



# **BOSTON-CAMBRIDGE TOURISM DESTINATION MARKETING DISTRICT PLAN**

*Created pursuant to the Tourism Destination Marketing Districts Law,  
Chapter 40X of the Massachusetts General Laws*

**June 15, 2021**

The following local organizations have expressed their support for the formation of the BCTDMD:

- Boston Black Hospitality Coalition
- Boston Duck Tours
- Boston Tea Party Ships and Museum
- Cambridge Office for Tourism
- Delta Air Lines
- Downtown Boston Business Improvement District
- Freedom Trail Foundation
- Greater Boston Chamber of Commerce
- Historic Tours of America
- Massachusetts Restaurant Association
- Massachusetts Convention Center Authority

**BCTDMD OWNERS OF RECORD**

Account Name	Physical City	Physical Address
907 Main	Cambridge	907 Main Street
AC Hotel Boston Cleveland Circle	Boston	395 Chestnut Hill Avenue
AC Hotel by Marriott Boston	Cambridge	10 Acorn Park Drive
AC Hotel by Marriott Boston	Boston	225 Albany Street
Aloft Boston Seaport District	Boston	401 D Street
Battery Wharf Hotel, Boston	Boston	3 Battery Wharf
Boston Harbor Hotel	Boston	70 Rowes Wharf
Boston Marriott Copley Place	Boston	110 Huntington Avenue
Boston Marriott Long Wharf Hotel	Boston	296 State Street
Boston Park Plaza	Boston	50 Park Plaza at Arlington
Cambria Boston	Boston	6 West Broadway
Charles Hotel, Harvard Square	Cambridge	One Bennett Street
citizenM	Boston	70 Causeway Street
Club Quarters	Boston	161 Devonshire Street
Comfort Inn Boston	Boston	900 Morrissey Boulevard
Copley Square Hotel	Boston	47 Huntington Avenue
Courtyard Boston Downtown	Boston	275 Tremont Street
Courtyard Boston Downtown/North	Boston	107 Beverly Street
Courtyard by Marriott, Boston Copley Square	Boston	88 Exeter Street
Courtyard Cambridge	Cambridge	777 Memorial Drive
Courtyard by Marriott Boston Logan	Boston	225 McClellan Highway
DoubleTree by Hilton Boston Bayside	Boston	240 Mount Vernon Street
Doubletree by Hilton Hotel Boston Downtown	Boston	821 Washington Street
DoubleTree Suites by Hilton Boston – Cambridge	Boston	400 Soldiers Field Road
Element Boston Seaport District	Boston	391-395 D Street
Embassy Suites Boston at Logan	Boston	207 Porter Street
Fairfield Inn & Suites Marriott Boston Cambridge	Cambridge	215 Monsignor O'Brien Highway
Fairmont Copley Plaza	Boston	138 Saint James Avenue
Four Seasons Hotel Boston	Boston	200 Boylston Street

