Foxborough, Wrentham & Plainville

Regional Destination Marketing Strategic Plan

TABLE OF CONTENTS

		<u>Page</u>
I. Exe	cutive Summary	3
II. Res	earch & Market Analysis	
	United States Overview Regional Overview Foxborough, Plainville, Wrentham Overview Travel Trends Comparable Analysis Recommendations	7 11 12 20 27 40
III. Stra	tegies & Tactics Phase I Phase II Phase III Phase IV Phase V	43 46 46 52 60 69
Appendix I:	Strategies & Tactics Timeline	74
Appendix II	: Inventory	84

I. EXECUTIVE SUMMARY

The Towns of Foxborough, Plainville, and Wrentham are located within 30 miles of Boston. Although each town has less than 18,000 residents, they collectively manage to attract over 20 million visitors each year, as each of these towns is home to their own well known and unique attraction. All three attractions are located just seven miles from each other: Wrentham Village Premium Outlets, Plainridge Park Casino in Plainville, and Foxborough's Gillette Stadium and Patriot Place complex. The region also boasts a variety of dining, shopping, recreation, arts & culture and lodging experiences, as well as being home to many popular open spaces, including Wrentham State Forest, The Nature Trail & Cranberry Bog, and F. Gilbert Hills State Forest, among others. These businesses, attractions and open spaces all contribute to the appeal of the region for both residents and visitors.

With the goals of increasing year-round overnight business to the region by attracting new visitors, as well as getting the existing visitors to explore the other businesses and activities in the region, the Foxborough Planning Department, in partnership with the planning departments of Plainville and Wrentham, applied for, and were awarded, a grant from the Massachusetts Gaming Commission. With this grant, they secured consulting services from Open the Door to develop a Regional Destination Marketing Strategic Plan that includes the creation of an inventory of businesses, as well as strategies, tactics and measurement tools that will assist in the implementation of a coordinated approach to economic development, marketing, transportation, and tourism to the region. The strategies outlined in the plan will help to define a cohesive and complimentary sense of place targeting both the drive market, as well as visitors from more than 150 miles away.

The process for developing this plan included:

- Gathering primary research through:
 - Key stakeholder interviews
 - Consumer research
- Collecting, analyzing, and utilizing further primary and secondary data
- Conducting a comparative analysis of the brand positioning, best practices, and tourism of similar communities

In today's competitive market, the visitors that Foxborough, Plainville, and Wrentham seek to attract are actively being targeted by similar communities. With this in mind, this Regional Destination Marketing Strategic Plan has been designed to deliver the maximum impact possible. With limited resources and a highly competitive environment, it is crucial that marketing efforts be incorporated into local partnerships with stakeholders in the surrounding communities. By doing so, the region can maximize its resources, increase the scope of its marketing programs, and reach target market segments. This will ultimately lead to increased business and market share.

According to the United States Travel Association (USTA), in calendar year 2018, the state of Massachusetts welcomed a record-setting 31 million domestic and international visitors who spent a combined \$24.2 billion in Massachusetts, resulting in \$1.6 billion in state and local taxes. Visitors to Wrentham spent over \$248 million, producing more than \$10 million in state taxes and \$5 million in local taxes; visitors to Foxborough spent \$143 million, resulting in over \$5 million in state taxes and over \$3 million in local taxes; and Plainville visitors spent nearly \$28 million, producing \$1.4 million in state taxes and more than \$706,000 in local taxes. Local taxes referenced in these figures include lodging, retail, food and transportation.

With a goal of converting one-day travelers into multi-day travelers so that they can further contribute to the local economy, the towns of Foxborough, Plainville and Wrentham will be marketed as a destination with a variety of entertainment, unique attractions, great dining and shopping, arts, culture and outdoor recreation in which all visitors of all ages can explore.

The target visitor will mirror those being pursued by the Massachusetts Office of Travel & Tourism, Greater Boston Convention & Visitors Bureau, MetroWest Visitors Bureau and Discover New England. As a result, focus will be placed on increasing domestic visitors from the Northeast (specifically Massachusetts and New England, as well as the New York/New Jersey/Pennsylvania markets), while efforts to target the international visitor from Canada, the United Kingdom, Europe and Asia will continue to be made. Target market segments will include families, couples, and groups – both leisure and business.

Communications efforts form the foundation of this marketing program, through tactics such as media relations, e-newsletters, social media and advertising. Additional tactics include hosting educational trips and participating in trade shows as well as other industry events. Of primary importance is the creation of a regional marketing effort that includes tools and resources to make it easy for the visitor to plan their visit. A dedicated visitor website for the region should be created that is user friendly, and provides information that is easy to view and download. This will help to give visitors timely access to information to plan their visit.

Goals:

This Regional Destination Marketing Strategic plan is designed to increase local, regional, national and international awareness about Foxborough, Plainville, and Wrentham. This will be achieved by:

- Generating increased economic activity through the effective marketing of the region as a leisure, group tour and meeting destination
- Attracting leisure business to not only visit, but stay in the region
- Converting one-day travelers into multi-day travelers to further contribute to the local economy
- Providing recommendations to increase or expand access to transportation to or between attraction sites
- Developing Tourism Management Infrastructure
- Improving communication and collaboration among businesses and public sector within the region
- Communicating to Foxborough, Plainville & Wrentham residents about the benefits of the tourism efforts of the region
- Obtaining baseline data and use tracking procedures to measure the performance of marketing efforts

Strategic Priorities:

In order to achieve the goals outlined above, strategic priorities have been established to focus on throughout the plan's execution. They will include:

- Promote and sell the region's assets, programs, attractions and services
- Grow community engagement and local collaboration
- Create communications strategies based on market research and results

- Seek out media relations opportunities and foster connections
- Develop story ideas/tailored itineraries that will interest a wide array of visitors
- Establish consistent social media presence that echoes tourism marketing efforts
- Create an online visitor website for the region, and
- Increase partnership and financial support to expand marketing effort

II. RESEARCH & MARKET ANALYSIS

The ultimate goal of this Regional Destination Marketing Strategic Plan is to create a strategy that not only attracts visitors to the region, but also provides opportunities for existing visitors to extend their stay. The towns of Foxborough, Plainville, and Wrentham will be positioned as a one-of-a-kind hub of entertainment, unique attractions, dining, shopping, arts, culture and outdoor recreation that is suitable for all kinds of travelers. It will showcase the convenient location of all three towns, both in relation to each other and to travelers throughout the Northeast.

One key component of the strategic plan is the constant measurement of the marketing environment within which the region operates. This includes monitoring the state of the economy and travel industry; the impact that COVID-19 is having on the travel industry; the price of gas, which in turn affects drive markets; and how comparable regions promote and market their destinations. Annual research will be conducted through visitor surveys to better understand who is traveling to the region, how they make their decisions and their experiences when visiting. The results from this research will help to identify marketing programs that will have the maximum impact on consumer travel decisions.

In order to develop this plan, primary research has been conducted through key stakeholder interviews, as well as analysis of primary and secondary research in order to evaluate competitive positioning, create baseline metrics to track results and performance, and develop initiatives and programs that will more effectively influence travel decisions.

Market Analysis: US Overview

According to the United States Travel Association (USTA), direct spending on leisure travel by domestic and international visitors reached \$792.4 billion in 2019, and generated over \$124.6 billion in tax revenue. The most popular leisure activities for travelers to the United States are:

	Domestic	International
1.	Visiting Relatives	Shopping
2.	Shopping	Sightseeing
3.	Visiting Friends	Fine Dining
4.	Fine Dining	National Parks/Monuments
5.	Rural Sightseeing	Amusement/Theme Parks

In 2019, domestic travelers completed 1.9 billion person leisure trips, and over 464 million person trips for business. Four out of five domestic trips are motivated by leisure travel, and an Expedia survey found that a long weekend is the ideal trip length for most Americans.

The US Travel Association also reports that, approximately 79 million international travelers visited the United States in 2019, with half of those visitors traveling from overseas. This represents a 0.7% decrease in international visitation compared to 2018, and a 1.8% decrease in international spending over the same time period. Despite this one year decline, overall international travel to the United States has increased by 2.5% over the past three years, and has grown increasingly over the past decade from 60 million international visitors, to 79.2 million. On average, overseas travelers spend \$4,200 and stay in the United States for eighteen nights.

However, a recent forecast from Tourism Economics predicts that due to the pandemic, total domestic travel spending will drop 40% from \$972 billion in 2019 to \$583 billion in 2020. Total domestic trips are predicted to fall 29.6% with air travel plunging 57% after a 4.3% growth in 2019. International visitation to the US is predicted to drop from 79.3 million trips in 2019 to 28.9 million in 2020. Total international spending is expected to drop 75% from \$155 billion to \$39 billion.

The COVID-19 pandemic has had a significant and detrimental impact on all economic industries, especially hotels, restaurants and retail which have been shut down for months. The American Hotel & Lodging Association recently reported a \$16.8 billion loss in state and local tax revenue from hotels. Massachusetts is estimated to see a loss of \$306.8 million in state and local taxes.

The travel industry was healthy and shattering records before the pandemic. While it may take a while to return to 2019 numbers, history has shown us that travel is one of the world's most resilient industries and there is no reason to believe it will behave any differently now.

That being said, in the early days of the pandemic, hopes were high that the temporary enforcement of travel restrictions would be short-lived, and that traveler confidence would rebound swiftly. With restrictions now in place for an extended period of time, the prevailing view within the industry has shifted toward the idea of a protracted recovery, with concerns about the long-term effect on consumers' confidence to travel. The good news is that the desire to travel remains a powerful motivator for many consumers, and remains remarkably resilient even now.

There has been a significant amount of research in the past few months directed towards public sentiment towards travel given the COVID-19 situation. An April 2020 Longwoods Research *Travel Sentiment Study* found that 85% of people with plans to travel during the next six months intend to change their plans. 48% of them will cancel their plans completely, 43% will reduce their travel, 19% will change their plans to a drive destination and 11% will change their trip from international to domestic. Tourism Economics predicts that US trips to international destinations will fall 70% in 2020. In 2019, there were 100 million outbound/international trips, so this will be a good group of travelers to target. Of those who will continue to travel, 40% will change their destination to avoid crowds and 49.4% will change their plans to a staycation within a drive market.

These findings were echoed in a recent survey by Luggage Hero, which showed that 42% of travelers who already have plans won't change them; 32% will avoid big cities and public transportation in favor of the outdoors; and 31% will reduce their vacation budgets. This trend of cautiousness was also observed in an MMGY Study for the US Travel Association, in which 50% of respondents said that they plan to travel post-pandemic, although 1 in 3 will travel closer to home. In addition, more than one-third of those who travel for business will add leisure time to their trip, and, interestingly, travelers from the Northeast are more likely to reengage in travel in the next six months, before other areas of the country.

A June survey of Morning Consultants found that 50% of American's would feel safe traveling domestically within the next 12 months; 47% expect to stay in a hotel within the next six months; and 73% trust hotels to keep them safe, expressing higher trust of hotels than airlines, rental cars or home sharing spaces. According to TripAdvisor, 86% said cleanliness will be very important when selecting accommodations moving forward.

As consumer confidence returns, domestic travel will be the first to rebound, with 44% of consumers reporting they will take a road trip and 61% said it will last 3 – 5 days. 80% said they will travel with their family They are looking to take a trip where they can relax and get off the beaten path. The rise of the outdoor trip as a rival to city breaks is likely to continue, and the towns of Foxborough, Plainville and Wrentham are perfectly positioned to appeal to these audiences seeking these types of trips.

In times of economic uncertainty, consumers want value and quality for money vs. lowest price. 62% of consumers have said private tours would be most appealing for attractions and this activity should be considered by the attractions in the region as they develop marketing programs moving forward.

Domestic travel is an important source of visitors to Foxborough, Plainville and Wrentham particularly in the short term, as international travel to Massachusetts continues to decline due to COVID-19 induced limited air service and travel bans. While domestic travel far outpaced international travel going into 2020, Oxford's Tourism Economics group predicts that too will soften as global and US economic momentum continues to slow. Therefore, a key part of the marketing plan will be to position the region as an *affordable* and *safe* destination for domestic travelers, particularly for the drive market. This will be especially important as families hard hit by the economy and wary of foreign travel will be looking for more budget-friendly vacation or day trip options in their own backyard.

Tourism Economics reports that while there is pent-up demand to travel, its stalled because of the unknown of what's next. As a result, they predict that travel industry will experience a full recovery by 2024.

Market Analysis: Regional Overview

According to the Massachusetts Office of Tourism and Travel (MOTT), the Commonwealth welcomed almost 26.8 million domestic visitors in FY2019 (July 2018 – June 2019), which was a 4.3% increase over the previous year.

56.9% of all domestic trips to Massachusetts originate in New England and 21.7% from the mid-Atlantic states of New York, New Jersey, and Pennsylvania. Visitors from these two regions account almost 80% of all domestic travelers. The highest percentage of visitors from any single state is Massachusetts with 31%, followed by New York with 14% of visitors.

Domestic Visitor Origin: Top 10 States, FY 2019								
State	Person Trips to Massachusetts	Share of all Person Trips						
Massachusetts	8,389,000	31.4%						
New York	3,779,000	14.1%						
Connecticut	2,698,000	10.1%						
New Hampshire	1,785,000	6.7%						
Rhode Island	1,070,000	4.0%						
California	604,000	2.3%						
Florida	614,000	2.3%						
New Jersey	1,246,000	4.7%						
Maine	692,000	2.6%						
Vermont	583,000	2.2%						
Pennsylvania	775,000	2.9%						
All Other States	4,538,625	17.0%						
All New England States	15,217,000	56.9%						
All Mid Atlantic States 5,800,000 2								
Source: TNS, Travels America, FY2019								

The principal mode of transportation for domestic visitors to Massachusetts is automobile, with 71.6% accessing the Commonwealth in their vehicles. 15% of visitors accessed Massachusetts by plane, with the remainder of visitors traveling by bus, train, boat, etc. Nearly 80% of all person trips to Massachusetts in FY2018 included an overnight stay, with the average stay lasting 3.5 nights. However, only half of those overnight stays occur in a hotel/motel/inn. 37% stay in private homes and 7.2% stay in a short term rental. 23.5% of all travel parties included one or more children less than 18 years of age. Visiting friends and relatives is the dominant reason for domestic trips, accounting for 49.1% of excursions. This is why it is important to have a strong

community relations campaign – so that if the visitor doesn't do their research on all the things to see and do in the area, the friends and relatives will be educated and informed as well.

