\$81.7	\$85.7	\$96.7	\$110.5	\$94.2	\$103.5	\$116.3	\$128.6	\$135.6	\$135.7	\$133.0	
% Change	--	-11%	-7%	-8%	20%	9%	5%	13%	14%	-15%	10%	12%	11%	9%	9%	-2%	

INTERNATIONAL TRAVEL EXPENDITURES in MA and U.S., 2000-2015



\$ in Billions

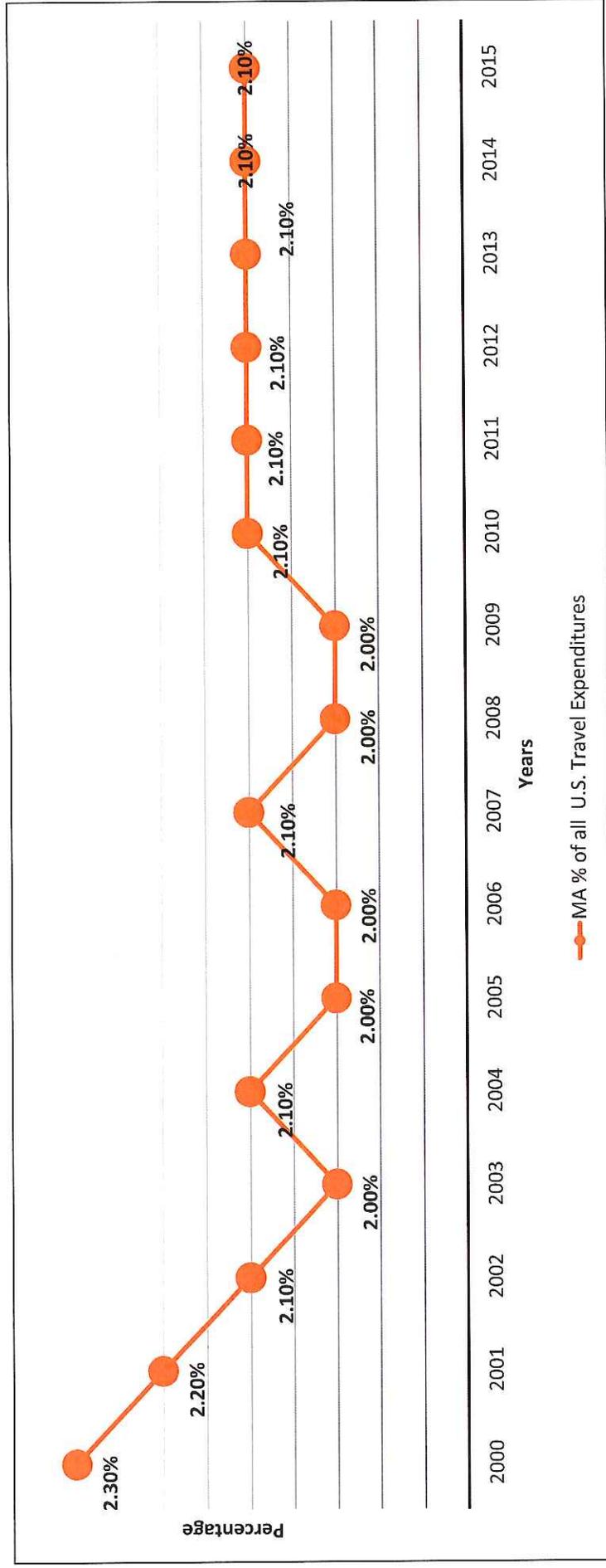
Year

MA U.S.

**Percentage of the MA Domestic Travel Expenditures
In Relation to All U.S. Domestic Travel Expenditures, 2000 - 2015**

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MA % of US	2.3%	2.2%	2.1%	2.0%	2.1%	2.0%	2.0%	2.1%	2.0	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%

MA % of US



Summary of Travel related Economic Impact Metrics: MA CY 2000-2015

Domestic travel expenditures

<u>Calendar yr</u>		<i>Massachusetts</i>		<i>U.S total</i>		<i>MA %</i>	<i>MA Jobs</i>	<i>MA State Taxes</i>	<i>MA Local Taxes</i>	<i>Federal Taxes</i>
Market Share	Volume	<i>billion \$\$</i>	<i>% chng</i>	<i>billion \$\$</i>	<i>% chng</i>	<i>of U.S.</i>		<i>million \$\$</i>	<i>million \$\$</i>	<i>million \$\$</i>
1.7	2015	17.5	4%	814.0	3%	2.1%	116,000	700.0	439.4	1,463.7
1.8	2014	16.8	5%	792.4	5%	2.1%	113,300	645.8	416.1	1,378.5
1.9	2013	16.0	4%	751.2	3%	2.1%	111,100	612.7	396.3	1,313.6
1.9	2012	15.4	5%	728.0	5%	2.1%	108,800	585.9	379.7	1,253.4
2.2	2011	14.6	8%	694.0	8%	2.1%	106,800	562.2	358.6	1,202.0
2.0	2010	13.5	9%	640.6	5%	2.1%	104,700	538.9	339.9	1,148.8
1.8	2009	12.4	-8%	609.1	-9%	2.0%	104,400	495.2	301.8	1,094.6
1.8	2008	13.5	1%	667.9	4%	2.0%	110,900	518.5	323.5	1,198.7
	2007	13.3	6%	645.3	5%	2.1%	111,700	516.9	319.1	1,199.4
	2006	12.6	8%	617.1	7%	2.0%	110,500	489.9	300.4	1,142.1
	2005	11.7	7%	576.8	7%	2.0%	110,500	466.3	280.4	1,090.9
	2004	11.0	10%	537.2	7%	2.0%	110,500	451.6	268.5	1,057.8
	2003	10.0	1%	501.5	4%	2.0%	110,600	426.9	247.7	1,001.8
	2002	9.8	-3%	483.8	-1%	2.0%	110,100	420.8	238.9	984.8
	2001	10.1	-10%	488.2	-3%	2.1%	112,000	425.5	240.6	1,017.7
	2000	11.2		503.4		2.2%	113,300	444.7	253.3	1,086.7
	1999	10.4		448.5		2.3%	110,700	413.7	235.7	1,000.2
Increase 1999 to 2015		68.3%		81.5%			4.8%	69.2%	86.4%	46.3%

Summary of Travel related Economic Impact Metrics: MA CY 2000-2015

Internat'l travel expenditures

Overseas Market Share Volume	Massachusetts		U.S total		MA % of U.S.	MA Jobs	MA	MA	Federal Taxes million \$\$
	billion \$\$	% chng	billion \$\$	% chng			State Taxes million \$\$	Local Taxes million \$\$	
4.5	2.75	4%	133.0	-2%	2.1%	18,900	112.2	58.3	264.6
4.4	2.65	6%	135.7	1%	1.9%	18,700	103.8	55.3	249.8
4.4	2.5	9%	135.0	7%	1.9%	18,200	95.9	51.3	231.7
4.7	2.3	0%	126.7	7%	1.8%	17,700	90.5	48.6	218.4
5.0	2.3	12%	118.6	11%	1.9%	17,900	90.0	47.5	216.9
5.1	2.1	6%	106.9	18%	2.0%	17,000	83.8	43.8	201.5
5.2	1.9	-5%	90.7	-13%	2.1%	17,200	78.6	39.7	196.0
4.9	2.0	13%	104.6	13%	2.0%	17,800	79.6	41.1	207.4
4.9	1.8	11%	92.7	16%	1.9%	16,100	71.0	36.3	185.8
	1.6	17%	79.6	3%	2.0%	15,300	64.3	32.6	168.9
	1.4	-3%	77.0	10%	1.8%	14,700	57.8	28.8	152.5
	1.4	15%	69.7	19%	2.1%	14,900	59.0	29.0	157.3
	1.2	-13%	58.7	-4%	2.1%	14,300	49.2	26.9	146.3
	1.4	-20%	61.1	-9%	2.4%	16,500	56.1	30.5	165.7
	1.8	-18%	67.4	-11%	2.7%	20,100	68.4	38.1	200.7
	2.2		82.4		2.7%	22,000	80.7	45.3	221.8
	1.9		74.4		2.6%	20,800	71.9	40.3	195.8
	44.7%		78.8%			-9.1%	56.1%	44.7%	35.1%

Jobs

Number of jobs is hard to pin down. Travel Industry of America (TIA) estimates the travel related jobs in the Commonwealth is 132,000 (113,270 domestic related and 18,730 international related). Their definition of a traveler is someone who travels 50 miles and (?) stays overnight in a paid accommodation? This may exclude others who visit Massachusetts and spend money who do fall into this category.

	2015	2014	Δ	%
Domestic	116,000	113,270	2,730	2.4%
International	18,900	18,730	170	0.9%
Total	134,900	132,000	2,900	2.2%

The Commonwealth lists non-farm employment figures as follows:

Education & Healthcare	773,000
Professional & Business	590,000
Trade Transportation & Utilities	572,000
Government	455,000
Leisure & Hospitality	350,000
Manufacturing	250,000
Financial	221,000
Construction	150,000
Other	140,000
Information	89,000

This shows leisure & hospitality at 350,000, a more likely figure. This number ranks our industry 5th behind education and healthcare, trade, transportation and utilities, professional and business, and government – but ahead of construction, manufacturing, information, financial, and other. Our industry is important to employment in the Commonwealth.

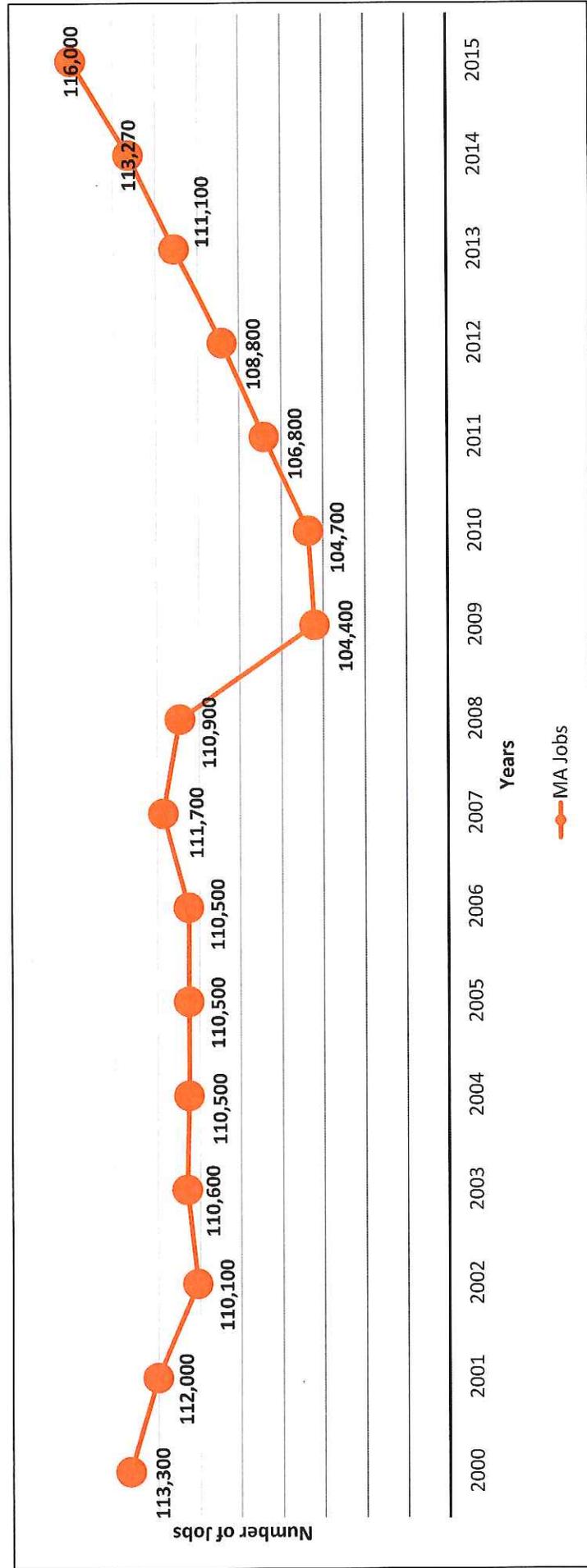
Note: The restaurant industry employs 300,000 so this 350,000 number is probably a better indicator of the number of employees who benefit from this industry.

Number of Jobs in MA Supported by Domestic Travel Expenditures, 2000-2015

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

of
MA
JOBS

113,300 112,000 110,100 110,600 110,500 110,500 110,500 111,700 110,900 104,400 104,400 104,700 106,800 108,800 111,100 113,270 116,000

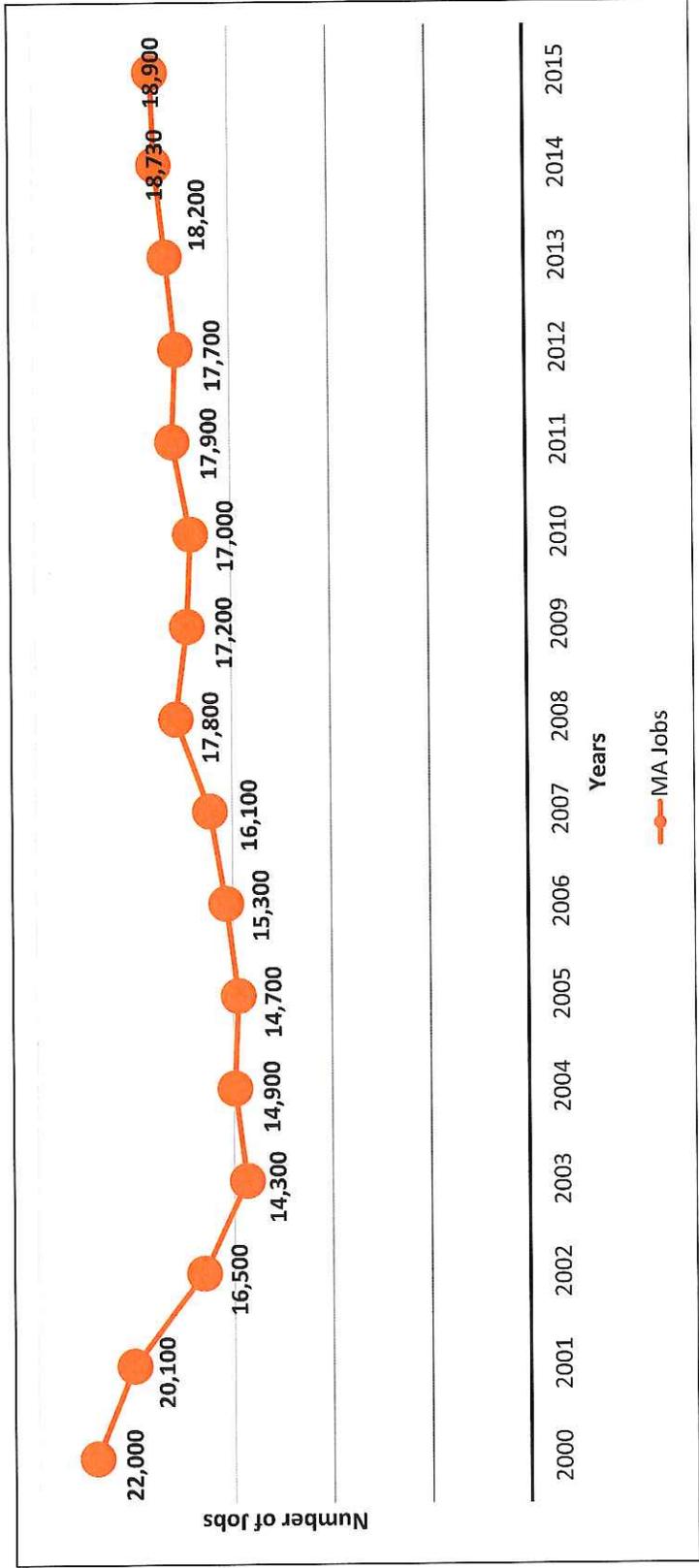


Number of Jobs in Massachusetts Supported by International Travel Expenditures, 2000-2015

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015

22,000 20,100 16,500 14,300 14,900 14,700 15,300 16,100 17,800 17,200 17,000 17,900 17,700 18,200 18,730 18,900

t of
MA
OBS



Taxes

The Tourism Industry is a HUGE generator of tax revenue for the Commonwealth. We like to say we collect taxes from non-residents to help pay for all the services that our residents need.

