



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

**TRAVEL AND TOURISM SEASON EXTENSION GRANT
REQUEST FOR RESPONSES (RFR)
GUIDELINES AND APPLICATION INFORMATION**

RFR RELEASE DATE: March 15, 2022

ONLINE APPLICATION DEADLINE: May 16, 2022 at 5:00 p.m.

Online applications only. Hard copies or electronic copies will not be considered. Applications must be submitted with all required documentation by the program deadline.

QUESTIONS:

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TRAVEL AND TOURISM SEASON EXTENSION GRANTS

OVERVIEW

The US Department of Commerce Economic Development Agency and the MA 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 COVID19 and contribute to the long-term strength and sustainability of the Commonwealth. The goal of the Travel and Tourism Season Extension (TTSE) Grant Program is to strengthen the economy of Massachusetts by enhancing the state's tourism industry season.

The TTSE Grant is a competitive marketing grant program. The grant will support regional marketing projects that promote travel and tourism attractions in Massachusetts between the months of November through April, known as the "shoulder season." TTSE Grant funds are dedicated to regional projects that enhance tourism recovery and have the potential to increase domestic visitation during the shoulder season.

MOTT will issue grants in six regions to ensure geographic diversity across Massachusetts. The TTSE Grant is competitive, and one organization per region will be chosen to administer the TTSE grant. Projects must be regional in nature and must provide scope and budget for projects between \$600,000 and \$1,200,000. Six awards will be issued.

Eligible uses will include marketing content development, website development and optimization, visitor/consumer outreach, digital advertising, language translations, signage, photography and videography, itineraries, and other specific marketing initiatives. These marketing projects must encourage experiences that are not necessarily season-dependent and can be sustained for more than one annual cycle.

The six geographic tourism regions are comprised of the following Regional Tourism Councils (RTCs):

1. **Greater Boston:** Greater Boston Convention & Visitors Bureau (CVB)
2. **North of Boston:** North of Boston CVB, Greater Merrimack Valley CVB
3. **South of Boston:** SE Massachusetts CVB, See Plymouth
4. **Cape Cod and the Islands:** Cape Cod Chamber of Commerce, Martha's Vineyard Chamber of Commerce, Nantucket Island Chamber of Commerce
5. **Central MA:** North Central MA, Discover Central MA, MetroWest Tourism and Visitors Bureau
6. **Western MA:** Greater Springfield CVB, Hampshire County Tourism and Visitors Bureau, Franklin County Chamber of Commerce, Berkshire, and Mohawk Trail Association

The Travel and Tourism Season Extension Grant Program is funded at \$6,000,000 through the U.S. Department of Commerce Economic Development Agency. The grant process opens on March 15, 2022 with applications due no later than May 16, 2022 at 5 p.m. Grant awards will be announced in June 2022.

APPLICANT ELIGIBILITY:

- 1) A regional public agency or regional nonprofit organization incorporated in Massachusetts with 501(c)3, 501(c)4, 501(c)5, or 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 for tourists.

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- 2) Organization must be located in Massachusetts and in operation at least two years (since March 2020).
- 3) Agency must be in good standing with the Commonwealth of Massachusetts and city/town: current on all taxes due through December 31, 2021, and have active and valid state licenses/registrations, if applicable.
- 4) Applications must be complete, include all required documentation, and be submitted through the online portal on or before the deadline.
- 5) Applicants must indicate that they have a nondiscriminatory and inclusionary hiring policy
- 6) Applicants must partner with two additional qualifying regional organizations; this partnership must designate one partnering organization to serve as the fiscal agent for the grant.