In FY2019, over 2.5 million international visitors traveled to Massachusetts. The majority of these visitors came from Canada, the United Kingdom, and China, and over one-third of them were from Europe. To encourage the growing influx of international travelers, Logan International Airport (BOS) continues to undergo renovations to expand its international terminal, which will allow for more foreign arrivals and departures every day. Pre-Covid19, Logan Airport offered non-stop flights to 77 domestic airports and 56 international destinations. While many of these flights were cut back at the height of the pandemic, they are slowing resuming their schedules.

In 2018, visitors to the Commonwealth spent a combined \$24.1 billion. The bulk of the spending was by domestic visitors (\$19.86 billion), while international travelers made up the remaining \$4.29 billion. Not surprisingly, domestic and international travelers have different needs and therefore spend their money in differently. International visitors require food and lodging during their stay, and tend to splurge on retail as well. In 2018, nearly 40% of international spending was on lodging, and 22% was on retail (retail only comprised 6% of domestic spending). Lodging and foodservice command a significant spend for both groups, but international visitors tend to stay for longer durations, which leads to higher spending in these categories.

Calend	lar Year 2018 E	conomic Impact Dat					
Massachusetts		Expenditures	enditures Payroll		State Taxes	Local Taxes	
	Domestic	\$19,863,757,562	\$4,652,631,752	125,431	\$810,759,357	\$503,818,063	
	International	\$4,292,724,295	\$966,155,792	27,725	\$179,842,418	\$92,721,929	
	Total	\$24,156,481,857	\$5,618,787,544	153,156	\$990,601,775	\$596,539,992	

Market Analysis: Foxborough, Plainville and Wrentham Overview
In calendar year 2018, visitors to Foxborough, Plainville, and Wrentham spent a combined \$419 million, resulting in approximately \$16.8 million in state taxes and over \$9 million in local taxes. This local tax is comprised of lodging, meals, retail and transportation. Expenditures in Foxborough were a 6.65% increase over the previous year, Plainville was a 4.91% increase and Wrentham a 3.73% increase.

Calendar Year 2018 Direct Domestic and International Economic Impact									
Foxborough	Expenditures	Payroll	Employment	State Taxes	Local Taxes				
Domestic	\$122,947,620	\$30,094,777	836	\$4,466,642	\$2,777,693				
International	\$20,067,223	\$4,414,597 131		\$816,261	\$413,439				
Total	\$143,014,843	\$34,509,374	967	\$5,282,902	\$3,191,132				
Plainville	Expenditures	Payroll	Employment	State Taxes	Local Taxes				
Domestic	\$24,635,965	\$2,191,419	57	\$1,255,378	\$640,582				
International	\$3,217,144	\$707,741	21	\$130,862	\$66,282				
Total	\$27,853,108	\$2,899,160	77	\$1,386,239	\$706,863				
Wrentham	Expenditures	Payroll	Employment	State Taxes	Local Taxes				
Domestic	\$66,648,108	\$16,030,322	414	\$2,537,528	\$1,422,194				
International			1,214	\$7,590,158	\$3,864,485				
Total	\$248,466,779	\$57,080,312	1,628	\$10,127,686	\$5,286,678				

Currently, the region has over 1,200 hotel rooms with more in planning and construction. In 2018, rooms tax in Foxborough increased 9.62% and meals tax by .24%; the rooms tax in Plainville decreased by 3.25% and meals tax increased by 2.01%; and the rooms tax in Wrentham increased 9.93% while the meals tax decreased 1.7%. STR reported a 7.1% room revenue growth and USTA FoodService reported that meals growth was 4.9%, so the region has kept pace with room revenue growth, but not meals.

A review of hotel occupancy, average rate and hotel revenue per available room shows that in 2019 Massachusetts had an occupancy of 68.7%, average daily rate (ADR) of \$188.11 and revenue per available room (RevPAR) of \$129.16. According to STR, in 2019, Norfolk County had an occupancy of 67.8%, average daily rate (ADR) of \$148.78 and revenue per available room (RevPAR) of \$100.90. These numbers are important as they become the baseline to measure the success of the marketing efforts moving forward.

The following chart shows the breakdown of Plainridge Park Casino's revenue by month, with the greatest activity being between the months of March and September. In addition to summertime and warm weather visitors, Plainridge also sees a surge in springtime visitors, as their harness racing track opens in April. Approximately 45% of visitors to the casino are local with another 35% located within 50 miles.

Plainridge Park Casino Monthly Revenue (in 000s) June 24, 2015 Opening - February 2020												
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	ОСТ	NOV	DEC
2015						6,138*	18,156	15,228	12,625	12,876	11,940	11,267
2016	12,531	12,670	13,496	13,306	13,489	12,324	13,878	13,109	12,812	12,577	12,212	12,639
2017	12,146	12,064	14,180	14,306	14,418	13,929	15,442	14,221	14,895	13,563	12,901	12,722
2018	12,493	13,876	15,828	14,594	14,623	14,858	15,150	15,380	14,319	13,526	12,852	14,090
2019	12,379	12,594	15,937	14,062	14,843	13,543	12,536	12,080	11,543	11,247	10,978	10,207
2020	11,083	11,701	4,757	N/A	N/A	* Partial month not included in total average (below)						
Avg												
Monthly Rev	12,126	12,581	12,840	14,067	14,343	13,664	15,032	14,004	13,239	12,758	12,177	12,185

Source: Massachusetts Gaming Commission

However, the casino industry is as competitive as it is lucrative, and businesses are struggling in the oversaturated market. MGM Springfield, for instance, has failed to meet financial expectations since opening in 2018, and Plainridge Park Casino saw a distinct drop in revenue following last year's debut of the Encore Boston. Fortunately, this competition has also subdued the state's external competitors. A 2016 survey found that only 22% of Massachusetts residents crossed state lines to gamble, compared to 32% in 2013. Moreover, Connecticut's two casinos, Foxwoods and Mohegan Sun, only generated \$264 million in slot taxes for 2018, a significant reduction from the \$434 million it generated in 2006. Despite the intense competition, the Massachusetts Gaming Commission reported that all three state casinos experienced a post-holiday revenue rebound, which likely would have continued well into 2020 if not for the disruption of COVID-19.

In the long-term, Plainridge Park Casino can look forward to new business opportunities and potential changes in legislature that will strengthen their assets in this new, aggressive market. A bill proposed in early 2019 sparked discussion among local officials regarding the inclusion of table games at Plainridge Casino, a move that would put the slots-only facility on equal footing with its competition. Even more promising is a recently introduced bill to legalize sports betting in Massachusetts, which has already made considerable progress in the legislature. If passed, patrons could begin betting on professional and Division I college sports as soon as late 2020/early 2021, either inperson or through an online platform. The latter is a form of virtual gaming, another growing trend in the casino industry that includes fantasy football, mobile casino game apps, and electronic table games, which Plainridge Park already offers. Being able to

conduct sports betting would ultimately give Plainridge a competitive edge against Rhode Island and New Hampshire, where sports betting is already legal.

In looking at visitor data, Plainridge and Patriot Place find that a significant number of their visitors are within a fifty-mile radius. This will serve as the initial drive market target audience for the region in the short term.

Like many regions in New England, the Towns of Foxborough, Plainville and Wrentham have a long history rooted in colonial beginnings. Settled in 1704 and incorporated in 1778, Foxborough was named for Charles James Fox, a British Parliament Member who was an ally of the revolutionaries and passionate advocate for colonial independence. As the town steadily grew over the years, its industry blossomed. The land on which the Foxborough Post Office stands today was once the site of Union Straw Works, a factory that employed over 6,000 people at its height, and at one time, was the largest straw hat manufacturer in the country. When America's manufacturing boom waned in, Foxborough was able to start a new chapter as a center of entertainment.

Like Foxborough, Wrentham underwent a similar metamorphosis in the mid-1900's. Incorporated in 1673, Wrentham was abandoned shortly after its founding due to King Philip's War, during which many of the town's buildings burned down. Once the fighting ended, the residents returned to rebuild their city, and Wrentham began a period of massive growth in the 18th century that saw a rise in population, businesses, schools, and farming. Wrentham's location on historic Route 1, and later their close proximity to I-95 and I-495, exposed the town to a rush of travelers and commerce. As a result, by the 1950's the town began transitioning from a quiet farming community to a bustling suburb, and by the start of the 21st century, it had become a major retail destination. Wrentham's past is also closely intertwined with Plainville, the third-youngest town in Massachusetts. Originally part of Wrentham, Plainville was not established as a separate entity until 1905. Prior to that, the land was primarily used for farming and was often referred to as *the plains*, a moniker that would eventually inspire the town's name. After its incorporation, Plainville was a relatively quiet town until the 21st-century, when it became known for harness racing, gambling, and entertainment.

The three towns are well positioned to attract domestic and international travelers, for both meetings and leisure visits, for a number of reasons, including: convenient location off I-495, I-95 and MA Route 1; close proximity to several states and urban centers - 35-50 minutes outside of Boston, less than an hour away from New Hampshire, 45 minutes from Connecticut, two hours away from the borders of Vermont and New York, and just 10 minutes outside of Rhode Island; high name recognition throughout New England because of their major and unique popular entertainment and retail attractions of the Wrentham Outlets, Plainridge Park Casino, Gillette Stadium and Patriot Place. In addition, the Kraft Group has a proven track record in staging and hosting national and international events and the New England Patriots, Gillette Stadium and Patriot Place already have an established international following based on the success of their organization. The Wrentham Outlets also have an established popularity with the international market. A 2017 report found that international travelers account for up to 50% of the outlet's clientele.

The unique, intertwined relationship of these communities, as well as their advantageous positioning in the market, enables the promotion of a variety of things to see and do both in and around Foxborough, Plainville, and Wrentham. Foxborough, Plainville and Wrentham feature a variety of offerings for all travelers, from art and culture, to outdoor recreation, amusement, dining and shopping. Target audiences include those visiting friends and family; those seeking a quick getaway or nearby vacation; international visitors, especially those already in the area to shop at Wrentham; those looking for a central destination near multiple attractions; and/or those who wish to immerse themselves in arts & culture or recreation. Even more, the potential to co-host the 2026 World Cup in Foxborough will bring a massive national and international spotlight on the region. The most popular sport in the world, soccer is followed by 43% of the world population, and approximately 3.6 billion people watched the World Cup final matches in 2018. These rich prospects and useful assets will allow the region to promote the diverse range of assets available for residents and visitors to discover.

Such activities include Gillette Stadium and Patriot Place, the largest sports arena in New England attached to a shopping center with over 24 stores, 25 restaurants, and 17 entertainment options; Wrentham Village Premium Outlets, home to 170 different stores and restaurants; and Plainridge Park Casino, which boasts the state's only live harness

racing track, as well as slots. Each of these destinations is successful in their own right, but collectively provide the opportunity to strengthen the regional economy by leveraging the power of all three destinations by establishing a coordinated approach to economic development. And these three towns offer much more than just these main attractions.

In Foxborough, shopping and dining can be found in the Uptown area, overlooking the town common, Memorial Hall and other symbols of the town's historic charm. Fitness enthusiasts enjoy Foxborough for its outdoor spaces, like the Ocean Spray Bog and F.Gilbert Hills State Forest, as well as its indoor family-friendly activity spaces, such as Family Funway and Xtreme Craze. Meanwhile, retail-heavy Wrentham has a growing reputation as a *foodie* destination. Those interested in food sustainability and *buying local* will find lots to explore in Wrentham, including White Barn Farm, Cook's Valley Farm, and Big Apple Farm. And while Plainville may boast a slot and racetrack casino, the town itself is a quaint, family-friendly environment filled with old school diners, ice cream shops, and An Unlikely Story, a fantastical bookstore owned by Jeff Kinney, author of the popular children's book series *Diary of a Wimpy Kid*.

The region also benefits from the scenic nature and attractions of its surrounding communities. Downtown Foxborough is just 12 minutes away from Mansfield's XFinity Center, an outdoor amphitheater and popular concert venue that attracts world-renown musicians. In addition, the Mass Music & Arts Society is in the development stages of creating an Arts Center that will be located across the street from the Xfinity Center. The town also abuts Sharon, home to several outdoor spaces, including Moose Hill Wildlife Sanctuary and Ward's Berry Farm. To the north is Walpole, home to the famous Red Wing Diner and family-favorite Adam's Farm. Wrentham is a quick drive to the Mass Audubon's Stony Brook Wildlife Sanctuary in Norfolk, and the DelCarte Conservation Area in Franklin. And Plainville has the advantage of sharing a border with North Attleboro, home to a myriad of fun activities including the Capron Park Zoo, Stix Fun Center, and North Attleboro WW1 Memorial Park, which boasts a diverse petting zoo.

The availability of a wide variety of attractions and options in and around the three towns and surrounding communities make the region well positioned to attract visitors to partake in the wide variety of varied activities available.

Stakeholder Interviews:

As part of the process to develop this plan, a list of key stakeholders was created that included business leaders, attractions, community advocates, and elected officials. Stakeholder interviews were conducted with over 40 people. In these confidential interviews, respondents were asked to discuss what is working, not working, what needs to be done to attract visitors to region, and what obstacles stand in the way.

In general, stakeholders agreed that the region boasts a number of assets beyond the big attractions in each town, but that they need to be better promoted. The outdoor recreation and small business opportunities have not been promoted and would help to attract people beyond a half day visit to one of the major attractions.

In addition, they felt that the communities were operating in silos in terms of marketing and promotion and that they hoped that this plan would help to integrate and streamline the efforts so that they are more effective in generating increase visitors.

In order to tie the communities together, several stakeholders recommended a beautification program. This would be a program where the three downtowns would all have banners or potted plants or something consistent that would tie them together and help to create a sense of place.

Stakeholders felt that the education of the residents is important so that they understand the importance of tourism to the region, how it reduces their taxes and helps to support more shops, restaurants and activities making the communities better places to live and work.