The most obvious source of outside money (also known as “other people’s money”) is the Room Occupancy Tax collected from everyone staying in a hotel, motel, bed & breakfast, or inn. Hopefully we will also be collecting this tax from Airbnb users (a new source of revenue that is not a new tax but just collecting what is due because of existing Room Occupancy Tax rules).

The Room Occupancy Tax is made of three separate sources:

- The State Tax of 5.7%
- Local Option Tax of up to 6% (goes to cities & towns in the Commonwealth)
- Convention Center Tax of 2.75% (collected from hotels in Boston, Cambridge, Worcester, and Springfield)

Total of 14.45% against the amount paid for lodging in cities.
Rest of state is 11.75%

Historically experience has shown the customer balk at any amount over 15%

Tax	2015	2014	Δ	%
State Tax (5.7%)	\$162,223,000	\$150,504,000	\$11,719,000	7.8%
Local Option Tax (up to 6%)	\$199,080,000	\$185,000,000	\$14,080,000	7.6%
Convention Center Tax 2.75% (Boston, Cambridge, Worcester, Springfield)	\$84,300,000	\$79,500,000	\$4,800,000	6.0%
Total	\$445,603,000	\$415,154,000	\$30,449	7.3%

Note: The GROWTH in these tax receipts should more than cover the monies required to keep this “golden goose” well fed.

In order to keep these monies coming in we need to promote the Commonwealth throughout the country and the world. It is important that we fund promotions in the

international locations that we now have direct flight to in order to keep the planes full in both directions. These 54 direct flights also provide an opportunity to be more “world class” as a destination for international travelers, who by the way spend considerably more money during a visit than domestic travelers, especially shopping.

One question still needs to be answered – if the State Tax is 5.7% and the Local Option Tax is up to 6% (some communities only charge 4% but not many) – why is the state number so much lower than the local number?

State (5.7%)	\$162,223,000
Local (up to 6%)	<u>\$199,080,000</u>
	\$36,857,000 shortfall for State Tax revenue

What is the reason for this difference?

The size of these tax receipts has grown significantly over the years.

Tax	2004	2015	Δ	%
State Tax (5.7%)	\$88,890,000	\$162,223,000	\$73,333,000	82.5%
Local Option Tax (up to 6%)	\$68,484,000	\$199,080,000	\$130,596,000	191%
Convention Center Tax 2.75% (Boston, Cambridge, Worcester, Springfield)	\$31,287,000	\$84,300,000	\$53,013,000	169.4%
Total	\$188,661,000	\$445,603,000	\$256,942,000	136.2%

What other industry can report that kind of growth in tax revenue? Probably none because they don't tax their customers beyond sales tax.

Tourism generates others taxes:

- Sales Tax
- Meals Tax
- Gas Tax
- Income Tax
- Real Estate Tax
- Excise Tax
- Payroll Tax

Taxes	2015	2014	Δ	%
MA State Taxes Domestic	\$700,000,000	\$645,800,000	\$54,200,000	8.4%
MA State Taxes International	\$112,200,000	\$103,800,000	\$8,400,000	8.1%
Total MA	\$812,200,000	\$749,600,000	\$62,600,000	8.4%
Local Taxes Domestic	\$439,400,000	\$416,100,000	\$23,300,000	5.6%
Local Taxes International	\$58,300,000	\$55,300,000	\$3,000,000	5.4%
Total Local	\$497,700,000	\$471,400,000	\$26,300,000	5.6%
Federal Taxes Domestic	\$1,463,700,000	\$1,378,500,000	\$85,200,000	6.2%
Federal Taxes International	\$264,600,000	\$249,800,000	\$14,800,000	5.9%
Total Federal	\$1,728,300,000	\$1,628,300,000	\$100,000,000	6.1%
Grand Total All Taxes	\$3,038,200,000	\$2,849,300,000	\$189,000,000	6.7%

As unbelievable as these number are, they show the enormity of our industry and the total impact of taxes at \$3 billion - WOW

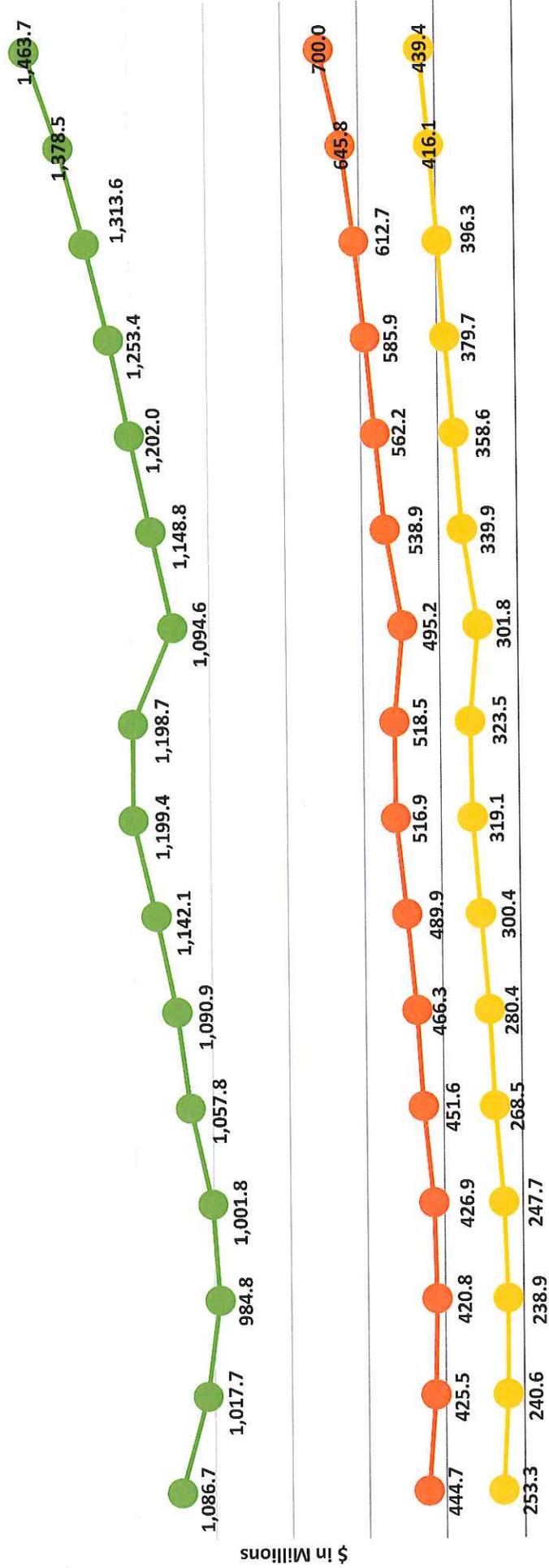
Dollars Generated In Taxes from Domestic Travel Expenditures In MA, 2000-2015

(In Millions)

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MA STATE TAXES	\$444.7	\$425.5	\$420.8	\$426.9	\$451.6	\$466.3	\$489.9	\$516.9	\$518.5	\$495.2	\$538.9	\$562.2	\$585.9	\$612.7	\$645.8	700.0
MA LOCAL TAXES	\$253.3	\$240.6	\$238.9	\$247.7	\$268.5	\$280.4	\$300.4	\$319.1	\$323.5	\$301.8	\$339.9	\$358.6	\$379.7	\$396.3	\$416.1	\$439.4
U.S. FEDERAL TAXES	\$1,086.7	\$1,017.7	\$984.8	\$1,001.8	\$1,057.8	\$1,090.9	\$1,142.1	\$1,199.4	\$1,198.7	\$1,094.6	\$1,148.8	\$1,202.0	\$1,253.4	\$1,313.6	\$1,378.5	\$1463.7

Dollars Generated in Taxes from Domestic Travel Expenditures in Massachusetts

(in Millions)



\$ in Millions

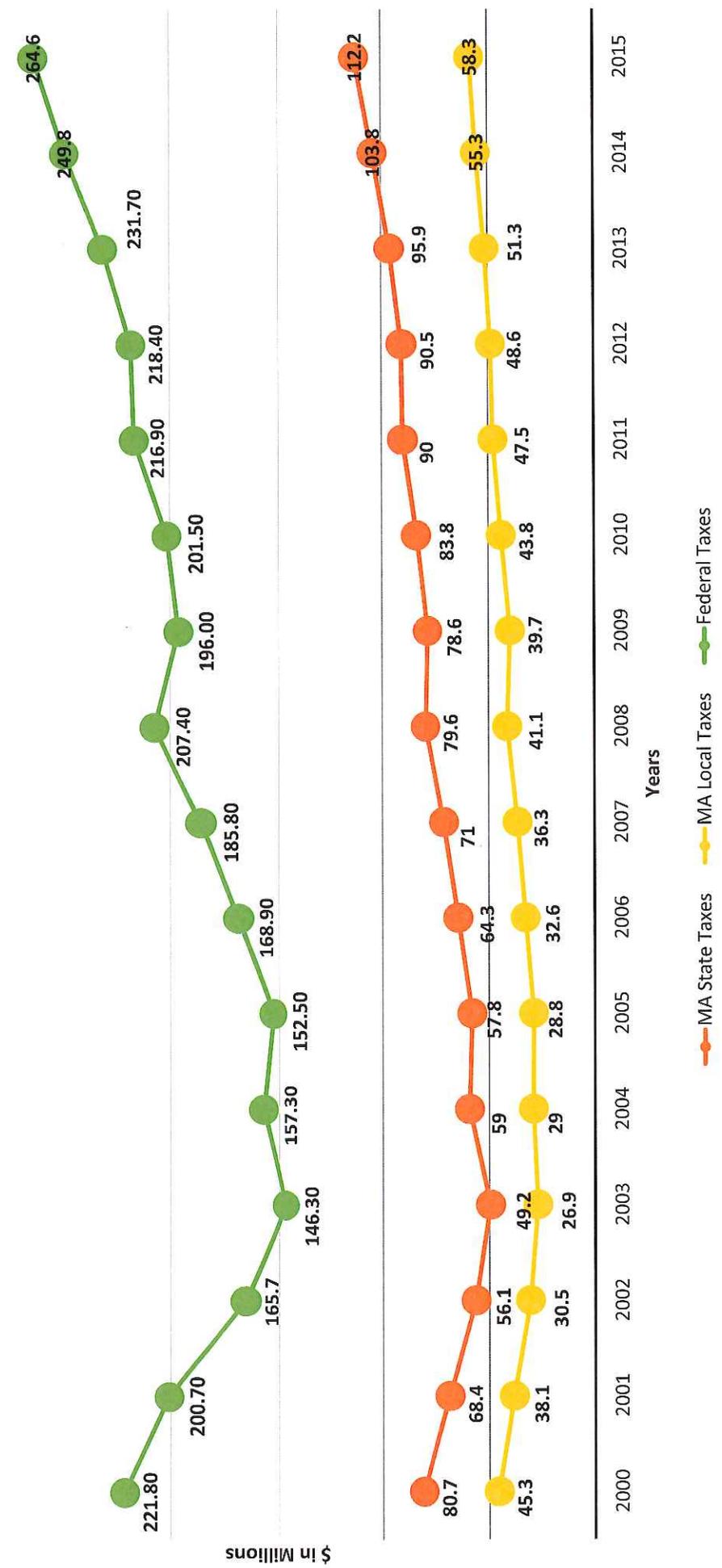
Years

MA State Taxes MA Local Taxes Federal Taxes

Dollars Generated In Taxes from International Travel Expenditures In MA, 2000-2015
(In Millions)

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MA STATE TAXES	\$80.7	\$68.4	\$56.1	\$49.2	\$59.0	\$57.8	\$64.3	\$71.0	\$79.6	\$78.6	\$83.8	\$90.0	\$90.5	\$95.9	\$103.8	\$112.2
MA LOCAL TAXES	\$45.3	\$38.1	\$30.5	\$26.9	\$29.0	\$28.8	\$32.6	\$36.3	\$41.1	\$39.7	\$43.8	\$47.5	\$48.6	\$51.3	\$55.3	\$58.3
U.S. FEDERAL TAXES	\$221.8	\$200.7	\$165.7	\$146.3	\$157.3	\$152.5	\$168.9	\$185.8	\$207.4	\$196.0	\$201.5	\$216.9	\$218.4	\$231.7	\$249.8	\$264.6

Dollars Generated in Taxes from International Travel Expenditures in Massachusetts, 2000-2015



Competition

Our competition is spending vastly larger sums on promotion, trying to lure customers to their states. They realize the “golden goose” and they feed it well. Why do Ford and Chevy spend so much on promotion? They want to sell cars. If we want tourists and visitors to come to our state, we must promote what we have here and why to come and enjoy.

State	2016	2015	Δ	%
California	\$120,000,000	\$62,417,470	\$57,582,530	92.2%
Hawaiian Islands	\$95,000,000	\$82,000,000	\$13,000,000	15.9%
Florida	\$84,600,000	\$74,559,826	\$10,041	13.5%
New York	\$50,000,000	\$37,256,498	\$12,744,502	34.2%
Texas	\$47,000,000	\$45,932,430	\$1,100,000	2.4%
Michigan	\$33,000,000	\$32,920,000	\$1,100,000	3.1%
Arizona	\$25,900,000	\$14,900,000	\$11,000,000	73.8%
Virginia	\$23,000,000	\$20,756,963	\$2,244,000	10.8%
Nevada	\$22,000,000	\$14,114,839	\$7,886,000	55.9%
Louisiana	\$21,000,000	\$18,000,000	\$3,000,000	16.7%
Colorado	\$19,800,000	\$19,000,000	\$800	4.2%
Alaska	\$18,000,000	\$18,000,000	\$0	0%
South Carolina	\$16,057,718	\$25,699,308	(\$9,642,000)	(37.5%)
North Carolina	\$15,000,000	\$11,500,000	\$3,500,000	30.4%
New Jersey	\$14,500,000	\$11,000,000	\$3,500,000	31.8%
Pennsylvania	\$9,500,000	\$7,800,000	\$1,200,000	24.3%
Georgia	\$9,000,000	\$7,000,000	\$2,000,000	28.5%
Massachusetts	\$5,100,000	\$10,599,823	(\$5,499,823)	(51.9%)

From the above list all but two states – South Carolina and Massachusetts – increased their spending. Some states had modest increases, while some had huge increases – 55%, 73%, and 92%

Do they know something we don't?

