



Commonwealth of Massachusetts
MA MARKETING PARTNERSHIP
MA OFFICE OF TRAVEL AND TOURISM
136 Blackstone St, 5th Floor
Boston, MA 02109

FY22 Travel and Tourism Recovery Grants

REQUEST FOR RESPONSES (RFR) GUIDELINES AND APPLICATION INFORMATION

RFR RELEASE DATE: December 1, 2021

ONLINE APPLICATION DEADLINE: January 19, 2022 at 5:00 p.m.

[Online applications only](#). Hard copies or electronic copies will not be considered.
Late and/or incomplete applications will not be accepted.

QUESTIONS:

MA Office of Travel and Tourism (MOTT)

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Keiko Matsudo Orrall, MOTT Executive Director, keiko.m.orrall@mass.gov

OVERVIEW:

The Executive Office of Housing and Economic Development (EOHED) through the Massachusetts Office of Travel and Tourism (MOTT) is committed to helping communities recover from the impact of the COVID-19 pandemic and contribute to the long-term strength and sustainability of our Commonwealth. The Travel and Tourism Recovery (TTR) Grant Program is the implementation of FY22 funding by the MA Legislature to strengthen the economy of Massachusetts through the development and enhancement of the state’s tourism industry. TTR Grants are dedicated to campaigns and initiatives that increase consumer spending, support local businesses, and advance community recovery efforts to support businesses in Massachusetts. Funds will be used for covering administrative expenses, adapting programming to cope with COVID-19 and planning efforts to develop creative solutions to build and transform the tourism and hospitality sector to adapt to the post-pandemic environment. These funds will enable local, regional, and statewide organizations to enhance tourism recovery and increase non-resident visitation to Massachusetts. Approved activities are encouraged to have long-term transformational impacts and priority will be given to projects that create assets or collateral that live on beyond the life of the project.

The Travel & Tourism Recovery Grant is competitive. Applications will open December 1, 2021 and are due January 19, 2022. MOTT will endeavor to ensure geographic diversity among grantees. MOTT staff, in consultation with EOHED, will review all complete, eligible proposals submitted online by the deadline and awards will be announced in March 2022.

The Travel and Tourism Recovery Grant Program for FY22 is funded at \$4,000,000 through the Tourism Trust Fund. The amount of funds received by any one agency will be based on selection criteria in this application. The TTR Grant will provide funding for creative marketing solutions that aid in the recovery from the COVID-19 pandemic and align with MOTT objectives and the statewide My Local MA campaign.

APPLICANT ELIGIBILITY:

- A public agency, municipality, or nonprofit organization incorporated in Massachusetts with 501(c)3, 501(c)4, 501(c)5, 501(c)6, status from the Internal Revenue Service (IRS) that does one of the following: Produces, promotes, or presents tourism attractions and activities for the public and/or Provides public access to physical collections and exhibits.
- Organization must be located in Massachusetts and in operation for at least two consecutive years since January 2019.
- Agency must be in good standing with the Commonwealth of Massachusetts and city/town: Must be current on all taxes due through December 31, 2020; and have active and valid state licenses/registrations, if applicable.
- Organizations previously awarded MOTT TTR Grant funding may not receive more than \$150,000 total for FY21 and FY22.

GRANT AMOUNTS AND DISTRIBUTION:

There are three grant levels open for application.

- **Level 1 Grant (up to \$49,999):** Maximum grant amount to programs proposed by a single organization not to exceed \$49,999.
- **Level 2 Grant (\$50,000-\$99,999):** Minimum award \$50,000; maximum not to exceed \$99,999. *Project must be a collaborative joint proposal between at least two organizations.
- **Level 3 Grant (\$100,000-\$150,000):** Minimum award \$100,000; maximum not to exceed \$150,000. *Project must be a collaborative joint proposal between at least two organizations.

MOTT primarily works with Regional Tourism Councils (RTC) to promote tourism in the Commonwealth. Each RTC promotes the unique tourism assets of their region. Once grants are awarded, grantees will share project and budget information with Regional Tourism Council partners. This is for regional marketing awareness purposes and does not require RTC membership. Funding will be disbursed at 50% with a completed contract and the remaining funds disbursed once the Final Grant Accomplishment Report is received.