June 15, 2021

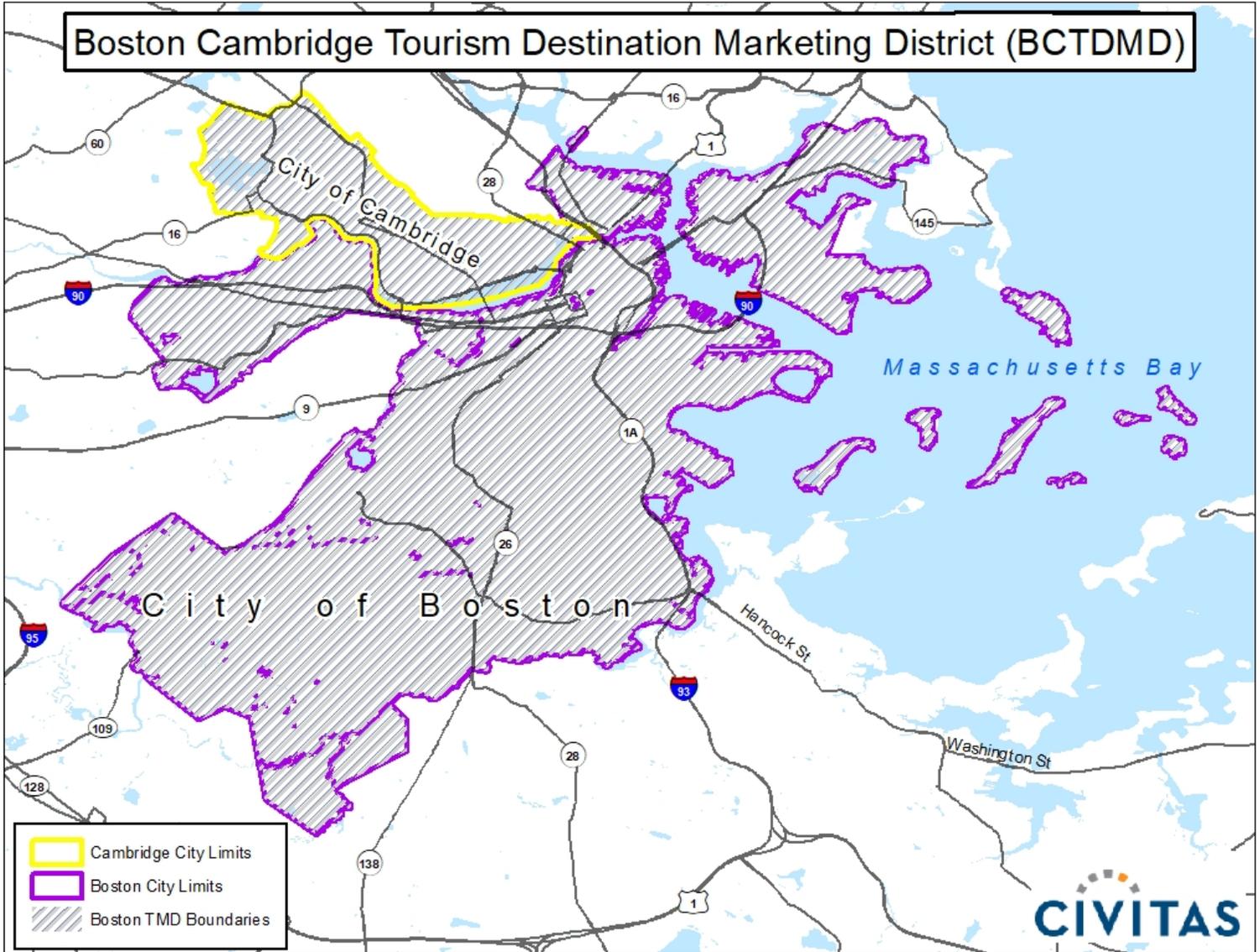
Four Seasons Hotel One Dalton Street, Boston	Boston	One Dalton Street
Freepoint Cambridge, Tapestry Collection by Hilton	Cambridge	220 Alewife Brook Parkway
Godfrey Hotel Boston	Boston	505 Washington Street
Hampton Inn & Suites Boston Crosstown Center	Boston	811 Massachusetts Avenue
Hampton Inn Boston/Cambridge	Cambridge	191 Monsignor O'Brien
Hampton Inn by Hilton Boston Seaport	Boston	670 Summer Street
Homewood Suites by Hilton Boston	Boston	670 Summer Street
Harborside Inn	Boston	185 State Street
Harvard Square Hotel	Cambridge	110 Mt. Auburn Street
Hilton Boston Back Bay	Boston	40 Dalton Street
Hilton Boston Downtown / Faneuil Hall	Boston	89 Broad Street
Hilton Boston Logan Airport	Boston	1 Hotel Drive
Hilton Garden Inn Boston Logan	Boston	100 Boardman Street
Holiday Inn Express Boston	Boston	69 Boston Street
Holiday Inn Express & Suites Boston - Cambridge	Cambridge	250 Monsignor O'Brien Highway
Home2 Suites by Hilton Boston South	Boston	15 Jan Karski Way
Hotel 1868	Cambridge	1868 Massachusetts Avenue
Hotel Boston	Boston	40 Mt. Hood Rd.
Hotel Indigo Boston Garden	Boston	280 Friend Street
Hyatt Centric Faneuil Hall Boston	Boston	68 Devonshire Street
Hyatt Place Boston - Seaport District	Boston	295 Northern Avenue
Hyatt Regency Boston	Boston	One Avenue de Lafayette
Hyatt Regency Boston Harbor	Boston	101 Harborside Drive
Hyatt Regency Cambridge	Cambridge	575 Memorial Drive
InterContinental Boston	Boston	510 Atlantic Avenue
Kimpton Hotel Marlowe	Cambridge	25 Edwin Land Boulevard
Kimpton Nine Zero	Boston	90 Tremont Street
Kimpton Onyx Hotel	Boston	155 Portland Street
Langham, Boston	Boston	250 Franklin Street
Le Meridien	Cambridge	20 Sidney Street
Loews Boston Hotel	Boston	154 Berkeley Street