Ineligible Organizations:

- 1) For-profit organizations
- 2) Any organization whose sole or primary purpose is to fundraise
(e.g., “friends of” groups, foundations, etc.)
- 3) Public colleges and universities, and entities that receive state-level operating support or non-project support directly from the Massachusetts General Fund
- 4) Organizations not located in Massachusetts or whose service does not primarily serve Massachusetts residents

PROJECT ELIGIBILITY:

Eligible marketing projects should support community efforts related to reopening and recovery from the impact of the COVID-19 pandemic during the months of November through April. These projects are intended to extend the tourism season in a region. Marketing initiatives must promote enhancements to the visitor experience and increase the likelihood of visitation from *50 miles outside the local area* or increase overnight stays. Consideration will also be given to marketing activities 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. Successful proposals will meet the minimum eligibility requirements, and:

- Demonstrate the value added 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 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. Website upgrades - development, optimization, mobilization

Ineligible Expenses:

Ineligible expenses include, but are not limited to, the following:

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 salaries and administrative expenses;
4. Operational and/or programmatic costs – training, training/educational materials, subscriptions;
5. Art projects and/or special events – production costs, special events, performances, hiring event staff/entertainers, housing, art materials;
6. Promotional materials – clothing, stickers, plaques;
7. Sponsorship/Fundraising – contests, prize money, gift cards, scholarships;
8. Entertainment, food, and beverages including alcohol, cannabis, and tobacco;
9. Legal fees, insurance/liability insurances and/or membership fees;
10. Mini-grants or reallocation to other organizations;
11. Rental equipment – fencing, tents, portable toilets;
12. Capital projects and equipment – marquee signs, lighting, sound equipment, etc.;
13. Mobile app development; and
14. Any expenses not related to the described grant project.

APPLICATION AND EVALUATION INFORMATION:|

Evaluation Criteria

This is a competitive process and projects will be scored on eligibility, completeness and quality of the application. Applications must include narrative in the following categories and answer the questions below. Word count maximums are for each category total, not per question within the category.

Applicants are encouraged to be clear and concise, follow the order below, organize their narrative by category, and answer every question in each section.

a) Vision and Clarity: 25% (300 word maximum)

- *Describe the specific elements/features of the travel and tourism season extension project. What is the project trying to achieve and what is the value of the project within the region? Who is your target audience and what are the outcomes and deliverables of the project?*

b) Alignment: 20% (300 word maximum)

- *What specific attractions are the top tourism assets in the region--including target markets and demographics? 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 plans around economic development 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?*

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c) Partnerships:15% (300 word maximum)

- *Describe your partnership and how the designated region will benefit from this collaboration.*
- *Who are the Regional Tourism Councils in your designated area and how will you collaborate with them on this project?*

d) Economic Impact: 15% (300 word maximum)

- *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; and estimated consumer spending generated by the campaign.*

e) Ability To Execute: 25% (300 word maximum for narrative portion of this section)

- *Identify staff members who will be tasked with implementing the program.*
- *Provide an example of a successful project completed by your organization that would show ability to manage a TTSE grant.*
- *Provide a detailed budget and timeline for your project using the Budget/Timeline template provided with this application.*

Letters of Support

Each application must include at least three letters of support for the project 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. Letters must be addressed to Keiko Matsudo Orrall, Executive Director MOTT. These must be scanned and submitted through the online portal by the grant deadline. Letters submitted after the deadline will not be considered.

Creative Requirements

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 will be included. Events must be posted on VisitMA.com website.

Evaluation and Award Process

MOTT staff, in consultation with EOHED, will review all complete, eligible proposals submitted by the deadline. MOTT will award and disburse grants based upon the criteria outlined above and subject to appropriation.

Reporting

Each organization is required to keep accurate records of expenditures associated with the grant and is **required to submit reports as described in the final contract**. The reports must summarize the outcomes of the project including measurable results, tasks completed, deliverables, and documentation of all 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.

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Grant Contract Payment Process

The grantee shall submit copies of original invoices showing the actual grant costs incurred, the check number, and date of the check corresponding to the invoices on a form provided/approved by the project manager, as well as any additional documentation required by the project manager, for cost reimbursement or periodic scheduled payments on a quarterly basis. No more than 20% of the grant may be spent on salaries. **Projects must be paid for and completed by June 30, 2024.**

Progress Meetings

Each award recipient will meet with MOTT six times for virtual progress updates. Initial meetings will be scheduled after the awards are announced. A second meeting will take place in January-February 2023. The third meeting will take place April-May 2023. Fourth meeting will take place Sept-Oct 2023. A fifth meeting will take place January-February 2024. A sixth meeting will take place April-May 2024.