One of the biggest issues brought up by almost all stakeholders was the issue of transportation. While the drive market is the target in the short term, most of this audience will be traveling in their own cars. The long term goal of attracting more international and long-haul domestic visitors will be hindered if there isn't a transportation solution to make it easy for travelers to get between the three towns and all of the attractions. The general consensus was to find some way to be able to establish a shuttle service between the three major destinations and other stops could be considered, such as the three downtown areas. One repeated suggestion was to find

a way to modify that service offered by GATRA in the short term so that visitors could get travel easily between the big attractions and the downtowns, and overnight visitors could enjoy dinner and drinks without worrying about driving from one venue to the next.

Consumer Research

As part of the process, research was undertaken to better understand why people take trips away from home and how they prepare for them Fifteen people from the Northeast were interviewed about their recent trips to New England.

One overall conclusion from these interviews is that trips provide a change of pace. They allow travelers to get away from the familiar and take a longer break than normal. Travelers want to be in a place without the usual distractions and operate at a slower pace. They want to find interesting things to do or events to attend, and they want to feel connected to the destination.

They begin their broad trip planning with general interest reading on various places and their travel possibilities. Whey they secure a set time to travel, they often settle on a destination by using Google to discover an *anchor* event, i.e. the main reason for their trip, such the seeing the Colosseum in Rome or a concert at Gillette Stadium. They fill in the details around the anchor event by researching newsletters, websites and niche interest apps, and then once they have plans in place, they verify through trusted sources like Yelp, TripAdvisor and local sources.

Through research, three types of planners were discovered:

- The Precise Planner. Values control, creates a detailed itinerary with a list of backups beforehand to make sure they've seen it all.
- The Improv Explorer: Values flexibility, looking to learn about the real destination from insiders.
- The Time Traveler: Values connection, wants to feel history not just learn about it

By laying out sample itineraries, providing options and ideas for travelers, being mobile friendly, offering insider perspectives, and helping travelers figure out what to do around their anchor event, Foxborough, Plainville and Wrentham will be in a position to target and attract these audiences to the region.

Travel Trends:

In order to develop this plan, in addition to numbers and statistics from the region, trends in the travel industry were explored as well.

Gaming/Casino Trends:

The casino and gaming industry has become an immensely profitable sector of the entertainment market. According to *Travel Daily News*, the average gaming tourist typically spends \$1,000 per visit, a fact that allowed the U.S. casino industry to reach a record-high revenue of \$41.7 billion in 2018. Overall, the worldwide gambling industry has experienced positive, sustained growth over the past two decades, with continued success expected over the next five years. The United States, with more than 1,000 casinos operating within our borders, is a global leader in the gaming market, along with China. However, several state-of-the-art advancements and burgeoning trends are redefining the landscape of the industry. For example, as the next generation of young betters enters the market, slot casinos are looking to update their machines so that they are more skill-based. Traditional slot machines may not be enough to hold the interest of young gamers, so reimagining the slot experience to be more dynamic will go a long way in keeping these patrons entertained and interested.

In addition, the past five years have seen a massive increase in female gamers, who now comprise approximately 40% of the market. This is especially true in online gaming, where the number of female gamblers is not only sizable, but also escalating at a rate that is greater than the growth of male consumers.

Online betting in general is on an upswing. The rise in mobile gaming can be partly attributed to the medium's lack of *barriers to entry*, with more than two-fifths of the global population owns a smartphone and can easily access online gaming platforms, especially those that are free to download. The convenience of being able to access gaming facilities from home has proven extremely successful, as has the ability to bet with digital cryptocurrencies, such as Bitcoin. However, while virtual gaming becomes more popular, there is still a prominent demand for the ambience and real-life experience of a physical casino and a *live dealer*. In the near future, several online

platforms will be incorporating Virtual and Augmented Reality into their services so that gamers can have that authentic experience from the comfort of their own home.

Sports Tourism:

Defined as the act of traveling to either partake in or watch a sporting event, sports tourism is a strong niche market. In addition, major sports events have the ability to bolster a community's public image. According the World Financial Review, hosting a notable sporting event can improve the image of, and opportunities available in the host destination. Foxborough already benefits from Gillette Stadium and The New England Patriots/New England Revolution, and stands to benefit even more if it secures a role in the 2026 World Cup. Co-hosting the World Cup would also guarantee Foxborough and the surrounding area an economic windfall as well. The World Cup Study conducted by The Boston Consulting Group (BCG) in 2018 for United States Soccer Federation details the anticipated impact of World Cup 2026 on the North American economy to be \$5 billion, with individual host cities seeing approximately \$160 - \$620 million in incremental economic activity. The variation in impact among host cities in Canada, Mexico and the United States is the result of differences in the number of matches hosted, venue capacity, current levels of tourism, cost of living, city population and geographic size. Beyond this economic impact, hosting matches would bring significant, longer term economic benefits, such as profiting from global media exposure and boosting long-term tourism by raising the profile of host cities.

Gillette Stadium draws large audiences, hosting over half a million fans every year for NFL home games, at an average of 65,878 people per game. In 2019, home games for Major League Soccer team the New England Revolution brought in an additional 284,535 spectators to Foxborough. Capitalizing on the attention surrounding sporting events and converting daytime sports visitors into overnight restaurant and lodging patrons could exponentially increase tourism and perception in the region.

<u>Generational Trends:</u> Travel and saving money for travelling is something that is important to all generations, but there are differences across these generations when it comes to their traveling tendencies. A recent Expedia study found that 57% of Americans are currently saving money for travel, and that this percentage is even higher among *Millennials* (ages 25 – 39) coming in at 65%.

In addition, travelers determine the destinations for their travel in a variety of ways, largely depending on the age of the traveler. For example, when choosing their next destination, individuals in *Generation Z* (age 24 and under) are over three times more likely to consider the opinions of their friends and relatives via social media than *Baby Boomers* (ages 55 - 75). At the same time, *Baby Boomers* are much more likely to use offline media sources (such as TV or printed newspapers) than those in *Generation Z* to determine their next journey.

While there are differences in generational specific travel trends, there are some trends that are relatively consistent across generations. One is that all generations of Americans are placing more value on experiences as opposed to specific products or things, with 74% of Americans feeling this way.

Experiential Travel: An added emphasis on experiences over products is increasingly important to all generations of travelers, but is especially important to Millennials and Generation Z. According to Medium, 67% of travelers would rather spend more money on activities or a unique travel experience than on nicer lodging accommodations. According to Smarter Travel, an additional 70% think that trips involving new experiences are more important than simply seeing all of the sights. For some, this involves getting off the beaten path and trying to connect with local populations, but for others it means taking part in more activities while at their destination. A national study found that Gen Z value adventure experiences and trying new things whereas Baby Boomers view sightseeing and touring the city most important.

<u>Social Media & Technology:</u> According to the World Economic Forum, in 2018 Baby Boomers spent a little over an hour every day on various social media accounts. In comparison, Gen X used social media for almost 2 hours daily, Millennials averaged two and a half hours, and Gen Z browsed social media for nearly 3 hours. On average, across all consumer demographics, there is a two-hour block of time spent on social media, during which users can be exposed to content that promotes tourism to Foxborough, Plainville and Wrentham.

Adobe's 2019 State of Travel report found that more than one-third of travelers age 18-24 use social media to find their hotel accommodations. Pinterest, as well, claims that 76% of users who viewed travel-related content made a purchase shortly after. Other crowd-sourced review sites, such as Yelp or TripAdvisor, have an immense impact on tourism as well. In 2018, the reviews and recommendations posted on TripAdvisor influenced over 433 million trips worldwide, resulting in a \$546 billion global impact.

Videos are also an important tool. According to Hyperfine, video in an email leads to a 200% increase in click through rates, and including a video on a landing page increases conversion by 80%. Invisia states that 90% of users say that watching a video is a helpful step in their decision process. These statistics refer to the more traditional forms of video, but several social media sites now offer live streaming video features to reach viewers in the moment. These include Facebook Live, Periscope, YouTube Connect, and Instagram Live stories.

Given that many travel decisions are made by recommendations and suggestions on social media platforms, it is imperative that the region have Facebook, Twitter and Instagram accounts that are active, engaging and encourage people to visit. Eventually Pinterest could be added to the marketing channels as this is an effective place to post suggested itineraries, themed travel ideas and other content that appeals to different groups of travelers. Once a video library is created, YouTube can also be introduced into the mix, and events in Foxborough, Plainville and Wrentham should have SnapChat geo-tag filters.

As Millennials come into their prime spending years, they are prioritizing the purchase of memorable life-affirming experiences over the acquisition of material possessions, and indications are that the younger Gen-Z will follow-suit. They are using Instagram as a photo album, sharing their experiences with their friends. According to Icons Research Study, 39% of global luxury travelers plan to invest more energy into social media when traveling during the coming year, with 55% saying that they believe capturing content while traveling enhances their ability to enjoy a meaningful experience. Today's social media user wants easy to consume content.

Instagram stories boasts 500 million daily users and Snapchat has 190 million daily users. Business use of these platforms are also increasing with 64% of marketers using

it or planning to do so in the next 12 months. In addition, Pinterest, a planning platform with 75% of users seeking a new product or idea, is becoming more of a search engine. People are turning to Pinterest to help with decision on how to spend their money on vacations, recipes, renovations and more and 80% of daily users are women.

In addition to the strong influence of social media on travel, Booking.com predicts that more and more travelers will allow technology to make travel decisions for them. Such tech will include smartphone applications that enable users to book, arrange, and plan activities for their trip in one consolidated interface, all while on the go. Almost half (46%) of global travelers' state they will use an app that makes it fast and easy to explore and book activities in real time while traveling, and a similar number (44%) plan to use an app that allows them to pre-plan activities, so they always have the answers in one place. Meeting that demand, it is anticipated that there will be more applications of artificial Intelligence offering tailored suggestions of destinations to visit, places to stay and things to do based on a traveler's current preferences, previous trips and key contextual factors such as weather and popularity.

While an impressive 53% of business travelers have used their smartphones to book travel arrangements, only 31% of leisure travelers have done the same. According to a Google study, 94% of travelers alternate between their mobile and desktop devices when researching or booking a trip, with 46% explicitly stating that they come to a decision on their mobile device, but make the actual transaction on a secondary device.

Augmented Reality: The future success of mobile booking will likely depend on the use of Augmented Reality in marketing. In Augmented Reality (AR), digital content is overlaid on top of the view seen through one's smartphone camera lens. The result is an entirely new *reality* that enhances the viewers experience and knowledge. One common form of AR technology that smartphone users are already familiar with include Snapchat filters, the popular mobile game Pokémon Go, and Amazon's *View in Your Room* feature, which allows buyers to preview how a product will look in their home. While AR has only recently been introduced into the digital landscape, the market is forecasted to expand from \$6 billion to \$198 billion over the next five years.

As AR becomes more prominent, smartphone owners will look to use this convenient technology to make and execute their travel plans. A survey of 1,000 Americans by

Opera Mediaworks found that 66% of tourists use their smartphones to research their travel itinerary. Augmented reality can become a key step in that information-gathering and decision-making process. For instance, travel planning apps such as ARvis give users an AR view inside any airline flight, allowing them to see and try out the size of their prospective seats and overhead luggage space.

AR also helps travelers as they embark on their unique journeys. With apps like Google Translate, travelers can scan a foreign phrase with their phone's camera to automatically translate it. Traditional guidebooks are also being outpaced by digital AR travel guides. With these applications, users can simply point their camera at a city street, and digital markers will pop up onscreen to highlight points of interest, such as restaurants, boutiques, or a perfect photo opportunity. This allows visitors to not only curate an itinerary on the go, but to venture off the beaten path with confidence. In museums, AR apps serve as tour guides, offering visitors information about exhibits, or using visuals to bring dioramas to life. At heritage sites, AR technology can show users what their current environment looked like in ancient times, or after a historic battle. AR is unique in that its goal is not to replace or mask a traveler's surroundings, but to instead build upon them to enhance the user's adventure.

<u>Cultural & Heritage Travel:</u> Similar to the millennial mentality of valuing experiences over products, visitors are looking to experience more cultural and heritage aspects of their destinations. According to the Huffington Post, 78% of millennials said that they wanted to learn something new while they are on the road, and just under half said that they would select a certain destination in order to experience cultural/heritage aspects. The same survey found that millennials are twice as likely to seek out an experience where they can explore a new culture to find an experience centered on partying or shopping.

Soft Adventure & Micro Trips: Recent years have also seen an increase in soft adventure tourism, or low-risk outdoor recreation that requires minimal prior experience. In addition to being highly cost-effective, this area of tourism is suitable for nearly all ages and skill sets, which makes it perfect for traveling families or multi-generational groups. Soft adventure activities can include nature walks, hiking, wildlife watching, camping and more. The easy accessibility and minimal planning involved in soft adventure trips makes them a popular choice for another trend: Micro Trips. Mostly

popular among millennials, Micro Trips are brief weekend, overnight, or day trips that offer maximum experience for little cost, luggage space, and used-up vacation time. One of the most commonly taken Micro Trip is a casual, soft adventure foray into nature to temporarily escape the rigors of everyday life. These micro and soft adventures do not strive to be like traditional large-scale, rugged camping trips, but rather like casual, brief tours of nature.

<u>Foodie Tourism:</u> Food can be a big motivator and catalyst for travel. According to the WYSE Travel Confederation, 37% of travelers have a tendency to splurge on food and drink experiences. Moreover, the World Food Travel Association claims that 7 out of 10 travelers pick their destination based on that area's culinary offerings. The modern generation especially loves unique, trendy, and well-crafted food, whether they're posting a photo of their meal on Instagram or tracking their favorite food truck on Twitter.

<u>Business Travel Market:</u> The June 15 MMGY Global Intelligence Travel Intentions Survey found that 40% of those who took a business trip in the past 12 months now say they will do so again in the next six months, and a poll taken earlier this month by Global Business Travel Association showed that 60% of their members will resume domestic business travel by September of this year, and 45% will resume international travel by the start of 2021.