Mandarin Oriental, Boston	Boston	776 Boylston Street
Marriott Cambridge	Cambridge	50 Broadway
Moxy Boston Downtown	Boston	240 Tremont Street
Omni Parker House	Boston	60 School Street
Porter Square Hotel	Cambridge	1924 Massachusetts Avenue
Ramada Boston	Boston	800 Morrissey Boulevard
Renaissance Boston Waterfront Hotel	Boston	606 Congress Street
Residence Inn Back Bay Fenway	Boston	125 Brookline Ave
Residence Inn by Marriott Boston Downtown/Seaport	Boston	370 Congress Street
Residence Inn Cambridge	Cambridge	120 Broadway
Residence Inn South End	Boston	2001 Washington Street
Residence Inn Tudor Wharf	Boston	34-44 Charles River Ave
Royal Sonesta - Boston/Cambridge	Cambridge	40 Edwin Land Boulevard
Seaport Hotel	Boston	One Seaport Lane
Sheraton Boston Hotel	Boston	39 Dalton Street
Sheraton Commander Hotel	Cambridge	16 Garden Street
Staypineapple, A Delightful Hotel, South End	Boston	26 Chandler Street
Studio Allston Hotel	Boston	1234 Soldiers Field Road
The Boxer	Boston	107 Merrimac Street
The Colonnade Hotel	Boston	120 Huntington Avenue
The Eliot Hotel	Boston	370 Commonwealth Avenue
The Envoy Hotel	Boston	70 Sleeper Street
The Hotel Commonwealth	Boston	500 Commonwealth Avenue
The Inn at Longwood Medical	Boston	342 Longwood Avenue
The Lenox	Boston	61 Exeter Street at Boylston
The Liberty Hotel Boston	Boston	215 Charles Street
The Midtown Hotel	Boston	220 Huntington Ave
The Newbury Boston	Boston	One Newbury Street
The Revere	Boston	200 Stuart Street
The Revolution Hotel	Boston	40 Berkeley Street
The Ritz-Carlton, Boston	Boston	Ten Avery Street
The Westin Boston Seaport District	Boston	425 Summer Street

The Whitney Hotel	Boston	170 Charles Street
W Boston	Boston	100 Stuart Street
Westin Copley Place Boston	Boston	10 Huntington Avenue
Wyndham Boston Beacon Hill	Boston	5 Blossom Street
XV Beacon Hotel	Boston	15 Beacon Street
YOTEL Boston	Boston	65 Seaport Boulevard

## DESCRIPTION OF PROPOSED BCTDMD

The service area of the BCTDMD, depicted on the map below, includes all lodging businesses with fifty (50) rooms or more located within the boundaries of the cities of Boston and Cambridge.