New England State Revenue & Budgets

	Tourist Spending FY 2014	State Tourism Office FY 2014-2015
Connecticut	\$10,578,000,000	\$9,500,000
Maine	\$3,590,000,000	n/a
New Hampshire	\$3,836,000,000	\$7,214,000
Vermont	\$2,331,000	\$3,290,000
Rhode Island	\$1,909,000	n/a
Total Other States	\$22,244,000,000	\$20,304,000
Massachusetts	\$19,500,000,000	\$9,000,000
Total New England	\$41,744,000,000	\$29,304,000

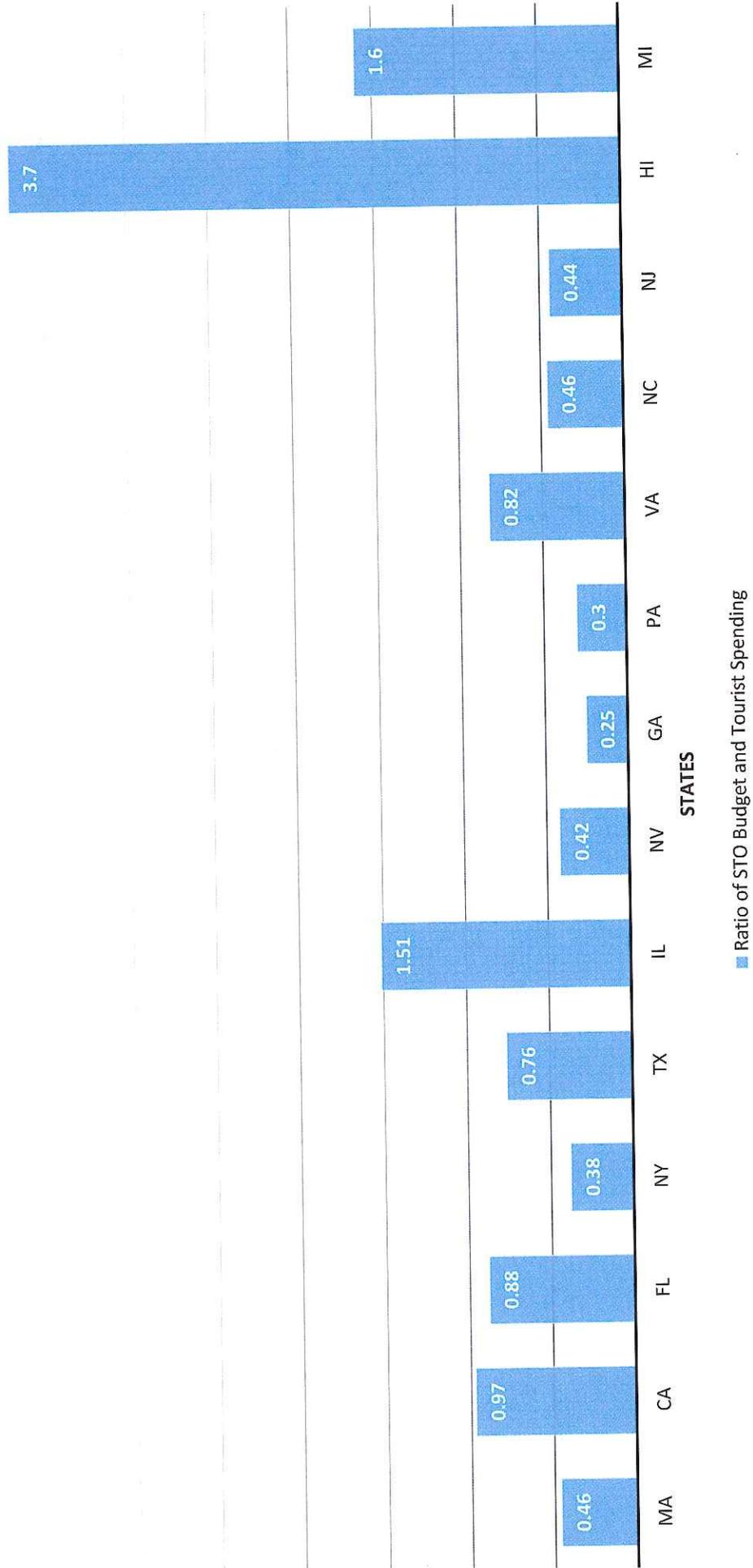
You can see that the Massachusetts visitors spending is almost equal to all the rest of the New England states. Even without complete information on State Tourism Office budgets (missing Maine and Rhode Island) the region is outspending Massachusetts by a significant amount. The rest of the New England states invest considerable more resources in their tourism offices.

A lot of data is attached for ready reference.

State FY 2014/2015 Actual STO Budget VS. CY 2014 Tourist Spending

STATE	MA	CA	FL	NY	TX	IL	NV	GA	PA	VA	NC	NJ	HI	MI
STO BUDGET (mil)	\$9	\$120	\$75	\$25	\$50	\$55	\$14	\$6.7	\$7.3	\$18.8	\$10.1	\$9	\$77	\$29
TOURIST SPENDING (mil)	\$19,500	\$124,200	\$85,274	\$65,334	\$65,960	\$36,345	\$33,518	\$26,656	\$24,442	\$22,913	\$22,148	\$20,414	\$20,804	\$18,108
RATIO OF STO BUDGET TO TOURIST SPENDING	0.46	0.97	0.88	0.38	0.76	1.51	0.42	0.25	0.30	0.82	0.46	0.44	3.70	1.60

Ratio of STO Budget to Tourist Spending

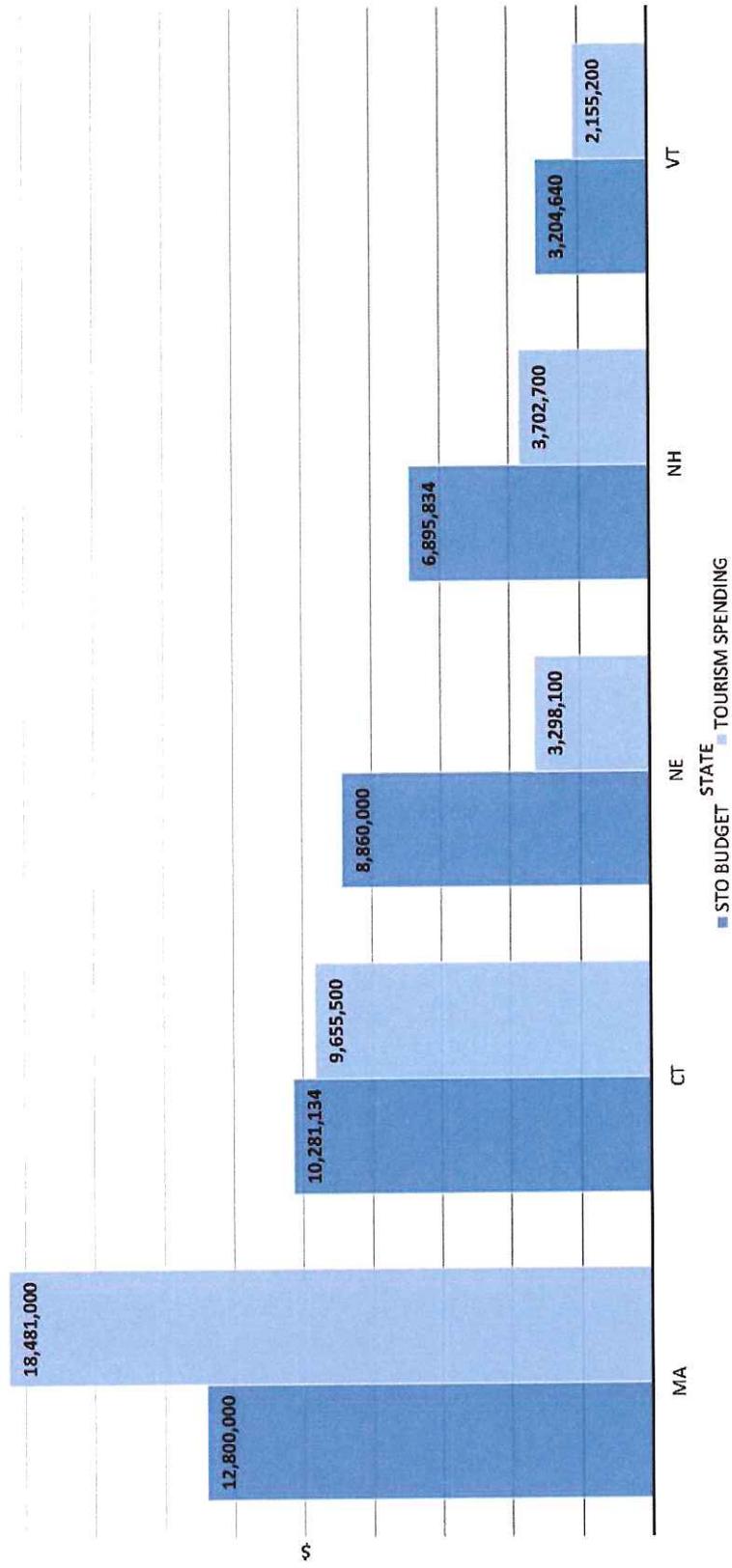


■ Ratio of STO Budget and Tourist Spending

New England States FY 2014/2015 Actual STO Budget VS. CY 2014 Tourist Spending

STATE	MA	RI	CT	ME	NH	VT
STO BUDGET	\$9,000,000	N/A	\$9,500,000	N/A	\$7,214,000	\$3,290,000
TOURIST SPENDING(mil)	\$19,500	\$1,909	\$10,578	\$3,590	\$3,836	\$2,331

New England FY 2012-2013 STO Budget VS. Tourist Spending



Comparison of Budget and travel expenditures by State

FY2012-2013			CY 2012 Tourist			
State	Actual Budgeted Spend		State		Spending	
1	Hawaii	\$71,000,000	1	California	\$110,814,800.00	110,814,800,000
2	California	\$62,252,265	2	Florida	\$74,790,200.00	74,790,200,000
3	Florida	\$56,954,680	3	New York	\$60,042,000.00	60,042,000,000
4	Illinois	\$50,867,024	4	Texas	\$58,387,300.00	58,387,300,000
5	Texas	\$40,786,052	5	Illinois	\$33,530,900.00	33,530,900,000
6	Michigan	\$27,440,000	6	Nevada	\$30,906,400.00	30,906,400,000
7	Loiusiana	\$22,889,406	7	Georgia	\$23,988,800.00	23,988,800,000
8	Arizona	\$20,134,314	8	Pennsylvar	\$23,249,000.00	23,249,000,000
9	New York	\$19,000,000	9	Virginia	\$21,692,900.00	21,692,900,000
10	Alaska	\$18,700,000	10	North Caro	\$20,129,500.00	20,129,500,000
11	Virginia	\$17,386,610	11	New Jersey	\$19,890,700.00	19,890,700,000
12	Arkansas	\$16,979,442	12	Hawaii	\$18,642,000.00	18,642,000,000
13	Wisconsin	\$14,929,393	13	Massachus	\$17,739,600.00	17,739,600,000
14	Montana	\$14,596,963	14	Ohio	\$17,144,600.00	17,144,600,000
15	Nevada	\$14,226,838	15	Michigan	\$16,781,500.00	16,781,500,000
16	Colorado	\$13,633,496	16	Colorado	\$16,172,400.00	16,172,400,000
17	Oklahoma	\$13,308,691	17	Arizona	\$16,165,700.00	16,165,700,000
18	Massachus	\$12,800,000	18	Tennessee	\$16,157,400.00	16,157,400,000
19	Wyoming	\$12,785,982	19	Maryland	\$14,970,600.00	14,970,600,000
20	Oregon	\$12,763,087	20	Washingto	\$13,802,500.00	13,802,500,000
21	South Caro	\$12,547,441	21	Missouri	\$12,646,700.00	12,646,700,000
22	South Dakc	\$12,482,873	22	Minnesota	\$12,146,800.00	12,146,800,000
23	Missouri	\$11,538,625	23	South Caro	\$11,751,300.00	11,751,300,000
24	Kentucky	\$11,500,000	24	Loiusiana	\$10,192,600.00	10,192,600,000
25	Tennessee	\$10,688,400	25	Wisconsin	\$10,044,100.00	10,044,100,000
26	Maryland	\$10,598,346	26	Indiana	\$9,955,600.00	9,955,600,000
27	Utah	\$10,527,064	27	Connecticu	\$9,655,500.00	9,655,500,000
28	Connecticu	\$10,281,134	28	Oregon	\$9,202,900.00	9,202,900,000
29	North Caro	\$10,073,709	29	Alabama	\$8,414,000.00	8,414,000,000
30	Alabama	\$9,984,323	30	Kentucky	\$8,095,400.00	8,095,400,000
31	New Jersey	\$9,000,000	31	Iowa	\$7,844,600.00	7,844,600,000
32	Maine	\$8,860,000	32	Utah	\$7,318,800.00	7,318,800,000

33	Minnesota	\$8,552,715	33	Oklahoma	\$7,287,600.00	7,287,600,000
34	New Mexic	\$8,300,700	34	Kansas	\$6,808,900.00	6,808,900,000
35	New Hamp	\$6,895,834	35	New Mexic	\$6,569,100.00	6,569,100,000
36	Georgia	\$6,804,406	36	Arkansas	\$6,199,900.00	6,199,900,000
37	Mississippi	\$6,305,059	37	Mississippi	\$6,076,400.00	6,076,400,000
38	Pennsylvar	\$5,810,123	38	Nebraska	\$4,385,900.00	4,385,900,000
39	North Dakc	\$4,786,473	39	Idaho	\$4,054,600.00	4,054,600,000
40	Nebraska	\$4,410,835	40	Montana	\$3,949,200.00	3,949,200,000
41	Iowa	\$4,044,312	41	New Hamp	\$3,702,700.00	3,702,700,000
42	Vermont	\$3,204,640	42	Maine	\$3,298,100.00	3,298,100,000
43	Indiana	\$2,400,000	43	North Dakc	\$3,013,300.00	3,013,300,000
44	Delaware	\$2,222,000	44	West Virgii	\$2,883,300.00	2,883,300,000
	Idaho	NA	45	South Dakc	\$2,711,700.00	2,711,700,000
	Kansas	NA	46	Wyoming	\$2,696,700.00	2,696,700,000
	Ohio	NA	47	Alaska	\$2,362,300.00	2,362,300,000
	Rhode Islai	NA	48	Vermont	\$2,155,200.00	2,155,200,000
	Washingto	NA	49	Rhode Islai	\$1,784,700.00	1,784,700,000
	West Virgii	NA	50	Delaware	\$1,721,700.00	1,721,700,000

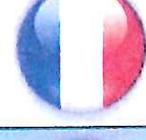
HISTORICAL DATA OF STATE TOURISM OFFICE BUDGETS

State	2014 Traveler Spending	2014-2015a	2013-2014a
Alabama	8,925,500,000	\$11,920,885	\$10,838,375
Alaska*	2,543,100,000	N/A	\$18,074,612
Arizona	17,622,700,000	\$24,660,541	\$23,286,654
Arkansas	6,643,700,000	\$16,436,192	\$17,489,142
California	124,193,500,000	\$119,881,265	\$64,469,786
Colorado	17,962,200,000	\$18,500,000	\$17,000,000
Connecticut**	10,578,400,000	\$9,500,000	\$9,975,011
Delaware	1,945,600,000	\$2,149,700	\$2,211,000
Florida	85,274,600,000	\$74,844,573	\$69,487,006
Georgia	26,656,10,000	\$6,734,661	\$6,648,583
Hawaii	20,803,900,000	\$76,924,079	\$82,000,000
Idaho	4,384,700,000	\$3,889,000	\$3,652,664
Illinois	36,345,900,000	\$54,620,940	\$53,288,293
Indiana	10,509,600,000	\$9,075,819	\$3,600,000
Iowa	8,273,500,000	\$4,409,000	\$4,513,132
Kansas	7,379,700,000	\$3,608,357	\$3,843,873
Kentucky	8,702,100,000	\$11,856,860	\$10,397,775
Louisiana	11,098,800,000	\$14,948,506	\$14,317,993
Maine	3,590,600,000	N/A	\$9,271,000
Maryland	15,881,000,000	\$10,580,197	\$11,429,489
Massachusetts	19,500,700,000	\$9,000,000	\$13,100,000
Michigan	18,108,000,000	\$29,000,000	\$32,306,752
Minnesota	13,184,300,000	\$13,888,700	\$14,009,250
Mississippi	6,142,000,000	\$6,200,328	\$6,571,356
Missouri	13,500,800,000	\$20,991,754	\$12,918,305
Montana	4,291,100,000	\$16,161,638	\$13,840,267
Nebraska	4,780,400,000	\$5,601,192	\$4,262,908
Nevada	33,518,700,000	\$14,114,839	\$14,780,843
New Hampshire	3,835,900,000	\$7,213,684	\$6,089,918
New Jersey	20,414,600,000	\$9,000,000	\$9,000,000
New Mexico	6,906,300,000	\$11,500,000	\$11,361,900
New York	65,334,100,000	\$25,000,000	\$30,709,688
North Carolina	22,148,600,000	\$10,105,583	\$9,914,457
North Dakota	3,359,200,000	\$6,232,998	\$5,976,387
Ohio	18,457,900,000	\$9,000,000	\$8,000,000