Business Leisure (*Bleisure*) Travel: Business leisure travel (or *Bleisure*), is a rising trend in the travel industry. According to Avis Car Rental, 87% of business travelers are likely to mix business and leisure on the same trip. This can consist of adding on a few days to a business trip or bringing the family along on a business trip and spending time with them in between meetings. The distinction between business and leisure is blurry, as individuals continue to mix the two. This type of travel is not as popular among those in the older generations, who tend to disconnect from work while they are on vacation. This concept is more popular among Millennials, with 53% reporting that they have mixed business with pleasure in the past and that 46% plan to do it again in the future. It is anticipated that once travel resumes, bleisure trips will increase as a result of the pandemic.

Meetings Market: According to Convene Magazine, 62% of planners plan their meetings more than six months out and 35% held more small meetings in 2019 with growth anticipated post pandemic. Small meetings will plan more short term and they will be looking for locations that are safe and easily accessible for their attendees. While some may say that virtual meetings can now replace in-person meetings, Census Wide conducted a survey in April of consumers who had experienced both virtual and in-person meetings and 72% stated that they preferred in-person meetings and conferences, as there is no replacement to meeting with peers and making new connections.

Group Tour Market: Group travel has been and continues to be an important part of the travel sector. Group tour coordinators have increased their catering towards individual travelers, creating groups specifically for solo travelers, as well as getting rid of fees that had been applied to these travelers in the past. Experiential tours remain popular, as travelers, particularly millennials, look to engage more deeply with the cultures of the countries that they are visiting. The family traveler is a growing segment of the group tour sector. A recent AAA Travel survey found that nearly one third of all Americans are planning on taking a family vacation in 2019, a slightly higher number than the previous year. Two thirds of these travelers will take a vacation during the summer months, and just under half made plans to travel this past spring. Unfortunately, due to COVID-19, this will be one of the last travel segments to return to normalcy.

Market Analysis: Comparable Analysis

It is difficult to identify any destinations within Massachusetts that are truly comparable or vastly similar to Foxborough, Plainville, and Wrentham. While there are several Premium Outlets located throughout New England, Wrentham is home to the largest, boasting 170 stores in its outdoor mall. Its impressive size and wide array of ships are the reason why so many international visitors staying in Boston opt to take a day trip. Foxborough has an advantage over Fenway Park and TD Garden in Boston, because neither of these venues have their own equally-popular retail, dining, and entertainment center. And while Plainville is within driving distance of several major casinos, including Foxwoods, Mohegan Sun, MGM Springfield, and Encore Boston Harbor, Plainridge Park Casino is the only one located within 7 miles of two other major regional destinations.

However, it is no longer enough for a visitor attraction to simply exist. Instead, competitive destinations need to proactively ensure their target market segments have easy access to visitor information, and that this information is presented in an engaging and straightforward format. For most destinations, this means having a consistently updated visitor website that is highly visual, interactive and filled with different ideas, itineraries and experiences for all types of visitors.

While all of the destinations listed below serve as overall competition, some places are perceived as more desirable than others by different segments, i.e. retail tourists, entertainment seekers, and day trippers. Understanding these segments is very important.

Retail visitors can range from families and groups to independent travelers, both domestic and international. These are not just tourists stopping to buy a souvenir: these are people so compelled by what a retail location offers, that they are willing to travel a considerable distance and dedicate a significant portion of their trip to shopping. Unlike sight-seeing travelers, retail visitors are less regimented and more flexible in their plans. They can be drawn into an unfamiliar shop simply by its storefront or bustling customer activity. For a retail visitor, half of the fun is in the journey, whether they're window-shopping, discovering new things, or leisurely browsing through merchandise. These visitors are also looking for an all-encompassing, enjoyable experience. A positive atmosphere and convenient amenities will go a long way with them, but a range of dining and entertainment options will guarantee that they visit regularly.

An entertainment seeker is a traveler who visits a destination for a unique and enjoyable event, establishment, or experience. These attractions can include a concert, sports game, night club, festival, cultural event, or casino facility. Some entertainment seekers are looking to better understand a destination's culture through its food, music, art, and public celebrations, while others are simply focused on their specific reason for visiting. Because so many entertainment sectors operate in the evening, these visitors are more likely to stay overnight than day trippers or local retail tourists.

Day trippers are visitors who live within an hour drive (50 miles) of a destination. They want a day away from the ordinary, but not a huge investment in time or cost. The key to their trip is that the destination has multiple points of interest for all parties.

While destinations in the Northeast region and beyond present competition for the region, the following review has been limited to areas that, through careful research, have been selected based on their similar target markets, strong visitor numbers, and exceptional tourism marketing efforts, particularly in the digital landscape.

Salem, Massachusetts: https://www.salem.com
Destination Salem, the official tourism organization of Salem, Massachusetts, uses an entirely separate and independent web domain from the City. Salem.com is the website for The City of Salem, while Destination Salem uses Salem.org. The City site does have an Experience Salem page that links to Destination Salem, HauntedHappenings.org, and various other nearby visitor attractions. Though Destination Salem's site is more aesthetically pleasing, the two websites share similar blue-toned color schemes, and both use the same logo and slogan created by Destination Salem, Salem: Still Making History.

Destination Salem's website is visually compelling, with many images, unique fonts, fun animated icons, and a teal and white color scheme. The minimal text on the homepage makes it incredibly easy for visitors to navigate its four sections: *Make Your Own Magic, Find What Fits Your Stay, What's going on this month*, and *Find Out What's Happening*.

The *Make Your Own Magic* section is a collection of icons that represent a specific type of traveler, such as *history buff* or *foodie*. Web users can click on whichever icon they feel most applies to them to get tailored recommendations based on their interests. They also have the option to save specific activities to an itinerary. The full range of categories represented in this section are: foodie, engaged, modern witch, literature nut, shopper, maritime fan, history buff, family, art appreciator, LGBTQ+, student/teacher, beer/wine lover, group leader, and Halloween enthusiast. The *Find What Fits Your Stay* section is more straightforward, with links for: history, shops, tours, dining, weddings, modern witch, art and outdoors. Upcoming events are listed

under What's going on this month, and Find Out What's Happening links to Salem's Instagram, blog, and an article on 10 Free Things to Do in Salem.

At the top of Destination Salem's website is a navigation menu with six tabs: *Free Guide*, *Do*, *Eat*, *Stay*, *Learn* and *Plan*. The *Free Guide* page requires patrons to submit their email, name, and zip-code in exchange for a free download of the Salem Visitor's Guide and Downtown Walking Map. The 63-page guide contains local business ads and information regarding Visitor & Travel Information, Calendar of Events, Accommodations, Activities, Shopping, Wedding & Special Events, and Directions and Parking. The walking map notates points of interest such as accommodations, museums & attractions, trolley & walking tours, harbor tours, psychics, cinema & theatre, restaurants & bars, delis, pizza & sandwiches, brewery, sweets & treats, gifts & souvenirs, clothing, witch & occult shops, wedding & special events, transportation, and education/spiritual growth.

The *Eat* and *Stay* tabs both lead to pages containing directories of local restaurants or lodgings, respectively. Users can sort the Eat directory by breakfast, lunch, dinner, drinks, or dessert, and the Stay directory by hotels, motels, inns, camping, or regional. The *Do* tab is a drop-down menu with the following sub-categories: events calendar, museums and attractions, tours, psychics, entertainment, shop, outdoors, education and spiritual growth, festivals, 10 free things. Under the Learn tab is a submenu reading: Salem's History, Salem Witch Trials, Notable Locals, Tours, Blog, FAQs. The Plan tab also has a drop-down menu with categories for: Itinerary, Map of Salem, Free Guide, Parking Map and Directions, Public Transportation, Seasonal Hours, Group Tour, LGBTQ, Weddings and Special Events, and Marijuana Guidelines.

Salem also has a website dedicated entirely to visitor information on the city's Halloween and autumnal festivities (hauntedhappenings.org). This website's homepage offers information on accommodations, dining, events, family fun, transportation, and a link to Haunted Happening's official Instagram page. The navigation menu at the top has tabs for *Free Guide*, *Blog*, *Contact*, and *Event Calendar*. The menu on the right side of the homepage contains links to *Things to*

Do, Places to Eat, Places to Shop, Places to Stay, Facts & Fun, Free Guide, Maps & Info, and Plan & Share.

Similar to the Destination Salem guide, visitors can give their email, name, and address to receive a free download of the Haunted Happenings guidebook. This guidebook is 80 pages and its contents include: Welcome to Salem, Calendar, Do, Eat, Shop, Stay, Getting Here, Visitor Information, and Acknowledgements.

The Haunted Happenings Magazine offers additional information on Halloween-specific excursions in Salem. The menu at the top of the homepage contains the sections: Home, What to do?, Directions, Advertise, Other, and Calendar. Quick links to Sites & Attractions, Walking Tours, Psychic Fairs, and Trolley & Boat Tours can be found on the homepage as well. Site visitors can also click on the links to join the magazine's mailing list, visit their Instagram profile, and plan their visit and travel arrangements.

Plymouth, Massachusetts: https://www.plymouth-ma/gov;

https://www.seeplymouth.com

Like Salem, Plymouth, Massachusetts has separate websites for the Town and for its tourism organization, Destination Plymouth.

The Town website does contain some information for visitors, which can be found on the *Discover Plymouth* page. That page contains links to the *Chamber of Commerce*, *Destination Plymouth*, *E-Subscribe*, *Events Calendar*, *Live Government Access TV*, *Memorial Hall*, *PACTV*, and *The Plymouth Bay Cultural District*.

The majority of Plymouth's tourism information can be found on the website for Destination Plymouth, *SeePlymouth.com*. This website is more visual than the Town website, though it adheres to a similar color scheme of blue and white. The homepage is full of content, from a rotating gallery of photos, to a section titled *Where Will Your Visit Begin?*, which features a written introduction to the town and several video highlight reels. There is also a list of *Upcoming Events* and a text box announcing the upcoming 400th anniversary of the Mayflower voyage. Destination Plymouth also has several sponsored, clickable ads for "featured partners" and local

attractions such as the Fuller Craft Museum, Pilgrim Hall Museum, and A.D. Makepeace Company. At the bottom of the homepage are quick links to *Business Services*, *Lodging Specials*, and *Plymouth County*.

At the top of Destination Plymouth's website, the navigation bar has the following options: Visitor Info, Things to Do, Lodging, Dining, Shopping, Group Info, and Weddings. Under Visitor Info, visitors have nine different options: visit our information centers, get your travel guide, how to get around, where to park, travel tips, take a virtual tour, history & fun facts, businesses and services, and Plymouth 400.

Prospective visitors can also download a free map, planner, or dining, shopping & activities guide from the website simply by inputting their email and postal code. The guide contains a calendar of events, as well as information on historical points of interest, free things to do, maps, concerts, the local arts, beaches & parks, shopping and dining. The contents of the Plymouth County Vacation Planner are as follows: Welcome to Plymouth County, The Story of Plymouth Rock, Plymouth County Map, Day Trip: The Cape and Islands, Getting Around the County, Day Trip: Southeastern MA, Plan Your Stay/Plan Your Wedding, Calendar of Events, and Partner Directory/Index.

Clicking on the *Things to Do* tab will bring the user to a series of categories; clicking on one of these categories will bring the user to a list of businesses or activities in that selected genre. The categories include: beer/wine/spirits, farms & farmers' markets, Plymouth bay cultural district, seasonal activities & events, history, museums & monuments, cranberry growing & harvesting, golf & sports, art, theatre & music, outdoor adventure, science & nature, wellness & spas, tours, beaches, parks, and gardens and special interests. The *Lodging* tab is set up in a similar fashion, with the user having to choose from six categories of lodgings in order to learn more. These categories are: hotels and motels, bed and breakfasts, campgrounds, guest houses & rentals, marinas, and lodging specials. The *Dining* tab offers many options as well, including: bakeries & dessert, bars & pubs, beer, wine & spirits, casual dining, culinary tours & tastings, fine dining, markets, waterfront & water view dining, catering and lodging specials. The *Shopping* tab houses a directory of Plymouth's boutiques, spa's, and small businesses. The *Group Info* tab has a plethora of quick links for traveling groups, including group-friendly festivals and events, group-friendly

lodging, sample itineraries & profile sheets, group-friendly dining, group-friendly attractions, performance venues, guided group tours & step-on guides, transportation & receptive services, and what's new in 2019. The *Wedding* tab has information for couples regarding wedding venues, transportation, photographers, planners, caterers, and food service in Plymouth.

• Franklin, Massachusetts: https://www.franklinculture.org

Salem and Plymouth are both unique case studies in that they each have a separate tourism website dedicated entirely to their individual city. However,

Franklinculture.org is even *more* unprecedented, because it's a tourism website for a specific *neighborhood* – The Franklin Cultural District. There are 50 areas within Massachusetts that have been officially designated *cultural districts* by the Massachusetts Cultural Council. This designation is given to pedestrian-friendly communities that possess a wealth of programs and businesses in the arts and humanities. In the case of downtown Franklin, the area boasts America's first public library, as well as the Franklin Historical Museum, Dean College School of the Arts, a multitude of retail and culinary options, and over 25 performing, visual arts and dance studios and associations.

In the top left corner of the website is the neighborhood's logo – a multi-colored splash of paint with the words *Franklin Cultural District* embossed over it. The logo uses unassuming, standard font, except for the word cultural, which is written in loose, cursive penmanship. This cursive font is also used throughout the website to highlight certain phrases and headings. To further echo the artsy theme, many of the site's textboxes, headers and footers have edges that are rough and uneven, like they were drawn by a paintbrush. To balance out these creative design elements, the website adheres to a minimal color scheme, relying heavily on a white background, dark blue footer, and a light blue header.