## **BOSTON-CAMBRIDGE TOURISM DESTINATION MARKETING DISTRICT PLAN**

This is the district plan (the “Plan”) as that term is defined pursuant to the Tourism Destination Marketing Districts law, Chapter 40X of the Massachusetts General Laws (“TDMD Law”), for the Boston-Cambridge Tourism Destination Marketing District (“BCTDMD”). All terms used herein, except as otherwise defined, shall have the meanings provided in the TDMD Law.

“Bureau” as used herein means the Greater Boston Convention and Visitors Bureau (GBCVB).

“Committee” as used herein means the management committee created by the GBCVB to administer that BCTDMD.

### **I. PURPOSE OF THE BCTDMD**

There is a direct correlation between the amount of funds spent on destination-based marketing, sales and promotion of a tourist destination and an increase in the number of conventions, meetings, visitors, occupancy of lodging businesses, retail sales of food, beverages and other items, admissions to cultural and other entertainment venues, collections of related state and local sales and use taxes, job creation, and a resulting general economic vitality of the travel economy and related businesses in the tourist destination.

It is in the public interest of the cities of Boston and Cambridge, and vital to the welfare of their respective and collective economies, to facilitate and encourage cooperating public-private partnerships for the enhancement and expansion of the travel economy and to provide for increased business activity, tourism, economic development and job creation throughout all neighborhoods in the proposed BCTDMD. This Plan represents the work of City of Boston and the City of Cambridge lodging property owners and lodging businesses within the proposed Service Area; the Board of Directors of the proposed District Management Association, the Greater Boston Convention and Visitors Bureau (GBCVB), who have been involved in the development of this Plan, and who now request that the BCTDMD as proposed by this Plan, be established by the Council.

### **II. MANAGEMENT ENTITY**

The BCTDMD will be managed by Greater Boston Convention and Visitors Bureau (GBCVB), a not-for profit organization. After formation of the BCTDMD, GBCVB will create a District Management Committee (Committee). The District Management Committee will determine how funds are spent, within the designated programs. The District Management Committee will include lodging business owners or representatives paying the BCTDMD assessment. The proposed composition of the District Management Committee, at initiation and for the first (3) years of establishment, shall be fifteen (15) voting committee members, and two (2) at large, non-voting members. The majority of seats on the Committee shall always be comprised of assessed lodging business owners or representatives. Four (4) committee seats will sunset after two years.

### **III. SUPPLEMENTAL SERVICES**

The funds generated by the BCTDMD assessment will be strategically deployed via a comprehensive and integrated sales and marketing program aimed at promoting the entire destination and maximizing overnight stays in assessed hotels. There will be a dedicated focus on securing single property meeting bookings, luring large-scale signature events, increasing visitor spending at lodging establishments and other tourism-related businesses throughout the area, and injecting tourism spending into new neighborhoods and small businesses. Specific programs and initiatives will include the following:

#### **Brand Awareness**

Brand awareness programs are aimed to utilize existing and supplemental research to better understand consumer perceptions of the destination. This effort may include but is not limited to the following:

- Develop a narrative that conveys core selling points for Boston and Cambridge, and the unique characteristics to elicit positive sentiment and induce visitation; and
- Create a comprehensive campaign that incorporates key messaging and is deployed across all channels.

### **Communications**

Communications programs are aimed to develop and deploy a comprehensive communications strategy to generate coverage for Boston/Cambridge in key media outlets and across all social media channels, and may include but are not limited to the following programs:

- Engage experts and partners to share our narrative and generate earned media in print and on-line publications;
- Host familiarization tours and site visits for key media outlets, freelance journalists, and digital influencers to showcase traditional assets while also introducing lesser-known sites and cultural enclaves that will appeal to a new demographic of visitors;
- Organize media events in key markets (NYC, DC, Chicago, London) to foster new relationships with influential media outlets and journalists in the travel space; and
- Expand current social media activities to generate greater coverage, engagement, and follower growth for assessed properties, Boston's unique neighborhoods, and other tourism assets and events.