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. Documents A-G must be submitted in alphabetical order in **one PDF**. The maximum file size for uploads is 25 MB per form submission. The application submission deadline is **May 16, 2022 at 5:00 p.m.** Applicants with technical difficulties must notify MOTT through email by 3:00 pm on May 16, 2022 in order to receive assistance. 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 Opens: **March 15, 2022**
- Information Session: **April 20, 2022 at 10:00 a.m.**
- Application Deadline: **May 16, 2022 at 5:00 p.m.**
- Award Notifications: **June 2022**
- Project Duration: **All projects must be completed by June 30, 2024.**

TRAVEL AND TOURISM SEASON EXTENSION GRANT APPLICANT INFORMATION

Applications must be submitted electronically through MOTT's [online application portal](#). Applications must be completed in one session with all supporting documents. Draft information is not saved in the portal. MOTT recommends drafting all responses in this separate document and loading them into the online application once complete. This form is a worksheet to assist in preparing your responses. Do not submit this form with your application. SECTIONS A-F 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:			
A regional public agency or regional nonprofit organization incorporated in Massachusetts with 501(c)3, 501(c)4, 501(c)5 or 501(c)6, status from the Internal Revenue Service (IRS)			Yes <input type="checkbox"/> No <input type="checkbox"/>
Federal Tax ID #:			
Organization Address:			
Organization Phone:			
Organization Website:			
Lead Contact Info:	Name/Title: Phone: Email:		
Project can be completed by June 30, 2024?			Yes <input type="checkbox"/> No <input type="checkbox"/>
Partnering on the project with two other qualifying regional organizations?			Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide each regional partner organization name and lead contact information:			
Which of the six geographic tourism regions is the TTSE Project in?			
Short project description (must be 50 words or less):			
Year lead organization established:			
Number of full-time employees for lead organization:			
List number of full-time employees for each partner organization:			

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Lead organization a membership organization?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list the number of members for each organization including partner organizations.	
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:	
Lead organization and partner organizations are in good standing with the Commonwealth of Massachusetts and city/town?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Lead 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.	
Lead applicant 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"/>
Lead 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"/>
<u>Project category:</u> Natural and Scenic Cultural, Historic, Architectural Recreational Agricultural attractions Health, Wellness, Lifestyle Special Events	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
TTSE project meets eligibility requirements? Eligible uses will include: marketing content development, website development and optimization, visitor/consumer outreach, digital advertising, language translations, signage, photography and videography, itineraries and marketing initiatives, event planning and management. These projects will encourage experiences that are not necessarily season-dependent and can be sustained for more than one annual cycle.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Will the project promote the goals of MOTT and the goals of the Regional Tourism Councils?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Demonstrated community need for the project?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Demonstrated history of collaboration with the tourism community, local officials, and other strategic partners within the identified region?	Yes <input type="checkbox"/> No <input type="checkbox"/>

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All partner organizations have a nondiscriminatory and inclusionary hiring policy?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Total operating budget of lead organization:	\$
Salaries of highest paid full-time employees in each partner organization:	\$
Did your organization or affiliate organization receive a MOTT Travel and Tourism Recovery Grant in FY22?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list amount awarded:	
Did your organization or affiliate organization receive a MOTT Destination Development Grant in FY22?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, list amount awarded:	
Did your organization or affiliate organization receive any federal grants or ARPA funds in FY22?	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 FY22?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please list granting organization and amount:	

TRAVEL AND TOURISM SEASON EXTENSION PLAN

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. Each required section must be organized and titled based on the categories below and answer the following questions.