Like many modern tourism websites, the Franklin homepage features a rotating photo gallery at the top of the screen with images taken from around town. The images are not hyperlinked, and are all accompanied by the same cursive phrase: Arts Happen Here. Directly below this picture gallery is a bar that says Featured Events, with several recent happenings posted. There is a button directly below this

section that one can click on if they wish to See All Events. Following this is a quick links section deigned to give visitors a preview of the website's contents, prompting them to explore further. This section bears the statement: Enriching. Creative. Innovative. Welcoming. This is Franklin's Cultural District. Underneath this heading are three columns, each of which are dedicated to one of the main sections of the website (Things to Do, Dine & Shop and Learn). These same sections can also be accessed from the navigation menu at the top of the page. Each column boasts a unique picture; descriptive, intriguing copy; and a button visitors can click on to read more. Following this is a more detailed *Upcoming Events* section, which is essentially a Google Calendar embedded into the website. This is useful for anyone with a Gmail account - by simply clicking on an event it can be added to a personal Gmail calendar. There is also an option for people in the community to submit their own event to be featured on the website. The footer at the bottom of the page reiterates the same links given in the navigation bar, as well as the option to Subscribe to Email Alerts to learn more about upcoming events & new developments.

Users can explore the full breadth of the website via the black navigation bar at the top of the homepage. The navigation bar also contains a Website Search function and links to Franklin's social media pages. The main sections listed in the navigation menu include Things to Do, Dine & Shop, Explore, Learn and About. The Things to Do tab contains a drop down menu with the following links: Calendar, Venues & Cultural Organizations, Submit an Event, and Annual Events. The Annual Events section is a great asset, as large, signature town events often draw tourists from the surrounding region. The Venues webpage lists local businesses in a standard directory format, with a description given for each establishment, along with their contact information and a link to their website. This same format is also used throughout the website when multiple businesses are listed, including under the Dine & Shop tab, which allows visitors to explore Shopping, Restaurants or the Franklin Farmers' Market. The Explore tab contains links for Hotels, Getting Here, Houses of Worship, News, and Directory & Map. The latter brings visitors to a PDF map of the Franklin Cultural District, marked with various points of interest. The *Learn* tab highlights the areas prominent educational facilities, including: Dean College, Lifelong Learning Institute, Franklin Public Schools, Franklin Public Library, and Arts

Learning. The last tab, About, provides more technical information such as: About the Franklin Cultural District, Partners, Benefits of the Franklin Cultural District, Become a Partner, News, Volunteers, Directory & Map, Newsletter, Contact, Franklin Economic Development (which links to the main franklinma.gov municipal website), and Partner Login. Overall, franklinculture.org does positions the town as a lively hub of creativity, entertainment, artisanal goods, and rich experiences, where there is never a shortage of things to see or do.

Finger Lakes Region, New York: https://www.fingerlakes.org

The New York Finger Lakes Tourism Alliance is the primary marketing body for the state's popular Finger Lakes Region. This area is most well-known for its wine production and vineyard tours; however, it boasts many other historical and outdoor attractions that are suitable for all ages.

The website is beautifully laid out and easy to decipher, with large font and sufficient spacing provided between each section, picture and block of text. A primarily white, dark blue, and light blue color scheme is used, which lends a tranquil and inviting atmosphere to the website. The Tourism Alliance's logo is located in the top left corner, embellished with text noting the group's current 100th Anniversary. The homepage features several, well-designed buttons visitors can use to plan their trip. Directly below the website header is a section titled *Book Your Stay*. This feature allows the user to enter their prospective check-in/check-out dates, along with their desired lodging type. When the user clicks Book Now, they'll be transported to a list of local lodgings that have openings available on the dates they selected. Below this section is a brief explanation of the entire Finger Lakes region that highlights some of its main selling points, including the waterfalls of Watkins Glen State Park and the region's award-winning wineries. A second interactive button allows users to Begin Their Journey by choosing an activity such as shopping or dining and choosing to sort results by region, city, or county. The website then produces a list that matches the user's criteria, with the destinations clearly marked on an embedded Google Map and a description for each point of interest.

The homepage also boasts an interactive map of the region and its counties. When users click on a county, they are taken to the specific webpage for that area. The

Events in the Finger Lakes section on the homepage shows upcoming festivals, happy hours, live music, theatre shows, and more. The final section on the homepage is Finger Lakes News, which displays the most recent tourism developments, followed by a footer at the bottom with links to their various social media pages. A pop-up at the bottom of the screen invites visitors to request a free travel guide. This includes the 2020 Finger Lakes Regional Travel Guide, as well as the Finger Lakes Fishing & Hunting Guide. Both can be accessed for free online, and a print version of the travel guide can be requested for free. Travelers interested in a print copy have to provide their contact information and answer some questions about their prospective trip to the region.

The navigation bar for the website is a drop down menu concealed in the site's top banner. When clicked, the banner reveals the following tabs: 100th Anniversary, Things to Do, Lodging, Events, Explore the Region, Plan Your Trip, and a Search Bar. Clicking on the 100th Anniversary tab brings the user to a webpage about the work of the regional Tourism Alliance. Clicking on Things to Do produces a dropdown menu featuring the following activity categories: Arts & Entertainment, Attractions, Boat Cruises, Breweries, Cideries & Distilleries, Dining, Fall Activities, Family Friendly Destinations, Farms & Farmers Markets, Fun For Kids, Museums & Historical Sites, Outdoors, Shopping, Spas, Wineries, and Winter Activities. There is also an option to simply View All Things to Do. Similarly, clicking on the Lodging tab allows a visitor to choose from: Bed & Breakfasts/Inns, Hotels and Motels, Spas, Resorts & Spas, Camping, Vacation Rentals, Timeshares, Packages, or View All. The Events tab allows the ability to view events by featured or by month. Explore the Region boasts links to the Interactive Finger Lakes Map, News, Lakes, Counties, Quick Facts, Tours & Transportation, All Services, Wineries, Finger Lakes Wine Trails, and Breweries, Cideries & Distilleries. Lastly, the Plan Your Trip tab contains links to helpful Itineraries, the free Travel Guide, Tours & Transportation, Getting Here, Groups, Special Offers & Packages, and Finger Lakes Weddings.

Mystic Country, Connecticut: https://www.ctvisit.com/mystic
 CTvisit is the official website of The Connecticut Office of Tourism (COT), and the public's main source for visitor information on the entire state. Unlike Massachusetts, whose tourism districts and bureaus all have their own individual websites,

Connecticut's four unofficial, albeit widely recognized, tourism regions are all marketed on one domain. Although these four regions are not official government bodies, they are distinct areas, each with a high concentration of tourist attractions, that COT has identified as being more marketable as a group than individually. This approach is similar to our vision to create a sense of place around Foxborough, Plainville, and Wrentham, and market the three towns as one region. Of the four tourism regions covered on CTVisit, this analysis will look specifically at Mystic Country and its best practices, as it is most similar to the Foxborough area. Mystic Country is a good model to emulate because it advertises its casinos, Mohegan Sun and Foxwoods, but does so as part of a greater fabric of attractions and offerings, including family-friendly destinations.

The whole CT Visit website uses a consistent, streamlined color palette of dark blue, white, and light blue, along with some small accents in red and green. This gives the website both a nautical and a patriotic feel. In the top left corner of the website is the state's tourism logo. The site's main navigation menu has three clickable icons - *Map*, newsletter *Sign Up*, *Search* - and seven main tabs - *Ideas*, *Do*, *Stay*, *Eat*, *Events*, *Regions*, and *Seasons*. To navigate to the main Mystic Country webpage, one can select it from the drop-down menu under *Regions*.

The layout of the Mystic Country page is very similar to the rest of the CT Visit website. The navigation bar at the top of the screen is the same one found on the homepage; however, it will only take the user to attractions located in the Mystic area. For instance, visitors can browse the *Ideas* tab to see what Mystic Country boasts in terms of *Top Things to Do in CT*, *Suggested Getaways*, *Travel Deals*, *Active Adventures*, *Arts/Culture*, *Culinary Adventures*, *Family Fun*, *Historic Attractions*, *Rest/Relaxation Experiences*, and *Romantic Escapes*. The *Do* tab is a robust drop down menu that includes: *Amusement & Adventure Parks*, *Animals & Wildlife*, *Antiques/Antiques Trail*, *Beaches*, *Boating & Sailing*, *Breweries & Distilleries*, *Casino Destinations*, *Cities & Towns*, *Conferences & Meetings*, *Family Fun*, *Fishing*, *Hiking & Biking*, *History*, *In the Air*, *Museums & Art Galleries*, *Music & Concerts*, *Nature & Outdoors*, *Night Life*, *Parks & Forests*, *Pick-Your-Own*, *Shopping*, *Ski Areas*, *Spas*, *Specialty Trails*, *Sporting Events & Activities*, The *Stay* tab

shows Mystic B&Bs/Inns, Campground/RV Parks, Conferences/Meetings, Cottages/Cabins, Hotels, Marinas, Motels, Resorts/Spas, and Vacation Rentals. The Eat tab allows visitors to view options By Cuisine. Clicking on the Events tab shows a general Calendar of Upcoming Events in CT and a list of Things To Do This Weekend, and the Seasons tab gives users the option to see only Mystic offerings available during a specific time of year.

The Mystic Country webpage uses a very visual format with photographs showing impressive action shots and intriguing settings. Directly under Mystic's navigation menu is a huge gallery of rotating photos and looping videos, highlighting some of the area's most well-known destinations, like Mystic Aquarium and Foxwoods Resort Casino. Below the gallery is a brief, three-line description of Mystic Country, followed by another photo grid of regional attractions. A mini-navigation bar above the grid lets users view different attractions based on their genre, with the options being Highlights, Active Adventure, Rest/Relaxation, Arts/Culture, Family Fun, and History. For example, if a user chooses Family Fun, a photo grid will pop up showing beaches, adventure parks, and other all-ages activities. Clicking the See All button at the bottom of any one of the photo grids will take the user to a more in-depth page on that topic, where they can view further *Ideas*, *Attractions*, and detailed *Getaway* itineraries. Each page also breaks down its genre into specialized categories that visitors can browse; for instance, visitors interested in History can choose from activities By Land or By Sea, while Arts & Culture enthusiasts can choose from Authors or Artists. One of Mystic Country's standout features is the Suggested Getaways option under the Ideas tab. This feature asks visitors what genres they're interested in and which season they plan to visit, and will produce a list of curated itineraries that match their preferences. These detailed itineraries list related attractions, local dining options, and trip duration, and can range from a Gilmore Girls walking tour to Whaling History. Overall, the Mystic Country webpage showcases a wide array of things to do in the greater Mystic region. It gives many itineraries for various types and sub-types of travelers, and provides enough detailed information that a prospective visitor doesn't have to go to great lengths to further research and plan their trip.

The destinations, above, have been listed for their strong digital presence, regional marketing approach and their understanding of what the visitor is looking for when planning a trip. Foxborough, Plainville and Wrentham all have municipal websites, but none focus on the visitor experience.

Foxborough, Massachusetts: http://foxboroughma.gov; http://www.foxbororec.com/info/default.aspx

On the Town of Foxborough website, there is an option to sign up for town newsletters, but these are for town-related updates, such as meeting minutes from the Board of Health. Besides the *Town Calendars* tab (which contains links to the Boyden Library calendar and Town Recreation calendar), the Parks & Recreation website (foxbororec.com), which is linked on the Recreation Department page of the town's main site offers some visitor information. The Parks & Rec site is primarily a source for program and registration information regarding community sports, group activities, and venue rentals. An account must be made to register for these offerings and view certain materials. Overall, their focus is more on community sports/activities, and it does not provide much visitor-friendly information regarding trails, hikes, and general use of outdoor spaces.

Plainville, Massachusetts: https://www.plainville.ma.us/

Like Foxborough, the online information provided by the town's Parks & Recreation Department page focuses primarily on after school sports and community sport leagues. There are hiking and trail maps located on the Open Space & Recreation Committee's page, though this location isn't easy for visitors to find.

• Wrentham, Massachusetts: http://wrentham.ma.us

The Parks & Recreation section mainly focuses on community sports, but also has pages dedicated to items with wider appeal, like *Concerts on the Common* and Sweatt Beach. Wrentham's website also has a page for its Cultural Council, which provides information on local Events & Exhibits and the annual Arts on the Common festival.

Strengths, Weaknesses, Opportunities & Threats

The region is well positioned geographically, as well as offers a wide variety of activities to partake in for diverse audiences. From Arts & Culture, Sports, Live Entertainment, Shopping, dining, indoor & outdoor recreation and more Foxborough, Plainville & Wrentham offer something for everyone. There is a good supply of overnight accommodation with additional hotels in various development stages.

There are opportunities to promote the diversity of the region, leverage existing audiences and activities and drive new business to the three towns.

The main obstacle standing in the way of success is traffic from the Boston market at certain times of day, as well as lack transportation within the region for people wanting to leave their cars and/or travelers without cars looking to travel between venues and the downtowns. One weakness is the limited shops and restaurants in the downtowns, although this can be viewed as an opportunity as well. If more visitors travel to the region, there will be more people to support the various businesses.

Recommendations:

Given the fact that many of these comparable destinations to have extensive visitor websites that provide detailed information for travelers to explore the destination and to plan their trip, it is important that the Towns of Foxborough, Plainville, and Wrentham develop a cohesive website that is attractive to visitors and provides useful information in a way that they want to view it. The site must *sell* the regional experience and entice visitors. The website should spotlight all of the region's many dining, retail, entertainment, and lodging options, as well as its historic, cultural, and recreational treasures. It should include itineraries and suggestions tailored to different types of travelers, broadening the town's appeal to a wider audience. It should also include an up-to-date calendar of events. Without a fully functional, user-friendly visitor website, the region's marketing and promotion will not be as effective as it could be.

The region is well known for the three major attractions, but they offer so much more for visitors. When visitors *discover* Foxborough, Plainville, and Wrentham, they are amazed at the variety of offerings they find. Given the competition for travelers, it's important to

have a strong brand that represents *all* of the region's many assets, and educates and compels visitors to experience the town for themselves.

In response to new social media platforms and ever-changing technology, new ways to differentiate the three towns and effectively communicate their strengths and assets must continue to happen. The visitor doesn't know where one town ends and the next begins, so promoting the three towns and the surrounding communities together will provide for a better visitor experience.

In the digital age, it is vital that a town has a detailed, eye-catching, and intuitive visitor website in its marketing arsenal. This need is even more pressing as none of the towns have a physical visitor center; it is crucial that the regional website, smartphone applications, and social media provide prospective visitors with all the information they need to know. This online presence should be separate from any existing municipal websites, and should do more than merely list points of interest in the area.