### **Meeting and Convention Sales (Domestic)**

An essential focus of the BCTDMD programs will be a strategic effort, coordinated with assessed properties, to secure a high volume of single property meetings for the destination. Key tactics in this area will be:

- Deploy digital and print advertising campaigns in trade publications and online vehicles. These campaigns will feature the premium meeting assets and services offered in Boston and Cambridge hotels, driving bookings for single property meetings in assessed properties;
- Participate in a variety of trade shows and meetings-focused appointment events to engage directly with meeting planners and generate leads for assessed properties;
- Recruit and retain seasoned sales professionals to secure meetings for all levels of properties including luxury, full-service, limited service, and boutique; and
- Pursue and book a more diverse cross-section of meetings and events.

### **Global Sales and Marketing**

International visitors are critical for the visitor economy to thrive in Boston and Cambridge, as is the international Meetings, Incentives, Conferences & Exhibitions (MICE) market. The BCTDMD program will invest in an integrated and collaborative global sales and marketing initiative that complements state, regional and national efforts. Conduct cooperative sales missions to the United Kingdom, Canada, China,

Japan, and the Middle East. Global Sales and Marketing effort may include, but are not limited to, the following:

- Coordinate participation in Trade Shows that target desired international audiences including FIT, tour and travel, meetings, incentive programs, and others; and
- Partner with airlines to host familiarization tours for meeting and incentive planners, tour operators and international media.

### **Leisure/Consumer Marketing**

Generating overnight stays from leisure travelers especially during need periods will be imperative. BCTDMD investments and programs to achieve this goal may include but are not limited to the following:

- Inspirational print, digital and television advertising that authentically conveys the brand and motivates travel to the destination for weekend getaways and extended vacations;
- Expand the existing neighborhood promotional program to create digital guides for all neighborhoods and include neighborhoods content in advertising and social media;
- Work with Boston/Cambridge neighborhood associations and Main Street groups to educate them on the value of the visitor market and assist them in curating content and building on existing assets to lure visitors into their respective areas;
- Strategic promotion of the area's multicultural events and programs to encourage visitors to experience the diverse offerings throughout Boston and Cambridge; and
- Development and deployment of special consumer campaigns based on hotel need periods.

### **Special Events & Community Support**

Securing and supporting large scale convention, sports and specialty events will be a focus for the BCTDMD program. Funds will support ancillary expenses related to these events, including but not limited to transportation, housing fees and meeting space rental costs, as well as fees associated with hosting signature events.

A portion of these funds could be dedicated to supporting visitor-focused community events, neighborhood activations, cultural festivals, annual celebrations, and smaller-scale events that drive visitors into all areas of Boston and Cambridge.

### **DEI Initiatives: Workforce Development & Supplier Chain Pipeline**

The GBCVB will develop an Executive & Management Level workforce training module with a focus on Diversity, Equity & Inclusion. The Bureau will work with local universities, local high schools, the City of Boston Chief of Equity, member companies, and the MA Convention Center Authority to build this program.

The GBCVB will also work with industry partners and Destination Management Companies to create a supplier chain pipeline that is diverse and equitable.

### **Eco-Tourism and Sustainability**

Sustainability is crucial for the tourism industry, particularly for cities such as Boston and Cambridge that border the Atlantic Ocean and are surrounded by waterways. Destination Marketing Organizations play a pivotal role in promoting green initiatives and sustainable practices for businesses operating in the travel economy and the consumers they service. The GBCVB embraces this responsibility and will work with hotel partners, attractions, restaurants, venues and other tourism-related entities to support programs that encourage sustainable visitation including but not limited to multi-modal transportation, recycling education and awareness, and conservation efforts consistent with the Imagine Boston 2030 and Climate Ready Boston initiatives.

### **Multilingual Assets & Accessibility**

The GBCVB will produce multilingual assets for both digital and print collateral, making the Boston brand readily available to a diverse demographic of prospective visitors, as well as our community partners. Through online translation services, programmatic features, and a focus on website functionality, the GBCVB will highlight accessibility options and ensure that visitor amenities and navigational tools are clearly defined.