	2015-2016p	2014-2015a	1972-1973f
Oregon	\$14,431,166	\$13,000,260	
Pennsylvania	\$7,264,000	\$7,435,000	
Rhode Island	N/A	N/A	
South Carolina	\$12,809,618	\$13,181,716	
South Dakota	\$13,657,000	\$13,009,000	
Tennessee	\$14,354,662	\$15,716,100	
Texas****	\$49,449,985	\$43,361,910	
Utah	\$17,062,989	\$13,667,703	
Vermont	\$3,289,097	\$3,300,755	
Virginia	\$18,840,126	\$18,609,264	
Washington****	N/A	N/A	
West Virginia	\$6,272,144	\$8,548,091	
Wisconsin	\$15,435,700	\$15,241,531	
Wyoming	\$11,277,153	\$11,838,150	
TOTAL	928,077,700,000	865330588	25943992
Average		20104997	617714

f - Based on "Actual Final Budget or Actual Spending" a - Based on "Actual Spending" p - Base

Top 10 Markets: 2015 International Visitation (Preliminary)

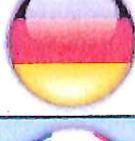
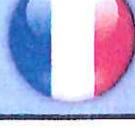
Rank	Country	2015 Arrivals
1	 Canada (-10%) Arrivals from Canada have declined in back-to-back years—declining 10% in 2015, following a 2% decline in 2014. Canada's precipitous decline, strongly correlates with the depreciation of the Canadian dollar relative to the U.S. dollar, coupled with a marked decline in land visitation originating out of Canada. Arrivals from Canada accounted for 26.7% of all international arrivals to the United States.	20.70 Million
2	 Mexico (+8%) For the third consecutive year, the United States counted more visitors from Mexico than ever before. In 2015 more than 18 million visitors from Mexico traveled to the United States, an increase of 8%, marking the sixth consecutive year of growth from our second largest market for international arrivals. Arrivals from Mexico accounted for 23.8% of all international arrivals to the United States.	18.41 Million
3	 United Kingdom (+18%)* Never before has the United States counted as many travelers from the United Kingdom as we did in 2015, finally eclipsing the previous record set back in 2000. Indeed, despite major declines facilitated by the global financial crisis in 2009 and three years thereafter, U.K. visitors are once again crossing the pond in record numbers. U.K. arrivals accounted for 6.3% of all international arrivals to the United States.	4.90 Million
4	 Japan (+4%)* After the impact of the global economic slowdown of 2009 and the nuclear emergencies in 2011 subsided, arrivals from Japan began to rebound; in fact, the United States has counted an increased number of arrivals from Japan in three of the last four years—though visitation is still well below the record 5.4 million set more than a decade ago. Japan accounted for 4.8% of all international arrivals to the United States.	3.76 Million
5	 China (+18%)* Since 2004 the growth of Chinese visitation in the United States has been nothing short of explosive, exhibiting double-digit growth in 11 of the last 12 years. China continues its rise in the rankings by supplanting Brazil as our fifth largest international market in terms of visitation (and largest market in terms of spending). Arrivals from China accounted for 3.3% of all international arrivals to the United States.	2.59 Million
6	 Germany (+10%)* In 2015 the United States counted a record-setting 2.3 million visitors from Germany, an increase of more than 10%, marking the sixth consecutive year of growth in arrivals from Germany. Strong growth coupled with declining visitation from Brazil helped Germany move up to sixth in the rankings for 2015. Arrivals from Germany accounted for 2.9% of all international arrivals to the United States.	2.27 Million
7	 Brazil (-2%)* After more than a decade of uninterrupted growth, arrivals from Brazil declined nearly 2% to 2.2 million visitors in 2015. As a result of this decline and the growth of both China and Germany, Brazil tumbled in the rankings from fifth to become the seventh largest inbound market. Arrivals from Brazil accounted for 2.9% of all international arrivals to the United States.	2.22 Million
8	 South Korea (+21%)* Annual arrivals from South Korea have more than doubled since being admitted into the Visa Waiver Program in 2008. This appreciable increase of arrivals in 2015 (and six consecutive years of record visitation) helped South Korea leap over France to assume eighth place in terms of visitation. Arrivals from South Korea accounted for 2.3% of all international arrivals to the United States.	1.76 Million
9	 France (+6%)* France exhibited respectable growth in 2015 and has produced record visitation to the United States for the last three years. However, France slipped in the rankings after being overtaken by South Korea, pushing France down a notch from eighth to become the ninth largest market abroad. Arrivals from France accounted for 2.3% of all international arrivals to the United States.	1.75 Million
10	 Australia (+11%)* The United States counted a record-setting 1.5 million visitors from Australia in 2015, an increase of 11% when compared to the previous year. In fact, arrivals originating from the land down under have posted gains for twelve consecutive years, averaging 11% a year during this period. Arrivals from Australia accounted for 1.9% of all international arrivals to the United States.	1.45 Million

*** 2015 changes reflect a combination of additional records counted and market conditions.**

For more information, please contact: (202) 482-0140 or email: ntto@trade.gov

U.S. Department of Commerce • International Trade Administration • Industry & Analysis • National Travel and Tourism Office

Top 10 Markets: 2015 International Visitor Spending (Preliminary)

Rank	Country	2015 Spending
1	 China (+12%) A decade ago, China ranked ninth in terms of total tourism-related spending in the United States. Now, however, after more than a decade of double-digit growth (averaging 24% a year since 2004), China has become the #1 market for U.S. travel and tourism exports—injecting nearly \$74 million a day into the U.S. economy. Travel and tourism exports account for 59% of all U.S. services exports to China.	\$26.9 Billion
2	 Canada (-16%) Supplanted by the appreciable growth of the Chinese market, Canada, after commanding the top rank for eight consecutive years, fell to second after tourism-related spending in the United States plummeted in 2015. Visitors from Canada spent \$27.3 billion experiencing the United States in 2013, \$5.2 billion more than spent in 2015. Travel and tourism exports account for 39% of all U.S. services exports to Canada.	\$22.1 Billion
3	 Mexico (+1%) Three consecutive years of record-setting spending in the United States has helped Mexico maintain its third place ranking in terms of spending in 2015. Visitors from Mexico spent a record \$18.9 billion in the United States last year, a modest increase of 1% and the sixth consecutive year of growth from our neighbors to the south. Travel and tourism exports account for 61% of all U.S. services exports to Mexico.	\$18.9 Billion
4	 Japan (-6%) Visitors from Japan spent nearly \$18.6 billion experiencing the United States in 2000; since then U.S. travel and tourism-related exports to Japan have declined in seven of the fifteen years thereafter—falling to maintain the amount spent in 2000 translates into a more than \$56 billion loss for the U.S. economy. Travel and tourism exports account for 38% of all U.S. services exports to Japan.	\$16.6 Billion
5	 Brazil (+1%) Brazil, not even a top-ten market ten years ago, has exhibited more than a decade of growth in terms of visitor spending in the United States. In fact, since 2004 the growth of spending by Brazilians has averaged 19% a year and has grown sixfold (610%), rising from \$1.9 billion in 2004 to a record-setting \$13.6 billion in 2015. Travel and tourism exports account for 49% of all U.S. services exports to Brazil.	\$13.6 Billion
6	 United Kingdom (-7%) In 2008 the United Kingdom ranked third in total spending (#1 overseas market). Since then, however, annual U.K. visitor spending has decreased nearly \$4 billion a year (-22%) and the \$12.6 billion spent in 2015 is a five-year low. As a result, Brazil vaulted over the United Kingdom, pushing the U.K. down to sixth. Travel and tourism exports account for 20% of all U.S. services exports to the United Kingdom.	\$12.6 Billion
7	 India (+8%) The United States has enjoyed increased visitor spending from travelers originating out of India in every single year ever reported, save one (spending was absolutely flat in 2009, declining a mere \$6,000 or 0.09%). In fact, over the last decade, travel and tourism exports to India have more than doubled, now accounting for 62% of all U.S. services exports to India.	\$10.6 Billion
8	 South Korea (+13%) Double-digit growth in four of the last six years—averaging 12% a year—has helped propel South Korea up two positions in the last three years, rising to eighth after spending a record-setting \$8.8 billion experiencing the United States in 2015. Travel and tourism exports account for 39% of all U.S. services exports to South Korea.	\$8.8 Billion
9	 Germany (-8%) International visitors from Germany spent \$6.8 billion on travel to and within the United States in 2015, the lowest annual spending in five years. Germany, once ranked as high as 5th, has been slowly slipping in rank and will have a tough time rising again given the growth of emerging markets like Brazil, India, and South Korea. Travel and tourism exports account for 24% of all U.S. services exports to Germany.	\$6.8 Billion
10	 France (-3%) France has been absent from the top 10 for the last six years. And while spending by visitors from France decreased 3% in 2015, spending by visitors from Australia—who occupied tenth place in France's absence—declined 13%, allowing France to rise up and secure tenth place in 2015 despite its decline. Travel and tourism exports account for 30% of all U.S. services exports to France.	\$5.7 Billion

HISTORICAL DATA OF STATE TOURISM OFFICE BUDGETS

State	2015-2016p	2014-2015a	2013-2014a	2012-2013a	2011-2012f	2010-2011f	2009-2010f	2008-2009f	2007-2008f	2006-2007f	2005-2006f
Alabama	\$13,091,351	\$11,920,885	\$10,838,375	\$9,984,323	\$9,085,227	\$9,975,260	\$9,408,745	\$10,584,283	\$11,593,481	\$10,441,580	\$10,245,647
Alaska*	N/A	N/A	\$18,074,612	\$18,700,000	\$14,700,000	\$18,700,000	\$11,735,000	\$12,283,000	\$10,077,768	\$12,420,162	\$11,344,427
Arizona	\$22,170,674	\$24,660,541	\$23,286,654	\$20,134,314	\$5,677,370	\$13,495,067	\$15,949,067	\$15,949,507	\$21,941,575	\$22,490,258	\$16,227,939
Arkansas	\$15,942,739	\$16,436,192	\$17,489,142	\$16,979,442	\$14,055,154	\$14,065,936	\$17,617,592	\$14,788,922	\$16,453,334	\$14,792,886	\$14,268,174
California	\$119,881,265	\$119,881,265	\$64,469,786	\$62,252,265	\$61,523,705	\$57,575,000	\$58,552,593	\$48,371,471	\$50,651,659	\$24,472,026	\$13,104,460
Colorado	\$19,800,000	\$18,500,000	\$17,000,000	\$13,633,496	\$13,477,479	\$16,001,595	\$16,841,824	\$23,317,839	\$23,184,210	\$22,528,001	\$9,238,438
Connecticut**	\$6,500,000	\$9,500,000	\$9,975,011	\$10,281,134	N/A	\$1,226,154	\$1,705,089	\$5,726,183	\$5,970,657	\$5,251,975	\$5,277,449
Delaware	\$2,418,600	\$2,149,700	\$2,211,000	\$2,200,000	\$1,572,800	\$1,572,800	\$1,572,800	\$1,572,800	\$1,612,100	\$2,200,000	\$2,114,537
Florida	\$82,727,272	\$74,844,573	\$69,487,006	\$56,954,680	\$37,495,345	\$30,222,963	\$23,012,978	\$40,025,907	\$41,351,527	\$32,477,655	\$29,814,239
Georgia	\$7,692,269	\$6,734,661	\$6,648,583	\$6,804,406	\$6,953,444	\$7,037,654	\$8,815,894	\$9,004,955	\$18,731,487	\$17,061,348	\$11,096,169
Hawaii	\$93,255,548	\$76,924,079	\$82,000,000	\$71,000,000	\$82,962,000	\$82,962,000	\$71,810,000	\$70,120,226	\$50,078,803	\$70,700,000	\$69,225,000
Idaho	\$4,962,210	\$3,889,000	\$3,652,664	N/A	\$6,863,860	\$6,676,405	\$6,607,770	\$7,041,584	\$7,435,000	\$6,905,719	\$6,452,725
Illinois	\$30,346,576	\$54,620,940	\$53,288,293	\$50,867,024	\$55,718,700	\$33,646,975	\$45,260,131	\$48,544,334	\$50,078,803	\$48,090,900	\$47,816,637
Indiana	\$9,076,698	\$9,075,819	\$3,600,000	\$2,400,000	\$2,382,632	\$2,674,604	\$3,873,797	\$5,092,139	\$5,048,881	\$5,875,480	\$4,360,000
Iowa	\$4,436,000	\$4,409,000	\$4,513,132	\$4,044,312	\$2,355,557	\$3,657,058	\$3,873,797	\$4,328,833	\$3,940,999	\$3,961,400	\$3,544,767
Kansas	\$4,080,769	\$3,608,357	\$3,843,873	N/A	\$4,516,949	\$4,516,949	\$4,322,833	\$3,940,999	\$3,961,400	\$4,139,795	\$4,569,139
Kentucky	\$11,323,301	\$11,856,860	\$10,397,775	\$11,500,000	\$6,066,256	\$11,795,100	\$12,004,400	\$6,757,400	\$6,757,400	\$12,463,188	\$12,463,188
Louisiana	\$21,007,513	\$14,948,506	\$14,317,993	\$22,889,406	\$11,874,716	\$12,435,745	\$18,979,335	\$19,178,947	\$26,067,000	\$25,094,719	\$18,963,333
Maine	N/A	N/A	\$9,271,000	\$8,860,000	\$9,136,332	N/A	\$8,161,373	\$8,125,000	\$8,500,000	\$7,554,190	\$7,554,190
Maryland	\$11,589,761	\$10,580,197	\$11,429,489	\$10,598,346	\$9,507,887	\$8,698,848	\$7,741,987	\$8,626,244	\$11,977,983	\$15,841,200	\$14,681,319
Massachusetts	\$5,100,000	\$9,000,000	\$13,100,000	\$12,800,000	\$6,910,069	\$6,817,382	\$7,741,987	\$12,593,783	N/A	\$8,447,000	\$8,374,042
Michigan	\$33,000,000	\$29,000,000	\$32,306,752	\$27,440,000	\$27,440,000	\$27,440,000	\$18,675,000	\$29,725,000	\$19,493,725	\$15,629,143	\$15,769,189
Minnesota	\$14,100,000	\$13,888,700	\$14,009,250	\$8,552,715	\$8,408,775	\$8,811,100	\$9,016,100	\$10,073,466	\$10,482,951	\$9,611,546	\$8,849,340
Mississippi	\$6,110,485	\$6,200,328	\$6,571,356	\$6,305,059	\$6,817,055	\$6,383,448	\$6,599,891	\$6,617,659	\$9,076,318	\$9,333,405	\$8,774,934
Missouri	\$20,804,990	\$20,991,754	\$12,918,305	\$11,538,625	\$12,126,706	\$12,407,037	\$16,519,966	\$19,970,505	\$19,684,145	\$16,617,584	\$14,231,882
Montana	\$18,705,590	\$16,161,638	\$13,840,267	\$14,596,963	\$18,003,036	\$13,916,528	\$11,912,024	\$9,088,422	\$4,833,120	\$8,969,649	\$8,196,359
Nebraska	\$6,920,592	\$5,601,192	\$4,262,908	\$4,410,835	\$5,174,371	\$6,226,765	\$5,476,276	\$6,096,442	\$4,833,120	\$6,268,714	\$4,613,136
Nevada	\$17,887,678	\$14,114,839	\$14,780,843	\$14,266,838	\$12,387,819	\$10,938,538	\$9,898,623	\$13,852,625	\$17,933,950	\$14,487,420	\$13,365,880
New Hampshire	\$7,640,825	\$7,213,684	\$6,089,918	\$6,895,834	\$6,767,419	\$6,416,599	\$6,491,207	\$5,322,736	\$5,731,056	\$5,435,997	\$5,542,999
New Jersey	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	N/A	\$10,200,000	\$14,610,000
New Mexico	\$12,000,000	\$11,500,000	\$11,361,900	\$8,300,700	\$6,963,952	\$9,368,400	\$17,430,200	\$17,928,257	\$16,853,100	\$14,047,100	\$13,361,300
New York	\$50,000,000	\$25,000,000	\$30,709,688	\$19,000,000	N/A	N/A	\$15,000,000	\$15,000,000	\$16,000,000	\$11,000,000	\$18,270,000
North Carolina	\$10,038,856	\$10,105,583	\$9,914,457	\$10,073,709	\$10,697,277	\$10,460,649	\$10,225,000	\$9,819,822	\$13,859,788	\$13,117,825	\$13,609,000
North Dakota	\$6,627,427	\$6,232,998	\$5,976,387	\$4,786,473	\$4,685,766	\$4,626,937	\$4,626,937	\$3,219,759	\$5,153,248	\$4,114,913	\$3,585,121
Ohio	\$10,600,000	\$9,000,000	\$8,000,000	N/A	\$5,000,000	\$5,400,000	\$5,100,000	\$7,568,166	\$8,940,570	\$6,712,845	\$6,812,845
Oklahoma	\$13,476,186	\$13,635,655	N/A	\$13,308,691	\$10,283,456	\$10,053,314	\$9,944,397	\$10,207,752	\$10,000,000	\$10,072,503	\$9,982,704
Oregon	\$19,352,007	\$14,431,166	\$13,000,260	\$12,763,087	\$12,002,548	\$10,906,275	\$10,332,532	\$12,393,225	\$11,560,900	\$10,501,910	\$9,023,217
Pennsylvania	\$4,264,000	\$7,264,000	\$7,435,000	\$5,810,123	\$4,000,000	\$5,140,000	\$11,246,000	\$29,787,700	\$32,792,200	\$31,881,200	\$38,504,941
Rhode Island	N/A	N/A	N/A	N/A	\$700,000	N/A	\$714,000	\$720,000	\$1,000,000	\$1,472,629	\$1,607,348
South Carolina	\$16,057,718	\$12,809,518	\$13,181,716	\$12,547,441	\$9,641,771	\$10,337,989	\$13,494,160	\$15,254,811	\$25,110,088	\$17,857,590	\$15,639,968
South Dakota	\$13,986,000	\$19,637,000	\$13,009,000	\$12,482,873	\$11,833,978	\$11,500,000	\$11,036,000	\$11,700,968	\$11,409,000	\$9,302,006	\$8,775,857
Tennessee	\$18,568,731	\$14,354,662	\$15,716,100	\$10,688,400	\$12,342,700	\$12,122,000	\$12,092,500	\$12,220,900	\$20,782,300	\$18,219,600	\$17,319,600
Texas****	\$46,583,000	\$49,449,985	\$43,361,910	\$40,786,052	\$35,419,155	\$35,236,980	\$30,605,916	\$37,490,249	\$43,778,727	\$30,125,666	\$28,131,898
Utah	\$19,845,767	\$17,062,989	\$13,667,703	\$10,527,064	\$11,967,149	\$10,185,020	\$10,185,020	\$14,287,800	\$16,337,500	\$16,337,500	\$15,839,900
Vermont	\$3,195,268	\$3,289,097	\$3,300,755	\$3,204,640	\$3,398,894	\$3,084,598	\$2,951,781	\$3,129,119	\$4,449,950	\$5,086,991	\$4,184,508
Virginia	\$23,567,934	\$18,840,126	\$18,609,264	\$17,386,610	\$17,338,715	\$16,720,505	\$16,720,505	\$13,307,681	\$12,651,675	\$17,785,513	\$20,636,978
Washington****	N/A	N/A	N/A	N/A	N/A	\$0	\$6,825,000	\$6,800,000	\$6,664,000	\$3,229,135	\$3,593,958
West Virginia	\$10,645,422	\$6,272,144	\$8,548,091	N/A	\$7,709,034	\$7,273,098	\$7,605,448	\$7,942,683	\$7,942,683	\$7,857,804	\$7,607,804
Wisconsin	\$15,845,601	\$15,435,700	\$15,241,531	\$14,929,393	\$14,452,490	\$12,601,018	\$13,092,000	\$15,147,900	\$15,142,500	\$14,973,300	\$14,442,000
Wyoming	\$10,603,127	\$11,277,153	\$11,838,150	\$12,785,982	\$11,082,979	\$10,570,304	\$12,010,070	\$12,741,650	\$11,744,264	\$10,744,264	\$7,432,367
	2015-2016p	2014-2015a	2013-2014a	2012-2013a	2011-2012f	2010-2011f	2009-2010f	2008-2009f	2007-2008f	2006-2007f	2005-2006f
TOTAL	924829851	865330588	805545899	725271255	654063578	630888597	662774970	746076578	811772626	721741705	661111111
Average	20104997	18811535	17139274	16483438	14218773	13714970	13255499	14921532	16911930	14434834	11111111