The new visitor website should also have a link to sign up for a monthly e-newsletter that promotes upcoming events, local businesses, interesting characters, and hidden gems in the area. In this way, a database could be built of interested consumers to target for future promotions. In addition, the information could also be used for an annual visitor survey. In order to learn more about current visitors, a consumer survey has been drafted. This survey can be used in the future to form a baseline to track results against and develop programs to address need periods.

A comprehensive social media plan should also be integrated into the marketing activities. The social media efforts should be engaging and drive viewers to seek more information on Foxborough, Plainville, and Wrentham. Of all of the comparable destinations, Salem has the best social media presence and should be used as a model. Despite the absence of a visitor's center, a printed collateral piece should be created to distribute at various other travel information centers throughout Massachusetts as well as at tradeshows and to group tour and meeting planner audiences.

In addition, a transportation plan is needed in order to make it easy for visitors to travel throughout the region. Expanding GATRA, developing a public private on-demand ride

share partnership, and/or seeking a workforce transportation program grant should be explored in order to address this need.

Most importantly, a dedicated tourism position (staff or outsourced) should be created in order to ensure marketing efforts are maximized and the greatest ROI is generated from these efforts.

III. Strategies & Tactics

In order to develop this Regional Destination Marketing Strategic Plan, research has been implemented, results have been analyzed, and there has been a focus made to understand trends in the industry that may influence visitation to Foxborough, Plainville and Wrentham. Existing and upcoming consumer needs, as well as competitive environment, have been taken into consideration. The strategies and tactics outlined in the plan have been designed to emphasize the region's attractions, dining, shopping, recreation and cultural opportunities, as well as its proximity to Boston. Consumers continue to seek local experiences and unique opportunities. As a result, strategies have been designed to create awareness for Foxborough, Plainville and Wrentham showcasing these vibrant communities with unique stories. Tactics have been developed that allow for the region to remain flexible while maintaining the ability to make directional decisions quickly if the environment and circumstances change.

Goals:

This Regional Destination Marketing Strategic plan is designed to increase local, regional, national and international awareness about Foxborough, Plainville, and Wrentham. This will be achieved by completing the following goals:

- Generate increased economic activity through the effective marketing of the region as a leisure, group tour and meeting destination
- Attract leisure business to not only visit, but stay in the region
- Convert one-day travelers into multi-day travelers to further contribute to the local economy
- Provide recommendations to increase or expand access to transportation to or between attraction sites
- Develop Tourism Management Infrastructure
- Improve communication and collaboration among businesses and public sector within the region
- Communicate to Foxborough, Plainville & Wrentham residents about the benefits of the tourism efforts of the region
- Obtain baseline data and use tracking procedures to measure the performance of marketing efforts

Strategic Priorities:

In order to achieve the goals outlined above, strategic priorities have been established to

focus on throughout the plan's execution:

• Promote and sell the region's assets, programs, attractions and services

• Grow community engagement and local collaboration

• Create communications strategies based on market research and results

Seek out media relations opportunities and foster connections

Develop story ideas/tailored itineraries that will interest a wide array of visitors

Establish consistent social media presence that echoes tourism marketing efforts

• Create an online visitor website for the region

Increase partnership and financial support to expand marketing effort

This plan has been designed to target five audiences:

• Leisure Visitor Market – Domestic

Leisure Visitor Market – International

Group Tour Market

Meetings & Events

Local community

In order to most effectively market to these audiences, this plan has been broken down

into five phases. In the initial phases, the infrastructure will be put into place for an

effective tourism marketing effort. In the later phases, communications and sales efforts

will be included.

Phase I:

Timing: February 20 – June 30, 2020

Creation of Regional Destination Marketing & Strategic Plan

Creation of inventory of businesses in three towns and surrounding communities.

Phase II:

Timing: July 1 – December 31, 2020

Creation of materials needed for collaborative efforts:

• Develop a visitor-friendly website for the region

44

- Begin outreach to community and stakeholders for information to be able to create content for website and promote to visitors
- Develop funding sources to support tourism marketing efforts

Phase III:

Timing: January 1, 2021 - June 30, 2021

- Create brand identity
- Establish tourism marketing office
- Create partnerships and collaborative efforts with area businesses
- Establish a communications plan to gather and distribute information among:
 - Stakeholders, fostering more collaboration
 - Residents, educating the on the value of tourism efforts and encouraging them to become ambassadors
- Develop beautification program to tie towns together
- Create integrated and engaging social media presence
- Introduce surveys and measurement tools

Phase IV:

Timing: July 1, 2021 – December 31, 2021

- Expand upon existing communications plan and target media, tour operators, meeting professionals and other buyers of information to ensure that they are informed of all that is happening in Foxborough, Plainville & Wrentham
- Produce a collateral piece that can be used for phone/email/web fulfillment, at tradeshows and through distribution with CTM or other distribution sources.
- Participate in advertising opportunities where appropriate
- Establish digital footprint on travel sites
- Begin to target meeting professionals

Phase V:

Timing: January 1, 2022 – beyond

- Expand targeting meeting professionals
- Begin to target group tour planners
- Expand advertising efforts

Phase I: February 20 - June 30, 2020

With the writing of this Regional Destination Marketing & Strategic Plan and development of inventory of the three towns and surrounding communities, Phase I is complete.

Phase II: *July 1 – December 31, 2020*

Communications plays an important role in the marketing the region to visitors. In order to increase awareness, an integrated communications campaign that enhances the regions image, promotes the regions assets and positions the region as a great place to visit, should be implemented. Initially, communications efforts should focus on the development of a visitor-friendly website for the region, as well as the creation of content for the website and for promotion to visitors. In addition, in Phase II, funding sources will be explored.

Website:

It is important to have a dedicated regional website for visitors that is also mobile friendly. The flexibility of a website makes it an ideal outlet for communicating messaging. All promotions will drive people to the site for more information. In this way, the success of programs will be able to be measured through analytics.

The website needs to be appealing to visitors and provide useful information in a way that they want to view it. It should be clean and easy to navigate. A dedicated site allows for communicating the messaging of the region as a visitor destination. It should be updated to reflect seasonal promotions and special events. Sites such as Salem.org and VisitConcord.org should be used as a model as they are easy to navigate, outline all of the offerings available to a visitor and allows for trip planning. The site should highlight staying, shopping, dining and various recreational, historic and cultural activities. It should provide suggested itineraries and recommendations for activities that would appeal to different audiences. It should be updated regularly to reflect seasonal promotions and special events.

The objective should be to make it easier for visitors to find what they are looking for and make it easier for them to find something new that will entice them to Foxborough,

Plainville and Wrentham. Without a fully functional, user-friendly visitor website, marketing and promotions will not be effective. The development of this website should be a priority in the first year. Google Analytics should be incorporated into the website in order to benchmark advances and success of marketing and communications programs going forward.

The new website can also serve as a revenue generating opportunity for the tourism effort. Event and partner information will be available on the site in an effort to increase the number of unique visitors and increase the number of total visitors, page views and length of session per visit. Partner business who participate in co-operative advertising programs or advertise in the visitors guide or map could have an enhanced listing with a photo on the website.

Content Development:

One of the most cost effective ways to promote Foxborough, Plainville and Wrentham is through continuing to develop comprehensive content that is of interest to potential visitors. In order to expand awareness, a series of itineraries and programs and packages will be developed in collaboration with businesses in the region, as well as other partners. Topics for itineraries will be listed on the new website and promoted to the media. The itineraries could be one big overall itinerary or individual itineraries that could be combined with others depending upon the trip experience that a visitor is seeking. They could be 1, 3 or half-day itineraries and they could be seasonal, weekend or weekday specific. They would help to educate the visitor and encourage them to stay overnight as a new visitor or expanding their existing stay to include some of the following activities.

Topics for itineraries could include, but not be limited to, the following:

- Enjoy Foxborough/Plainville/Wrentham Like a Local
 - Explore shopping, dining, outdoor activities in the three towns. Take a walking tour of Foxborough on the first Saturday of the month; Arts on the Common in Wrentham; enjoy the many festivals, farmers markets and farms. Take in a show, sporting event or partake in your own gaming activity (mini-golf, go carts, disk golf).

 Explore the history of the region – learn about the Foxborough United Hat Company, or Whiting & Davis which was located in Plainville.
 Visit the Angel Tree Stone or

Shopping/By Local

- Patriot Place, Wrentham Outlets as well as small unique shops in each town
- Recreation, Soft Adventure (bike trails, hiking) & indoor adventure
 - This can be an integrated itinerary, but also broken down to highlight all of the adventure parks alone— disc golf, mini golf, go carts, Helix, Supercharged, Xtreme Craze, Winter Skate and more, including the Freedom Wind Tunnel – indoor sky diving coming to Patriot Place.
 - Promotion of overnight accommodation would include hotels but also Normandy Farms and other campgrounds.
 - All the ways to play Golf TPC, mini-golf, disc golf
- o Arts, Culture, Museums
 - Marilyn Rodman Center, Xfinity Center, Black Box Theatre, Patriots
 Hall of Fame, the new Gillette stage & performance area, Mass Music
 & Arts Society and more
- Agritourism/Conservation/Farming
 - Community Farms, Farmers Markets, Big Apple Farm, Lawtons Family Farm, Oake Knoll Farms, White Barn Farm, Cooks Valley Farm and others.
- Events (seasonally and/or by theme)
 - Founders Day, Plainville Christmas Festival, Plainville Fall Festival, Plainville Snow Moon event, Wrentham Dog Show, Patriot Place events (Winter Skate, Black Friday Weekend, Tree lighting Ceremony, Photos on the field with Santa, Patriots Training Camp, Concerts, Harvest Celebration with Ocean Spray) and more.
- Schools Out (for February, April and summer vacations)
 - Indoor and outdoor activities to do with kids of all ages incorporating some of the activities outlined above, and others.

Itineraries can be leveraged with other regions to create longer stays in the area or act as a stand-alone option for visitors.

In addition, the region will look to develop product and packages. Packages allow the opportunity to control how the region is promoted. It is also a great way to get multiple partners to work together to help drive revenue in a measurable way.

Topics for product/packages/promotions might include:

- Itineraries outlined above
- Staycation/Safecation
- Value Promotions i.e. 40 under \$40
- o 50 ideas for those over 50 (or 50 ideas for those under 50)
- Off Season
- Buy locally made and produced items art and/or food
- Shopping/Dining discounts for residents of the three towns/college students/other target audiences
- o Rotating block parties artists, breweries, shopping
- Non-farmers markets
- Packages that tie into sporting activities not only professional teams but also for the school teams competing at Mass Premier Courts and other venues.
- Themed months (February Valentines & Chocolate; Literary Month; Women's History Month (March), etc.)

Develop Funding Sources:

Revenue can be generated a number of ways in a tourism marketing program.

A successful funding model could allocate a portion of the growth in visitor-oriented revenue streams to support visitor-oriented tourism efforts. Tourism industry group Destinations International states that there are a variety of ways to fund a Destination Marketing Organization, with a portion of hotel tax being the major way. With a program targeted towards overnight visitors, hotel taxes would increase, therefore, if there were a dedicated stream allocated for marketing, as Salem, Provincetown, Sturbridge, Gloucester and others do, this would increase as well.

Grants, similar to the one obtained by the Massachusetts Gaming Commission for this plan, could be pursed to help fund a tourism marketing program. Grants from the

Massachusetts Office of Travel & Tourism, Massachusetts Cultural Council, and other organizations both in Massachusetts and out of state could also be explored.

Currently there is legislation pending to allow for the ability to create Tourism Destination Marketing Districts (TDMD). These districts operate similar to a BID in the sense that should it pass in a region, the hotels in that region can charge an assessment of up to 2% and the money is to be used for marketing. The legislation states that the Convention & Visitors Bureau of the region would be responsible for forming and managing the TDMD. However, this may be a potential revenue stream for the future should the enabling legislation pass.

Additional ideas include creating programs for the private sector and other partners to participate in, such as:

- Production of a visitor's guide. Determining the revenue that could be generated
 from the guide is difficult. If it is produced in house, there are more funds
 available, but if it were outsourced, staff would have more time to sell other
 programs. Either way, it is estimated that at least \$20,000 profit, if not
 significantly more, should be able to be generated from this guide.
- Organization of co-op advertising. A series of co-op ads can be placed in local
 and regional publications and the region could facilitate the placement of these
 ads. Full-page, spread and multiple spread pages could be purchased at a
 discounted rate and then sold to businesses in the area as fractional ads at a
 gross rate. The cost of the ad would be less than if the business were to
 purchase the same small ad themselves.
- Offering enhanced listings on the website for businesses. As the towns are spearheading the tourism effort, all businesses could be included in online listings on the website, but enhanced listings including photos, link to website, banner ad, etc. could generate additional funds.
- Visitor Information Support Program. When the region eventually fulfills visitor requests for brochures and information, businesses can have their brochures inserted into the mailings for a fee. Assuming 25,000 visitor packages were sent

out in a year, at \$0.15 a brochure, \$3,750 would be generated from one business alone.

• Soliciting Corporate Partnerships. The region and those businesses who are in the tourism industry, should outline suppliers who benefit when tourism increases in the towns (electric company, banks, companies who provided food/beverage to hotels & restaurants, credit card companies, etc.). These suppliers would be contracted to contribute to the overall tourism effort. The argument to them would be if tourism increases, their profits increase, therefore, they should help with the effort. In return, they could get promoted in fulfillment pieces, at tradeshows in press kits, on the web site, etc. If implemented correctly, this program could generate at least \$10,000 - 30,000 to start.

In addition, the local travel & tourism industry will be relied upon heavily for in-kind assistance, such as hosting educational/familiarization trips, donating rooms and meals, and offering to help "sell" the destination to writers; representing the region when they're at tradeshows or other events for their businesses; or offering direction and support, assistance finding sponsors, etc.

Phase III: January 1, 2021 - June 30, 2021:

In Phase III, existing programs are expanded upon and new program are introduced. They include creating a brand identity, developing funding sources to support tourism marketing efforts, setting up a tourism marketing office, creating partnerships and collaborative efforts with area businesses, establishing a communication plan, and create an integrated and engaging social media presence. In addition, consumer surveys and measurement tools will be introduced in this phase.

