

GBCVB Marketing Plan

GBCVB Marketing Plan

2019

Greater Boston Convention & Visitors Bureau



**GREATER BOSTON
CONVENTION & VISITORS BUREAU**

November 27, 2018

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I. EXECUTIVE SUMMARY

While Boston is a treasure trove of Americana, it is the city's ability to innovate, adapt, and evolve that speaks to Boston's essence. Cutting-edge industries such as smart manufacturing, advanced consumer technology, biotech and life-sciences drive Boston's economy. As a hub of higher education, Boston's colleges and universities have a unique relationship with its world-class research hospitals, and together these institutions incubate innovation districts. The Boston meetings and hospitality industry markets this atmosphere of innovation in selling the city to the world. And in Boston, innovation is not confined to one sector or theme, it is social, cultural, infrastructural and, above all, community-driven.

Visitors enjoy Boston's quintessential blend of history and cutting-edge innovation. As a beautiful port city with iconic waterways, Boston provides fun by land and sea, featuring diverse neighborhoods, an eclectic array of performing arts and special events, chic boutiques and high-end retailers, a foodies' paradise, and where visitors can find the ideal hotel and discover the true essence of BostonUSA, a cosmopolitan hub.

In CY **2018**, Boston and the region will see 21.8 million visitors including 2.653 million international visitors. In **CY 2019** visitors are forecasted to grow 7% to 23.5 million with domestic visitors growing to 20.7 million and international visitors growing to 2.850 million. According to the Pinnacle Advisory Group's forecast, the projected occupancy for 2018 is 82.5%, up 0.4%; ADR is projected at \$260, up 0.8%; and RevPAR will increase 1.2% to \$215. For 2019, according to Pinnacle Advisory Group, it is anticipated that occupancy will drop 1.2% to 82%; ADR will decrease 1.0% to \$258 and RevPAR will decrease 2.2% to \$210.

Between 2018 and 2021, over 5,000 new hotel rooms are expected to be added in Boston, Cambridge and nearby communities. Over a third of the rooms are planned for the South Boston Waterfront, while the area south of North Station continues to undergo transformative projects. Everett and Chelsea are areas of robust hotel and infrastructure development, with the 671-room Encore Boston Harbor slated to open in Everett in June 2019. The Encore resort will feature 13 restaurant and lounges, 200,000 square feet of gaming space, and 50,000 square feet of conference space anchored by a 36,000 square foot ballroom. Encore Boston Harbor will develop an elaborate harborwalk with access to waterways, enhanced by a four-season water ferry and water taxi system that will shuttle passengers to the Seaport and Downtown Boston. The \$2.4 million investment is the largest single-phase private development in Massachusetts history.

There are 25 citywide conventions in 2018 and the current number booked for 2019 is 22 with 14 of those meetings taking place at the Boston Convention & Exhibition Center.

The GBCVB 2019 Marketing Plan has been developed based upon comprehensive research results and detailed positioning and industry intelligence summaries. From US industry forecasts and analyzing primary and secondary research, major national trends that will impact us are:

- Meetings continue to be booked with shorter lead times;
- Use of third-party companies remains high, but we have seen a decrease since the new commission policy went into effect;
- 78% of meetings booked are 250 rooms or less on peak night;

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- Leisure travelers, business travelers and meeting planners continue to seek out programs that offer value;
- Consumers continue to book travel (online/mobile) and research destinations (social media) with increasing sophistication for mobile access;
- Increased use of social media to get feedback about a given hotel, restaurant, or attraction;
- All markets, including group tours, continue to seek out unique experiences and activities for their business, something not offered to the average traveler.

Most importantly, the GBCVB continues to evaluate the ROI of all our ongoing marketing initiatives and programs and we have utilized these results to expand, refocus and reposition our initiatives for 2019.

The 2019 Marketing Plan includes specific domestic and international marketing campaigns and sales activities and a series of targeted initiatives all aimed at increasing and improving:

- Group and convention business;
- Overnight leisure visitors;
- International meeting, group tour, and FIT visitors;
- Length of stay of visitors;
- Overall visitor spending in Greater Boston;
- Group meetings satisfaction results, through post-convention reports from meeting planners;
- Visitor satisfaction results.

We will continue to focus our priorities and resources on attracting conventions, international meetings and events, and corporate meetings, including vertical markets such as technology, healthcare and pharmaceutical meetings. We will also target international visitors, as well as domestic leisure markets that are within driving distance or have nonstop air service to Boston.

In 2019, the GBCVB's overall marketing goals will be as follows:

- Increase meetings business in the next 24 months;
- Increase international meetings and events and groups to Boston & Cambridge;
- Increase the number of group tour and FIT bookings;
- Increase domestic and international leisure visitors.

The 2019 Marketing Plan will focus on the following priorities:

- Marketing Boston, Cambridge and the region as an exciting destination by identifying and promoting significant value-added offers for leisure visitors and meeting professionals/delegates throughout the year, but especially during need periods;

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- Aggressively sell and promote Boston, Cambridge and the region to both domestic and international corporate, association and incentive planners;
- Continue our MOTT/Brand USA partnership to grow our international visitor activity;
- Continue our Strategic Partnership with American Express focusing on both leisure and meetings initiatives;
- Work with the city of Boston, the MCCA, and MOTT on sports related sales and marketing initiatives;
- Continue our partnership with Massport to promote Boston as an international destination that now has direct nonstop service to 56 international markets;
- Expand our partnership with Massport and Flynn Cruiseport to grow Boston's appeal as a cruise destination, with new experiential shore excursions and pre/post itineraries;
- Sending targeted themed electronic messages and newsletters to our leisure visitors and to meeting professionals about Boston/Cambridge and all there is to do and experience;
- Continue to expand our permission marketing initiative by growing our e-newsletter subscription list as well as its frequency;
- Bolster the online presence of BostonUSA.com, driving people to our site to find getaway information and itineraries, special events and cross-cultural activities;
- Offer 2019 and 2020, specifically Quarter 1 and 3, as potential need times for meeting, convention and group tour business;
- Offer dedicated hotel packages that focus on our cultural attractions and major special events;
- Expand social media applications such as Facebook, Twitter, Instagram, YouTube, and Pinterest to promote our programs such as Dine Out Boston®, special events, seasonal programs and BostonUSA Passport to Savings program throughout the year;
- Utilize public relations and advertising to market and promote specific targeted initiatives such as Cultural Historical Boston, Boston's Diversity and its Neighborhoods, Cross-Cultural Boston, and Culinary & Craft Beer programs;
- Integrate leisure pre/post-stay opportunities into our meetings and convention sales and destination services initiatives via online microsites on BostonUSA.com;
- Promote 'Bleisure' travel opportunities to all segments.

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II. MARKET ANALYSIS

TRANSPORTATION TO & WITHIN THE AREA

In 2018, Boston's Logan International Airport, New England's largest transportation center, is forecasted to serve nearly 40 million passengers, a 6% increase over 2017, and is forecasted to exceed 40 million passengers in 2019. Located just three miles from the city, Logan International Airport presently has nonstop domestic service to 77 destinations and nonstop international service to 56 destinations. Through October 2018, year to date domestic passengers have increased by 7.2% and international passengers have increased by 4.4%. Tourism-related travel currently accounts for 45% of domestic and overseas passengers at Logan.

Logan International Airport continues to see major upgrades. Massport has invested more than \$160 million over the last two years in Terminal E including a newly completed post-security connector between Terminal C and E for transferring passengers; state-of-the-art Customs and Border Protection (CBP) processing kiosks which include Global Entry and passport processing kiosks; and the renovation of gates to accommodate the Airbus A-380 aircraft – the largest commercial aircraft flying. Terminal E operates with the same number of gates (12) as it did in 1974 while international visitors have increase nearly 300%. Massport has proposed 7 additional gates and renovations to passenger check-in, hold room, concession and baggage area in Terminal E. The new gates will be phased in between 2022–2025. In February 2018 Massport awarded a design and engineering contract for \$750 million worth of additional Terminal E upgrades phased in over 10 years. See **Appendix IV** for more information on the Terminal E expansion.

Passengers traveling into the city have several options besides taxis, Uber and Lyft. The MBTA costs \$2.75 per person, and the Silver Line from the airport to South Station is complimentary. The nonstop Back Bay Logan Express shuttle bus service from Logan now includes two Back Bay locations: Hynes Convention Center and Copley Square. The bus service is \$7.50 per person. There are also shuttle services available to a number of Boston hotels. Another way for visitors to arrive from the airport is by water shuttle, with services offered by Boston Harbor Cruises and Rowes Wharf Water Transport.

In 2019 the MBTA will introduce an eleven-month pilot program with regular service to Gillette Stadium in Foxboro. The line will be called the Kraft Line and will bring visitors to Patriot Place as well.

Boston is part of the AMTRAK railroad system serving the Northeast, as far north as Brunswick, ME, and connecting passengers to New York City, Washington, DC, Philadelphia, Baltimore, and other cities across the country.

BOSTON/CAMBRIDGE MARKET

VARIATIONS IN DEMAND

Traditionally the strongest months of lodging demand in Greater Boston are March-November. In recent years, we have seen our shoulder months of April, May and November become demand months. The weakest months for lodging demand are December, January, and February. The average length of stay remains at 2.2 nights.

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CUSTOMER DEMOGRAPHICS

The target market for Boston and Cambridge is college graduates, many with advanced degrees, holding management positions, with overall Family Household Income in excess of \$150,000. The drive market is very strong with interest from New York, Canada and the rest of New England. Research indicates the younger target markets are willing to forgo amenities to focus on the overall experience of a destination. They aren't coming to Boston to just see the history, they want to experience and take part in it. The older millennials with young families, as well as empty nesters, value the comfort of a hotel experience according to research reports.

The GBCVB is communicating with this market through social media channels, online and print advertising, blogs and e-newsletters to promote the offerings which they are seeking, i.e. culture/history, sports, dining, shopping events, cross-cultural programs and events, recreational and experiential/learning activities, and reinforcing the value of the Greater Boston region.

In 2017 and thus far in 2018, we saw RFPs and interest from MICE groups based in Canada (44%), United Kingdom (30%), Germany (12%), The Netherlands (5%), Switzerland (5%), Australia, Brazil, China, New Zealand and Italy (1%) each. We will continue to focus on these destinations in 2019. The target markets for international leisure visitors are Canada, China, United Kingdom, Germany, South Korea, India and France.

In the meetings area, our top drivers of business continue to be the Healthcare, Pharmaceutical and Biotechnology markets, which represent over 27.8% of our meetings and conventions, followed by Scientific, Engineering, and Technology focused companies and organizations, representing 13.7% of our business. Education represents 9% of our business. In addition, Finance and Accounting now represents 7.7% of our business. We receive the most business from the following states: Washington, DC, Virginia, Maryland, Massachusetts, New York, New Jersey, Illinois and California. While some conventions/meetings have gotten larger over the past few years, in general, we have seen the average meeting size shrink. This year 78% of the meetings booked have 250 rooms or less on peak. Third party planners continue to remain important, however we have seen a slight decrease in the number of RFP's received since the decrease in the amount of commission was announced.

SPORTING EVENTS & SPORTS RELATED MEETINGS

According to the National Association of Sports Commissions, estimated 2017 spending (professional sporting events excluded) was \$11.40 billion, an increase of 9% from the \$10.47 billion reported in 2016. Visitor spending has increased 37% over the past five years, signaling the continued strength of the industry overall and as a reflection of the innovative leadership in sports events and tourism in the United States. For example, annual sporting events such as the Boston Marathon and the Head of the Charles Regatta not only create huge spending impacts, but they also draw visitors from across the world to Boston, Cambridge and the Greater Boston region. In 2018, the Boston Marathon generated an estimated \$201M spending impact with over 30,000 runners and their guests and 500,000 spectators. The Head of the Charles Regatta is also a major driver of visitors to the destination bringing 11,000 athletes from 25+ countries (87% of the athletes travel over 100 miles to participate in the event) and over 350,00 spectators (50% of the spectators live within a 5-mile radius of Boston) to the area and accounts for more than \$72M in spending impact.

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Sporting events and sports related meetings have significant impact on Boston, Cambridge and the region. In addition to all the aspects on which it is possible to place a monetary value, there are many others that are simply intangible such as the images of the region that appear during broadcasts of major events and the broad exposure of the area. These sporting events often cause people to return to the region, thus creating an incalculable amount of future spending impact for the area.

From 2019-2022, the region will host the following sports related meetings and events:

- February 8-9, 2019 – Red Bull Crashed Ice at Fenway Park
- March 8-9, 2019 – NCAA Division III Indoor Track & Field Championships at Reggie Lewis Track & Athletic Center
- April 15, 2019 – Boston Marathon
- October 19-20, 2019 – Head of the Charles Regatta
- 2022 NCAA Frozen Four at TD Garden
- 2022 US Open at The Country Club in Brookline

INTERNATIONAL

In 2017, China was the top overseas visitor market to Boston and the region, followed by the UK, Germany, France, India and South Korea. For CY 2018 we expect to see 2.653 million international visitors. For CY 2019 international visitors will top 2.850 million. A combination of new and improved air service from key international markets to Boston along with the Bureau's international marketing initiatives has driven the growth in international visitors to our area. See **Appendix IV** for new nonstop international air service to Boston in 2018-2019 and Logan's Terminal E Expansion and Modernization Project.