### **Cambridge Tourism**

Thirty-three and one-third percent (33.3%) of Cambridge assessment revenue collections less Administrative costs and Contingency and Reserve allocations shall be remitted directly to the Cambridge Office for Tourism to support Cambridge specific Sales, Marketing, and Promotions.

### **Administration**

The administration portion of the budget shall be utilized for administrative staffing costs, office costs, and other general administrative costs such as insurance, legal, and accounting fees.

### **Contingency/Reserves**

The budget includes a contingency line item to account for uncollected assessments, if any. If there are contingency funds collected, they may be held in a reserve fund or utilized for other program, administration or renewal costs at the discretion of the Management Entity. Policies relating to contributions to the reserve fund, the target amount of the reserve fund, and expenditure of monies from the reserve fund shall be set by the Board of Directors of the Management Entity. Contingency/reserve funds may be spent on TDMD programs or administrative and renewal costs in such proportions as determined by the Management Entity. The reserve fund may be used for the costs of renewing the TDMD.

## **IV. SPECIAL ASSESSMENT STRUCTURE**

It is anticipated that all of the activities identified in this Plan will be paid for via the special property assessment placed on eligible lodging properties within the service area of the BCTDMD, as set by the GBCVB Board of Directors. The proposed annual assessment rate is one and one-half of one percent (1.5%) of gross short-term room rental revenue from the Cities of Boston and Cambridge for the duration of the BCTDMD. All lodging businesses with fifty (50) or more rooms located within the boundaries of the cities of Boston and Cambridge, as depicted on the map provided herein, shall be subject to the BCTDMD assessment.

The following types of accommodations are exempt from the Commonwealth of Massachusetts and local room occupancy excise and local fees, and therefore will not be subject to BCTDMD assessment:

1. Lodging accommodations at a federal, Commonwealth of Massachusetts or municipal institution;
2. Lodging accommodations, including dormitories, at religious, charitable, educational and philanthropic institutions. The exemption in 830 CMR 64G.1.1(4)(a)2. does not apply to lodging accommodations provided by a religious, charitable, educational or philanthropic institution at a hotel or motel that is generally open to the public and operated by the institution;
3. Privately-owned and operated convalescent homes or homes for the aged, infirm, indigent or chronically ill;
4. Religious or charitable homes for the aged, infirm, indigent or chronically ill;
5. Summer camps for children up to 18 years of age or developmentally disabled individuals as defined in M.G.L. c. 64G, § 2. A summer camp that offers its facilities offseason to individuals 60 years of age or older for a period of not more than 30 days in a calendar year will retain the exemption under 830 CMR 64G.1.1(4)(a)5;
6. Bed and breakfast homes;
7. Lodging accommodations provided to seasonal employees by employers;
8. Alcohol and drug free housing certified by M.G.L. c. 17, § 18A;
9. Tenancies at will or month-to-month leases;
10. Time-shares, as defined in M.G.L. c. 183B, § 2;
11. Transfers of occupancy of a room or rooms in any accommodation subject to 830 CMR 64G.1.1 if the occupant is an employee of the United States Military traveling on official United States orders that encompass the date of such occupancy. An operator or intermediary shall maintain such records as the Commissioner requires to substantiate exemptions claimed under 830 CMR 64G.1.1(4)(a)11. See 830 CMR 64G.1.1(12); and
12. Transfers of occupancy of a room or rooms in a short-term rental of not more than 14 days in a calendar year, provided that the operator has first: (i) registered with the Commissioner; and (ii) filed a declaration with the Commissioner setting forth the intention to transfer the short-term rental for not more than 14 days in a calendar year, in accordance with the procedures set forth in 830 CMR 64G.1.1(11).