Brand Identity:

In Phase III, a brand identity will be developed that includes a logo and tagline that can be used by the region. In this way, all communications efforts will have uniform branding which will be shared with partners to help leverage and build the brand.

Establish a Tourism Marketing Office:

Destinations compete for economic reasons, with the goal of attracting more visitor expenditure. A destination with abundant and diversified resources may not be as competitive as another destination, which has relatively limited resources, but has the ability to effectively utilize and market these resources.

A Destination Marketing Organization (DMO) is a company or other entity involved in the business of increasing tourism volume to a destination or improving its overall public image. They are charged with helping the long-term development of communities through a travel and tourism strategy.

Research has shown that successful destinations incorporate various stakeholders from both the private and public sector in order to increase market share and tax revenue from visitors. There is no one solution for a successful destination marketing organizational structure. However, the destination marketing organizations that operate as public/private co-operatives or non-profit, private partnerships that receive public funding, have the ability to bring together all key stakeholders and ensure that programs have the maximum buy in and support from the partners and achieve the greatest return on investment available. They are not subject to the changes that would take place if they were purely public sector entities.

In Phase III, the three towns will begin discussions regarding the establishment of a Tourism Marketing Office. Initially this could be a staff person, a contractor or the work could be outsourced. Regardless of how it is set up, the most important thing is that the position be 100% dedicated to tourism development for the region as implementing this effort is a full time job given that events, media requests and activities take place not only during weekdays but also in the evenings, weekends, etc.

Partnerships & Collaborations:

Partnerships play an important role in leveraging resources to expand reach and messaging for the region. Partnerships and collaborations will be developed and include:

 Foxborough, Plainville and Wrentham Tourism, Cultural, Historic, Dining & Shopping Community:

Collaboration is important among the tourism, cultural, hospitality, attractions, dining and shopping community. Quarterly meetings will be convened among partners in order to foster collaboration on programs and communication about activities taking place.

• Other Tourism Organizations:

The three towns will distribute information to other tourism organizations and partners (such as MOTT, GBCVB, DNE, Concierge Association and other partners) on programs and events so that they can promote them on behalf of the region. Events will be included in their online calendar listings and the region will work with them to support educational trips for journalists. Advertising will be purchased in their collateral where appropriate and the region's collateral will be made available to them for distribution where possible. The region will also work with these partners on content development, when appropriate.

Community Relations Campaign:

Throughout the key stakeholder interviews, it became clear that there are a number of things happening in the community but not everyone was aware of everything going on.

In an effort to keep stakeholders, including industry partners, community partners and legislative leaders, informed about activities, upcoming events, industry partner news,

marketing strategies, initiatives and opportunities as well as industry trends and research, a Community Relations Campaign will be implemented.

It's important to let the business community, residents and legislative leaders know that travel and tourism enhances the quality of life for a community by providing jobs, bringing in tax dollars for improvement of services and infrastructure, and attracting shops, restaurants as well as events that cater to visitors and locals alike.

Outreach strategies will include regular e-blast newsletters and networking events. Key partnerships will be established within the three towns that will aid in leveraging marketing dollars and growing visitation. The approach will be to maximize and leverage resources by working with as many diverse partners as possible. Wherever possible, tourism programs of the three towns will be integrated with other stakeholder programs.

E-Newsletters:

Newsletters serve the purpose of informing potential visitors and media about all that is happening in the region. Information will be gathered from partners and will be sent out quarterly initially, to the database of people who are signing up on the website for more information.

Downtowns: Beautification & Programming:

In order to strengthen the connections of the three downtown and show a greater sense of community, a program should be established that ties the three towns together.

Visually, this could be done with planters or banners. For example, banners are a creative way to promote the towns and their attractions. Banners help market events, support economic development and promote community pride. Banners also provide the opportunity for the towns to advertise signature events. A policy and process could be developed for displaying promotional banners in key areas of the towns. Guidelines, including who is eligible for banner space, installation costs and procedures could be established and distributed through communication channels. Similarly, a sense of unity can be achieved with coordinating planters installed.

Additional beautification efforts could include a campaign to utilize empty storefronts for art, murals or window coverings. Public Art Walls would not only beautify an area of the downtowns, but could also generate awareness for the towns if it was run as a contest where local artists were able to enter ideas for the walls and spaces.

A program could be developed that would utilize vacant spaces for open houses or popups. For example, working with local artisans, a vacant space pop-up could take place in November and/or December and feature handmade items for purchase. This would not only help with the image of empty storefronts but also would encourage residents and visitors to shop the downtown areas.

Social Media:

Social media continues to be an important way for people to receive news and information. A recent survey by Manifest showed that nearly one-third of Americans interact with social media content over 10 times a day via liking, posting or sharing content. There are more than 2.7 billion social media users worldwide, representing around 35% of the worldwide population.

The region needs to engage in social media to increase awareness of the three towns among visitors and residents for events and activities. The social media pages for the region should stay up to date with news from around Foxborough, Plainville and Wrentham, promote businesses, social events and other activities that help to position the region as a great destination to explore. The tone should be upbeat and ensure positive and encouraging messaging as it pertains to both stakeholders and people not from the area. All of the social media pages should be linked to the new website for easy visitor access. In addition, the messaging and branding across all platforms should remain consistent, i.e. the tone on each platform should match, the information should be the same, etc. That is not to say that the posts should be written the same way as the audiences on each platform consume information differently so while an event or activity may be promoted across all platforms, the photography and copy writing should be tailored to the appropriate outlet.

A rolling content calendar should be created. This calendar will be updated on a regular basis and will outline what the posts will focus on. For example, the region may consider

talking about a fun fact on Monday, outdoor recreation on Tuesday, an upcoming event on Wednesday, a restaurant on Thursday and shopping on Friday. There will be times where there will be *breaking news* or something that needs to be swapped out for something already in the calendar, but by having a rolling calendar of posts the messaging will remain consistent and timely. The goal should be to generate engaging content that users will want to *like*, comment on, share, retweet and/or favorite to more widely disseminate information about the region. Analytics should be studied on a regular basis to see what the audience is responding to and posts should be modified to grow engagement.

In addition to planned posts, the sites should be monitored closely in order to respond to any comments, concerns and questions, as well as to stay informed about potential problems that might require attention.

Facebook:

Facebook is a good platform to share posts, images and events. Posting should be frequent, with at least 3 posts a week. Topics can include: updates, events, new businesses, community photos, advisories, holidays, local business specials, fun facts and town anniversaries, among others. The goal is to use the page as a resource for visitors and residents alike. Although there is no character limit for Facebook posts, they should be kept short in order to hold people's attention.

Instagram:

Instagram is an image-sharing platform that can be used as a marketing platform and a source for community engagement. This is where the best images that portray Foxborough, Plainville and Wrentham as an ideal place to visit should be shared. Shared photos can include the community, event photos, photos of residents, local businesses, and scenic shots from around town. Instagram can also be used to follow and engage with the profiles of local businesses and community organizations. Photos should be posted at least 2 – 3 times per week.

In addition, hashtags should be created and promoted for use among stakeholders, residents and visitors. Hashtags serve as *file cabinets* and are

searchable, so if someone is looking for festivals, dining, shopping, gaming, recreation options or other activities, the hashtags may be where they look for more information.

Twitter:

Twitter is a good platform for short updates, advisories, events and community photos. There is a character limit of 280 characters per post, meaning the messaging has to be short and impactful. Twitter messaging moves much faster than Facebook, so it is beneficial to share more often on Twitter. Posting can be as frequent as necessary. The goal of Twitter is for it to be a quick and easy resource for residents to know what is happening in the towns in a timely manner.

o Pinterest:

Pinterest pages can be set up by theme to give potential visitors an idea of things to see and do while they're in the three owns – pages would include Recreation, Arts & Culture, Shopping & Dining, Special Events. Once established, they can be expanded to include niche themes such as: Solo Travel, Agritourism, Girls Getaways, Gaming trips, and more.

Survevs:

A visitor survey will be utilized to better understand audience needs. It will provide benchmarks, help to measure ROI and provide important input and insight that can be used to determine strategy and direction. This survey, which has been drafted, will allow the region to:

- Understand how the three towns appear to a non-resident
- Gauge what visitors like the most/least about the towns
- Learn what draws visitors to the region
- Learn how visitors get their information
- Gather information on demographics
- Gather feedback on attractions, events and businesses

This survey will be conducted annually and create a baseline for activities that can be measured against future years. Until a database is built, the survey will be sent to partner businesses to send out to their customers in order to gain feedback.

Measurement Tools:

The key measure of success will be through the implementation of the plan and subsequent results. To be successful, this plan requires engagement with all stakeholders for input, feedback, consultation, implementation and review.

Measurement tools will be attached to activities where possible. In addition, new ways will be sought out to measure success in order to ensure that the region is generating the greatest return on investment possible from the programs.

The measurement tools outlined below are designed to be both short and long term so that programs can be measured for their effectiveness on a weekly or monthly basis (such as website analytics, partnership programs, media coverage) as well as on an annual basis. In this way there will be an ongoing understanding of successes and will offer the ability to identify where programs need to be modified in order to become more effective. These analytics will allow Foxborough, Plainville & Wrentham to be nimble and change marketing direction as needed.

The success of the initiatives will be measured by:

- Tracking industry trends
- Implementing Google Analytics to be able to measure and analyze statistical data on web visitors
- Tracking the number of inquiries received through phone, mail and email
- Tracking the number of partners participating in programs
- Tracking the amount revenue generated through partnership programs
- Tracking the number of educational trips taking place in the region, including number of participants, media coverage and or business generated
- Tracking the amount of media coverage received
- Including measurement tools in all promotional campaigns to be able to track and analyze statistics from the individual campaigns, as well as collectively
- Work with Partners (hotels, attractions, etc.) to meet quarterly and to develop cumulative baseline visitor numbers to be measured quarterly

- Tracking and analyzing social media analytics
- Survey:
 - o Analyzing Survey Data, modifying surveys and measuring results
 - Tracking the number of businesses who sent out the survey
 - o Tracking the number of emails that the region sent the survey to
 - Tracking the number of surveys that were sent out
 - o Tracking the number of surveys that were completed

Phase IV: July 1, 2021 - December 31, 2021

In Phase IV, the existing efforts will continue and will be expanded upon to include a media relations campaign targeting media, tour operations and meeting planners, producing collateral for distribution to consumers, consumer advertising, and sales efforts targeting meeting professionals.

Communications:

One of the most cost effective ways to market a destination is through an integrated media relations strategy. Moving forward, Foxborough, Plainville and Wrentham will aggressively pursue travel and lifestyle editors and reporters to secure print, online and broadcast coverage for the tourism activities that are happening in town. In addition, the towns will work closely with the Massachusetts Office of Travel & Tourism, Discover New England, the MetroWest Visitors Bureau and the Greater Boston Convention & Visitors Bureau to support their media relations programs that benefit the region.

Create & Maintain a Targeted Media List:

A list of preferred media outlets will be created. This list will be segmented based upon topics within the media relations plan and should be updated on a regular basis. Media should include (but not be limited to): print, television, radio, online, bloggers and influencers.

Media Releases:

Consumer and trade media should be targeted with media releases. They should be sent out monthly or as necessary to coincide with key milestones. They should be distributed by email and sent directly to a database of all media contacts. All releases should also be uploaded to the new website and made accessible for all to read. Key stories will be further distributed when there is opportunity for greater coverage.

Editorial Calendar:

An editorial calendar is used to ensure key information is distributed to media. This will result in regular coverage in targeted news outlets. It should be updated every six months to promote the positive stories of the region. The Editorial Calendar should

focus on the region's assets and story ideas to ensure that visitors and residents are receiving regular updates on what is happening in Town.

Educational Trips:

Qualified media will be invited to participate in educational (fam) trips.

In addition, an annual educational trip that invites all of the local people who help to sell and promote the region should be implemented. It would include hotel sales & marketing staff from surrounding towns, visitor center staff, staff at the Massachusetts Office of Travel & Tourism (MOTT), Greater Boston Convention & Visitors Bureau (GBCVB), MetroWest Visitors Bureau (MWCVB), local receptive operators, destination management companies and other organizations that help sell Foxborough, Plainville and Wrentham.

Events:

Events attract visitors to a destination. However, creating and producing events is very time consuming, particularly for a small staff. Therefore, the region will support existing events through communications efforts, and not only the events that take place in the three towns, but those that take place at Gillette, Patriot Place, Wrentham and Plainridge Park Casino.

Events will be used as a hook in marketing and communications channels in order to attract new audiences to the region. Events such as Founders Day, Snow Moon Event, Arts on the Common, as well as those taking place at Patriot Place, Gillette and Plainridge will be incorporated into suggested itineraries, media pitches, and social media efforts where possible to ensure that audiences outside of the Foxborough, Plainville & Wrentham area are made aware of all that is happening in the region. Visitors will be encouraged to book an overnight stay and partake in not only events, but shopping, dining and other activities while in the region.

Collateral:

Printed collateral is needed to help promote the region to target audiences.

A collateral piece will be developed for distribution through fulfillment requests, CTM, and also to be used at tradeshows and other events, as well as provided to chambers and in partner businesses. The collateral piece could be a map and brochure as one piece or two separate pieces, but producing these pieces gives the visitor the information they are seeking but also develops a revenue stream for the tourism programs in the region.

Photography:

In this Instagram world that we live in, having good photography for promotional use is key. The most effective way to build a photo library is to hire a professional photographer. While it is an investment, it is one that can bear fruit over time given the multiple ways that images can be used. Photos should be all seasons and have people in them. Additional ideas to build a photo library include:

Open Call for Submissions to "My FPW":

Another option is to reach out to the community in a contest format to take photographs of the towns, based upon a creative brief. The community could be rewarded with an exhibition of the photos, payment could be offered for use of selected photography, and/or a way could be found to offer the artist credit. Explicit clearance for photographic use will need to be obtained, as well as permissions to feature people in the photographs.

Request for photos:

The towns could request that the community submit photos via the website that would become property of the three towns for promotional purposes.

Create Hashtags:

Foxborough, Plainville and Wrentham could create a hashtag for social media that when used, gives the town permission to use the uploaded photo for promotional purposes. For example, the Instagram description can include copy such as: "Use the hashtag #FPW to give us permission to feature your photo" and there will be a file cabinet of recent photos for promotional use.