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Country of Residence	2017	U.S.	2017	2017	BOSTON	BOSTON
	TOTAL VISITORS TO THE U.S. (IN 000s)	PERCENT CHANGE 17/16	BOSTON VISITOR* EST. VOLUME (IN 000s)	BOSTON SHARE OF COUNTRY MARKET	PERCENT CHANGE 17/16	BOSTON CHANGE MKT. SHARE 17/16
People's Rep. of China	3,174	4.1%	301	9.49%	21.2%	1.34%
United Kingdom	4,483	-2.3%	209	4.67%	6.4%	0.38%
Germany	2,080	1.7%	99	4.75%	-18.3%	-1.16%
France	1,668	1.6%	87	5.22%	18.4%	0.74%
India	1,285	6.5%	83	6.49%	10.1%	0.21%
Korea, South	2,335	17.8%	78	3.33%	23.3%	0.15%
Brazil	1,912	10.8%	64	3.37%	4.3%	-0.21%
Japan	3,596	-0.2%	60	1.67%	-9.4%	-0.17%
Italy	1,032	4.4%	50	4.85%	35.0%	1.10%
Australia	1,324	-2.0%	44	3.31%	-19.1%	-0.70%
Spain	827	2.4%	42	5.04%	-5.3%	-0.41%
Ireland	484	9.2%	39	8.01%	21.6%	0.82%
Netherlands	701	3.9%	36	5.14%	-13.4%	-1.03%
Argentina	1,018	9.9%	21	2.09%	-31.8%	-1.28%
Switzerland	441	-6.3%	20	4.44%	-10.7%	-0.22%

Chinese visitors to the Boston MSA have grown dramatically over a 10-year and 5-year window. Over the past decade, from 2007 to 2017, visitors from China to Boston grew by over 870%, and since 2013 they have grown by nearly 200%. Based upon a recent Marketing Intelligence Report for Brand USA for the period August 2017-July 2018, passengers from China to Boston grew at 13%, the fastest of all US cities. The other top growth rates for US cities were Seattle at 12%, Los Angeles at 9% and New York City at 5%. In 2018 Chinese visitors spent an average of 13.9 nights in Boston and the metro region with a total spend of over \$1.3 billion, which is 250% higher than the spend from UK and Germany visitors COMBINED. Over the next five years the GBCVB has a goal of attracting more than 500,000 visitors from China to Boston by 2023.

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2017 Selected Highlights for Overseas Travelers to Boston

	Overseas	UK	Germany	China	India	South Korea	Brazil
Estimated Arrivals	1,650,000	209,000	99,000	301,000	83,000	78,000	64,000
Market Share	4.24%	4.67%	4.75%	9.49%	6.49%	3.33%	3.37%
Arrivals % Change	6.6%	6.1%	-18.2%	20.9%	9.2%	23.8%	3.2%
Share of total arrivals to Boston	100.0%	12.7%	6.0%	18.2%	5.0%	4.7%	3.9%
Mean Total Party Size	1.6	1.6	1.7	1.9	1.3	1.5	1.4
Total Spend	\$3,869,770,733	\$296,578,856	\$71,495,417	\$1,309,610,856	\$416,919,375	\$173,600,987	\$124,159,492
Spend/stay	\$2,346	\$1,417	\$723	\$4,348	\$4,997	\$2,233	\$1,926
Spend/night	\$261	\$218	\$176	\$313	\$269	\$248	\$159
Nights in Boston	9.0	6.5	4.1	13.9	20.3	9.0	12.1
Nights in Hotel	6.6	4.5	3.2	10.1	14.7	6.3	12.0
Stayed in Hotel	69.9%	77.3%	72.3%	64.5%	47.7%	81.9%	64.2%
Room-nights	4,757,569	454,379	134,733	1,032,034	447,683	268,304	352,183
Share of nights in Hotel	73.3%	69.2%	78.0%	72.7%	72.4%	70.0%	99.2%

Boston is home to a large community of international students, a third of which come from China. Chinese students in Boston and Massachusetts increased by more than 10% between 2017 and 2018. The GBCVB will continue to assist these students in acclimating to Boston while promoting the destination to their families and friends. International students, overall, increased by 8.4% between 2017 and 2018. See **Appendix VI** for information on international students in Boston and Massachusetts.

On the international meetings side, Boston and Cambridge continue to attract association, corporate and incentive meetings. The increase in nonstop air service, available professional speakers and other professional resources, and the tourism infrastructure in the region continue to support our initiatives. For the last several years, Boston and Cambridge have successfully carried out a marketing program aimed at increasing international meetings market share. In 2017, Boston ranked fourth on the list of United States destinations for international meetings according to the International Congress & Convention Association. Washington DC, New York and Chicago ranked one, two and three respectively for the top three spots. The majority of these meetings continue to be held at hotels and conference centers.

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DEMAND GROWTH & HOTEL DEVELOPMENT

Between 2017 and 2021, 6,284 new hotel rooms are expected to be added in Boston, Cambridge and nearby communities.

Hotels opened in 2017:

- Hilton Homewood Inn & Suites Boston Logan Airport/Chelsea, 152 rooms – opened March 2017
- Envision Hotel Boston, Everett, 101 rooms – opened April 2017
- Freepoint Hotel, Cambridge, 121 rooms – opened April 2017
- YOTEL, South Boston Seaport, 326 rooms – opened June 2017

TOTAL ROOMS: 700

Hotels opened in 2018:

- The Alise Boston, South End, 56 rooms - opened in February 2018
- AC by Marriott Boston Downtown, Ink Block Project, South End, 205 rooms - opened in March 2018
- Courtyard Boston Downtown/North Station, 220 rooms - opened in March 2018
- Groton Inn, Groton, 60 rooms - opened in May 2018
- AC Hotel by Marriott, Cleveland Circle, 162 rooms - opened in May 2018
- Studio Allston Hotel, 117 rooms - opened in June 2018
- The Row, Autograph Collection, Assembly Row, Somerville, 159 rooms - opened in August 2018
- Holiday Inn Boston Logan Airport - Chelsea, 124 rooms - opened in August 2018
- Revolution Hotel, South End, 164 rooms - projected opening Q4 2018
- Hotel 1868, Cambridge, 50 rooms, projected opening Q4 of 2018

TOTAL ROOMS: 1,317

Hotels opening in 2019-2021:

- Hyatt Centric, Downtown Boston, 163 rooms - projected opening Q1 2019
- Residence Inn by Marriott, Roxbury, 108 rooms - projected opening Q1 2019
- Cambria Hotel, South Boston, 159 rooms - projected opening Q1 2019
- The Whitney, Beacon Hill, 87 rooms – projected opening Q2 2019
- Four Seasons Hotel, Christian Science Plaza, 211 rooms - projected opening Q2 2019
- Marriott Moxy Hotel, 240 Tremont Street, 346 rooms - projected opening Q2 2019
- Holiday Inn and Staybridge Suites hotel, North Quincy, 180 rooms - projected opening Q2 2019
- Encore Boston Harbor, Everett, 671 rooms - projected opening Q2 2019
- Hampton Inn, Boston Marine Industrial Park, 253 rooms - projected opening Q2 2020
- Homewood Suites, Boston Marine Industrial Park, 158 rooms - projected opening Q2 2020

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- Hyatt Place, Seaport District, 294 rooms - projected opening Q2 2020
- citizenM, Hub on Causeway, TD Garden, 260 rooms - projected opening 2020
- Brighton Hotel at Boston Landing, 175 rooms - projected opening 2020
- The Omni Boston Hotel at the Seaport, 1,055 room - projected opening 2021
- Raffles Hotel, Back Bay, 147 rooms - projected opening 2021

TOTAL ROOMS: 4,267

Short-term rentals need to be factored into supply. Currently, Airbnb has upwards of 6,000 active listings in Boston, which has prompted the Boston City Council to pass regulatory legislation. The Massachusetts Legislature and the Governor are negotiating a statewide short-term rentals law. See **Appendix X** for related Airbnb articles.

BOSTON/CAMBRIDGE HISTORIC PERFORMANCE 2000 – 2019(P)

As of November 2018, there are 22 citywide conventions scheduled for 2019 and 25 for 2018. A complete list of citywide conventions through 2022 can be found in **Appendix I**.

Year	Citywide Conventions	Room Nights
2000	23	183,500
2001	17	124,287
2002	15	110,250
2003	15	107,262
2004	18	160,250
2005	21	236,055
2006	29	435,792
2007	28	409,389
2008	28	388,000
2009	26	360,000
2010	22	378,000
2011	22	264,000
2012	28	479,000
2013	21	291,000
2014	25	443,000
2015	22	437,000
2016	30	442,000
2017	31	490,000
2018	25	N/A
2019 (P)	22	N/A

COMPETITIVE ANALYSIS IN THE MEETINGS & CONVENTIONS MARKETPLACE

CWT Meetings & Events, a division of Carlson Wagonlit global travel management, has ranked Boston # 4 in a forecast of the top 10 North American meeting destinations for 2019. According to this study Las Vegas is ranked

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#1, New York is ranked #2, and Orlando is ranked #3. This ranking is a function of more nonstop service to Logan Airport, increased awareness of our destination, the growing hotel supply in Boston and Cambridge, the extensive Logan Airport infrastructure improvements and the sales and marketing activity by the GBCVB and its members.

In the meetings market, our competitive set is Washington, D.C., Chicago, Philadelphia, Atlanta, Nashville, New York and Denver. Both Nashville and Denver are new this year. Research confirms that these destinations offer lower hotel rates and larger hotel room blocks, and their convention center prices and costs are discounted to offer meeting planners more value. This again is largely due to hotel tax revenue allocated to the travel and tourism organizations in these cities. Our competitive set in both the leisure and meetings market generally have dedicated local and state hotel tax revenues available for marketing and advertising.

Boston was ranked 19th in 2018, up one position from 2017, in a **Cvent** list of best meeting destinations in the United States. The ranking was based on meeting and event booking activity, room supply and meeting and event venues. Of our competition, Chicago ranked #3, Atlanta was #5, Nashville was #7, New York was #8, Washington, D.C was #9, and Denver was #11 with Orlando being the #1 destination once again. Las Vegas and San Diego round out the top 5 meeting destinations in the United States.

In order to remain competitive and increase market share, the GBCVB must continue to be creative with marketing efforts, base programs on results, and stay on the cutting edge of the latest technology.

Planners are continuously searching for ways to make their clients' meetings more efficient. We continue to struggle with the lack of large and affordable hotel room blocks to host some groups. This will be addressed by increasing the hotel supply, which is already being done, and working to improve the communication and collaborative network that exists between all of the Boston hospitality community.

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III. 2019 SALES & MARKETING PROGRAMS

The following section offers an overview of 2019 Programs for conventions, meetings and leisure sales, destination services, marketing, communications, and publications.

GROUP SALES

In 2019, the GBCVB will implement the following programs as we assist in driving sales and destination service efforts for our members:

Business Development: Working collaboratively with industry partners, we will continue to identify key industries, corporations and associations that can meet in Boston, Cambridge and the region. 2019 and 2020 are behind pace and we will continue to work with our Partners to identify organizations that have the potential to meet in Greater Boston and Cambridge during need and off-peak time periods, such as the first and third quarters, December and all holidays.

Sales Missions: In 2019, Sales Missions will be conducted in conjunction with our members to San Francisco, San Diego, Denver, Houston, North Carolina, Washington, DC area, New York, and Philadelphia, and special emphasis will be placed on the Greater Boston area due to the large influx of companies moving to the region.

Fam Trips: Throughout the year, we will offer and host 3-4 small, market focused familiarization trips to Boston, including, but not limited to, third party management companies.

Sales Calls: Sales Calls will continue in all territories and markets. We have had great success when sales trips are made separately from planned events. We continue to have success receiving RFPs from secondary markets, therefore our efforts will continue with the West Coast, Denver, secondary cities in the Midwest such as Milwaukee and Minneapolis, the Southeast including Raleigh and other Southeast cities, and the Greater Boston area.

Third Parties: We will continue to partner with our third-party customers. We have seen a decrease in their business since some hotel companies changed their commission percentage. However, this market is important to the area and we will continue to sell the Boston area as a premier meeting destination offering advantages to both the planner and the attendee.

Pre-show e-mailers will continue to be sent to targeted planners prior to key industry events when feasible. They include the following shows:

- HelmsBriscoe Partner Meeting
- Destination International (formerly DMAI Destination Showcase)
- IMEX Frankfurt
- Xperience Design (formerly Springtime)
- The Meetings Show, UK
- IMEX America

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- ASAE Annual Meeting
- Connect Shows
- ibtm Barcelona
- Holiday Showcase

For a complete list of international and domestic trade shows, sales missions, leisure travel and consumer shows the GBCVB will be participating in, see **Appendix II**.

- We will continue our key account outreaches four times a year focusing on need dates and periods for 2019 – 2021;
- We will also continue to utilize standardized collateral for sales and destination services to present to clients. Collateral includes, but is not limited to, the *Official Visitors Guide*, *Destination Planners' Directory*, Boston and Cambridge maps, photos, PowerPoint presentations and various destination videos;
- In January approximately 750 copies of the *Destination Planners' Directory* will be mailed to meeting planners;
- Holiday greetings from the sales and destination services teams will be sent to 1000+ planners;

To supplement the current business that is being booked, the GBCVB Group Sales Department will prospect for accounts with a special emphasis on clients currently using competitive cities. The GBCVB will:

- Work with key third parties such as ConferenceDirect, HelmsBriscoe, and others to identify new accounts that will help to increase Boston's visibility and desirability as a meetings destination;
- Attend meetings of ConferenceDirect, HelmsBriscoe, and other third-party organizations;
- Maintain continued, regular contact with these top third parties that handle meetings for major corporations and their clients and solicit those conferences that are viable for Boston and Cambridge;
- Continue to identify Boston sporting events taking place in key markets for the entertaining of prospective clients. Cultural events will also be utilized to build relationships with our best clients;
- Identify additional business that can meet over shoulder and off-season periods to help stabilize occupancy levels in Boston;
- Develop content, messaging and implementation strategy to assist hotels in filling need dates for 2019 and beyond;
- Be proactive in soliciting meetings for Greater Boston hotels by researching essential markets representing industries that are necessary for the continued well-being of our nation such as healthcare services, technology, innovation, and education;
- Identify future years Need Dates where business levels are low, and develop a strategic plan with our members to place business into selected dates;
- Work current databases and other account lists to maintain updated target lists for active solicitation. The GBCVB will continue to use EmpowerMINT to gain history and further qualify the list;
- Exhibit at industry events to promote Boston as a meetings destination to planners;

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- Attend regional and chapter meetings for MPI, PCMA and HSMAI when travelling to specific destinations and locally;
- Plan and coordinate sales calls in conjunction with hotel partners in markets where organizations that represent our top vertical markets are located;
- Leverage the marketing capabilities of convention bureau alliances such as NESCVB (New England Society of Convention & Visitors Bureaus), PCMA, MPI, Cvent, and other organizations to generate new bookings for Boston.