PROJECT ELIGIBILITY:

Eligible initiatives and marketing projects should support community efforts related to reopening and recovery from the impact of the COVID-19 pandemic. Projects should create an enhancement to the visitor experience and intend to increase the likelihood of visitation from 50 miles outside the local area or increase overnight stays. Consideration will also be given to activities, attractions and special events that have the potential to generate domestic or international exposure for Massachusetts. Projects must seek to reach a broad audience, including underrepresented communities and diverse communities of visitors. Partnerships with tourism entities and businesses, economic development and/or government entities strengthen an application. Level 2 and Level 3 grant projects must have an impact to multiple regions or statewide. Successful proposals will meet the minimum eligibility requirements, and:

- Demonstrate the value added by the organization to the region, and present a thoughtful, organized, well-written, and complete grant proposal;
- Demonstrate the ability to successfully implement and complete all the services outlined in the organization’s Travel and Tourism Recovery Grant Program contract with MOTT;
- Demonstrate strong and committed collaboration with partners. Community awareness is evident through support letters.

Eligible Project Types:

1. Marketing content/asset development
2. Visitor/consumer outreach
3. Digital advertising, paid social media, broadcast, radio
4. Posters, banners, signage, billboards
5. Photography, b-roll video footage
6. Language translation of marketing materials
7. Cultural tourism/multicultural tourism

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8. Sustainable tourism
9. Green/Blue Economy tourism
10. Agritourism marketing
11. Special event programming
12. Website upgrades - development, optimization, mobilization

Ineligible Expenses:

1. Expenses incurred or obligated prior to or after the funding project period
2. Expenses not related to the project
3. Salaries, bonuses, or fringe benefits of personnel not directly related to the project. No more than 20% of the grant may be spent on administrative or marketing salaries.
4. New websites, hosting fees
5. Promotional materials – t-shirts, clothing, stickers, plaques, etc.
6. Sponsorship/Fundraising – contests, prize money, gift cards, scholarships, awards, etc.
7. Food and beverages including alcohol, cannabis, or tobacco
8. Legal fees, insurance/liability insurances and/or membership fees
9. Mini-grants or reallocation to other organizations
10. Capital and rental equipment – fencing, tents, portable toilets
11. Mobile app development

APPLICATION AND EVALUATION INFORMATION:

Evaluation Criteria

This is a competitive process and projects will be scored on eligibility and completeness of application. They must include the following categories and answer the following questions:

a) Vision and Clarity: 25%

- *Describe the project. What is the project trying to achieve and what is the value of the project within the community?*
- *Who are your project partners and how will you work with them to accomplish the goals of the project?*
- *Who is your target audience and what are the outcomes and deliverables of the project?*

b) Alignment: 20%

- *What are the top three tourism assets in the community including target markets and demographics? These assets should be within a 15-mile radius of the project. Tourism assets fall into several categories: Natural and Scenic; Cultural, Historic and Architectural; Recreational; Special Events; Agricultural Attractions; Health, Wellness and Lifestyle.*
- *How is the project consistent with community plans around economic development and COVID-19 recovery in the tourism industry?*
- *How will the project align with the goals of MOTT to promote domestic and international tourism and support the MA economy?*

c) Case Study: 15%

- *Provide a case study of a successful marketing project that your organization completed, including creative samples and budget.*
- *Provide metrics to show the impact of your project.*

d) Economic Impact: 15%

- *How will the success of the project be measured?*
- *Include estimated number of businesses that will be impacted; estimated number of people outside of region who will be reached by the campaign; estimated consumer spending generated by the campaign.*

e) Ability To Execute: 25%

- *What is your budget? Do you have matching funds and where are those from?*
- *What is your timeline for completion?*

Matching Funds Information: A combination of cash and in-kind match is highly encouraged, though not required to receive funds. Additional weight will be given for matching funds applied to the project. Examples of matching funds toward the project include organization's own funds, business or corporate contributions, cash donations. Examples of in-kind matches include donated goods or services. It does not include staff time or use of grant funding. All matching funds, cash and in-kind, must be clearly explained in the project budget.

Letters of Support

Each application must include letters of support on official letterhead: One from a civic or business leader, one from a state and/or municipal official, and one from an area tourism business owner. Depending on grant level, additional letters can be from any of the categories mentioned. See grant summary requirements for total number of letters of support required per application. These must be submitted through the online portal by the grant deadline. Letters submitted after the deadline and letters that are the same in wording will not be considered.