- a) **Vision and Clarity: 25% (300 words)**
 - Describe the travel and tourism season extension project. What is the project trying to achieve and what is the value of the project within the region?
 - Who is your target audience and what are the outcomes and deliverables of the project?
- b) **Alignment: 20% (300 words)**
 - What are the top tourism assets in the region including target markets and demographics? 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 plans around economic development 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) **Partnerships: 15% (300 words)**
 - Describe your partnerships and how the designated region will benefit from this collaboration.
 - Who are the Regional Tourism Councils in your designated area and how will you collaborate with them on this project?
- d) **Economic Impact: 15% (300 words)**
 - 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% (300 words)**
 - Identify staff members who will be tasked with implementing the program.
 - Provide an example of a successful project completed by your organization that would show ability to manage a TTSE grant.

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SECTION B: ESTIMATED BUDGET AND TIMELINE (use fillable PDF)

Task Description	Task Cost	Grant Amount Needed	Estimated Completion Date	How will success be measured?
TOTAL BUDGET				

Additional Notes: Provide line-item explanation and/or notes, as needed.

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SECTION C: Letters of Support	<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. Letters must be addressed to Keiko Matsudo Orrall, Executive Director MOTT. These must be scanned and submitted through the online portal by the grant deadline. Letters submitted after the deadline will not be considered.</p>
SECTION D: Project Images	<p>Images or collateral of past successful programs that would indicate the ability to support a TTSE grant. (1 page max)</p>
SECTION E: BOARD OF DIRECTORS OR MUNICIPALITY GOVERNING BOARD	<p>List of board members or municipality governing board for organization including partners.</p>
SECTION F: Audited Financial Information	<p>Independent financial review, audit, or draft audit statements for the most recent fiscal year. If your organization does not have audited financials available, please provide a Form 990 for the most recent year.</p>
<div></div>	

SIGNATORY, CERTIFICATION & ACKNOWLEDGEMENT

I/We, (names and titles) of the (organization) submitting a proposal for the Travel and Tourism Season Extension (TTSE) 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 act 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: _____

CONFLICT OF INTEREST

*Pursuant to Chapter 240 of the Acts of 2010, successful applicants are subject to performance measurements and uniform standards related to accounting procedures, personnel practices, and purchasing procedures, and are subject to Commonwealth [conflict of interest rules](#). As a condition to receiving grant funds from MOTT, the TTSE Grant contract shall require that in any matter in which a person, corporation, or other business entity in which you or any member of your organization is in any way interested, such interest shall be disclosed in writing in advance. In addition, you or any member of your organization having such an interest may not participate in a decision relating to such person, corporation, or other business entity. As deemed necessary, the DDC Grant contract shall also require that the Grantee undergo a biennial audit and examination of the audited financial statements of the applicant conducted by the auditor of the Commonwealth. **I agree** ☐*

Written Name: _____ **Title:** _____

Signature: _____ **Date:** _____

APPLICATION CHECKLIST:

1. Draft answers in this application. Enter responses into portal fields. Keep a copy for your records.
2. Upload the following grant application materials into [online portal](#).

Scan all supporting documents into one PDF, labeled by section in alphabetical order. Upload to the MOTT online portal.

Section A: Grant Project Narrative

Section B: Estimated Project Budget and Timeline

Section C: Letters of Support

Section D: Project Images

Section E: Board of Directors or Municipality Governing Board

Section F: Most Recent Audited or Reviewed Financial Statements

3. Sign application online

If applicants experience technical difficulties, MOTT must be contacted through email by 3:00 pm on May 16, 2022. DEADLINE FOR ONLINE SUBMISSIONS IS MAY 16, 2022 AT 5:00 PM

REGIONAL TOURISM COUNCIL (RTC) DESIGNATED SERVICE AREAS

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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
	Douglas	North Brookfield	Warren
	Dudley	Oakham	Webster

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	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
	Everett	Quincy	Weymouth
	Foxborough	Randolph	Winchester

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	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	
	Worcester, Middlesex & Franklin County [26 communities]		

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Johnny Appleseed Trail Association	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
	Bernardston	Heath	Savoy
	Charlemont	New Ashford	Shelburne

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	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	