f - Based on "Actual Final Budget or Actual Spending"-a - Based on "Actual Spending"-p - Based on "Provisional Bu

2004-2005f	2003-2004f	2002-2003f	2001-2002f	2000-2001f	1999-2000f	1998-1999f	1997-1998f	1996-1997f	1995-1996f	1994-1995f
\$8,107,268	\$8,445,240	\$7,852,407	\$8,383,517	\$8,134,519	\$8,957,725	\$9,252,493	\$8,552,708	\$6,939,384	\$7,047,599	\$5,694,462
\$9,347,279	\$9,146,645	\$10,502,167	\$8,386,866	\$8,210,032	\$6,122,968	\$6,577,512	\$7,360,071	\$8,410,993	\$8,411,700	\$8,044,500
\$15,844,469	\$11,183,900	\$8,204,000	\$10,332,400	\$8,883,624	\$8,702,300	\$8,825,100	\$8,295,000	\$7,456,000	\$7,400,000	\$7,400,000
\$13,352,850	\$11,882,359	\$11,934,200	\$11,372,418	\$11,729,605	\$11,397,938	\$10,836,040	\$10,543,950	\$10,130,934	\$9,554,802	\$9,924,184
\$6,718,101	\$7,390,000	\$14,100,000	\$16,700,000	\$13,600,000	\$13,100,000	\$11,700,000	\$7,300,000	\$7,300,000	\$7,250,000	\$7,350,000
\$7,901,854	\$14,027,716	\$7,775,521	\$7,675,888	\$8,497,808	\$6,441,554	\$2,500,000	\$3,500,000	N/A	\$700,000	N/A
\$5,749,010	\$6,759,150	N/A	N/A	\$7,311,341	\$5,504,926	\$5,589,839	\$4,896,854	\$5,125,422	\$5,687,000	\$5,956,572
\$2,100,000	N/A	N/A	\$1,710,380	\$1,929,400	\$1,251,500	\$936,400	N/A	\$866,800	\$818,850	\$860,300
\$34,906,997	\$24,713,438	\$25,761,776	\$49,649,578	\$28,955,313	\$64,196,914	\$54,444,360	\$23,031,986	\$19,146,447	\$16,881,470	\$15,090,881
\$9,589,900	\$8,543,243	\$9,273,645	\$10,388,018	\$9,385,103	\$6,531,727	\$7,400,649	\$8,430,221	\$6,577,000	\$6,023,223	\$6,651,490
\$69,000,000	\$61,000,000	\$55,073,000	\$70,812,000	\$61,000,000	\$60,000,000	\$58,115,370	\$30,864,329	\$35,869,907	\$24,641,928	\$31,420,239
\$5,895,201	\$5,630,500	\$4,930,772	\$5,209,636	\$5,524,120	\$4,875,557	\$4,878,899	\$4,441,825	\$4,152,665	\$4,105,173	\$3,910,397
\$46,487,778	\$39,042,197	\$49,794,900	\$54,536,594	\$59,959,273	\$55,507,500	\$40,142,500	\$35,336,700	\$32,756,500	\$30,478,600	\$30,478,600
\$6,089,673	N/A	\$5,579,684	\$5,647,798	\$6,167,000	\$4,536,000	\$4,536,000	\$4,800,000	\$3,805,000	\$3,808,350	\$3,525,000
\$3,437,674	\$3,537,544	\$3,558,229	\$4,516,569	\$6,118,216	\$17,589,711	\$5,212,837	\$5,410,868	\$4,356,822	\$4,855,709	\$3,520,766
\$3,754,401	\$3,804,561	\$4,325,350	\$3,805,820	N/A	\$4,732,377	\$4,113,482	\$3,985,276	\$3,779,379	\$3,758,643	\$4,499,358
\$8,149,800	\$6,279,400	\$6,129,400	\$7,040,796	\$7,040,796	\$7,177,800	\$6,692,400	\$6,375,100	\$6,272,900	\$6,188,200	\$6,108,300
\$18,357,533	\$14,284,080	\$17,046,465	\$17,560,531	\$16,166,092	\$16,274,863	\$16,455,280	\$15,960,725	\$14,840,529	\$13,696,790	\$13,438,000
\$7,554,190	\$7,213,282	\$6,081,423	\$4,920,426	\$4,622,711	\$4,512,158	\$4,612,492	\$4,226,762	\$2,793,000	\$1,962,797	\$2,450,000
\$11,999,275	\$12,163,230	\$13,661,251	\$13,842,801	\$13,470,797	\$11,237,084	\$10,287,540	\$9,151,251	\$8,580,532	\$8,484,390	\$5,130,773
\$7,870,244	\$6,045,000	\$10,048,501	\$10,459,265	\$10,688,392	\$22,859,000	\$14,273,880	\$17,405,000	\$16,933,000	\$14,509,007	\$14,030,355
\$7,932,756	\$8,030,500	\$8,030,500	\$15,926,451	\$13,664,376	\$15,751,700	\$15,019,530	\$14,096,488	\$11,038,900	\$10,343,600	\$9,061,707
\$8,150,320	\$7,536,400	\$8,885,662	\$10,137,583	\$11,378,432	\$13,187,100	\$9,379,512	\$8,873,746	\$9,379,512	\$8,873,746	\$8,226,679
\$9,201,045	\$9,795,919	\$9,195,212	\$9,272,679	\$12,139,224	\$14,068,705	\$10,958,415	\$11,236,648	\$10,958,415	\$11,236,648	\$10,101,862
\$17,312,482	\$15,067,743	\$16,067,743	\$16,151,259	\$16,449,060	\$15,713,409	\$11,591,288	\$9,272,927	\$11,591,288	\$9,272,927	\$8,191,473
\$8,142,854	\$7,140,317	\$6,697,892	\$6,092,196	\$6,623,571	\$6,667,507	\$6,349,530	\$6,404,393	\$6,349,530	\$6,404,393	\$5,674,671
\$2,823,914	\$3,059,136	\$3,032,225	\$2,202,694	\$3,690,000	\$3,390,000	\$2,200,400	\$2,105,946	\$2,200,400	\$2,105,946	\$1,680,385
\$10,628,604	\$10,350,046	\$9,611,413	\$9,099,702	\$13,449,459	\$9,398,764	\$9,298,169	\$6,691,977	\$9,298,169	\$6,691,977	\$6,228,977
\$5,372,072	\$5,239,831	\$5,786,802	\$4,941,249	\$3,470,840	\$3,513,601	\$2,484,168	\$2,402,008	\$2,484,168	\$2,402,008	\$2,710,859
\$14,610,000	\$11,441,000	N/A	\$11,154,402	\$10,087,641	\$6,792,492	\$5,440,000	\$5,440,000	\$5,440,000	\$5,440,000	\$6,120,600
\$13,521,700	\$15,295,900	\$15,344,400	\$14,183,100	\$14,400,000	\$13,388,387	\$5,240,200	\$5,240,200	\$5,240,200	\$5,240,200	\$5,640,600
N/A	N/A	N/A	N/A	N/A	\$18,346,400	\$17,842,900	\$14,500,000	\$17,842,900	\$14,500,000	\$16,107,865
\$12,700,000	\$11,344,917	\$11,344,917	\$11,355,674	\$11,719,246	\$10,562,582	\$9,054,650	\$9,592,942	\$9,054,650	\$9,592,942	\$6,616,952
\$3,471,583	\$3,656,545	\$3,670,544	\$2,542,206	\$2,592,206	\$2,119,276	\$2,054,968	\$2,127,733	\$2,054,968	\$2,127,733	\$2,425,972
\$7,049,345	\$6,049,345	\$5,218,367	N/A	\$6,345,000	\$6,300,000	\$6,352,714	\$6,390,003	\$6,352,714	\$6,390,003	\$6,649,367
\$9,308,920	\$8,891,607	\$9,865,077	\$10,634,988	\$10,086,400	\$9,618,396	\$7,205,925	\$6,971,859	\$6,971,859	\$6,971,859	\$6,635,954
\$8,040,095	\$3,990,572	\$3,000,000	\$4,091,067	\$3,122,083	\$3,122,082	\$2,681,850	\$2,681,850	\$2,681,850	\$2,681,850	\$2,605,000
\$32,320,029	\$29,789,418	\$33,182,719	\$38,608,000	\$44,447,109	\$33,602,175	\$18,490,000	\$15,212,000	\$18,490,000	\$15,212,000	\$12,364,625
\$1,613,360	\$1,873,176	\$1,860,978	\$2,630,000	\$2,189,423	\$2,637,000	\$2,115,361	\$2,548,000	\$2,115,361	\$2,548,000	\$3,523,500
\$15,671,661	\$14,232,155	\$13,836,899	\$12,118,159	\$12,204,323	\$11,957,065	\$14,539,252	\$15,971,911	\$14,539,252	\$15,971,911	\$18,084,494
\$8,275,695	\$7,568,000	\$6,335,000	\$5,822,000	\$6,076,000	\$5,547,000	\$3,931,000	\$3,908,000	\$3,931,000	\$3,908,000	\$4,067,000
\$12,130,500	\$12,072,400	\$12,846,200	N/A	\$12,410,800	\$12,099,600	\$13,081,200	\$9,362,200	\$13,081,200	\$9,362,200	\$9,551,348
\$28,777,205	\$26,263,047	\$26,132,838	\$27,432,501	\$31,447,782	\$28,456,197	\$21,764,606	\$20,806,135	\$21,764,606	\$20,806,135	\$22,157,430
\$3,997,300	\$4,353,200	\$7,242,700	\$7,275,900	\$5,592,200	\$5,428,200	\$4,334,000	\$4,100,000	\$4,334,000	\$4,100,000	\$3,841,079
\$4,895,507	\$5,841,285	\$4,411,475	\$6,056,190	\$6,313,512	\$6,460,000	\$4,968,236	\$5,012,832	\$3,360,557	\$3,213,661	\$4,678,524
\$13,767,936	\$12,183,091	\$14,978,876	\$20,453,750	\$22,105,398	\$19,480,493	\$19,200,000	\$17,112,322	\$17,436,922	\$13,035,359	\$10,440,204
\$3,578,378	\$3,811,092	\$3,600,559	\$3,864,092	\$3,825,020	\$3,875,020	\$3,365,776	\$3,181,688	\$3,057,823	\$2,280,972	\$4,494,685
\$23,125,834	\$20,809,834	\$21,912,681	\$18,685,122	\$12,831,105	\$7,363,384	\$9,198,271	\$9,272,689	\$7,425,668	\$5,700,000	\$5,806,091
\$12,823,000	\$12,827,200	\$13,450,800	\$15,159,700	\$15,905,900	\$15,429,991	\$13,300,000	\$11,843,271	\$11,821,405	\$10,462,162	\$10,979,510
\$6,972,483	\$5,646,209	\$5,646,208	\$6,395,623	\$6,485,046	\$4,406,460	\$4,692,563	\$3,998,111	\$3,649,542	\$3,885,452	\$3,766,756