Creative Requirements

MA Logo and My Local MA Logo - All printed materials, audio visual presentations, films or videos, television commercials, broadcast programs, websites and trade show materials must be approved by MOTT and include the approved MOTT logos in accordance with the design guidelines. Logos can be downloaded from VisitMA.com. A link to the state's tourism website, [VisitMA.com](https://www.visitma.com) will be included. Events must be posted on VisitMA.com website.

Reporting

Each organization is required to keep accurate records of expenditures associated with the grant and is **required to submit a Final Grant Expenditures Report by June 30, 2022.** The Final Grant Expenditures Report must summarize the outcomes of the project including measurable results, tasks completed,

deliverables, and all documentation of expenses. It must include the number of businesses impacted, number of people outside of your region reached by this project, and the return on investment or estimated consumer spending generated by this project. No more than 20% of the grant may be spent on administrative or marketing salaries. Any grant funds not used as approved shall be returned to MOTT pursuant to the grant contract. **Projects must be paid for and campaigns completed by June 30, 2022. The final budget along with copies of project expenses must be included as part of the report.**

Evaluation and Award Process

After the application period closes, Massachusetts Office of Travel and Tourism (MOTT) will review all applications to determine eligibility. MOTT staff, in consultation with EOHEd, will review all complete, eligible proposals submitted by the deadline. MOTT will award and disburse grants based upon criteria outlined above. Awards will be made in March 2022. Grant applications are submitted for an overall technical review.

HOW TO APPLY:

Applications must be submitted electronically through MOTT's [online application portal](#). Applications must be completed in one session. Draft information is not saved in the portal. MOTT recommends drafting all responses in a separate document and loading them into the application once complete. **SECTIONS A-E must be submitted in alphabetical order by section in one PDF.** The maximum file size for uploads is 25 MB per form submission. This application automatically closes on January 19, 2022 at 5:00 pm. Hard copies and electronic copies by email will not be considered. **Please be advised, applications must include all required documentation by the program deadline in order to be considered.**

KEY DATES:

- **Application Availability: December 1, 2021**
- **Information Session: December 15 at 10:00 am**
RSVP and submit questions to jerome.shea@mass.gov
- **Application Deadline: January 19, 2022 at 5:00 PM**
- **Award Notifications: March 2022**
- **Project Duration: All projects must be completed by June 30, 2022**

GRANT REQUIREMENTS – SUMMARY:

	Level 1 Grant	Level 2 Grant	Level 3 Grant
Travel and Tourism Recovery Grants	<\$49,999	\$50,000-\$99,999	\$100,000-\$150,000
Marketing projects: Must show prior completed marketing project with spend amount equal and/or greater than spend request	No	Yes	Yes
Website projects: Minimum annual tourism advertising/marketing spend (not including salaries)	\$15,000	\$50,000	\$75,000
Collaboration with at least one other organization required	No	Yes	Yes
Consistent with COVID-19 community recovery plans	Yes	Yes	Yes
Domestic marketing component outside of MA	No	Yes	Yes
Letters of Support	3	4	5
Regional Tourism Council notification upon award	Yes	Yes	Yes
Creative component with MA and My Local MA logos required	Yes	Yes	Yes
Grant Accomplishment Report by June 30, 2022	Yes	Yes	Yes

NOTE:

- Only one application per applicant per category can be accepted for the Travel and Tourism Recovery Grants. Collaborating organizations cannot apply individually.
- Organizations previously awarded MOTT TTR Grant funding may not receive more than \$150,000 total during FY21 and FY22.
- Massachusetts Office of Travel and Tourism will not reimburse a grant recipient for any costs associated with a grant project that are incurred before a grant contract has been signed.

TRAVEL AND TOURISM RECOVERY GRANTS APPLICANT INFORMATION

Applications must be submitted electronically through [MOTT's online application portal](#). Applications must be completed in one session. Draft information is not saved in the portal.

Draft all responses in this separate document and load them into the online application once complete.

SECTIONS A-E must be submitted in alphabetical order by section in one PDF. The maximum file size for uploads is 25 MB per form submission.