BCMC

The GBCVB will continue its collaboration with the Boston Convention Marketing Center (BCMC), the partnership between the GBCVB and the Massachusetts Convention Center Authority, to promote and sell meetings and conventions at the BCEC, the Hynes Convention Center and Lawn on D.

The sales teams will participate in trade shows, familiarization trips, sales missions and other direct selling activities to promote Boston. Members of both sales teams will jointly participate in the following shows and events among others:

- PCMA Convening Leaders
- PCMA Bowl-A-Thon - Chicago
- Holiday Showcase

GROUP TOUR

In 2019, the GBCVB will continue to develop and educate tour operators on the local Boston market and the region as a top destination and help to increase revenue for our members by continuing to grow and maintain the group segment. In order to achieve this, we will undertake a variety of initiatives that include:

- Tracking and monitoring activity by tour operators in our CRM so that we can determine our top producers;
- Solicit top producers for additional business for Boston and Cambridge;
- Host tour operators' familiarization trips and individual site visits that will showcase the Greater Boston and Cambridge area and expand the client's knowledge of available tour product;
- Capitalize upon the expansion of international air service to Boston;
- Continue to work with the Boston Attractions Group (BAG) to expand this program to gain additional business and host an annual tour operator fam in collaboration with the BAG every August;
- Target national tour group leaders with Boston hotel, attraction, tour and destination information to increase group tour business;
- Continue to work with members and Flynn Cruiseport Boston/Massport on development of pre- and post-cruise business;

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- Participate in the Student & Youth Travel Association (SYTA) marketplace, the American Bus Association (ABA) marketplace, Discover New England Summit, U.S. Travel Association's IPW, Ontario Motor Coach Association (OMCA), and host the United States Tour Organization Board Meeting, among other shows to assist in increasing business to the area:
- For each show, we will:
 - Collect information from members on "What's New" and other useful information for this market segment and share this information with buyers during and after the show;
 - Use this opportunity to advise members on new themes, issues or concerns in the marketplace;
 - Expand the GBCVB database of tour planners;
 - Collaborate with other regions of Massachusetts and New England to promote Boston;
 - Focus on generating more travel trade and online features on Boston and Cambridge for tour and meeting planners worldwide.

SPORTS MARKETING

Boston is a true sports town, from our exciting professional teams to consistently attracting top national collegiate tournaments, Olympic Governing Body championships and youth athletic events. The GBCVB will continue to work with Mayor Walsh's Office of Tourism, Sports & Entertainment, MOTT, our professional sports teams, our college and university athletic directors, Gillette Stadium, TD Garden, Fenway Park and GBCVB member companies to position the city as a premier sports special events and sports meetings destination. We will focus on initiatives to increase both international and domestic sporting events that will drive room nights and create significant economic impact in the Greater Boston area.

Efforts will include:

- Continuing to solicit major events, regardless of size, and sports related meetings with a targeted emphasis on need periods;
- Continuing to offer a Fan Housing hotel program with our travel partner, onPeak, to make it simple for fans to book hotel rooms on BostonUSA.com/plan, ultimately leading to increased attendance at these events;
- Continuing to work with local organizing committees for major events already confirmed for Boston;
- Targeting US Olympic Governing Bodies for solicitation of Olympic Trials and Annual Championships RFPs;
- Targeting NCAA for solicitation of RFPs;
- Targeting LGBT sporting event opportunities;
- Targeting the growing e-Sports sector for opportunities;
- Building awareness of Boston as a sports destination where it's easy to run events;
- Attending sport industry trade shows and conferences including, but not limited to:
 - National Sports Forum
 - National Association of Sports Commissions Sports Symposium

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- Connect Sports
- US Olympic Sportslink
- TEAMS Conference

In 2019, GBCVB marketing strategies for this segment will be even more digitally inclined than one year ago, complimented by event owner marketplaces and selling.

INTERNATIONAL

We will target specific international markets, focusing on programs that separate Boston and GBCVB members from our competition. Value, affordability, and ease of air travel will continue to be promoted with emphasis also being placed upon promoting our history, culture and education.

In 2019, we will continue to partner with Massport and MOTT to carry out marketing initiatives that focus on China, Korea, United Kingdom, Europe, Canada, Japan, Brazil, and India. These efforts will support JAL's Tokyo-Boston air service, and Hainan's nonstop service from Beijing and Shanghai as well as Cathay Pacific service from Hong Kong, LATAM service from Sao Paulo, and new service from China (Chengdu), South Korea, The Netherlands, Mexico, and added service from the United Kingdom, Ireland and Canada. See **Appendix VII** for MOTT's International Trade Shows, Sales Missions and Consumer Shows available for private sector participation for FY19.

We will also work with Emirates Airlines with its service from Dubai and Turkish Airlines with service from Istanbul, which opens up the Middle East for meetings and leisure travel to Boston.

INTERNATIONAL ASSOCIATION, CORPORATE AND INCENTIVE MEETINGS PROGRAM

We will aggressively target association, corporate and incentive meeting planners in key international markets through various sales and marketing activities. We will capitalize on emerging markets and continue to focus on our legacy markets in Europe and Canada. With the onset of Brexit, we will continually monitor the markets that we serve and look carefully at what sectors will succeed in the changing markets.

In 2019, the GBCVB will undertake the following sales and marketing efforts to drive corporate, incentive and meetings business from target market segments:

- Participate in international meetings, trade shows, such as WTM, IMEX Frankfurt, The Meetings Show, ibtm World, and IMEX America;
- We will host, in conjunction with MOTT and DNE, client events in London when the Boston Red Sox play the New York Yankees June 29-30. We have had previous success with similar client events in 2008 when the Red Sox played in Tokyo and in 2009 and 2012 when the Patriots played in London;
- Collaborate with East Coast cities to create multi-city incentive itineraries;
- Create and host key familiarization tours and training seminars;
- Schedule sales calls and presentations targeting key prospects in our major international markets;
- Where appropriate, host interactive customer events in key markets with partner members;

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- Participate in marketplaces, when appropriate, in an effort to expand our network of potential clients and drive business;
- Integrate prospects and clients into the distribution system to receive e-newsletters and social media updates.

DESTINATION SERVICES | MEETINGS AND EVENTS

Our Destination Services team - formerly referred to as Convention Services - is one of Boston's key selling strengths. The department went through a rebranding in 2018 as it was clear the scope of their services was evolving. Clients and attendees have been seeking overall destination support from the department. Connecting them with philanthropic opportunities, industry leaders and local Boston innovators are among the requests from clients. For the attendees, it's no longer just a "tour," but they are looking for a full Boston experience. By broadening the scope of services offered, the Destination Services team hopes to keep Boston in the forefront when comes to meeting services.

The Destination Services team directly supports the selling efforts of the BCMC and the GBCVB sales team. The team also works very closely with our members including Massport and the Mayor's Office of Tourism, Sports & Entertainment by providing services that help ensure the meeting planners and the delegate's experience in Boston is top notch. Evidence of this is seen by the number of industry honors that the GBCVB team has been awarded by our customers and clients. These awards contribute to the overall success of the GBCVB and supports Boston's hotel community with a strong relationship between sales, convention and event services and the customer. It is a seamless approach for all involved.

In most cases the Destination Services team becomes actively involved with groups approximately 18-24 months prior to the group's meeting date. Services offered to the planner include:

- Sending RFPs to members;
- Convention Housing utilizing onPeak;
- Coordinating and conducting site inspections;
- Providing collateral on the Greater Boston area, including electronic maps;
- Assisting with marketing and sponsorship requests;
- Connecting clients with local philanthropic opportunities;
- Banners at Logan International Airport and street poles around both convention centers;
- Creating programs to help increase and build attendance;
- Utilizing social media such as Twitter, LinkedIn, Instagram;
- Creating individual microsites;
- Distributing the BostonUSA Passport to Savings to convention delegates;
- Working with city and state governmental agencies to ensure a smooth and flawless event;
- Travel to prior year's destination to help build awareness and interest in Boston for the delegate;

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- Continue our charitable donations to citywide conventions targeting local charities and Meetings Mean Business.

Face-to-face time with planners continues to be the best way to build and maintain a positive and productive relationship. In addition, it has proven to be very beneficial for our Destination Services team to travel to the destination where the convention will be held the year prior to meeting in Boston. GBCVB staff attends the group's annual meeting one year out to promote their Boston meeting and to generate interest and attendance at future Boston meetings. The GBCVB will travel to designated 2019 conventions to promote their 2020 meetings in Boston. We will also provide information on other regions of Massachusetts.

In 2019, the Destination Service Manager, the Sales Manager and citywide hotel sales people will meet with definite citywide groups one month before their meeting in Boston. The Boston Team conducts a fun and educational session on all things Boston to key members of their staff. This allows the planners to become familiar with Boston and become an "expert" in answering questions from their staff, attendees and membership.

The GBCVB Destination Services team work closely with our local partners. This relationship allows delegates and planners to experience a seamless welcome and visit in Boston. We do this by offering:

- Welcome banners at Logan International Airport for citywide and special event groups;
- Restaurant and concierge desks at the both the BCEC and Hynes Convention Center for citywide convention and other key events;
- Welcome signs in shopping galleries;
- Special discounts at local retail outlets;
- Stock photography of the destination for use by planners and media – especially of events, tours, and attractions.

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COMPETITIVE ANALYSIS IN THE LEISURE MARKETPLACE

In the leisure market, the competitive set for Boston and Cambridge continues to be New York, Philadelphia, and Washington, D.C. Our analysis shows that these destinations offer similar special events that Boston does: historical and cultural activities, weekend getaways, and shopping. Being in and around the Northeast region, these destinations are also easily accessible to our target visitors. These destinations spend significantly more dollars on advertising and promoting their destinations because they receive dedicated hotel tax funding from their state and city governments through a special marketing district assessment. See **Appendix IX** for Boston Business Journal's Funding article.

According to the July 2018 Destination Analysts State of the American Traveler survey, leisure travel continues to be strong with nearly one third of American travelers (32.5%) saying they will enjoy more trips in the upcoming year and that the leisure travel optimism is at the same level as last summer, when 32.9% of Americans planned to increase the number of trips they would take in the next 12 months. However, expectations for leisure travel spending are down with 31.7% of American travelers expecting to increase their leisure travel spending in the next year, down from 34.4 % last summer. This year the typical travelers expects to budget \$3,133 for leisure travel down from \$3,544 from last summer.

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TARGETED LEISURE MARKETING INITIATIVES

Research has shown that visitors respond and engage more often when targeted by their interests. Boston, Cambridge and the region offer a wide variety of activities for visitors of any age. In 2019, targeted marketing efforts will focus on the following market segments: Cross-Cultural and Boston Neighborhoods, Sports/Outdoors, History, Family/Intergenerational Travel, Culinary/Craft Beer, Experiential, and Cruising. Specific initiatives will include the following:

BOSTON NEIGHBORHOODS & CROSS-CULTURAL INITIATIVE

The GBCVB's Multicultural Committee continues to focus on promoting Boston and Massachusetts as an inclusive destination that celebrates diversity and cross-cultural experiences, with a goal of positioning our region as a welcoming destination for cross-cultural leisure, meetings and group travel, as well as to generate media coverage to showcase our diversity and cross-cultural attractions, museums, events, neighborhoods and ethnic fare. According to the Boston Indicators Research Center of the Boston Foundation, diversity is core to making cities great and Boston is now the sixth most diverse US city according to the new US Census data. See **Appendix VIII** for related article.

In 2019, the Boston Neighborhood & Cross-Cultural Initiative will include the following actions and strategies:

- Build upon our Cross-Cultural landing page/portal, created in mid-2018, to include content and promotions highlighting Boston Neighborhoods, Heritage Trails, Museums, Events, and Resources designed to appeal to visitors with diverse backgrounds and interests;
- Promote the Roxbury International Film Festival, Dorchester Film Festival, Discover Roxbury's tours, open studios and other cultural events, Hibernian Hall events, Black History Month, Chinese New Year, the National Park Service African American Meeting House Historic Site and the Black Heritage Trail;
- Expand our partnership with the Museum of African American History to include multi-year marketing campaigns;
- Curate dedicated content for Boston's neighborhoods, including video and photography, to promote visitation;
- Expand partnerships with local and regional companies and government agencies to promote diversity in the hospitality industry;
- Disseminate the GBCVB Diversity at Events Guidelines;
- Produce collateral that reflect the region's diversity;
- Initiate multi-year programs with MLK Boston, the organization spearheading a new memorial and related programming about Dr. Martin Luther King, Jr. and Coretta Scott King and their time and work together in Boston;
- Work with restoration partners of the Shaw 54th Regiment Memorial, the City of Boston, the National Park Service, Friends of the Public Garden and the Museum of African American History to promote the significance of the monument and participate in programs to keep the message alive and relevant today;

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- Expand on the successful “Meet & Greet” symposium to explore ways to support cross culturalism as it relates to tourism in Boston.