2004-2005f	2003-2004f	2002-2003f	2001-2002f	2000-2001f	1999-2000f	1998-1999f	1997-1998f	1996-1997f	1995-1996f	1994-1995f	403900746
608428075	545251370	551821378	605237588	618451298	649627588	543617557	456226505	450234139	408399715	8242872	
12416899	11601093	11996117	13157339	12884402	12992552	10872351	9310745	9188452	8167994		

1993-1994f	1992-1993f	1991-1992f	1990-1991f	1989-1990f	1988-1989f	1987-1988f	1986-1987f	1985-1986f	1984-1985f	1983-1984f	1982-1983f
\$5,300,000	\$5,229,438	\$5,123,811	\$5,417,121	\$5,132,772	\$5,106,772	\$5,125,032	\$3,025,740	\$3,158,048	\$2,938,045	\$2,441,867	\$2,178,565
\$10,900,367	\$10,938,840	\$10,531,741	\$12,446,900	\$15,039,870	\$10,878,294	\$9,085,803	\$6,087,200	\$8,179,524	\$9,256,800	\$7,229,900	\$8,673,200
\$5,403,300	\$5,630,000	\$5,269,700	\$5,269,700	\$5,357,200	\$5,374,500	\$3,331,400	\$3,154,500	\$2,731,500	\$1,953,000	\$1,630,400	\$1,618,600
\$9,265,621	\$8,613,692	\$7,977,315	\$7,724,944	\$6,370,290	\$2,757,890	\$2,682,093	\$2,931,282	\$2,925,519	\$2,569,679	\$2,447,770	\$2,338,375
\$7,600,000	\$7,300,000	\$3,885,000	\$7,500,000	\$6,500,000	\$5,500,000	\$7,900,000	\$7,821,000	\$5,888,900	\$5,818,791	\$4,669,969	\$4,668,515
N/A	N/A	\$10,003,093	\$8,618,300	\$10,003,093	\$7,817,911	\$8,914,028	\$3,933,000	\$3,777,238	\$3,735,000	\$2,800,000	\$778,554
\$5,718,862	\$3,456,796	\$1,870,095	\$1,830,069	\$1,314,493	\$2,166,345	\$2,153,300	\$1,500,000	\$1,400,000	\$1,029,000	\$780,710	\$585,357
\$757,500	\$787,500	\$747,100	\$939,000	\$1,405,000	\$1,382,200	\$1,227,899	\$1,078,900	\$831,000	\$726,450	\$576,700	\$571,100
\$14,983,917	\$14,203,897	\$13,055,781	\$10,663,933	\$9,597,996	\$8,110,463	\$10,723,551	\$10,814,389	\$9,498,292	\$9,259,389	\$8,900,000	\$8,887,105
\$7,335,955	\$7,273,778	\$7,170,579	\$7,949,638	\$8,365,684	\$3,658,860	\$7,075,270	\$8,200,000	\$5,373,108	\$5,085,253	\$3,203,872	\$3,320,364
\$28,957,219	\$22,981,789	\$23,034,945	\$27,939,664	\$21,998,836	\$17,340,119	\$15,687,172	\$8,564,391	\$6,564,391	\$5,604,391	\$4,416,732	\$4,745,000
\$3,705,208	\$3,200,197	\$2,892,961	\$2,786,089	\$2,328,867	\$2,073,300	\$2,026,500	\$1,880,557	\$1,670,550	\$1,581,600	\$1,463,000	\$820,000
\$27,474,100	\$24,009,700	\$25,338,300	\$24,200,000	\$22,035,500	\$21,825,600	\$20,500,000	\$15,500,000	\$14,351,350	\$14,400,000	\$3,400,000	\$3,700,000
\$3,500,000	\$3,200,000	\$3,250,000	\$3,500,000	\$3,000,000	\$2,100,000	\$2,059,039	\$2,107,287	\$2,100,000	\$1,100,000	\$1,100,000	\$392,000
\$3,490,227	\$3,236,893	\$3,450,434	\$4,181,270	\$4,463,357	\$3,364,406	\$1,410,533	\$1,489,981	\$614,718	\$583,319	\$559,530	\$417,995
\$3,858,500	\$3,134,392	\$2,270,817	\$2,136,420	\$2,131,591	\$1,471,539	\$895,281	\$1,213,949	\$1,144,260	\$831,879	\$625,610	\$366,350
\$5,694,800	\$5,918,400	\$7,224,300	\$6,602,500	\$5,118,600	\$5,017,000	\$3,961,800	\$3,906,600	\$2,968,800	\$3,120,000	\$3,177,300	\$3,393,900
\$12,295,000	\$19,747,391	\$13,478,067	\$9,350,542	\$5,233,333	\$4,736,273	\$4,021,388	\$3,808,027	\$4,758,672	\$5,100,000	\$4,170,245	\$3,700,000
\$3,303,983	\$1,617,440	\$2,005,479	\$1,607,408	\$2,042,707	\$2,870,394	\$2,640,000	\$1,209,245	\$911,000	\$715,585	\$500,000	\$700,000
\$5,129,525	\$5,104,611	\$4,795,157	\$6,314,348	\$6,337,851	\$4,825,911	\$3,573,592	\$3,476,174	\$3,316,573	\$2,318,195	\$2,037,766	\$1,853,259
\$14,982,382	\$14,280,898	\$9,182,825	\$5,325,900	\$6,460,000	\$9,400,000	\$9,973,972	\$9,406,448	\$9,316,573	\$9,535,600	\$7,769,522	\$2,000,000
\$9,024,700	N/A	\$6,105,359	\$8,775,102	\$13,474,581	\$12,000,000	\$16,645,400	\$11,713,000	\$11,800,000	\$9,074,900	\$6,980,000	\$6,540,000
\$8,933,564	\$8,571,546	\$9,107,221	\$8,383,031	\$8,071,000	\$6,777,100	\$5,851,700	\$5,150,350	\$5,181,300	\$4,496,600	\$3,977,900	\$1,311,718
\$7,228,464	\$1,796,877	\$1,444,425	\$2,305,709	\$2,217,503	\$1,151,500	\$1,606,530	\$1,606,530	\$2,037,000	\$1,800,000	\$1,800,000	\$1,802,000
\$6,035,961	\$6,321,065	\$6,455,600	\$6,490,716	\$6,047,652	\$5,655,998	\$5,243,308	\$4,224,606	\$3,188,686	\$2,269,255	\$1,645,836	\$1,638,017
\$5,484,180	\$5,289,233	\$6,935,368	\$5,125,859	\$4,896,592	\$3,711,759	\$3,828,944	\$1,460,000	\$1,263,000	\$1,560,000	\$1,224,523	\$883,332
\$1,680,385	\$1,581,570	\$1,591,177	\$1,486,319	\$1,406,319	\$1,190,763	\$1,168,142	\$1,308,679	\$1,166,630	\$1,050,444	\$1,138,215	\$1,199,128
\$5,206,846	\$5,208,476	\$5,487,459	\$1,515,092	\$5,116,710	\$6,250,001	\$5,757,142	\$3,668,013	\$4,441,543	\$3,305,124	\$2,650,794	\$1,665,000
\$2,677,505	\$2,761,282	\$2,826,000	\$2,123,489	\$1,915,207	\$1,915,207	\$1,895,056	\$1,894,287	\$1,865,407	\$1,271,945	\$1,262,887	\$1,219,722
\$5,900,000	\$4,766,743	\$6,778,683	\$6,978,000	\$6,985,200	\$8,141,000	\$8,141,000	\$8,141,000	\$6,361,000	\$5,551,000	\$3,103,909	\$2,424,761
\$5,420,200	\$4,585,500	\$5,645,000	\$4,014,317	\$2,702,500	\$2,500,000	\$2,099,700	\$2,082,500	\$2,178,020	\$2,533,042	\$3,426,500	\$1,300,000
\$12,044,349	\$5,300,000	\$8,735,600	\$13,197,500	\$19,393,900	\$25,923,800	\$22,988,600	\$21,248,832	\$9,390,000	\$9,563,940	\$11,987,500	\$9,900,000
\$7,447,722	\$7,748,822	\$6,751,000	\$6,674,313	\$5,913,110	\$6,407,469	\$6,496,872	\$5,323,132	\$5,877,500	\$4,396,000	\$4,604,000	\$3,500,000
\$2,087,373	\$2,066,000	\$2,000,000	\$1,500,000	\$1,500,000	\$1,085,000	\$1,187,000	\$670,000	\$670,000	\$630,000	\$630,000	\$620,000
\$6,072,525	\$5,243,454	\$5,366,055	\$5,320,702	\$5,320,702	\$5,612,553	\$6,362,553	\$5,573,957	\$5,420,973	\$5,000,000	\$4,479,000	\$1,527,279
\$6,123,111	\$6,578,745	\$6,510,912	\$5,621,394	\$6,311,326	\$6,574,422	\$4,460,353	\$4,186,861	\$3,976,373	\$3,569,226	\$3,629,068	\$3,543,613
\$2,600,000	\$2,500,000	\$2,437,519	\$2,830,305	\$2,119,000	\$2,119,000	\$2,354,000	\$1,194,425	\$1,250,000	\$1,393,248	\$1,270,000	\$900,000
\$13,266,439	\$12,130,079	\$12,236,508	\$14,005,000	\$16,030,621	\$13,992,463	\$12,012,400	\$11,864,000	\$9,470,000	\$7,860,000	\$7,165,200	\$6,730,000
\$3,393,100	\$3,315,550	\$3,146,460	\$2,630,000	\$2,738,000	\$2,501,000	\$1,864,000	\$1,311,000	\$1,000,000	\$740,000	\$740,000	\$550,000
\$11,959,267	\$11,518,305	\$8,882,307	\$9,079,000	\$9,540,000	\$7,647,500	\$6,755,188	\$5,445,333	\$4,969,226	\$5,176,791	\$5,249,351	\$4,666,751
\$9,913,054	\$3,871,091	\$3,589,000	\$3,499,949	\$3,200,000	\$2,400,000	\$2,300,500	\$2,200,000	\$2,200,000	\$1,900,000	\$1,690,662	\$1,695,000
\$9,325,600	\$7,788,900	\$7,313,630	\$10,740,900	\$10,145,000	\$10,359,500	\$9,309,010	\$10,893,400	\$10,620,800	\$7,022,200	\$5,682,900	\$4,169,000
\$18,701,519	\$18,237,933	\$16,177,646	\$20,483,460	\$20,614,698	\$22,438,624	\$17,005,626	\$4,752,253	\$4,987,207	\$4,874,724	\$4,331,830	\$4,132,133
\$3,858,491	\$4,021,753	\$3,852,740	\$4,450,400	\$3,913,937	\$3,695,087	\$3,681,297	\$3,793,800	\$3,999,800	\$2,885,200	\$2,208,049	\$1,955,000
\$3,811,194	\$2,532,000	\$2,456,000	\$2,456,000	\$1,856,525	\$1,941,800	\$1,745,800	\$1,610,700	\$1,508,000	\$1,427,200	\$1,385,000	\$1,415,900
\$9,220,516	\$9,750,781	\$9,938,858	\$7,731,775	\$10,458,700	\$9,924,352	\$7,312,676	\$6,054,000	\$5,352,000	\$5,027,380	\$4,720,437	\$3,825,300
\$3,453,392	\$2,170,343	\$2,060,000	\$2,864,936	\$2,397,976	\$2,487,876	\$3,561,402	\$2,224,347	\$2,788,244	\$2,506,627	\$2,314,923	\$3,301,120
\$4,034,471	\$3,271,280	\$4,373,140	\$3,352,586	\$2,690,220	\$1,491,430	\$1,789,791	\$1,874,191	\$2,041,641	\$1,797,451	\$1,632,183	\$1,406,571
\$9,365,463	\$8,830,168	\$7,092,400	\$8,573,400	\$8,671,400	\$6,400,000	\$6,313,200	\$4,443,400	\$2,521,400	\$2,071,000	\$2,006,000	\$1,545,000
\$3,272,391	\$3,712,588	\$3,415,758	\$4,125,796	\$4,126,488	\$3,577,247	\$3,272,903	\$3,800,650	\$2,597,696	\$2,068,233	\$1,767,959	\$1,927,898

1993-1994f	1992-1993f	1991-1992f	1990-1991f	1989-1990f	1988-1989f	1987-1988f	1986-1987f	1985-1986f	1984-1985f	1983-1984f	1982-1983f
	372178248	325335736	330795042	342588143	338826312	313537317	290638421	242113341	211618948	190083516	154439519
	7595474	6777828	6615901	6851763	6776526	6270746	5812768	4842267	4293279	3801670	3088790

Market Share

We are **LOSING** market share –

- Domestic market share volume has gone from a high of 2.1% to current level of 1.6%
- International market share volume has gone from a high of 5.2% to a current 4.5%
- Domestic travel expenditures relative to all U.S. travel expenditures went from a high of 2.3% to a current 2.1%
- International travel expenditures relative to all U.S. travel expenditures went from a high of 2.7% to a current 2.1%

These relatively small variations mean large sums in economic impact based on the size of expenditures in the United States.

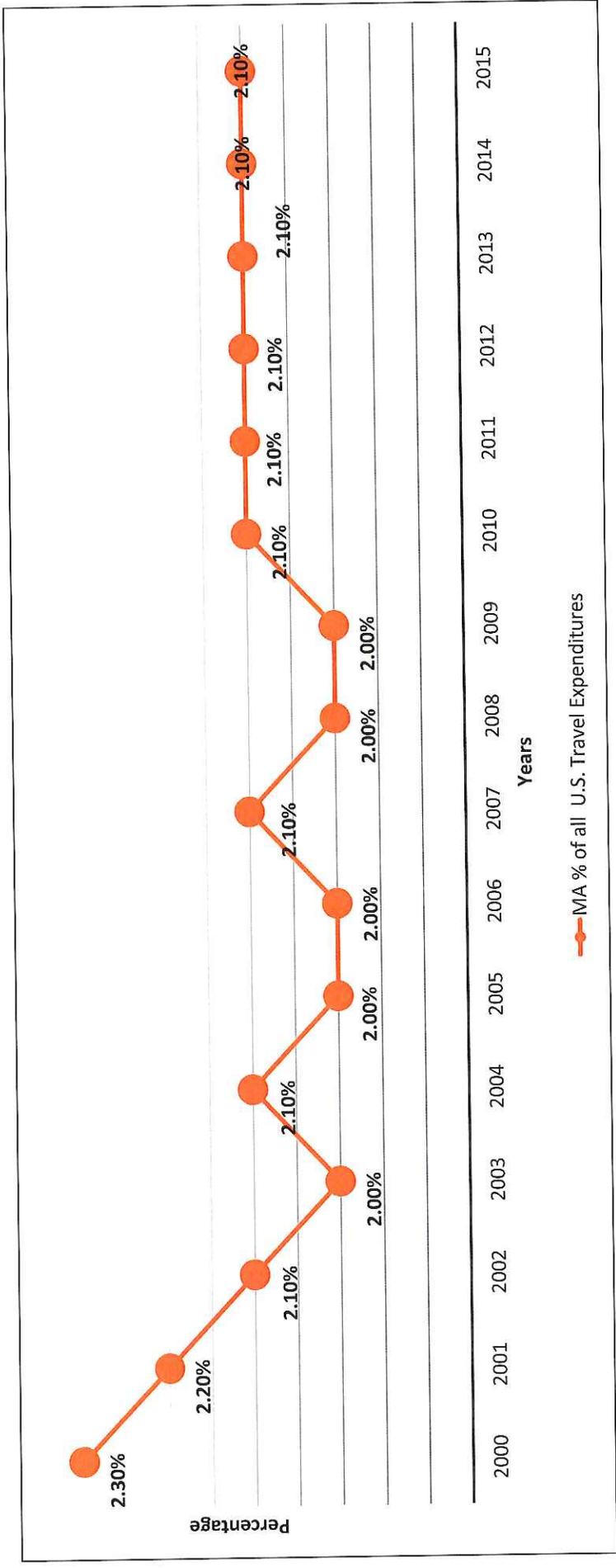
Marketing professionals watch this market share measure carefully – a decline in market share can predict trouble ahead.