Organization Name:		
Federal Tax ID #:		
Organization Address:		
Organization Phone:		
Organization Website:		
Lead Contact Info:	Name/Title:	
	Phone:	
	Email:	
Grant Amount Request:		\$
Short project description (must be less than 50 words):		
Year established:		
Number of full-time employees:		
Membership organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
If yes, list the number of members in organization:		

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Was your project developed in collaboration with the Commonwealth's Massachusetts Downtown Initiative/Rapid Recovery Plan (RRP) Program?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, describe:	
List which Regional Tourism Council your organization is designated under. (Consult list at the end of application)	
A public agency, municipality, or nonprofit organization incorporated in Massachusetts with 501(c) status from the Internal Revenue Service (IRS)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Applicant is in good standing with the Commonwealth of Massachusetts and city/town?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Has an accounting system that will allow for the ability to completely and accurately track the receipt and disbursements of funds related to grant awards?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Applicant will report on incurred expenses and/or losses and will retain appropriate documentation in adherence to the grant.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Will establish, track, and evaluate results-driven performance measures of programs, initiatives, and marketing activity?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Project can be completed by June 30, 2022?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Total operating budget of organization:	\$
Organization spends at least \$15,000 in a fiscal year on tourism related items?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list how the funding is spent on tourism related items. Include line items and amounts:	
Did your organization or affiliate organization receive a MOTT Travel and Tourism Recovery Grant funding in FY21? <i>Note: Organizations previously awarded MOTT TTR Grant funding may not receive more than \$150,000 total during FY21 and FY22.</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list amount awarded:	
Did your organization or affiliate organization receive MOTT Destination Development Grant in FY22?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list amount:	

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Did your organization or affiliate organization receive any federal grants in FY21?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list granting organization and amount:	
Did your organization or affiliate organization receive any other state, quasi-public, or Community Preservation Act funding in FY21 or FY22?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please list granting organization and amount:	

(Continued)

TRAVEL AND TOURISM RECOVERY GRANT

SECTION A: GRANT PROJECT NARRATIVE

Keep answers short and concise. Each grant will be scored based on the percentages noted. Maximum word count is per section, not per question.

1. Vision and Clarity: 25% (250 word maximum)

- *Describe the project. What is the project trying to achieve and what is the value of the project within the community?*
- *Who are your project partners and how will you work with them to accomplish the goals of the project?*
- *What are the outcomes and deliverables of the project?*

2. Alignment: 20% (250 word maximum)

- *What are the top three tourism assets in the community including target markets and demographics? These assets should be within a 15-mile radius of the project. Tourism assets fall into several categories: Natural and Scenic; Cultural, Historic and Architectural; Recreational; Special Events; Agricultural Attractions; Health, Wellness and Lifestyle*
- *How is the project consistent with community plans around economic development and COVID-19 recovery in the tourism industry?*
- *How will the project align with the goals of MOTT to promote domestic and international tourism and support the MA economy?*

3. Case Study: 15% (250 word maximum total)

- *Provide a case study of a successful marketing project, including creative samples, that your organization completed*
- *Provide metrics to show the impact of your project.*

4. Economic Impact: 15% (250 word maximum)

- *How will the success of the project be measured?*
- *What is the target area of marketing the project with metrics and background?*
- *Include estimated number of businesses that will be impacted; estimated number of people outside of region who will be reached by the campaign; estimated consumer spending generated by the campaign.*

5. Ability To Execute: 25% Please fill out form below and expand as needed.

- *What is your budget? Do you have the matching funds and where are those from?*
- *What is your timeline for completion?*

<p>SECTION C: LETTERS OF SUPPORT</p>	<p>Each application must include letters of support on official letterhead: One from a civic or business leader, one from a state and/or municipal official, and one from an area tourism business owner. Depending on grant level, additional letters can be from any of the categories mentioned. See grant summary requirements for total number of letters of support required per application. Letters should be directed to Keiko Matsudo Orrall, Executive Director, MOTT. Letters submitted after the deadline and those with the exact same wording will not be considered.</p>
<p>SECTION D: BOARD OF DIRECTORS OR MUNICIPALITY GOVERNING BOARD</p>	<p>List of board members or municipality governing board for each organization including any collaborative efforts</p>
<p>SECTION E: AUDITED FINANCIAL STATEMENTS</p>	<p>Please submit a copy of the most recent audited or reviewed financial statements.</p>