CULTURAL & HISTORICAL INITIATIVE

As a region rich in cultural and historic attractions, the GBCVB capitalizes on this market segment by integrating the message that Boston, Cambridge and the region are destinations for visitors seeking a cultural and/or historic experience. In 2019 strategies will include:

- Distribution of monthly *What’s New in Boston USA* featuring openings, cultural and attraction updates to media and tour planners. *What’s New* is also posted on Bostonusa.com;
- Development of curated *What’s New* page for leisure traveler audience/repeat traveler;
- Continuing to meet and work with marketing directors of area museums and major attractions;
- Continuing to include cultural sections in GBCVB publications and website;
- Continuing to participate in RTC’s monthly Arts & Culture Bulletin;
- Working closely with cultural umbrella organizations such as the Boch Center, Celebrity Series of Boston, Arts Boston, the Mayor’s Office of Tourism, Sports & Entertainment, and Massachusetts Cultural Council;
- Using data on comparative cities to develop unique ways to promote Boston, Cambridge and Greater Boston as a destination of choice for culture, diversity, culinary/craft beer and history travelers;
- Supporting events such as First Night/Day, Boston Harborfest, ArtWeek MA, Head of the Charles, Boston Tea Party Reenactment, Patriots Day, Plymouth/MA 400, and Revolution 250;
- Promoting the 15th anniversary of the Mayor’s Holiday, a collaborative program designed to engage the arts to attract more people to the city for shopping, dining and overnight stays during the holiday season;
- Supporting the Boston Attractions Group (BAG), providing customized future cultural event calendars at group leader marketplaces;
- Working with cultural organizations in the Fenway, Theatre District, Harvard Square, and other neighborhoods to develop and drive business to these cultural performance destinations;
- Promoting Boston CityPASS, Go Boston Card and FIT packages in the North American and overseas markets for growing the independent travel market, especially to international visitors and international travel booking sites;
- Promoting Boston and Cambridge as a premier jazz destination and cross-promoting Boston Jazz Week in April, Cambridge Jazz Festival in July, Boston Jazz Fest in August and Beantown Jazz Festival in September;
- Promoting ArtWeek MA (April 26-May 5), a collection of cultural events and experiences throughout Massachusetts highlighting quality and diversity of art, culture, and entertainment, with the Boch Center, MOTT and participating RTCs through social media, newsletters, blogs, and Google Ads;
- Continue development of the Path of Presidents in collaboration with Discover Quincy and the Cambridge Office for Tourism, along with other RTCs and over a dozen GBCVB members, to tell the story of American

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Presidents who came from Boston, went to school here, or otherwise left an indelible mark on the city's history. The Path of Presidents includes historic homes, museums, walking tours, a digital map and more;

- Continue work with Revolution 250 to plan major 250th anniversary celebrations and commemorations in Boston related to the coming of the American Revolution.

FAMILY/INTERGENERATIONAL INITIATIVE

With the continued increase in family and intergenerational travel, in combination with business travel, the GBCVB hopes to increase the number of family travel media features about Boston, Cambridge and the region.

In 2019 the GBCVB will undertake the following to promote Boston as a family friendly destination:

- Host family travel media;
- Create family and intergenerational fun itineraries and highlight experiential programs with broad appeal;
- Encourage visitation to the Harbor Islands;
- Utilize online ads, e-blasts, and social media to increase awareness of the BostonUSA Passport to Savings program.

CULINARY & CRAFT BEER INITIATIVE

In 2019, the GBCVB will continue to position the Greater Boston region as a top culinary destination to generate new business for member restaurants, breweries, food festivals, food, wine and beer tours and the multitude of food markets that now exist across Boston and Cambridge.

Strategies will include:

- Featuring the region as a year-round food destination by highlighting communities that demonstrate a strong culinary landscape, as well as farm to table programs. In doing so, we expect to enhance Boston and the region's reputation as a food mecca by promoting new food and wine experiential opportunities such as cooking classes, demonstrations, and food and brewery tours;
- Promoting the Greater Boston Craft Beer Trail and the Massachusetts Craft Brewers Trail at our Visitor Information Centers and online, as well as continuing to partner with and promote the Boston Local Food Festival;
- Maintaining our collaborations with programs promoting Food Trucks, Boston Wine Festival, Boston Local Food Festival, the James Beard Foundation Taste America and other culinary initiatives such as cooking classes, culinary walking tours and food truck festivals;
- Promoting the Boston Public Market, and experiential programs such as cooking classes, wellness, tours, workshops and special events;
- Promoting Dine Out Boston® in March and August with our Strategic Partner American Express;
- Inclusion of all culinary programs and events on MOTT's site to benefit other cross regions promotions;

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- Promoting quarterly culinary promotions including Craft Beer Festivals; America's Test Kitchen; Boston Local Food Festival; Boston Seafood Festival; Taste of WGBH Food & Wine Festival; Mass Eat Local Month; Chowderfest; Taste of Cambridge; and Taste of the Seaport;
- Continue development of the Greater Boston Craft Beer Trail with dedicated landing page that includes craft beer trail map as well as festivals and events.

FLYNN CRUISEPORT BOSTON INITIATIVE

We will conduct joint sales calls on cruise lines with Massport/Flynn Cruiseport Boston and undertake joint promotions to further grow the lucrative cruise tour business. We will assist Massport/Flynn Cruiseport Boston to increase the number of cruises that use Boston as a port of call, as well as add new customer service programs and unique shore-side experiences to enhance the passenger's stay. We will target the general cruiser, and international and group tour markets. We will promote Flynn Cruiseport Boston at tour planner marketplaces, host travel writers, and expand our visitor and trade information to tour planners, MICE market planners, and travel agents. We will educate clients and customers regarding the \$100 million expansion and upgrade to the Flynn Cruiseport Boston facility, which will allow for 4,000-plus passenger ships to Homeport in Boston and also enable multiple ships to Homeport in the same day. The upgrades will include structural repairs to the pier along with emission reduction initiatives. These improvements are essential given the growth of the cruise industry in Boston. Over the past decade, ships calling on Boston have increased by over a third, and with the cruising season lasting longer than ever we anticipate over 400,000 passengers in 2019. In 2019, we will expand the Flynn Cruiseport Boston initiative by:

- Distributing walking maps and materials to media and cruise lines attending Massport's marketplaces;
- Working with Massport and cruise lines on unique shore excursions in Boston and the region, and promoting Flynn Cruiseport Boston by expanding our domestic and international cruise industry media database;
- Attending cruise-related trade shows and making sales calls in conjunction with Massport/Flynn Cruiseport Boston including sponsorship of the Cruise Canada New England Symposium in June 2019;
- Using social media to drive further cruise business;
- Work in conjunction with Massport/Flynn Cruiseport Boston to host media FAMs for cruise writers and publications;
- Work with Massport/Flynn Cruiseport Boston on training programs for cruise travel agents and GBCVB members.

CHINA MARKETING INITIATIVE

It is important that we make Chinese visitors feel welcome in Boston, Cambridge and our region by developing programs that accommodate their culture and language. At the same time, Boston businesses must employ effective strategies to reach Chinese consumers. To further these goals, the GBCVB has hosted two China-Friendly workshops for its member companies and embarked on a trade mission to China in March of 2017. A third workshop will be hosted in early 2019.

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The mission of the GBCVB's China-Friendly Marketing Committee is to develop a comprehensive inbound China program, and it is comprised of members from the GBCVB, MOTT, and the Cambridge Office for Tourism, in addition to retailers, restaurants, attractions and hotels. Through the Committee, the GBCVB attended a domestic trade event with Chinese receptive operators in the fall of 2018, and the committee may choose to conduct a second sales mission to China in conjunction with Bureau members in 2019. The Bureau partnered with Expedia, a new Committee member, on a Singles Day promotion for visitors booking Boston trips between the fall of 2018 and February of 2019, and that campaign generated over \$667,000 in gross revenue and 3,455 room nights booked. In 2019 the Bureau will continue to work with Committee members to curate campaigns around major Chinese holidays that correlate to heightened bookings.

In the fall of 2018, the GBCVB Chinese Marketing Manager attended the World Tourism Cities Federation summit in Qingdao, China, followed by the Brand USA China-US Tourism Leadership Summit in Hangzhou. In 2019, she will once again attend Active America China (AAC), where Chinese tour operators and wholesalers hold meetings with U.S. suppliers over a three-day period in an effort to help grow their product. We will pursue the opportunity to host AAC in Boston in the future, as well as organize post-FAMs for AAC attendees to promote our region. The GBCVB hosted such a FAM in 2018 and will look to organize another FAM in 2019. Hosting this event will showcase our destination to this important market segment. The GBCVB will also send its Chinese Marketing Manager to IPW in 2019 and to DNE to meet with Chinese tour operators.

The GBCVB has created a promotional brochure in Mandarin and collaborated with a Chinese publisher to produce a Boston guidebook in Chinese. The GBCVB also created a Chinese language microsite on BostonUSA.com with an introduction to Greater Boston and the GBCVB, including places to visit, food and dining resources, insider tips for traveling and social media (Weibo) feeds. The GBCVB is promoting members and special events on Weibo and augments its reach by having influential members re-post our content on a weekly basis. The GBCVB has worked with East/West Marketing to launch an official WeChat account that has over 9,000 followers. There are over one billion active WeChat users and the GBCVB is now be able to reach this prolific market. The GBCVB has also unveiled Chinese marketing services for its member companies, including opportunities for increased WeChat exposure, translation services, placement on top Chinese travel websites, and greater representation at international trade shows attended by Chinese operators and OTAs.

ADVERTISING

The GBCVB has planned its advertising campaign to most effectively reach our target audiences and provide them with information they need to select Boston and the region as their leisure and meetings destination. The 2019 leisure focus will continue to target visitors within 150–250 miles as well as international visitors.

As consumers increasingly prefer to get their information (and ideas) online and through social media, we will target our advertising and marketing efforts to such platforms as well.

A schedule of GBCVB's advertising programs can be found in **Appendix III**.

LEISURE

Domestic: In 2019, our advertising component will focus on marketing Boston, Cambridge and our region as a destination of unique experiences, a perfect blend of the historical and the contemporary. The GBCVB will target

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affluent consumers in New York, New Jersey and Connecticut, as well as Massachusetts and New England households of professional families with income in excess of \$150,000, with or without school age children. We will also target the millennial generation, whose travel interests include food, craft beer, music and experiential preferences, and who represent a new and very promising market to promote the destination. Select and special niche markets, including LGBT, Culinary, History/Cultural, Sports/Outdoors, and Cross-Cultural visitors, among others will also be targeted.

We will continue to undertake promotions that target domestic leisure visitors in our primary markets. We will focus on highlighting the best experiential offerings for each season; i.e. Places to stay, sights to see, things to do during Boston signature events such as the Boston Marathon, Head of the Charles, First Night, and opportunities including Black History Month and School Vacations. We will primarily use web landing pages, e-newsletters, Google Ads, Facebook advertising and social media channels to distribute content and engage consumers.

MEETINGS

We continue to work on improving awareness of the destination among meeting planners and will provide meeting planners with immediate decision-making information about our properties, attractions and services.

To support the sales efforts, the GBCVB will continue its public relations and direct mail campaigns targeted to meeting planners and the convention trade media. Programs will include an advertising and advertorial campaign in targeted industry publications.

In 2019, we will seek out additional opportunities and develop campaigns that will benefit our members during need periods.

PROMOTIONS

In 2019, the GBCVB will carry out the following leisure promotions:

Boston Beats the Winter Blues: This first quarter leisure marketing campaign is well recognized and successful as a vehicle to promote and market Boston and the region as a winter destination. We will continue to feature special offers, cultural events and free activities for the leisure traveler on BostonUSA.com, and using social media, Facebook posts, blogs, video and online including NYTimes.com and American Express “Departures” online newsletter and dedicated editorial programs for high income level platinum and centurium card holders.

Another growing trend the GBCVB will seek to capitalize on is that visitors are looking for experiential activities and adventures from cooking classes to kayaking. With a refined and expanded loyalty database, we will be able to directly target our customers by highlighting experiential activities that are of interest to them.

Expedia: The Bureau and 36 hotels participated in a summer Expedia campaign for July and August 2018 that resulted in \$6,064,373 in revenue and 19,027 room nights booked at an average rate of \$319. The Bureau will participate in future sales programs offered by Expedia. The 2017-2018 winter campaign increased gross hotel bookings year over year by 17%. For 2018-19, the Bureau’s winter campaign with Expedia involves 57 hotels and runs from November 1, 2018 to February 28, 2019.

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BOSTONUSA Summer Promotions: Building off momentum from the *US News & World Report* recognizing Boston as the #1 US Summer Vacation Destination, the GBCVB will continue summer promotional campaigns for 2019. We will once again create an attractive, dedicated landing page on BostonUSA.com displaying summer highlights: neighborhood cross-cultural arts and festivals; outdoor activities on the Charles River and Boston Harbor Islands; culinary, craft beer and food truck events throughout Greater Boston; and FREE summer activities – enticing the visitor with advance summer details so that they can plan their Boston vacation.

Dine Out Boston®: For the past eighteen years, the GBCVB has been promoting Boston as a fine dining destination, comparable to, and better than, competitive cities. Dine Out Boston offers good value for the consumer and an opportunity to increase business for restaurants during traditionally slow periods.

Dine Out Boston promotions will include:

- Continuing our strategic partnership with American Express;
- An online map of all restaurants participating in both winter and summer Dine Out Boston weeks;
- Expanding use of video content and social media engagement to promote the program, restaurants and chefs.

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MEDIA RELATIONS/COMMUNICATIONS

To promote and support new initiatives and programs being undertaken by the GBCVB, we will communicate the extraordinary offerings that distinguish Boston, Cambridge and the region from its competition. We will utilize traditional media, and increase our coverage through media releases, social media, emails, newsletters, media interviews, fam trips, and influencer campaigns.

In 2019, the GBCVB will:

- Increase social media followings, particularly on Instagram, and utilize more User Generated Content on GBCVB website and social media accounts to illustrate a genuine and dynamic Boston experience;
- Curate lists of annual events and festivals, in addition to the BostonUSA Calendar of Events, and promote these events over social media channels;
- Continually update BostonUSA 2019 Travel Story Ideas that will be distributed to the GBCVB media e-list, presented during sales calls, marketplaces and in the package for every media visit and collaborate with international writers and publications;
- Promote niche markets (culinary, craft beer, experiential travel, cross-cultural and neighborhoods, intergenerational & family travel, and travel bloggers) and their story angles;
- Outreach to travel writers and publications to promote recent GBCVB initiatives such as the Path of Presidents and the Boston Craft Beer Trail;
- Create a list of relevant social media influencers and bring them to Boston;
- Distribute What's New and a Calendar of Events to national and international tour operators and media;
- Expand the use of video content to promote the destination, including multi-language videos.