The result of less marketing due to the erratic funding of tourism promotion can result in a drop in volume and a resulting reduction in prices. This will mean less growth in revenue from the Room Occupancy Tax.

Percentage of the MA Domestic Travel Expenditures In Relation to All U.S. Domestic Travel Expenditures, 2000 - 2015

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
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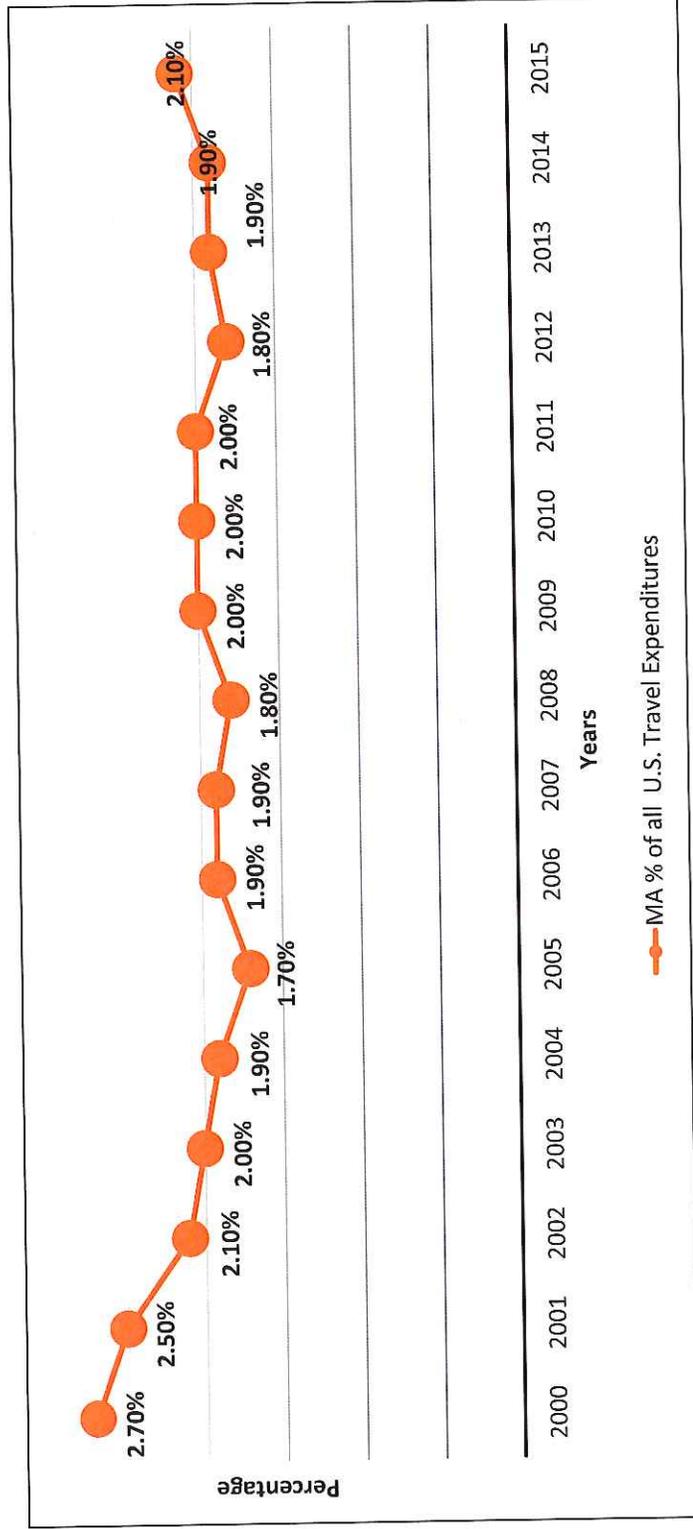
MA % of US	2.3%	2.2%	2.1%	2.0%	2.1%	2.0%	2.0%	2.1%	2.0	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
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Percentage of the Massachusetts International Travel Expenditures
In Relation to All U.S. International Travel Expenditures, 2000-2015

YEAR	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
MA % of U.S.	2.7%	2.5%	2.1%	2.0%	1.9%	1.7%	1.9%	1.9%	1.8\$	2.0%	2.0%	2.0%	1.8%	1.9%	1.9%	2.1%

MA % of U.S.

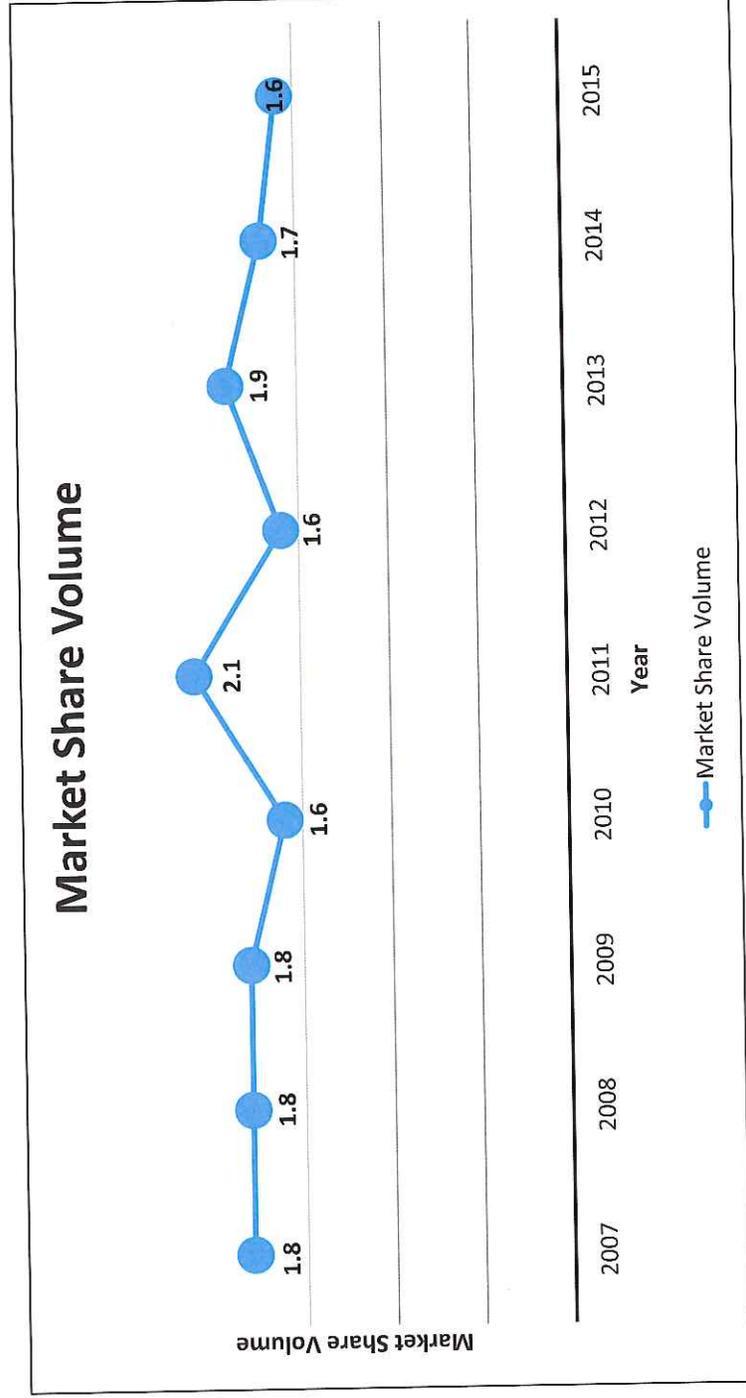


Domestic Market Share Volume CY 2007-2015 (REVISED)

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015
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Market Share %, Volume

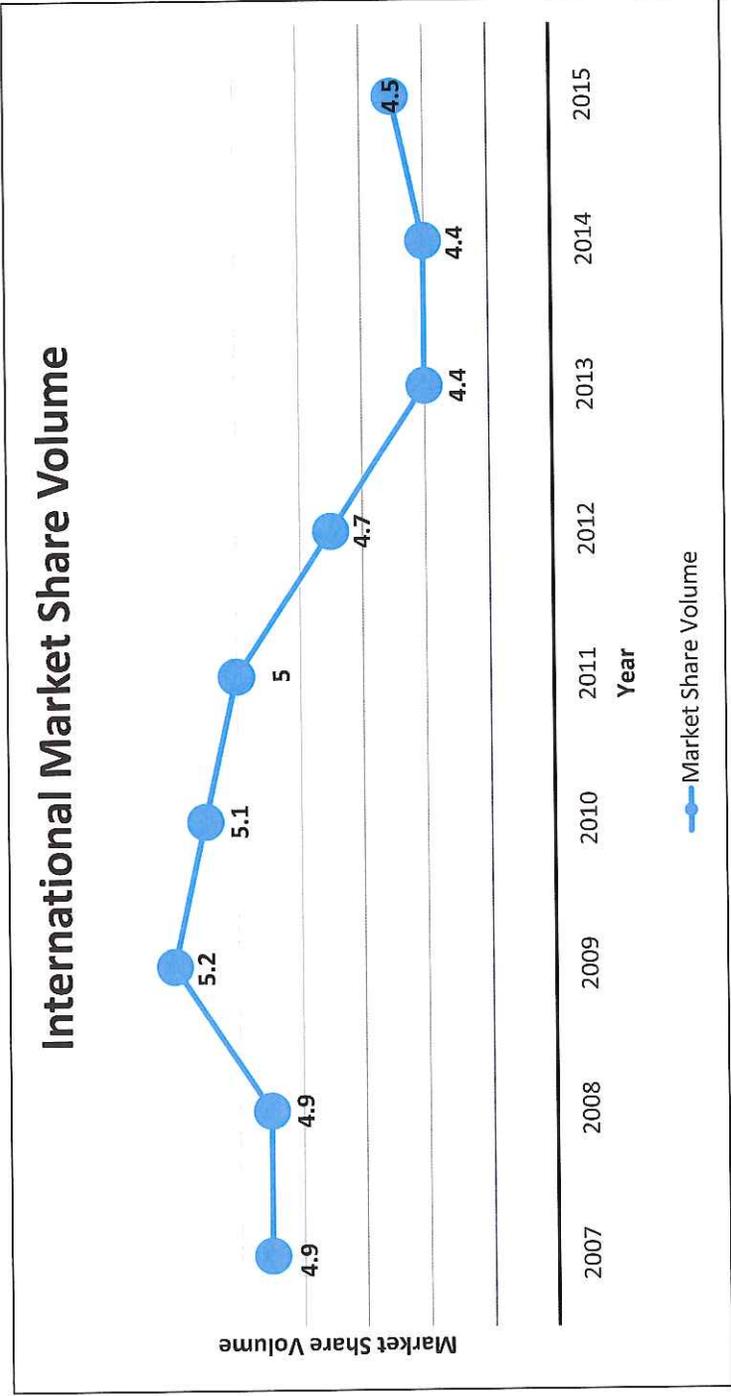
1.8	1.8	1.8	1.8	1.6	2.1	1.6	1.9	1.7	1.6
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International Market Share Volume CY 2007-2015

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015
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Market Share %, Volume	4.9	4.9	5.2	5.1	5.0	4.7	4.4	4.4	4.5
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Advisory Commission on Travel and Tourism
10 Park Plaza, Conference Room #5
Boston, MA 02116
January 11, 2016
10:00 AM – 11:30 AM

Meeting Minutes

In attendance:

- *Chris Adams for Wendy Northcross, Cape Cod Chamber of Commerce/Convention and Visitors Bureau
- *Christina Andreoli, Worcester Regional Tourism Corporation
- *Representative Cory Atkins, Joint Committee on Tourism, Arts and Cultural Development
- *Suzanne Beck, Hampshire County Tourism Office
- *Deborah Belanger, Greater Merrimack Valley Convention & Visitors Bureau
- *Ann Marie Casey, North of Boston Convention and Visitors Bureau
- *Paul Cripps, Plymouth County Development Council
- *Cathy Doran for Patrick Moscaritolo, Greater Boston Convention and Visitors Bureau
- *Nancy Gardella, Martha's Vineyard Chamber of Commerce
- *Ann Hamilton, Franklin County Chamber of Commerce
- *Sean Hennessey, National Park Service
- *Thomas Kershaw, Massachusetts Visitor Industry Council
- *Lori Klefos, Berkshire Hills Visitors Bureau
- *Kelli Monroe for Rick Kidder, Southeastern Massachusetts Convention and Visitors Bureau
- *Roy Nascimento, Johnny Appleseed Association
- *Susan Nicholl, MetroWest Tourism and Visitors Bureau
- *Francois Nivaud, Massachusetts Visitor Industry Council
- *Janet Schulte, Acting Executive Director, Nantucket Island Chamber of Commerce
- *Peter Tomyl, Mohawk Trail Association
- *Stephanie Viola for Senator Eric Lesser, Joint Committee on Tourism, Arts and Cultural Development
- *Mary Kay Wydra, Greater Springfield Convention and Visitors Bureau

Not in attendance:

- *Marcia Galvin, Massachusetts Association of Campground Owners
- *Sam Kennedy, Boston Red Sox
- *A representative from MassDOT
- *Bob Luz, Massachusetts Restaurant Association
- *Michael Maresco, Commonwealth of Massachusetts Historical Commission
- *Jack Murray, Department of Conservation and Recreation
- *Paul Sacco, Massachusetts Lodging Association
- *Michael Sharff, Massachusetts Bus Association
- *Anita Walker, Massachusetts Cultural Council

** Per Acts 2010, Chapter 240, Section 34 effective August 1, 2010. See 2010, 240, Section 206.*

Also attending:

Phyllis Cahaly, Massachusetts Office of Travel & Tourism
Shannah McArdle, Massachusetts Sports Office

Annie Moloney, Massachusetts Office of Travel & Tourism
Joanne Muti, Research Director for Representative Cory Atkins, Joint Committee on Tourism,
Arts and Cultural Development
Nam Pham, Assistant Secretary of Business Development, EOHEd
Michael Quinlin, Commonwealth Marketing Office
Diane Roberts, Massachusetts Office of Travel & Tourism
Lindsey Schmid, Berkshires Visitor Bureau

Tom Kershaw, Chair

- Introductions around the room, attendees were asked to comment on business in 2015:
 - National Parks Service: celebrating 100th Anniversary in 2015 & 2016
 - Cape Cod: Good year
 - Mohawk Trail: Great year; celebrated 100th Anniversary
 - MetroWest: Good year; transportation still an issue
 - North of Boston: Good year, saw more than 400,000 travelers at visitor center
 - Plymouth: 22% increase in room occupancy
 - Greater Boston: Great year, 80% occupancy; new hotels and visitor centers for 2016
 - Berkshires: Great, record-breaking year with new properties; need snow
 - Tom Kershaw: 1st half decrease, 2nd half increase, ended up positive
 - Central MA: 4 new hotels, 6 new restaurants
 - Nantucket: Great year with lots of construction
 - Johnny Appleseed Trail: Great YEAR; Great Wolf Lodge saw \$1M in room tax revenue
 - Hampshire County: Flat; strong foliage season
 - Franklin County: good year, good foliage

Nam Pham, Assistant Secretary of Business Development, EOHEd

- Discussed status of search for new MOTT Executive Director; committee assembled to provide input about candidates
- Hoping to convince leaders to activate the Massachusetts Tourism Fund (MTF)
- Representative Atkins inquired about the 9C cuts which brought a \$2M cut to the MOTT budget; is in favor of activating the MTF; questioned why the Visitor Information Centers have not been funded yet and suggested finding new ways to have these centers funded; discussion ensued about the VICs and the 2009 cuts
- Research is showing a drop-off in the City of Boston, flat numbers; discussion ensued citing that Massachusetts' competitors know that MA is not advertising or marketing and are taking advantage of capturing market share which we are losing
- H1 budget comes out January 27, 2016; discussion about how to ensure that the H1 budget is healthy for tourism
- Contact Nam Pham with any questions

Meeting Adjourned at 11:30am

Recorded January 11, 2016 by Phyllis M. Cahaly, CMD/MOTT.