## **V. BUDGET STRUCTURE**

The BCTDMD is expected to have a first year budget of approximately \$10,524,811, based on the cost of programs detailed in Section IV and the assessment rate presented below. The cost of programs and services is the amount needed to make the BCTDMD area competitive with other municipalities by driving overnight visitation and room night sales to assessed lodging businesses. The estimated budget for the first fiscal year was calculated using The Pinnacle Perspective January 2021 data. Room Count

data used in calculations is from November 2020 STR data and represents all hotels with fifty (50) or more rooms. The costs of forming the BCTDMD shall be repaid from BCTDMD assessment revenues. The proposed budget for the first fiscal year is shown in the following charts. The first two charts represent isolated amounts for Boston and Cambridge, and the third demonstrates the aggregate total for the entire BCTDMD. Although actual revenues may fluctuate due to market conditions, the proportional allocations of the budget shall remain the same. However, the management entity shall have the authority to adjust budget allocations between the categories by no more than twenty percent (20%) of the total budget per year.

<b>PROPOSED YEAR ONE BCTDMD BUDGET</b>		
<b>Services</b>	<b>%</b>	<b>\$</b>
Sales, Marketing, and Promotions	81.7%	\$8,589,100
Cambridge Office for Tourism	3.3%	\$356,990
Administration & TDMD Start Costs	7%	\$736,737
Contingency/Reserves	8%	\$841,984
<b>TOTAL</b>	<b>100%</b>	<b>\$10,524,811</b>

#### **VI. PROCEDURES FOR COLLECTION**

As dictated by the TDMD Law Section 8 (c), assessed businesses shall pay the special assessment to and file a return with the Commissioner at the same time and in the same manner provided for filing the return required by paragraph (g) of section 16 of Massachusetts Law Chapter 62C. The assessment shall be subject to said Chapter 62C for administration and collection purposes. All BCTDMD assessment revenue received by the Commissioner shall, at least quarterly, be distributed, credited and paid by the Massachusetts State Treasurer upon certification of the Commissioner, to the GBCVB. Remittance by assessed businesses of collections to the Commonwealth of Massachusetts shall occur quarterly. If you intend to pass this assessment on to your guests, please begin collecting it on October 1, 2021. The amount of assessment passed on to the guest must be separately stated from the amount of rent charged and any other applicable taxes, and each guest must receive a receipt for payment. Please update your guests' folios and identify this assessment as the "Boston-Cambridge Tourism Destination Marketing District Assessment" in a separate line item on the guests' folio.

The Commissioner is tasked with discerning the regulations and issue other guidance for the assessing, reporting, collecting, remitting and enforcement of the BCTDMD assessment, pursuant to the TDMD Law.

#### **VII. UPDATING THE DISTRICT PLAN**

This Plan may be updated and amended pursuant to the requirements and limitations of the TDMD Law, Section 9. In the event of any inconsistencies between the provisions of this Plan (including any

amendments or updated to this Plan) and the TDMD Law, the provisions of the TDMD law shall be deemed to control to the extent of such inconsistencies, provided, however, that any such inconsistencies shall not impair or affect in any manner the validity, enforceability, or effect of any other provisions of this Plan.

#### **VIII. RENEWAL**

On or before the fifth anniversary of the formation of the BCTDMD under the TDMD Law, the District Management Committee shall call a renewal meeting of the participating business owners to review the preceding five (5) year history of the BCTDMD, propose an updated Plan to succeed the then current Plan, and consider whether to continue the BCTDMD. The District Management Committee will hold the renewal meeting at a location within the BCTDMD, and notice will be given to BCTDMD members at least thirty (30) days prior to the meeting.

The BCTDMD will be continued after each renewal meeting only if a majority of the BCTDMD members who are not more than thirty (30) days in arrears in any payment due to the BCTDMD, and are present at the meeting, in person or by proxy, vote to renew the BCTDMD. Such renewal will continue the BCTDMD for another five (5) year term.

If the participating business owners do not elect to continue the BCTDMD, the District Management Committee will wrap up the business of the BCTDMD prior to the sixth anniversary of the BCTDMD's creation (or the prior renewal as applicable) and proceed to discontinue to BCTDMD. Notice of the discontinuation vote shall be given to the City of Boston, which shall formally declare the BCTDMD dissolved as of such sixth anniversary.