ONLINE AND MOBILE MARKETING

The GBCVB will continue to update and enhance content on BostonUSA.com. The responsive design of BostonUSA.com allows the same content to display on desktop, tablet and the mobile platform. BostonUSA will continue to provide extensive and varied travel resources for the leisure and business traveler.

Research has shown that sites with rich destination content offering a range of travel products, from tours to hotel rooms to last-minute packages, tickets, discounts, and event listings, are most successful.

In 2019 our goals are:

- Increase unique visitors on all platforms;
- Increase social media usage and followers, reach and engagement, and unique content;
- Grow visitor marketing database;
- Increase online revenue generation;
- Establish BostonUSA.com as the authority and “go to” site for tourism in Boston.

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Initiatives will include:

Website Enhancements: With continuous review of design elements and content, the site will be refreshed, and content repurposed regularly. In addition:

- New imagery and videos will be included;
- Appealing to the robust Chinese market, we will continue to enhance the Simplified Chinese Language section of the site and offer Google Translations for other languages;
- Event listings will be enhanced to include hyperlinks to similar categories of events to further engage visitors based on their interests.
- Custom maps will be added to popular landing pages to further enhance the visitor's web experience.
- We will create a custom 404 (error page) to further assist and engage visitors who land on expired event pages; though the event is no longer available, a link to the events calendar will be provided in order to explore other options.

Search Engine Marketing (SEM):

- Increasing frequency of search engine marketing through Pay Per Click campaigns using Google Ads, Bing Ads and Search Engine Optimization.

Search Engine Optimization (SEO):

Build inbound marketing efforts with SEO. Utilize SEO analysis to manage key conversion points in the marketing funnel, including landing pages, website calls-to-action (CTAs), and lead generating forms. We will A/B test and continually measure the performance of these conversion assets. We will promote our blogs through our social channels while managing content based on search and keyword analysis. In addition, we will manage SEO activities, including:

- Review and correct crawl errors;
- Monitor website rankings and Google analytics;
- Maintain up-to-date Google analytics tracking;
- Meta tag optimization, internal link optimization;
- Heading optimization;
- Ongoing keyword research and content optimization;
- Competitive analysis;
- Duplicate content checks;
- Broken link analysis and repairs;
- Spell check scan and corrections;
- Site speed check;

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- Create goal tracking and monitor results;
- Maintain image alt tag optimization;
- Monitor bounce rate and adjust accordingly.

Social Media Advertising:

- Maintain high frequency of Facebook campaigns to include Cost per Click and Boost campaigns;
- Expand ad campaigns to other platforms such as Instagram and Twitter when appropriate.

Regional Web Advertising

- Reach regional and local leisure market via online publications, driving traffic to special event and special promotional web pages. Online publications and opportunities based on reach, frequency and price.

Newsletters: Enhancing email marketing and database for newsletters including:

- Increase the frequency of e-newsletters;
- Segment lists based on behaviors such as past email engagement and website interactions (content downloads, site page visits, etc.);
- Develop campaigns to increase opt-ins and work to minimize list decay and unsubscribes;
- Offer multiple e-newsletters/blasts based on areas of interest throughout the year;
- Maintain a schedule of email deployments.

Mobile Marketing: Capitalize on the high demand for mobile usage by:

- Monitoring mobile/ responsive site features for ease of use;
- Reordering web content so mobile experience more closely resembles the desktop experience;
- Optimizing Google ads and Bing Ads campaigns for mobile users.

Landing Pages/Content:

- Create landing pages for attractions, events, and promotions region-wide based upon highly searched area events;
- Add new templates, refresh content, images, and videos, and incorporate reviews, comments, and social channels;
- Further develop Boston area trail pages such as The Path of Presidents, Black Heritage, Boston Equality, Cross-Cultural; Irish Heritage, Native American, Quincy's 50 Days of Freedom, Whale Trail, and Women's Heritage;
- Enhance the Sample Itinerary and Trip Idea pages with additional resources and information;

GBCVB Marketing Plan

- Continue to enhance online media gallery with video, b-roll and hi-res images for press, meeting planners and visitors for download;
- Integrate interactive map feature to further engage visitors to Boston area trails and attractions.

Blogging:

- Continue to promote HUBaHUBa, the BostonUSA blog through social channels, and highlight on the BostonUSA homepage;
- Increase blog entries while enhancing the blog with guest authors and varying topics;
- Provide varying content to target different audiences especially our growing segment of millennials, aged 24-35, as well as intergenerational travelers.

Social Media Marketing: Utilizing social media to leverage and help distribute content and increase its reach by:

- Using blogs, Facebook, YouTube, Google+, Twitter, Pinterest, Instagram, Weibo, WeChat and other social channels for marketing promotions and special events;
- Expanding the social presence of the state, MOTT, and other RTCs by using these social media channels;
- Generating contests to attract, engage, and retain fans and followers on social channels.

Increase Revenue:

- Update BostonUSA.com page templates for additional ad opportunities;
- Increase website advertising or promotional opportunities on new craft beer and cross-cultural pages;
- Drive more traffic to digital version of print publications such as the *Official Visitors Guide* to attract and retain advertisers;
- Drive more traffic to online store.

Video: Continue to expand the use of online video on the website and other platforms, such as YouTube and Vimeo.

In addition, the GBCVB will continually explore new forms of digital and consumer online behavior and incorporate new channels into web, mobile and social marketing efforts.

MEMBER EVENTS

OPEN HOUSES

The GBCVB will continue to hold Open Houses, once a month (excluding December). This networking opportunity is open to all members and is a great vehicle for members to showcase their venue to other members of the GBCVB.

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PUBLICATIONS

VISITOR AND LEISURE MARKET

A travel guide can be a positive, powerful reflection of the destination. The GBCVB produces a number of publications that target leisure visitors in an effort to move them to make the decision to visit Boston. We provide up-to-date information on Boston and the region to promote services, special events and member businesses through print and interactive online versions of publications. Print and interactive online publications include:

- *Official Visitors Guide*
- *Dining, Shopping & Entertainment Guide*
- Boston & Cambridge Map

In 2019 publications will include:

- *Official Visitors Guide*: an annual guidebook that includes appropriate GBCVB members, contact information and description of their business or services as well as detailed maps, visitor resources, information on Boston, Cambridge and Beyond Boston, itineraries, cross cultural festivals, neighborhood information and an annual calendar of events.
- *Dining, Shopping & Entertainment Guide*: a comprehensive guide on where to dine, shop and be entertained in the Boston area. Restaurant listings, entertainment venues and the best places to shop will be highlighted in this book. The guide's "Where to Go" and "What to Do" editorial sections include information on Boston neighborhoods and cross-cultural festivals and events.

The *Official Visitors Guide* and the *Dining, Shopping & Entertainment Guide* are available online at BostonUSA.com in an interactive PDF format featuring searchable text and website links. The *Official Visitors Guide* is also available as a web key postcard which provides a link to BostonUSA.com and the online version of the guide.

Additional promotional materials are created to support marketing efforts including collateral developed to attract Chinese visitors to the Boston area and the Boston & Cambridge Map which includes Boston and Cambridge hotels and area attractions.

CONVENTION AND MEETINGS MARKET

The GBCVB produces one specific book for the convention and meetings market, the *Destination Planners' Directory*. This publication serves as a reference guide for meeting, incentive travel and tour planners to all that Boston has to offer and features detailed listing of GBCVB members. The *Destination Planners' Directory* is

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available as a web key postcard for distribution at trade shows and is posted online in the Meeting Professionals section of BostonUSA.com. The convention schedule *Masterlist* is also available online.

LEISURE DESTINATION SERVICES

The GBCVB's Leisure Destination Services Program is a multi-pronged program that includes in person and by phone visitor assistance, mail fulfillment, ticket sales, distribution of citywide and regional visitor information, restaurant and attraction reservation service, social media visitor promotion and engagement, weekly updates to concierges, e-newsletter highlighting special offers and events, regional cross-promotion on our Visitor Centers video display boards and ongoing highlighted industry partner program to increase member sales.

In 2019, the GBCVB will continue to increase the marketing and promotion of our online Boston store that sells member products and tickets. Additional services will be added to BostonUSA.com to create a one-stop shopping section for publications and information, Boston items, tour and attraction tickets and bulk items. We will also expand our social media promotions.

VISITOR INFORMATION CENTERS

The GBCVB's Visitor Information Centers (VICs) located at Boston Common and Copley Place field questions, provide service and handle ticket and merchandise sales for over 1 million customers each year. Our call center fields up to 45,000 requests for information by both phone and e-mail. The GBCVB Visitor Information staff work very closely with the Concierge Association to educate and familiarize concierges with events and offers available in the Boston region. Services that continue to be available at the VICs for 2019 will be:

- Trolley, attraction and tour tickets sales;
- Merchandise available for purchase;
- Video display promotional ads;
- Brochure distribution for members and other RTCs.

CITYWIDE DESTINATION INFORMATION AND RESTAURANT RESERVATION SERVICE

For key conventions at the Hynes Convention Center and the BCEC, the Leisure Destination Services Department staffs a visitor information and restaurant reservation desk which is sponsored by American Express. Attendees can stop at the desk for referrals to Boston restaurants and the staff will assist in making reservations, as well as provide information on city attractions, regional events, and post-convention trips across Massachusetts. In 2019, the Bureau will continue to staff a larger number of conventions that will require extended hours and days at both the BCEC and the Hynes Convention Center and promote statewide activities with a focus on keeping delegates in the Commonwealth during and after their convention. The GBCVB staff will continue to expand social media communications to convention attendees about our desk services and city information. We will also undertake promotions and giveaways through our social media channels to increase desk traffic. In 2019, our Leisure Destination Services Representatives will continue to participate in our welcome program for convention attendees and their guests and offer suggestions, handout materials and answers questions.

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APPENDIX I

CITYWIDE CONVENTIONS 2019-2022

Citywide Conventions								
2019								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
December-10	January 27-February 3	January 31-February 2	Yankee Dental Congress	5,234	17,444	27,880		X
June-13	March 1-9	March 4-7	American Physical Society - March-April Meeting 2019	3,500	17,060	6,500		X
December-10	March 12-21	March 17-19	Diversified Communications Seafood Expo North America / Seafood Processing North America	4,500	15,075	18,000		X
January-12		March 29-31	Confidential Group	4,983	15,745	26,000+		X
October-14	April 8-16	April 11-14	Specialty Coffee Association of America Annual Exposition	2,382	9,439	11,000		X
	April 12-16	April 15	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
August-09	April 25-May 3	April 29-May 2	Confidential Group - Please contact GBCVB	8,000	41,600	15,000		X
August-14	May 5-11	May 6-9	Red Hat Inc. Red Hat Summit	3,000	12,360	6,000		X
June-08	May 15-24	May 18-22	International Trademark Association Annual Meeting	4,400	21,575	9,000		X
December-09	May 29-June 5	May 31-4	American Society of Transplantation: American Transplant Congress	3,093	14,793	6,000	X	
October-10	May 30-June 6	June 3-6	IEEE International Microwave Symposium	3,300	14,682	14,000		X
May-15	June 5-17	June 9-12	PTC Live Global 2019	2,000	8,185	3,500		X
May-14	June 15-29	June 22-24	Institute of Food Technologists Annual Meeting & Food Expo - Cancelled due to hold on expansion of BCEC	7,300	27,886	25,000		X
December-09	August 2-7	August 4-6	American Correctional Association Summer Conference	2,200	9,350	3,000	X	
June-14	August 6-15	August 11-14	Academy of Management Annual Meeting	4,430	21,550	Unknown	X	
June-11	August 20-29	August 25-27	National Association of Chain Drug Stores - The Total Store	2,800	12,006	5,000		X
		September 2-6	Confidential Event	3,600	12,295	Unknown		X
September-16	September 16-22	September 11-14	International Myeloma Society: International Myeloma Workshop	2,500	10,789	Unknown	X	
January-08	September 16-22	September 18-21	American Association of Oral & Maxillofacial Surgeons	2,500	10,795	6,500		X
	October 18-20	October 18-20	Head of the Charles Regatta	NFRB				
March-10	October 16-23	October 20-22	Association for Financial Professionals Annual Conference	5,000	20,970	7,500		X
September-15	October 15-25	October 27-29	& Then, A DMA (Direct Marketing Association) Event - cancelled 3rd qtr 2018	2,900	9,085	8,000		X
		November 4-7	Akamal Edge Conference -CANCELLED	2,200	8,800	Unknown		X
July-10	November 6-12	November 6-11	American Association for the Study of Liver Diseases	4,000	18,366	7,000	X	
June-12	December 1-6	December 1-5	Materials Research Society Fall Meeting	2,775	13,071	7,200	X	
TOTAL				22			6	14