2016 ACT&T / RTC Quarterly Meeting Dates:

10 Park Plaza, Boston, MA 02116

Second Floor Conference Rooms

➤ NOTE ADJUSTED MEETING TIMES:

- ACT&T: 11:00 am – 12:30 pm
- RTC: 12:30 pm – 1:30 pm
-

Friday, April 8 conference room #2 & 3

Monday, June 27 conference room #1

Monday, September 12 conference room #1

Monday, December 12 conference room #1

Note: rooms will be available for use on above dates from 9:00 am to 3:00 pm

-end-

Advisory Commission on Travel and Tourism
10 Park Plaza, Conference Rooms #2 & #3
Boston, MA 02116
April 8, 2016
11:00 am – 12:30 pm

Meeting Minutes

In attendance:

- *Chris Adams for Wendy Northcross, Cape Cod Chamber of Commerce/Convention and Visitors Bureau
- *Christina Andreoli, Discover Central Massachusetts
- *Suzanne Beck, Hampshire County Tourism Office
- *Deborah Belanger, Greater Merrimack Valley Convention & Visitors Bureau
- *Ann Marie Casey, North of Boston Convention and Visitors Bureau
- *Paula Fisher for Paul Cripps, Plymouth County Convention & Visitors Bureau
- *Nancy Gardella, Martha's Vineyard Chamber of Commerce
- *Ann Hamilton, Franklin County Chamber of Commerce
- *Sean Hennessey, National Park Service
- *Thomas Kershaw, Massachusetts Visitor Industry Council
- *Lori Klefos, Berkshire Hills Visitors Bureau
- *Julie Martin for Priscilla Geigis, Department of Conservation & Recreation
- *Kelli Monroe for Rick Kidder, Southeastern Massachusetts Convention and Visitors Bureau
- *Patrick Moscaritolo, Greater Boston Convention and Visitors Bureau
- *Joanne Muti for Representative Cory Atkins
- *Matt Myers for Roy Nascimento, Johnny Appleseed Association
- *Susan Nicholl, MetroWest Visitors Bureau
- *Francois Nivaud, Massachusetts Visitor Industry Council
- *Janet Schulte, Executive Director, Nantucket Island Chamber of Commerce
- *Peter Tomy, Mohawk Trail Association
- *Stephanie Viola for Senator Eric Lesser, Joint Committee on Tourism, Arts and Cultural Development
- *Mary Kay Wydra, Greater Springfield Convention and Visitors Bureau

Not in attendance:

- *Marcia Galvin, Massachusetts Association of Campground Owners
- *Sam Kennedy, Boston Red Sox
- *A representative from MassDOT
- *Bob Luz, Massachusetts Restaurant Association
- *Michael Maresco, Commonwealth of Massachusetts Historical Commission
- *Paul Sacco, Massachusetts Lodging Association
- *Michael Sharff, Massachusetts Bus Association
- *Anita Walker, Massachusetts Cultural Council

** Per Acts 2010, Chapter 240, Section 34 effective August 1, 2010. See 2010, 240, Section 206.*

Also attending:

- Phyllis Cahaly, Massachusetts Office of Travel & Tourism
- Kuan-Ming Chow, Massachusetts Office of Travel & Tourism (intern)
- Jackie Ennis, Massachusetts Office of Travel & Tourism

Shannon Healey, Massachusetts Office of Travel & Tourism
Julie Katz, TourMappers North America
Annie Moloney, Massachusetts Office of Travel & Tourism
Nam Pham, Assistant Secretary of Business Development, EOHEd
Alexis Podedworny, Massachusetts Office of Travel & Tourism (intern)
Michael Quinlin, Commonwealth Marketing Office
Diane Roberts, Massachusetts Office of Travel & Tourism
Cecile Thomas, TourMappers North America

Tom Kershaw, Chair

- Introductions around the room

Nam Pham, Assistant Secretary of Business Development, EOHEd

- Announced that Francois Nivaud was appointed as MOTT's new Executive Director; started on Monday, April 11

Francois Nivaud

- Addressed the group stating his interest in working for MOTT and looking forward to working with members of the ACT&T

Report about the Economic Development Hearing

- Took place the week prior
- Secretary Ash made a presentation
- Information did not include tourism which must have a greater presence in the future
- Joanne Muti, Research Director for Rep. Cory Atkins attended
- Michele Pecoraro/Plymouth 400th and Margaret LaForest/Discover Quincy attended

MassJazz

- Mike Quinlin/Commonwealth Marketing Office announced that MOTT approved funding for the MassJazz magazine
- 10,000 copies will be printed
- Information may be submitted up to April 29

Tom Kershaw

- Discussed the importance of identifying target markets
- Asked RTCs to prepare a list of things to do in Massachusetts such as events, festivals and distributed a form for guidance
- Will ask Sara O'Malley to send the form out electronically
- Submit major events and any others; whatever the RTC thinks the general public would like to know about from January – December 2016
- RTCs could also supply Tom Kershaw with a link to their websites which feature the events
- Tom Kershaw presented a tagline "There's Always Something Happening in Massachusetts"
- Discussed the importance of pursuing the Massachusetts Tourism Fund

Mass 400/Plymouth 400

- Paula Fisher from Plymouth Convention & Visitors Bureau provided an update on the Massachusetts Forum which took place in Plymouth on March 31

- Plymouth kicks off the first 400th anniversary in 2020; more to follow like Salem/2026, Gloucester/2023, Boston/2030
- Tom Kershaw would like everyone to think about events that could be instituted between 2020 and 2030
- The forum had a good turnout and identified the importance of this national event
- The UK is putting in lots of effort and money toward the celebration as is Leiden, Holland
- Not much interest as DNE; participants said it was too early to consider
- Suggestion to have Michele Pecararo/Plymouth 400th and Anita Walker/Massachusetts Cultural Council attend the June ACT&T meeting

Annual Election of Chair

- Phyllis M. Cahaly stated the overview and conducted the procedures concerning the annual election of the ACT&T Chair
- Lauri Klefos/Berkshires nominated Tom Kershaw, current Chair; Nancy Gardella/Martha's Vineyard seconded the nomination
- Phyllis M. Cahaly and MOTT interns Alexis Podedworny and Ben Chow collected the ballots, tallied them and Phyllis M. Cahaly announced that Tom Kershaw was elected chair for 2016 with a unanimous vote of 22-0.
- Next election will be held in March 2017.

Other Business

- Tom Kershaw distributed copies of the Summary Report produced 25 years ago in 1991 titled *The Visitor Industry in Massachusetts: Strategic Recommendations* citing that many of the recommendations then could still be recommended now. He cited (page 14) the establishment of a Public-Private Collaboration. He requested that attendees send him anything related to his email: tkershaw@cheersboston.com or to his assistant Sara at somally@cheersboston.com

Tom Kershaw suggested to ACT&T that a committee be established to update the aforementioned Strategic Plan from 1991; committee volunteers include: Nam Pham/EOHED, Ann Marie Casey/North of Boston, Peter Tomy/Mohawk Trail, Lauri Klefos/Berkshires, Pat Moscaritolo/Greater Boston, Roy Nasimento/Johnny Appleseed Trail and Janet Shulte/Nantucket Island.

- Tom Kershaw asked Jackie Ennis to report on international marketing efforts; Jackie presented these topics as priority:
 - MOTT has aligned its international target markets into three main categories: Core – Canada, UK, Ireland, Germany; Established – France, Italy, Japan; Emerging – China, India, Scandinavia
 - The introduction of 8 previously unserved Western European gateways with new direct, non-stop flights has led to establishing a priority of markets in order to ensure the successful introduction of these flights – Norwegian serving London Gatwick, Oslo, Copenhagen; SAS serving Copenhagen; Air Berlin serving Dusseldorf; Eurowings serving Cologne; Thomas Cook Airlines serving Manchester; TAP Portugal serving Lisbon. Efforts are focused on ensuring the successful launch of these flights with support with press and trade visits, joint promotional campaigns
 - MOTT has also committed to an expanded regional effort in its support of Discover New England's new target market, Australia. MOTT supported a

delegate on the DNE mission October 2015, expanded rep services Jan-June 2016, hosting trade and media FAMS from Australia and will participate in the Northeast USA Mission to Australia July 2016 together with Washington DC, NYC, Philadelphia, and the other New England states.

- In a fiscally challenging year, MOTT has sought to maintain its strengths in the core and established markets but also making the necessary investment in the emerging markets, especially China where we have actively maintained our trade and sales presence, initiated a China social media campaign and attended the first Brand USA China Mission from the USA.

- Nam stated that his international travels punctuate the fact that the international market does not know where Massachusetts is; they only know Boston and New England; so prepare future advertising using Boston as lead.
- Nam Pham asked Annie Moloney to report on her trip to China:
 - USA is #1 destination
 - Future numbers will be strong
 - Chinese have different needs and expectations
 - Would be good for MOTT to offer another China Ready seminar
 - Social media is important
- Report on DNE Summit stated that a number of markets are being stretched, important to keep core markets strong, Australia is an emerging market; international traveler travels for a long time, spends more, stays longer, has high income; target tour operators and work with them; interest in Western Mass was very high; Western MA to host Jackie Ennis for a FAM
- International funding was eliminated (\$1.2M in FY16); too soon to tell for FY17; budget 4/13/16
- Tom Kershaw asked Julie Martin representing DCR to report:
 - 250 state parks, some are nationally known
 - DCR working on large state-wide events
 - DCR instituting interpreters for the summer season
- Tom Kershaw asked Sean Hennessey representing National Parks Service to report:
 - 2016 is the 100th Anniversary of the NPS
 - August 25 is Founders Day; events in most signature parks
 - 16 National Parks in Massachusetts

**Motion to adjourn from Pat Moscaritolo; Peter Tomy/Mohawk Trail seconded.
Meeting Adjourned at 12:30 pm.**

2016 ACT&T / RTC Quarterly Meeting Dates:

10 Park Plaza, Boston, MA 02116

Second Floor Conference Rooms

➤ NOTE ADJUSTED MEETING TIMES:

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Monday, December 12 conference room #1

Note: rooms will be available for use on above dates from 9:00 am to 3:00 pm

Minutes recorded 4/8/16 by Phyllis M. Cahaly, CMD/MOTT.

-end-

Advisory Council on Tourism & Travel
Monday June 27th, 2016
11:00 am - 1:00 pm
Minutes of the Meeting

1. **Welcome:** Chair Thomas Kershaw opened the meeting with a few remarks about the pending budget and tasks ahead for FY17. Followed by introductions around the table (name, position, region/agency, and a statement of current events/news).
2. **Massachusetts Marketing Partnership:** Nam Pham discussed a brief history, description and mission of MMP.
3. **The Trustees of Reservation:** Kristi Perry and Matt Montgomery gave a very good presentation of their organization, its assets and its mission celebrating 125 years. A documentation was distributed including a map of MA with the 6 super regions and the assets in each region.
4. **MOTT General:**
 - Mission Statement was discussed and distributed (see attached)
 - Overall Strategy for FY17 - brief description of the long haul and short haul domestic as well as a definite commitment to DNE and Brand USA for the International.
 - Thematic Marketing - Compilation of themes for development of campaign collateral
 - Plymouth 400/Mass 400 – Francois-Laurent Nivaud gave a quick report, reiterating that the goal is to create a *ten year* (1620-1630) celebration for all the communities in the Commonwealth.
5. **Visitor Information Centers:** Paul Cripps presented a map of Massachusetts, detailing all regions and their visitor information centers. Details to follow after the MMP meeting on July 20.
6. **Commonwealth Marketing Office:** Mike Quinlin gave an update on the MassJazz Guide for 2016 – 2017. He plans to explore various niche products for production in FY17.
7. **State of the State Tourism & Travel:** Tony d' Agostino presented the latest statistics on the Tourism & Travel to Massachusetts. (See attached)
8. **Jebbit:** Bobby Leonard and Tom Coburn presented a brief on Jebbit's marketing platform, campaign history with MOTT, and discounted pricing available to RTCs.
9. **Guests of ACT&T:** ski resorts, golf, museums, National Park Service, DCR, etc.
10. **Meeting Adjourned:** 1:15pm

Advisory Commission on Tourism & Travel
Wednesday, September 14, 2016
1:30 pm – 3:30 pm
Minutes

1. **Welcome:** Chair Thomas Kershaw opened the meeting with a few remarks about the pending FY17 budget. Followed by introductions around the table (name, position, region/agency, and a statement of current events/news) including those who dialed-in.
2. **Airbnb:** General discussion regarding the impact of Airbnb on the lodging industry. Discussion regarding proposed legislation and working with Paul Sacco of the Massachusetts Lodging Association, to work with the American Hotel & Lodging Association in DC along with industry volunteers.
3. **Massachusetts Marketing Partnership:** The next meeting of MMP will be held on October 19, 2016 at 10:00 am at the DCU Center in Worcester, (50 Foster Street). The meeting will be followed by the Economic Development Summit sponsored by EOHEd from 1:00 pm – 4:00 pm; this event will feature panel discussion on community-based innovation and downtown, workforce and regional technology developments.
4. **Visitor Information Centers:** No news to report on the Visitor Information Centers. Thanks to Paul Cripps/Plymouth CVB for the work he has done thus far in helping to develop a Massachusetts VIC map.
5. **MOTT Updates:**
 - a. **State of the State of Travel & Tourism:** Tony D'Agostino presented the latest statistics on Massachusetts travel & tourism. (PPT was emailed to all participants on 9/15/16)
 - b. **Communications Update:** Mike Quinlin presented the latest communication plan. (PPT was emailed to all participants on 9/15/16).
 - c. **Regional Update:** Francois L. Nivaud thanked each RTC and their region for hosting him throughout his tour this past summer and stated the sense of pride each region presented.
6. **International Marketing:** Jackie Ennis talked about the updates within the markets MOTT contracts, enumerated new international air service to Boston and announced that the RTCs would not be required, per MOTT's contract, to purchase a partnership with DNE. A sell sheet with DNE partnership levels was distributed to the RTCs who wish to participate.
7. **Meeting Adjourned:** 3:30 pm

Next meeting:

Monday, December 12, 2016
11:00 am – 1:00 pm
State Transportation Building
Conference Room #4