SIGNATORY, CERTIFICATION & ACKNOWLEDGEMENT

SIGN IN ONLINE PORTAL

I/We, (names and titles) of the (organization) submitting a proposal for the FY22 Travel and Tourism Recovery Grant Program, as established by the Commonwealth of Massachusetts and administered by the Massachusetts Office of Travel and Tourism, hereby certify that I/we have been authorized to file this proposal and to provide the information within and accompanying this proposal. I/we certify that the information provided herein is true and complete and that it reflects the applicant's intentions to the best of my/our knowledge. I/We understand that the information provided within this proposal will be relied upon by the Commonwealth in deciding whether to contract with the organization and that the Commonwealth reserves the right to take action against the applicant organization or any other beneficiary if the Commonwealth discovers that the applicant intentionally provided misleading, inaccurate, or false information. I/We make this certification under the pains and penalties of perjury. The signatories also hereby acknowledge that, under the Public Records law of the Commonwealth of Massachusetts, this application and all documents submitted in support thereof are public records under the provisions of Massachusetts G. L., Ch. 4, sec. 7 (26).

Written Name: _____ **Title:** _____

Signature: _____ **Date:** _____

DEADLINE FOR ONLINE SUBMISSIONS IS JANUARY 19, 2022, 5:00 PM.

APPLICATION CHECKLIST:

1. Complete all online portal questions
2. Upload grant application

Scan all documents into one PDF, labeled by section in alphabetical order.

Upload to online portal.

Section A: Grant Project Narrative

Section B: Estimated Budget and Timeline

Section C: Letters of Support

Section D: Board of Directors/Governing Board

Section E: Most recent audited or reviewed financial statements

3. Sign application online

REGIONAL TOURISM COUNCIL (RTC) DESIGNATED SERVICE AREAS

RTC	Designated Service Area		
1Berkshire	Berkshire County [32 communities]		
	Adams	Lanesboro	Richmond
	Alford	Lee	Sandisfield
	Becket	Lenox	Savoy
	Cheshire	Monterey	Sheffield
	Clarksburg	Mount Washington	Stockbridge
	Dalton	New Ashford	Tyringham
	Egremont	New Marlborough	Washington
	Florida	North Adams	West Stockbridge
	Great Barrington	Otis	Williamstown
	Hancock	Peru	Windsor
	Hinsdale	Pittsfield	
	Cape Cod Chamber of Commerce	Barnstable County [15 communities]	
Barnstable		Eastham	Provincetown
Bourne		Falmouth	Sandwich
Brewster		Harwich	Truro
Chatham		Mashpee	Wellfleet
Dennis		Orleans	Yarmouth
Discover Central Massachusetts	Worcester County [35 communities]		
	Auburn	Leicester	Southbridge
	Berlin	Mendon	Spencer
	Blackstone	Millbury	Sturbridge
	Boylston	Millville	Sutton
	Brookfield	New Braintree	Upton
	Charlton	Northbridge	Uxbridge

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	Douglas	North Brookfield	Warren
	Dudley	Oakham	Webster
	East Brookfield	Oxford	West Boylston
	Grafton	Paxton	West Brookfield
	Hardwick	Rutland	Worcester
	Holden	Shrewsbury	
Franklin County	Franklin County [26 communities]		
	Ashfield	Greenfield	Orange
	Bernardston	Hawley	Rowe
	Buckland	Heath	Shelburne
	Charlemont	Leverett	Shutesbury
	Colrain	Leyden	Sunderland
	Conway	Monroe	Warwick
	Deerfield	Montague	Wendell
	Erving	New Salem	Whatley
	Gill	Northfield	
Greater Boston CVB	Suffolk County; Norfolk County (except Cohasset); Middlesex County (as listed below) [44 communities]		
	Arlington	Malden	Sharon
	Avon	Medfield	Somerville
	Belmont	Medford	Stoneham
	Boston	Melrose	Stoughton
	Braintree	Milton	Wakefield
	Brookline	Needham	Walpole
	Cambridge	Newton	Waltham
	Canton	Norfolk	Watertown
	Chelsea	North Reading	Wellesley
	Dedham	Norwood	Weston
	Dover	Plainville	Westwood