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Citywide Conventions								
2020								
Date Booked	C	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
December-10	January 26-February 2	January 30-February 1	Yankee Dental Congress	5,287	17,619	28,159		X
		February 28-March 1	Confidential Group	5,332	16,849	30,000		X
September-18		March 8-10	International Antiviral Society - USA Conference on Retroviruses and Opportunistic Infections	3,400	15,516	Unknown	X	
December-12	March 10-19	March 15-17	Diversified Communications Seafood Expo North America / Seafood Processing North America	4,700	15,927	18,000		X
		March 25-28	American Occupational Therapy Association Annual Meeting and Exposition	3,400	13,980	Unknown		X
June-12	March 31-April 5	April 1-4	National Science Teachers Association Annual Convention	6,000	22,790	21,000		X
		April 17-21	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
		April 26-29	American Association of Neurological Surgeons Annual Meeting	3,200	13,365	7,000		X
September-17		May 5-7	Association for Unmanned Vehicle Systems International Xponential 2020	4,000	14,370	Unknown		X
June-10		May 15-19	American Society of Cataract & Refractive Surgery	8,000	39,725	13,000		X
March-17		May 30-June 3	Pegasystems Inc. PegaWorld 2020	5,000	20,436	Unknown		X
April-15	June 3-15	June 8-10	PTC, Inc., LiveWorx	2,000	8,185	3,500		X
		June 15-22	National Apartment Association Education Conference and Exposition	4,750	16,436	7,000		X
June-12	June 23-28	June 23-27	International Society for Stem Cell Research Annual Meeting	2,080	9,985	4,700		X
		August 18-21	Confidential Event	3,600	12,295	Unknown		X
April-15	August 23-September 2	August 28-31	National Guard Association of the United States General Conference & Exhibition	2,800	12,654	4,000		X
December-16		September 12-	American Academy of Otolaryngology Head and Neck Surgery Foundation Annual Meeting and OTO Expo	4,800	23,280	Unknown		X
December-13	October 2-10	October 5-8	Confidential Event	4,200	24,260	8,000		X
March-17		October 13-1	LinkedIn Talent Connect	3,000	8,950	Unknown		X
		October 17-18	Head of the Charles Regatta	NFRB				
August-12	October 23-30	October 26-28	EDUCAUSE Annual Conference	3,900	14,274	7,000		X
June-14		November 9-1	Schwab Advisors Services IMPACT 2020	2,522	8,872	4,000		X
August-03	November 8-1	November 13-1	American Association for the Study of Liver Diseases	4,500	21,030	10,000	X	
December-10	November 18-25	November 19-24	Annual Meetings 2020, Boston Hosted by AAR and SBL	5,125	20,861	10,000	X	
June-12	November 29-December 4	December 28-December 4	Materials Research Society Fall Meeting	2,775	13,071	7,200	X	
TOTAL			25				4	19

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Citywide Conventions								
2021								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
Mar-13	January 21-31	January 28-30	Massachusetts Dental Society / Yankee Dental Congress	4100	13657	28000		X
Jun-18		February 8-11	National Title1 Association National ESEA Conference	2200	10640		X	
Dec-12	March 9-18	March 13-16	Diversified Communications Seafood Expo North American / Seafood Processing North America	4,700	15,927	18,000		X
January-12		March 26-28	Confidential Group	5,332	16,849	30,000		X
		April 12-15	Red Hat, Inc. Red Hat 2021 Summit	3,000	12,360	Unknown		X
	April 16-20	April 19	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
June-12	April 22-27	April 23-27	American Association of Orthodontists	4,500	21,800	18,000		X
June-17		May 10-12	PTC, Inc., LiveWorx	3,300	11,135	Unknown		X
December-06	May 15-23	May 19-22	Heart Rhythm Society Annual Scientific Sessions	7,000	29,750	10,000		X
October-14	May 20-June 1	May 27-30	American Academy of Pediatric Dentistry Annual Session	2,253	9,202	6,600	X	
April-15	June 6-21	June 14-17	Biotechnology Innovation Organization International Convention	10,000	41,800	15,500		X
March-15	Unknown	June 26-29	Healthcare Financial Management Education Foundation Annual National Institute	3,200	11,990	6,000		X
September-16		June 27-29	Rockwell Automation TechED	2,000	10,987	Unknown	X	
		July 9-12	International Literacy Association	4,800	18,048	Unknown	X	
June-18		July 11-5	Alzheimer's Association International Conference on Alzheimer's Disease & Related Disorders	2,100	11,487	Unknown		X
June-17		August 22-25	Harley-Davidson Annual Dealer Meeting	2,862	10,638	Unknown		X
		September 7-10	Confidential Event	3,600	12,295	Unknown		X
February-13	September 23-October 3	September 28-October 2	North American Spine Society Annual Meeting	4,400	16,764	9,000		X
	October 16-17	October 16-17	Head of the Charles Regatta	NFRB				
September-18		October 11-13	Blackbaud, Inc. Conference for Nonprofits	3,500	11,725	Unknown		X
December-12	October 12-21	October 16-19	Direct Marketing Association Conference and Exhibition - Cancelled 3rd qtr. 2018	3,300	12,128	9,000		X
June-13	October 20-30	October 23-27	American College of Emergency Physicians 2021	4,000	17,940	10,000		X
March-16	October 31-November	November 2-5	American Academy of Optometry Academy	3,000	12,500	Unknown		X
December-11	November 11-17	November 13-17	American Heart Association	11,800	51,200	12,000		X
June-14	November 28-December 3	November 28-December 3	Materials Research Society Fall Meeting	2775	13071	7,200	X	
TOTAL			24				5	17

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Citywide Conventions								
2022								
Date Booked	Dates	Peak Dates	Name of Group	Peak Night	Total Room Nights	Projected Attendance	Hynes	BCEC
May-13	January 5-11	January 5-9	Allied Social Science Associations Annual Meeting 2022	7,000	24,150	12,000	X	
Mar-13	January 20-30	January 27-29	Massachusetts Dental Society / Yankee Dental Congress	4,100	13,657	28,000		X
		February 25-27	Boston Volleyball Festival	2,300	6,950	Unknown		X
Sep-17		March 3-4	National Association of Independent Schools Annual Convention	2,003	6,108	Unknown		X
December-12	March 18-17	March 12-15	Diversified Communications Seafood Expo North American / Seafood Processing North America	4,700	15,927	18,000		X
December-14		March 25-27	American Academy of Dermatology	7,500	34,575	20,000		X
October-14	April 4-12	April 8-10	Specialty Coffee Association of America Annual Exposition	2,382	9,439	11,000		X
	April 15-19	April 18	Boston Marathon/John Hancock Sports & Fitness Expo	4,500	NFRB	12,000		
January-12		April 21-24	Confidential Group	5,332	16,849	30,000		X
June-18		May 15-17	American Association for Thoracic Surgery Annual Meeting	2,084	8,034	Unknown	X	
September-18		May 28-30	Association for Behavior Analysis International Annual Convention	2,000	9,620	Unknown		X
January-13	June 1-8	June 3-7	American Transplant Congress 2022	3,100	14,425	6,000	X	
		June 5-8	National Fire Protection Association	2,200	9,026	Unknown		X
June-17		June 13-15	PTC, Inc., LiveWorx	3,300	11,135	Unknown		X
June 208		June 26-29	Million Dollar Round Table Annual Meeting	2,600	11,778	Unknown		X
June-14	August 16-26	August 20-23	National Association of Chain Drug Stores Inc. Total Store Expo	3,000	11,700	3,000		X
		September 6-9	Confidential Event	3,600	12,295	Unknown		X
		September 17-21	Cardiovascular Research Foundation TCT	6,000	27,180	Unknown		X
June-12	October 7-12	October 8-11	Medical Group Management Association Annual Conference	2,600	10,816	5,500		X
	October 15-1	October 15-16	Head of the Charles Regatta	NFRB				
December-12	October 13-21	October 16-19	American Association of Pharmaceutical Scientists Annual Meeting	3,500	14,350	9,500		X
		October 23-26	American College of Chest Physicians CHEST Annual Meeting	3,000	14,790	3,000		X
May-10	October 25-November 3	October 28-November 1	American Society of Plastic Surgeons	3,200	13,184	7,000		X
June-18		October 27-29	American Osteopathic Association	2,000	8,118		X	
December-12	November 3-10	November 5-9	American Public Health Association Annual Meeting & Exposition	5,000	19,200	13,000		X
June-13	November 13-21	November 17-22	American Council on the Teaching of foreign Languages Annual Convention & World Languages & EXPO	2,800	9,450	7,000		X
June-14	November 27-December 2	November 27-December 2	Materials Research Society Fall Meeting	2,775	7,200	13,071	X	
TOTAL			27				5	20

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APPENDIX II

GBCVB'S INTERNATIONAL & DOMESTIC TRADE SHOWS, SALES MISSIONS, LEISURE TRAVEL, & CONSUMER SHOWS

January		
January 6-10	PCMA Convening Leaders	Pittsburgh
January 18-20	Boston Globe Travel Show	Boston
January 25-27	NY Times Travel Show	NY
January 25-29	American Bus Association	Louisville, KY
February		
February 13	Destination Showcase	Washington DC
March		
March 3 - 7	ConferenceDirect APM	Atlanta
March 6	NYSAE Meet NY	NYC
March 12 - 13	Meetings Industry Council	Denver
March 26-28	Active America China	Anchorage
TBD	China Sales Mission	China
TBD	China Receptive Operator Event	LA
April		
April 11 - 12	XDP ASAE DC	National Harbor
TBD	Discover New England Sales Calls / Japanese Tour Operator Receptive Event	Los Angeles

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May		
TBD	San Francisco Sales Mission	SF
May 6-9	National Association of Sports Commissions Symposium	Knoxville, TN
May 8-9	CONNECT New England	Stowe, VT
May 13-15	Discover New England Summit	Foxwoods, CT
May 21 - 23	IMEX Frankfurt	Frankfurt, Germany
May 29 - 31	HelmsBriscoe ABC	Houston
June		
June 1-5	U.S. Travel Association IPW	Anaheim, CA
June 26 - 27	The Meetings Show	London, England
July		

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TBD	Academy of Management Conference Kick Off	NYC
TBD	Ice Cream deliveries	Chicago
TBD	SMART Meetings	NYC
August		
August 9-13	Student Youth Travel Association	Birmingham, AL
August 10 - 13	ASAE	Columbus, Ohio
August 26-28	CONNECT (Corporate)	Louisville, KY
August 26-28	CONNECT Sports	Louisville, KY
TBD	Kellen Managers Summit	Atlanta
September		
TBD	American Academy of Otolaryngology Head and Neck Surgery Foundation Annual Meeting & OTO EXPO - Prepromote	New Orleans
September 10-12	IMEX America	Las Vegas, NV
October		
TBD	Financial Professionals Conference Kick Off	Bethesda, MD
TBD	TEAMS Conference	TBD
TBD	US Olympic Sportslink	TBD
TBD	The Liver Meeting Conference Kick Off	Washington, DC
TBD	LinkedIn Talent Connect - Prepromote	TBD
October 27-30	ICCA Congress	Houston, TX

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November		
TBD	World Travel Market	London, England
TBD	NYC Tour Operator Event w/DNE	New York
TBD	PCMA Mid-West Chapter Bowl-A-Thon	Chicago
TBD	ibtm World	Barcelona, Spain
December		
TBD	Holiday Showcase	Chicago
TBD	CVB Rep Holiday Party	Washington DC
Dec 8-12	National Tour Assoc. Travel Exchange	Fort Worth, TX

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APPENDIX III

2019 ADVERTISING SCHEDULE

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
GBCVB Publications Delivery Schedule													
Destination Planners Directory													
Dining Shopping & Entertainment													
Official Visitors Guide													
GBCVB Marketing Programs Available for Member Participation													
Website: BostonUSA.com Plan and Visitor Banner Ads, upgraded listings													
Visitor Mail													
Boston Common Visitor Center Poster Space													
Boston Common Digital Advertising													
Visitor E-Newsletter													

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GBCVB 2018 Advertising Schedule													
2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Digital Advertising Schedule:													
Google Ads/Bing Ads													
Facebook													
BostonMagazine.com													
Boston.com													
SEO													
Brand USA Multi-channel													
NYT.com <i>dedicated e-newsletter</i>													
Departures <i>American Express Platinum/Centurium Card Holders –dedicated e-newsletter</i>													
Print Advertising Schedule:													
Metro													
Radio Advertising Schedule:													
Beasley Media													
Trade Publications Adv. Schedule:													
USAE													

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APPENDIX IV

NEW INTERNATIONAL AIRLINE SERVICE FOR 2018 & 2019

BARCELONA – March 2018



PARIS – May 2018



SAO PAULO – June 2018



SAN SALVADOR – August 2018



MEXICO CITY – October 2018



HAVANA – November 2018



AMSTERDAM – March 2019



SEOUL – April 2019



CHENGDU – April 2019



EDINBURGH – May 2019



LISBON – May 2019



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BOSTON LOGAN INTERNATIONAL AIRPORT TERMINAL E MODERNIZATION PROJECT

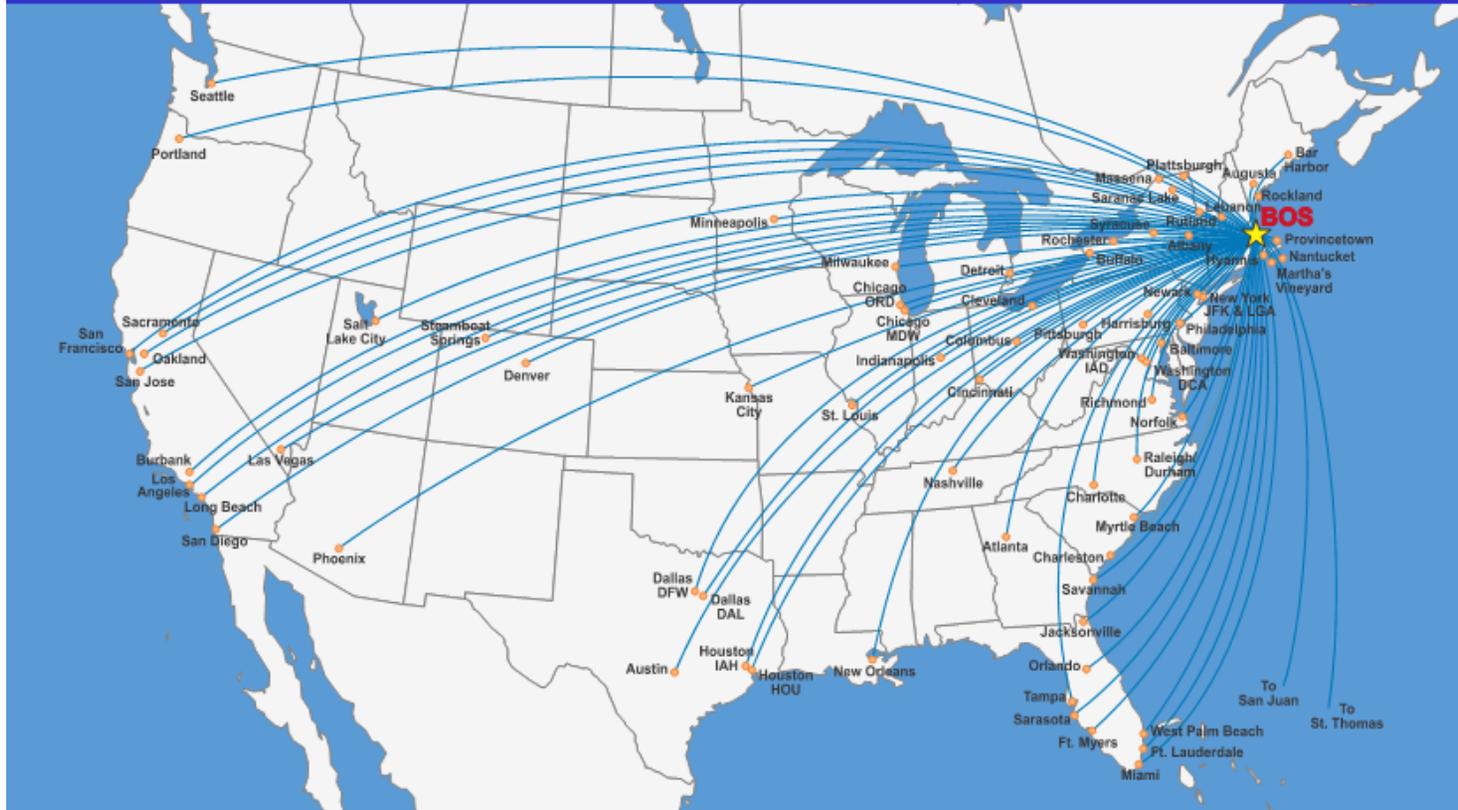
- Terminal E is New England's premier International Gateway. The goal of the modernization is to expand Terminal E's capacity to handle current and projected international operations and passengers. With over \$13 billion dollars a year in economic activity, Logan Airport is an economic engine, and international travel and business is critical to the Massachusetts and regional economy.
- Terminal E was built in 1974 and at that time it served 1.4 million passengers. In 2019, that number will approach 8 million. Despite this growth Massport has not added any new gates to Terminal E since it was built.
- Nonstop international service to Logan has more than doubled in the past 8 years, from 26 markets in 2011 to 56 markets (and counting) in 2019. The growth in nonstop flights from Asia, the Middle East, Central and South America has been dramatic, and the Terminal E Modernization Project will accommodate growth in the international market while alleviating current delays.
- Terminal E is projected to serve 10 million passengers annually within the next decade. Without improvements, the increased congestion would result in significant delays for arriving and departing passengers.

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APPENDIX V AIRLINE ROUTE MAPS

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Boston Logan has Nonstop Domestic Service to 77 Destinations



GBCVB Marketing Plan

**Boston Logan has Nonstop
International Service to 56 Destinations**



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APPENDIX VI INTERNATIONAL STUDENTS IN BOSTON & MA

of International Students in Boston and
Massachusetts colleges 2018: 68,192

Institutions with the highest number of international students

College	Number
Northeastern	14,905
Boston University	9,742
Harvard University	6,117
MIT	4,820

Boston: America's College Town

- In 2018, 68,192 international students attended Boston and Massachusetts Colleges & Universities.
 - China ranked #1 with 23,332 students
- Over last 12 years the growth in international students attending our Colleges & Universities has been 344%.
 - More than a 677% increase in students from China

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APPENDIX VII MOTT'S INTERNATIONAL TRADE SHOWS, SALES MISSIONS AND CONSUMER SHOWS

Sales Missions						
Market	Start Date	End Date	Lead Organizer	Location(s)	Private Sector Registration Fee*	Status
GERMANY	11/12/2018	11/16/2018	DNE	TBD, GERMANY	\$2,000	planning
JAPAN/KOREA	Feb-2019		MOTT/DNE	Tokyo, JAPAN; Seoul, SOUTH KOREA	\$2,500	planning
SCANDINAVIA	Mar-2019		MOTT	TBD, DENMARK	TBD	TBD
CHINA	Spring 2019		TBD	TBD, CHINA	TBD	TBD
CANADA	May-2019		MOTT	Ontario, Quebec, CANADA	\$750	planning
UK	6/26/2019	6/30/2019	DNE	TBD, UNITED KINGDOM	TBD	planning
IRELAND	TBD		DNE	TBD, Ireland	\$2,000	TBD

Trade and Consumer Shows, Sales Events								
Market	Activity	Start Date*	End Date*	Type	Lead Organizer	Location(s)	Registration Fee*	Status
CANADA	SITV	10/19/2018	10/21/2018	Consumer Show	MOTT	Montreal, CANADA	\$1,000	planning
JAPAN	Receptive Operator Event	11/13/2018	11/13/2018	Trade Event	DNE	New York City, NY	\$400	planning
UK	World Travel Market	11/5/2018	11/7/2018	Trade Show	DNE	London, UK	\$5,000	planning
IRELAND	Dublin Holiday World	1/25/2019	1/27/2019	Consumer Show	DNE	Dublin, IRELAND	\$2,000	planning
AUSTRALIA	Visit USA Expo - Aus/NZ	2/18/2019	2/26/2019	Trade Event	DNE	Sydney, Brisbane, Melbourne, AUS	\$5,000	planning
GERMANY	ITB Berlin	3/6/2019	3/10/2019	Trade Show	DNE	Berlin, GERMANY	\$3,500	planning
JAPAN	Receptive Operator Event	Mar-2019	Mar-2019	Sales Event	MOTT/DNE	Los Angeles, CA	TBD	TBD
CHINA	Receptive Operator Event	Mar-2019	Mar-2019	Sales Event	MOTT	Los Angeles, CA	TBD	TBD
GLOBAL	DNE Summit	5/12/2019	5/15/2019	Trade Show	DNE	Foxwoods, CT	\$695	planning
GLOBAL	IPW	6/1/2019	6/5/2019	Trade Show	MOTT	Anaheim, CA	TBD	planning

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APPENDIX VIII BOSTON'S MORE DIVERSE THAN YOU MAY REALIZE

Boston's More Diverse Than You May Realize

By Luc Schuster and Peter Ciurczak

Boston Indicators,

Research Center at the Boston Foundation



Diversity is core to what makes cities great. In the ideal, people of different backgrounds and perspectives live side by side, creating new businesses, solving big

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problems and enjoying one another's cultures and traditions. Among major American cities, Boston has long had the reputation of being a White city. But this has changed rapidly in recent years. Boston is now the sixth most diverse U.S. city, according to new Census data released this month.

People often use DIVERSE as synonymous with NON-WHITE, but that's not what it means. Diversity means having a mix of different people represented across multiple groups—this is why a single person can't be "diverse." For example, San Antonio has a large non-white population, but isn't especially diverse. San Antonio is 75 percent non-white, and 64 percent of the city is Hispanic or Latino (there is, however, LOTS of diversity by national origin within the broad category of Hispanic or Latino). Boston, on the other hand, has a strong mix of people from several different racial/ethnic backgrounds.

Having racial diversity, however, is far from enough to guarantee that opportunity is equal and that people are treated without prejudice. Both Boston and Oakland (the most diverse U.S. city, which we discuss later) continue to wrestle with long histories of racial discrimination. Having citywide diversity doesn't even ensure that people actually interact with others who are different from them. Many Boston neighborhoods are segregated by race and income. Even within our more integrated neighborhoods, the schools and classrooms our kids attend are often quite segregated. But our increasing diversity provides us greater strength in overcoming these challenges.

The comparison of racial diversity across cities can be tough to wrap one's head around because it involves looking across multiple categories at once. Fortunately, the "diversity index," which we calculate for this brief, helps facilitate clear comparisons. The diversity index factors in a population's demographics across all subgroups and then calculates the probability that two people chosen randomly will be different from each other. One practical way to use the diversity index would be asking something like: What are the chances that a person standing next to me on a random street corner will be of a different race?

For Boston in 2017, there was a 70 percent chance that two people chosen at random would be of different races. White people still make up our single largest racial group, at 44 percent, but our higher diversity index reflects the fact that we now have a stronger mix across other races. Driven in part by the arrival of new

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immigrants, our Latino and Asian populations have grown significantly since 1980—from 6 to 20 percent and from 3 to 10 percent, respectively. People of two or more races (non-Hispanic) are currently 1.9 percent of the city (4.1 percent if including both Hispanic and non-Hispanic). The Census did not allow people to select two or more races prior to 2000. (For detail on adjustments we've made in order to account for shifting Census race/ethnicity definitions, see the note in the interactive tool above.) Our Black population has been relatively level, growing modestly from 22 to 23 percent. Our American Indian population has also remained level, at 0.2 percent of the city in 1980 and 2017.

While predominantly White for most of the 20th century, Boston still had some diversity in this earlier era. Boston had modestly-sized Black, Asian and Latino neighborhoods, and there was ethnic diversity within the White population (e.g., people of Irish, Italian, Eastern European descent). But the sizes of non-White racial groups were smaller than they are today.

Racial diversity increased nationwide since 1980, and Boston diversified EVEN FASTER. The average diversity index among the 50 largest U.S. cities in 1980 was 45.7 percent, and it increased to 61.4 percent in 2017 (a nearly 15.7 percentage point increase). Over the same period, Boston's diversity index increased from 48.7 percent in 1980 to 70.2 percent in 2017 (a 21.5 percentage point increase).

The most diverse city in America is Oakland, California, where there's a 77 percent chance that two people chosen at random would be of different races. Remarkably, each of the four largest racial/ethnic categories in Oakland represent between 15 and 30 percent of the city: 28 percent of the city is Hispanic or Latino, 27 percent is White, 23 percent is Black, and 16 percent is Asian. That's a remarkably balanced mix across groups.

Increased diversity does not automatically lead to better outcomes in our communities. Change can be hard, and people from dominant groups may have especially emotional reactions. It takes concerted effort by all residents to learn about

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each other and to ensure that newcomers and established populations are integrated with mutual respect and that our civic institutions evolve appropriately over time.

50 Largest U.S. Cities	2017		1980		'80-'17 Percent Change
	Diversity Index	Rank	Diversity Index	Rank	
Oakland, CA	76.5%	1 of 50	64.9%	3 of 50	17.9%
Sacramento, CA	75.6%	2	56.8%	9	33.2%
New York, NY	74.5%	3	63.3%	5	17.8%
Chicago, IL	71.7%	4	63.6%	4	12.6%
Arlington, TX	71.1%	5	17.8%	50	300.1%
Boston, MA	70.2%	6	48.7%	25	44.0%
San Jose, CA	70.0%	7	53.4%	13	31.1%
Long Beach, CA	69.9%	8	50.7%	20	37.9%
San Diego, CA	69.3%	9	49.4%	24	40.3%
Milwaukee, WI	69.2%	10	43.7%	31	58.2%
San Francisco, CA	69.0%	11	65.1%	2	5.9%
Philadelphia, PA	68.6%	12	53.2%	14	28.9%
Houston, TX	68.5%	13	62.0%	6	10.4%
Dallas, TX	68.4%	14	57.6%	8	18.9%
Charlotte, NC	68.3%	15	45.9%	29	48.9%
Fort Worth, TX	68.1%	16	53.0%	15	28.6%
Las Vegas, NV	67.5%	17	39.2%	35	72.3%
Fresno, CA	66.3%	18	54.2%	11	22.3%
Los Angeles, CA	66.0%	19	66.3%	1	-0.5%
Tulsa, OK	65.5%	20	31.8%	42	106.2%
Oklahoma City, OK	65.2%	21	35.8%	41	81.7%
Washington, DC	64.6%	22	44.7%	30	44.7%
Austin, TX	64.3%	23	49.8%	22	29.2%
Phoenix, AZ	63.4%	24	36.6%	39	73.0%
Jacksonville, FL	63.1%	25	42.1%	34	50.0%
Raleigh, NC	62.7%	26	43.5%	32	44.1%
Indianapolis, IN	61.1%	27	36.6%	40	66.8%
Tucson, AZ	60.8%	28	46.2%	27	31.8%
Nashville-Davidson, TN	60.7%	29	38.1%	36	59.3%
Denver, CO	60.5%	30	51.1%	19	18.6%
Columbus, OH	60.3%	31	37.8%	37	59.5%
Albuquerque, NM	59.8%	32	52.4%	16	14.2%
Kansas City, MO	59.8%	33	46.1%	28	29.8%
Minneapolis, MN	59.4%	34	24.2%	48	145.2%
Atlanta, GA	58.8%	35	46.3%	26	27.0%
Virginia Beach, VA	57.4%	36	26.0%	47	120.4%
Wichita, KS	56.6%	37	29.8%	43	90.0%
New Orleans, LA	56.0%	38	53.8%	12	4.1%
Seattle, WA	55.2%	39	37.1%	38	48.8%
Mesa, AZ	54.1%	40	21.7%	49	150.1%
Baltimore, MD	53.7%	41	51.5%	17	4.4%
Memphis, TN	52.6%	42	51.4%	18	2.5%
San Antonio, TX	52.2%	43	56.3%	10	-7.2%
Omaha, NE	51.9%	44	27.4%	45	89.5%
Louisville, KY	51.7%	45	42.2%	33	22.4%
Portland, OR	48.9%	46	26.6%	46	84.3%
Colorado Springs, CO	48.7%	47	28.8%	44	69.1%
Miami, FL	45.0%	48	59.3%	7	-24.1%
Detroit, MI	36.4%	49	49.5%	23	-26.4%
El Paso, TX	32.0%	50	50.0%	21	-36.1%

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APPENDIX IX FUNDING CHALLENGES

Dinosaurs, ducks and dollars: Mass. tourism industry wants its share of tax money 🔑

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By Abigail Summerville – Special to the Journal
Aug 30, 2018, 4:37pm

Thomas Kershaw has worked in Massachusetts’ visitor industry for decades as chairman and CEO of Beacon Hill landmark the Hampshire House Corp., the events venue best known for its basement being the home of the Bull and Finch Pub, which inspired the hit sitcom “Cheers.”