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	Everett	Quincy	Weymouth
	Foxborough	Randolph	Winchester
	Holbrook	Reading	Winthrop
		Revere	Wrentham
Greater Merrimack Valley CVB	Following in Middlesex County [21 communities]		
	Acton	Concord	Maynard
	Bedford	Dracut	Stow
	Billerica	Dunstable	Tewksbury
	Boxborough	Lexington	Tyngsborough
	Burlington	Lincoln	Westford
	Carlisle	Littleton	Wilmington
	Chelmsford	Lowell	Woburn
Greater Springfield CVB	Hampden County [23 communities]		
	Agawam	Holland	Southwick
	Blandford	Holyoke	Springfield
	Brimfield	Longmeadow	Tolland
	Chester	Ludlow	Wales
	Chicopee	Monson	West Springfield
	East Longmeadow	Montgomery	Westfield
	Granville	Palmer	Wilbraham
	Hampden	Russell	
Hampshire County Tourism & Visitors Bureau	Hampshire County [20 communities]		
	Amherst	Hadley	South Hadley
	Belchertown	Hatfield	Southampton
	Chesterfield	Huntington	Ware
	Cummington	Middlefield	Westhampton
	Easthampton	Northampton	Williamsburg
	Goshen	Pelham	Worthington

	Granby	Plainfield	
Johnny Appleseed Trail Association	Worcester, Middlesex & Franklin County [26 communities]		
	Ashburnham	Groton	Princeton
	Ashby	Harvard	Royalston
	Athol	Hubbardston	Shirley
	Ayer	Lancaster	Sterling
	Barre	Leominster	Templeton
	Bolton	Lunenburg	Townsend
	Clinton	Pepperell	Westminster
	Fitchburg	Petersham	Winchendon
	Gardner	Phillipston	
Martha's Vineyard Chamber of Commerce	Dukes County [7 communities]		
	Chilmark	Tisbury	
	Edgartown	West Tisbury	
	Gay Head		
	Gosnold		
	Oak Bluffs		
MetroWest Tourism & Visitors Bureau	Worcester, Middlesex & Norfolk County [19 communities]		
	Ashland	Hudson	Northborough
	Bellingham	Marlborough	Sherborn
	Framingham	Medway	Southborough
	Franklin	Milford	Sudbury
	Holliston	Millis	Wayland
	Hopedale	Natick	Westborough
	Hopkinton		
Mohawk Trail Association	Non-Exclusive Service Area Defined By 63-mile Trail		
	Adams	Greenfield	Petersham
	Barre	Hawley	Rowe

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	Bernardston	Heath	Savoy
	Charlemont	New Ashford	Shelburne
	Colrain	North Adams	Shelburne Falls
	Deerfield	North Central MA*	Turners Falls
	Florida	Northfield	Westminster
	Gill	Orange	Williamstown
			*(Ashburnham, Athol, Baldwinville, Barre, Fitchburg, Gardner, Hubbardston, Lunenburg, Orange, Petersham, Phillipston, Princeton, Templeton, Westminster, Winchendon). Duplicate communities.
Nantucket Island Chamber of Commerce	Nantucket County [1 community]		
	Nantucket		
North of Boston CVB	Essex County [34 communities]		
	Amesbury	Lawrence	North Andover
	Andover	Lynn	Peabody
	Beverly	Lynnfield	Rockport
	Boxford	Manchester-By-The-Sea	Rowley
	Danvers	Marblehead	Salem
	Essex	Merrimac	Salisbury
	Georgetown	Methuen	Saugus
	Gloucester	Middleton	Swampscott
	Groveland	Nahant	Topsfield
	Hamilton	Newbury	Wenham

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	Haverhill	Newburyport	West Newbury
	Ipswich		
Plymouth County CVB	Plymouth County + Cohasset (Norfolk County) [28 communities]		
	Abington	Hingham	Pembroke
	Bridgewater	Hull	Plymouth
	Brockton	Kingston	Plympton
	Carver	Lakeville	Rochester
	Cohasset	Marion	Rockland
	Duxbury	Marshfield	Scituate
	East Bridgewater	Mattapoisett	Wareham
	Halifax	Middleboro	West Bridgewater
	Hanover	Norwell	Whitman
	Hanson		
	Southeastern Mass CVB	Bristol County [20 communities]	
Acushnet		Fall River	Rehoboth
Attleboro		Freetown	Seekonk
Berkley		Mansfield	Somerset
Dartmouth		New Bedford	Swansea
Dighton		North Attleboro	Taunton
Easton		Norton	Westport
Fairhaven		Raynham	