Kershaw contends that the tourism industry is a big driver of the Massachusetts economy. In 2016 alone, he says, he hosted some 28 million visitors who came to the Bay State and generated around \$20 billion in tourism dollars. Yet he believes that the booming sector isn’t being supported by the state government through promotional funding.

“As the administration said, ‘You guys are doing so well, you take care of yourself,’” Kershaw said. “When I was first in this business, people said, ‘Oh, you don’t have to promote tourism. People will come here anyways.’ Yes, Boston is attractive ... but you have to promote it, because everyone else is doing it. They see the economic impact.”

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Kershaw and others in the industry see a growing disparity between tax revenue generated by tourism and the funding it gets in return from the state. The money generated from the room occupancy tax – a huge portion of visitor spending – has increased 134 percent over the past 15 years to reach \$461.5 million in 2017. Meanwhile, tourism funding provided by the state in fiscal 2017 was \$10.4 million, with \$4.4 million going to the Massachusetts Office of Travel and Tourism, or MOTT, and \$6 million to the state’s 16 regional tourism councils. That was the lowest level since fiscal 2012, according to numbers provided by the Massachusetts Taxpayers Foundation, and the third-lowest amount since fiscal 2001.

See the gallery above for a look at Boston's top tourist attractions.

The amount given to the state’s tourism department is dwarfed by that which is allotted by other states that represent top tourist destinations across the nation. Last year, California spent \$120 million on promoting tourism, Hawaii spent \$93 million, and Florida and New York allocated promotional funding of \$83 million and \$50 million, respectively.

Massachusetts tourism industry leaders are now calling for the adoption of new funding models that would boost the amount of state spending on promoting tourism, and have reportedly met with administrative and legislative leaders about the topic, including Secretary [Jay Ash](#) and House Speaker [Robert DeLeo](#). Two possible models have garnered the most support: a public-private option, and the creation of tourism marketing districts. However, there’s no industry-wide agreement on which would be the best option. *(See sidebar at end for details on the two models)*

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Follow the money

Pat Moscaritolo, president of the Greater Boston Convention and Visitors Bureau, one of the 16 regional tourism bureaus that receive state funding, said the unreliability of such funding – which varies from year to year – is why the tourism industry needs a new model where it isn't 100 percent reliant on the state.

“I want to wean the industry off relying on year-by-year state allocations, because not only do you not know what you're going to get... it's really hard to plan for spending and marketing programs,” Moscaritolo said.

Here's how the current funding model works: A state-run Tourism Trust Fund is funded by the 5.7 percent hotel room occupancy tax, also referred to as the state hotel tax. Every year, \$10 million from that fund is allocated to the tourism agencies: 40 percent of it goes to MOTT, and the other 60 percent is divvied up between the 16 regional tourism bureaus.

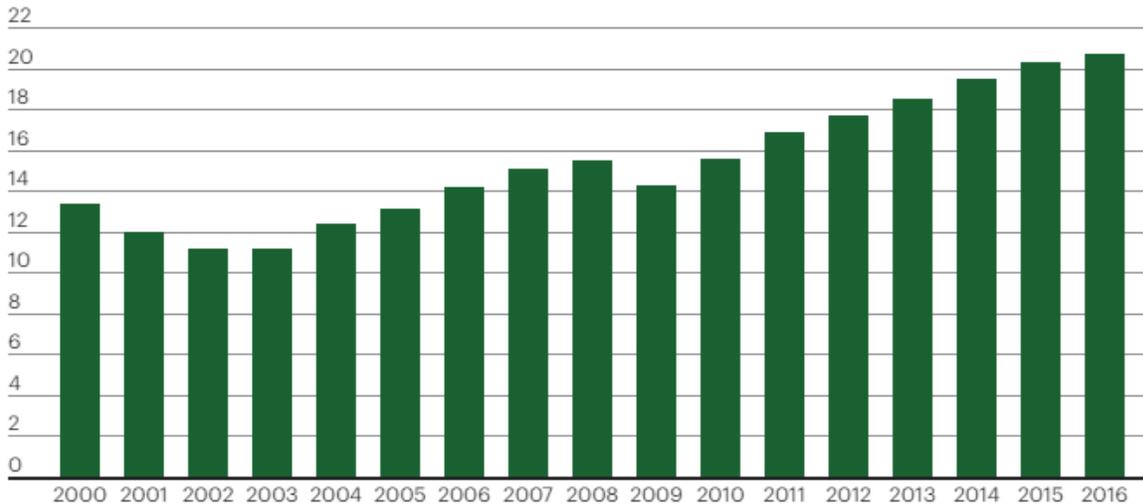
However, these amounts are subject to budget reductions that are made whenever projected spending exceeds projected revenue. That was the case in fiscal 2017, and in fact, over the past 15 years, the state has decreased tourism industry funding seven times under budget cuts. Also, with some of those dollars earmarked for a specific purpose – to benefit specific regions of the commonwealth – not all of the funds can be spent on a more comprehensive marketing plan.

“They scrape and scrimp to balance the budget, and who gets to be scrimped the most? Tourism,” said Kershaw. “It's been brutal, the cuts and slashes. It's unbelievable how brutal it's been.”

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MASS. TOURISM REVENUE IS GOING UP...

Numbers are billions of dollars in annual tourist expenditures, according to the Massachusetts Advisory Commission on Travel & Tourism.



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Kershaw also serves as the chairman of the Advisory Commission on Travel & Tourism, which consists of representatives from 30 public and private organizations involved in the industry. The commission files a report to the commonwealth every year with budget recommendations and marketing strategies. But Kershaw contends that “we got very little, if any, response” from the state.

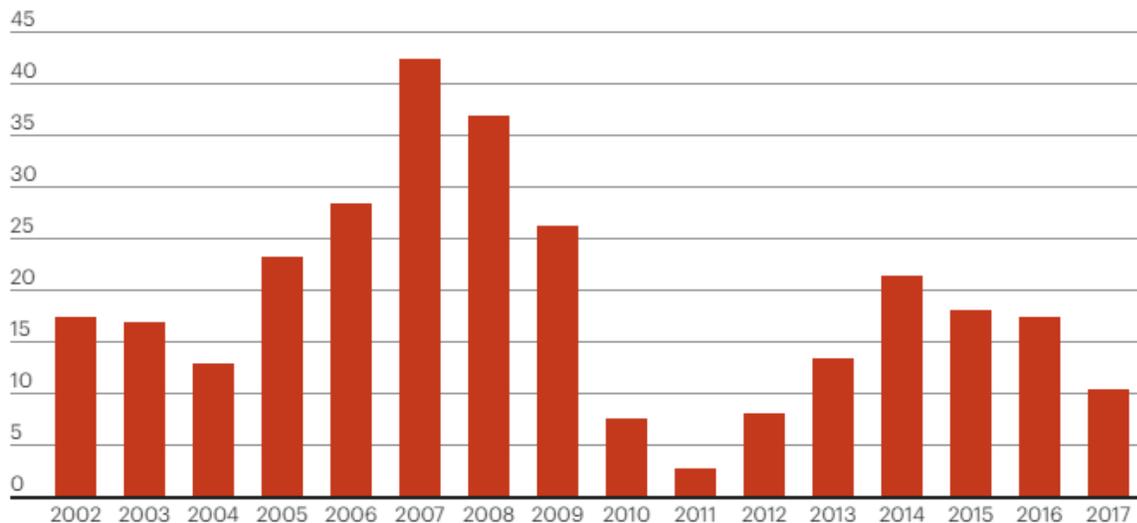
A spokesperson for Ash, the state’s secretary of housing and economic development, declined to say whether Ash believes the state needs to adopt a new model that devotes more money to promoting tourism. “The Baker-Polito Administration has devoted time, and human and financial resources, to growing industries across Massachusetts with a focus on regional equity and supporting economic strengths,” Ash said in an emailed statement. “These efforts include making sure we have a talented workforce to meet the needs of employers, including the tourism, culinary and service industries.”

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Doug Howgate, director of research and policy for the Massachusetts Taxpayers Foundation, said the foundation has not taken a position on the state’s tourism spending. He said it’s a “huge” part of the state’s economy, in terms of employment – the third-biggest sector in recent years – but often one of the first to be cut. “If you look at (the state’s) spending on it ... there are certain metrics where people look at us and say we are spending less than other states,” he said.

... BUT STATE SPENDING ON TOURISM IS DECLINING

Numbers are millions of dollars the state spent on tourism, according to the Massachusetts Taxpayers Foundation.



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Rep. Michael Finn of West Springfield believes that the industry needs a new funding model. He proposed a bill in 2017 that would create “tourism destination marketing districts,” where participating hotels could collect a fee

“The original issue prompting me to draft the bill is that over the last few years there’s been a lack of funding when it comes to tourism,” Finn said. “We’re being bested by other states.”

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With the MGM Springfield resort casino opening this past week and drawing thousands of visitors, it would make sense that Finn would reintroduce the bill in the upcoming legislative session. He says a lot of industry stakeholders are continuing to push for it, and each administration handles tourism differently. He thinks the bill's appeal comes from its flexibility because not every region would have to create a tourism district. But for those that do, they would have a lot of control.

“What the bill does, it gives autonomy for areas to be able to create something that works for them,” Finn said. “A district in the Greater Springfield area would be vastly different than something on the Cape or up in the Berkshires, because each area has its own story to tell.”

Finn said that it's not just the tourism industry that's interested in a new funding model, but the Baker administration as well. He said he has talked with Ash about the topic. A leader in the tourism industry, who did not want to be named, said that they, too, had spoken with Ash – and also with House Speaker DeLeo. That source said government officials are cautious to take a strong stance on the topic because there appears to be no industrywide support of one particular model.

For his part, Moscaritolo suggested that the state should hire a consulting firm to test out each model and a blend of the two.

“Once that happens, go back to the government and the administration and say this is what the industry feels is the best model. Look at it, vet it, scrub it, poke holes in it and improve it, but please get this legislation done in 2019,” Moscaritolo said.

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Two possible models to boost tourism spending

1. A public-private model where the state would appropriate a percentage of the state hotel tax collections each year as their contribution which would then be matched by the private industry partners, such as hotels, restaurants, museums and rental car companies. A Massachusetts Tourism Corporation could be created with a board of directors from the private sector, who would appoint a CEO and a professional marketing team to develop and implement a statewide marketing plan.

2. The creation of tourism marketing districts, also known as tourism business improvements districts, where the hotels in a district would collect a small fee beyond the typical hotel bed tax which would then go into a fund to promote the area's tourism industry. This isn't a new idea: there are currently around 160 of these districts in the U.S., and they generate around \$350 million per year for destination marketing, according to a report by Sacramento-based legal firm Civitas. The concept started in California in the 1990s but has begun to move across the nation. In fact, Newport, Rhode Island created one in 2017, marking New England's first tourism marketing district.

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APPENDIX X

ARTICLES: AIRBNB

City Council passes tough rules that limit Airbnb rentals



GETTY IMAGES

By [Tim Logan](#) | GLOBE STAFF JUNE 13, 2018

After months of debate, the Boston City Council on Wednesday passed rules that are designed to sharply rein in Boston’s fast-growing short-term rental business and help ease the tight housing market.

The rules, which passed on an 11-to-2 vote, are among the most stringent efforts in the nation to regulate the burgeoning industry. The rules would bar investors and tenants from renting their homes by the night through popular websites such as Airbnb, while allowing homeowners and owner-occupants of two- and three-family houses to continue to do so.

Mayor Martin J. Walsh, who first proposed the bill in January, said he will sign it into law.

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Deal struck to impose hotel tax on Airbnb units



CARL COURT/GETTY IMAGES/FILE

By Jon Chesto and Tim Logan | GLOBE STAFF JULY 30, 2018

Legislative leaders reached an agreement Sunday that would extend the state’s hotel tax to Airbnb units and other short-term rentals, a change that could raise at least \$25 million a year for the state and at least a similar amount for cities and towns.

“We produced one of the strongest short-term rental bills in the country,” said Representative Aaron Michlewitz, a Democrat from Boston’s North End and a key negotiator in the short-term rental debate. “We were creating a new framework for a brand new industry. We wanted to make sure we did it right. It’s very complicated.”

The House and Senate are expected to vote on the measure and send it to Governor Charlie Baker on Monday.

After Mass. lawmakers' hard work, Airbnb measure should not stall



| AUGUST 09, 2018

Over the course of many years, short-term rentals listed on platforms like Airbnb have seen explosive growth, which has profoundly affected Massachusetts' neighborhoods, especially in more urban areas, by reducing housing stock and contributing to skyrocketing rents. Neighbors are disturbed by round-the-clock comings and goings of complete strangers and the inevitable noise, trash, and general nuisance that often accompany these visitors.

For these reasons and more, cities and towns across the Commonwealth, including Cambridge and Boston, have passed ordinances bringing common-sense rules to the short-term rental market. These municipalities and many others need statewide action in order to effectively enforce these rules and to levy a fair share of taxes on these businesses, such as the ones traditional lodging businesses have always paid.

That is why the members of the Massachusetts Lodging Association were disappointed that Governor Baker chose not to sign a reasonable and thoughtful bill passed by the Legislature that would have brought some sanity to the short-term rental industry and created a more level tax and regulatory playing field between these businesses and traditional lodgers (["Airbnb measure is again up in the air," Metro, Aug. 2](#)).

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