Advertising:

The strategy for advertising incorporates understanding the travel trends and research outlined earlier in the document, highlighting the creation of packages and incentives that will entice visitors to stay, developing messages to interest regional travel, and offering a message that highlights the known, and sometimes unknown offerings, in Foxborough, Plainville and Wrentham.

Advertising will focus on promoting the region as a destination of unique and unexpected experiences, a perfect blend of small towns with big personalities, underscored with value added offers. The region will target consumers in the Northeast with a household income of more than \$75,000, which is the target market of the Massachusetts Office of Travel & Tourism.

Advertising will target both the local and overnight visitor and focus on the woman decision maker as research shows that they often make the final decision.

Media that will be considered for advertising include, among others:

- Boston Magazine
- Yankee Magazine
- Boston.com
- Facebook & Instagram Paid Media
- WBZ Traffic and other drive market radio
- Greater Boston CVB/MetroWest Visitors Bureau/MOTT publications as appropriate
- SEO/SEM

Sites such as TripAdvisor, Google Travel and others will be targeted to ensure that they have current information and are promoting the correct messaging for the region.

A co-operative ad campaign will be proposed to partner businesses throughout the communities with the focus on the experience of the destination, not just the individual advertisers. The co-op ad will promote a link to the new website where only those who financially support the placement will be listed, so that they can track a return on investment.

Memberships:

The tourism effort of the three towns will maintain memberships with a number of industry organizations that will help expand the reach of marketing efforts to new audiences. They include:

- MetroWest Visitors Bureau
- Greater Boston Convention & Visitors Bureau
- The various chambers in the region
- o Other memberships as appropriate

Tradeshows:

Partnering with the Greater Boston Convention & Visitors Bureau, MetroWest Visitors Bureau and surrounding communities will allow for increased participation in tradeshows. At a minimum, the three towns should participate in the Discover New England Summit in 2021 which brings in domestic and international receptive operators, tour operators and media.

In addition, working with the private sector, a comprehensive tradeshow and marketplace list will be developed that identifies tradeshows that partners are attending. These will include shows that drive visitors to the region. This list will provide an opportunity for the region to leverage resources and expand exposure for the town among target audiences, while allowing for partnering between the private and public sector.

Meetings Market:

The meetings market is important for the region. Given the COVID-19 situation, many meeting professionals have indicated that their meetings are going to be smaller in 2021 and that they are looking for destinations that are safe and outside of major metropolitan areas, while still being easy to access.

In order to maximize this lucrative market, the region will implement a number of strategies and tactics to drive meetings business Foxborough, Plainville and Wrentham. While targeting this segment, information on planning weddings and special events will also be included in the content and communications materials being developed.

Communications:

Create Targeted Trade Media & Meeting Planners list:
 A list of preferred meeting & business travel media outlets, as well as meeting professionals, will be created.

Media Releases:

Meetings & business travel media will be targeted with media releases. These releases will be sent out quarterly or as necessary to coincide with key milestones. They will be distributed by email and sent directly to a database of all meetings and business travel media contacts, as well as meeting professionals. All releases will also be uploaded to the visitor website and made accessible for all to read.

Meeting Professionals E-Newsletters:

Newsletters serve the purpose of informing media and meetings professionals of all that is happening in the region. A meetings newsletter will be sent out quarterly highlighting product, new programs and itineraries and news. It will not only be sent to trade media and planner contacts, but also to partners and stakeholders to inform them of what is happening in the region and what is available for this segment of business.

Content Development:

Educating meeting professionals on all there is to do in the region beyond the meeting (for off-site events, team building, dinners & other activities for their attendees), a series of suggested programs will be developed in collaboration with businesses in the region, as well as other regional partners. This will help expand awareness for the region as a meetings destination.

Topics for programs could include ideas on activities, restaurants, venues, transportation, accommodations and other services for:

- Team building
- Corporate retreats
- New product launches
- Board meetings
- Small association/regional meetings

- Meetings
- Special events

Website:

The new website will include a Meetings section, including the newsletter, program ideas, photos and other resources useful to meeting professionals.

Collateral:

A document will be developed that outlines not only the content, outlined above, but also resources and capacities for meeting professionals to have easy access for planning. This collateral piece will be distributed via email, sales calls and at trade shows.

Sales:

A database of meeting professionals who have potential for meeting in the region will be developed and targeted through sales calls. In addition, educational (fam) trips will be implemented for this segment.

The three towns will also look to partner with local businesses, hotels and large attractions who are members of Meeting Professionals International (MPI), Professional Convention Management Association (PCMA), American Society of Association Executives (ASAE) etc. to host educational evenings for local members of those groups so that they can be better educated on what the region has to offer for meetings business.

Eventually, a customer advisory group of meeting professionals will be created to solicit input to help make the experience in the region better for the visitor.

Tradeshows:

Partnering with local businesses who are members of Meeting Professionals International (MPI), Professional Convention Management Association (PCMA), American Society of Association Executives (ASAE), etc. as well as MetroWest Visitors Bureau and Greater Boston Convention & Visitors Bureau, will help to leverage presence at these important shows. The region can either coordinate a presence at

these important shows and meetings for the private sector, or they can support existing efforts and provide collateral and other materials for businesses already attending.

The comprehensive tradeshow and marketplace list that is created with the private sector will help to identify tradeshows that partners are attending. This list will provide an opportunity for the region to leverage resources and expand exposure for the three towns among meeting professionals, while allowing for partnering between the private and public sector.

Surveys:

A Meeting Planner survey will be utilized to better understand audience needs. It will provide benchmarks, help to measure ROI and provide important input and insight that can be used to determine strategy and direction.

The Meeting Planner survey will allow the region to:

- Understand how the three towns appear to the meetings market
- Gauge what is most/least appealing about the region to meeting professionals
- Gather information on demographics
- Gather feedback on attractions, events and businesses
- Gather ideas for product development and promotion

This survey will be conducted annually and create a baseline for activities that can be measured against future years.

Measurement Tools:

The key measure of success for the group tour market will be through the implementation of the plan and subsequent results. Measurement tools should be attached to activities where possible. In addition, new ways should be sought out to measure success in order to ensure that the region is generating the greatest return on investment possible from meetings & events.

The success of the group tour initiatives will be measured by:

Tracking industry trends

- Implementing Google Analytics to be able to measure and analyze statistical data on traffic to the group tour section of the website
- Tracking the number of meeting inquiries received through phone, mail and email
- Tracking the number of partners participating in meetings & events
- Tracking the number of meeting professional educational trips taking place in the region, including number of participants and business generated
- Including measurement tools in all promotional campaigns to be able to track and analyze statistics from the individual meetings campaigns, as well as collectively
- Tracking the number of leads generated from tradeshow attendance
- Analyzing Survey Data, modifying surveys and measuring results

Phase V:

In Phase V, existing efforts will be expanded and new programs, such as pursuing the group tour market, will be introduced.

Group Tour:

The Group Tour Market is an important market for Foxborough, Plainville and Wrentham. However, it is anticipated that given the recent pandemic, Group Tour will not come back for a while as due visitors will be less interested in sitting on buses for long periods of time, and traveling as a group with people they don't know. While this market segment will be included in communications efforts during Phase IV, a concerted effort targeting the planners will not be pursued until Phase V.

When the market does return, however, it will be important to educate tour companies on the variety of things to see in do in Foxborough, Plainville and Wrentham so that they can maximize their experience to stay longer and spend more money.

In order to maximize this lucrative market, the region will implement a number of strategies and tactics to increase the length of stay of current tours and attract new tours that will spend more money and stay longer in Foxborough, Plainville and Wrentham.

Communications:

Create Targeted Media & Tour Operator list:
 A list of preferred group tour media outlets, as well as group tour operators, will be created.

Media Releases:

Group tour trade media will be targeted with media releases. These releases will be sent out quarterly or as necessary to coincide with key milestones. They will be distributed by email and sent directly to a database of all group tour media contacts, as well as group tour operators. All releases will also be uploaded to the visitor website and made accessible for all to read.

• Group Tour E-Newsletters:

Newsletters serve the purpose of informing media and tour operators all that is happening in the region. A group tour newsletter will be sent out quarterly highlighting product, new programs and itineraries and news. It will not only be sent to trade media and tour contacts, but also to partners and stakeholders to inform them of what is happening in the region and what is available for this segment of business.

Content Development:

In order to have programs and content to promote to the group tour market, a series of itineraries will be developed in collaboration with businesses in the region, as well as other regional partners. This will help expand awareness. Itineraries can be leveraged with other regions to create longer stays in the area or act as a stand-alone option for the group tour market.

Topics for itineraries could include:

- Recreation & soft adventure (bike trails, hiking)
- Shopping
- o Arts & Culture
- Agritourism/Conservation/Farming
- Events (seasonally and/or by theme)
- Themed months and programming
 – i.e. Women's History Month (March);
 Black History Month (February)

Website:

The new website will include a Group Tour section, including the newsletter, itineraries, photos and other resources useful to group tour planners.

Collateral:

A profile sheet will be developed that outlines opportunities and suggested itineraries (such as shopping, outdoor recreation, dining, activities, etc.) and will be distributed via email, sales calls and at trade shows.

Sales:

The various tour companies (those currently sending business to Foxborough, Plainville and Wrentham and others sending business to the region) will be contacted and educated on what there is to see and do in the region and how they can enhance their itineraries for their customers.

Educational (fam) trips will be implemented, targeting group tour operators.

The three towns will also look to partner with local businesses, hotels and large attractions who are members of Student Youth Travel Association (SYTA), American Bus Association (ABA), National Tour Association (NTA), etc. to host educational evenings for local members of those groups so that they can be better educated on what the region has to offer for group business.

Eventually, a customer advisory group will be created to solicit input from the various tour companies to help make the experience in the region better for the visitor.

Memberships:

The three towns will maintain memberships with a number of industry organizations that will help expand the reach of marketing efforts to the group tour market. They include:

- American Bus Association
- National Tour Association
- Student Youth Travel Association

Tradeshows:

Partnering with local businesses who are members of Student Youth Tour Association (SYTA), American Bus Association (ABA), National Tour Association (NTA), etc., as well as MetroWest Visitors Bureau and Greater Boston Convention & Visitors Bureau, will help to leverage presence at these important shows.

The region should look to participate in American Bus Association and Student Youth Travel Association in the first year. If budget is an issue, switching off every other year would be an option. In addition, there are some group tour operators who participate in the Discover New England Summit so that show should be attended as it hits the domestic and international leisure markets, as well as the group tour market.

The comprehensive tradeshow and marketplace list that is created with the private sector will help to identify tradeshows that partners are attending. This list will provide an opportunity for the region to leverage resources and expand exposure for the three towns among tour operators, while allowing for partnering between the private and public sector.

Surveys:

A group tour operator survey will be utilized to better understand audience needs. It will provide benchmarks, help to measure ROI and provide important input and insight that can be used to determine strategy and direction.

The group tour operator survey will allow the region to:

- Understand how the three towns appear to the group tour market
- Gauge what is most/least appealing about the region to the group tour visitors
- Gather information on demographics
- Gather feedback on attractions, events and businesses
- Gather ideas for product development

This survey will be conducted annually and create a baseline for activities that can be measured against future years.

Measurement Tools:

The key measure of success for the group tour market will be through the implementation of the plan and subsequent results. Measurement tools should be attached to activities where possible. In addition, new ways should be sought out to measure success in order to ensure that the region is generating the greatest return on investment possible from the group tour programs.

The success of the group tour initiatives will be measured by:

Tracking industry trends

- Implementing Google Analytics to be able to measure and analyze statistical data on traffic to the group tour section of the website
- Tracking the number of group tour inquiries received through phone, mail and email
- Tracking the number of partners participating in group tour programs
- Tracking the number of group tour educational trips taking place in the region, including number of participants and business generated
- Including measurement tools in all promotional campaigns to be able to track and analyze statistics from the individual group tour campaigns, as well as collectively
- Tracking the number of leads generated from tradeshow attendance
- Analyzing Survey Data, modifying surveys and measuring results

Appendix I

Strategies & Tactics Timeline

Development of Regional Destiantion Marketing & Strategic Plan Creation of inventory of businesses				2020										
Development of Regional Destiantion Marketing & Strategic Plan Creation of inventory of businesses				Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Creation of inventory of businesses Image: Company of inventory of	Phase I													
Phase II Website New site & updates as needed	Develo	opment of Regional Destia	ntion Marketing & Strategic Plan											
Website New site & updates as needed Image: Communication of the commun	Creation	on of inventory of business	es											
Website New site & updates as needed Image: Communication of the commun														
Communications Content Development Content Development Suggested Itineraries Enjoy the region like a local Suggested Itineraries Enjoy the region like a local Shopping/Buy Local Recreation/Soft Adventure/Indoor Adventure Shopping/Buy Local Agritourism/Conservation/Farming Shopping/Conservation/Farming Fenduct/Packages/Themed Months Sea local package Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts	Phase II													
Content Development Suggested Itineraries Suggested Itineraries Suggested Itineraries Shopping/Buy Local Shopping/Buy Local Shopping/Buy Local Shopping/Soft Adventure/Indoor Adventure Suggested Itinerarian Shopping/Soft Adventure/Indoor Adventure Suggested Itinerarian Shopping/Soft Adventure/Indoor Adventure Suggested Itinerarian Shopping/Dining discounts Shopping/Dining discounts Shopping/Dining discounts Suggested Itinerarian Suggested Itinerar	Websi	te New site &	updates as needed											
Suggested litineraries Enjoy the region like a local Shopping/Buy Local Recreation/Soft Adventure/Indoor Adventure Agritourism/Conservation/Farming Events Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts	Comm	unications												
Enjoy the region like a local Shopping/Buy Local Recreation/Soft Adventure/Indoor Adventure Agritourism/Conservation/Farming Events Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts		Content Development												
Shopping/Buy Local Recreation/Soft Adventure/Indoor Adventure Agritourism/Conservation/Farming Events Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts		Suggested	Itineraries											
Recreation/Soft Adventure/Indoor Adventure Agritourism/Conservation/Farming Events Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts			Enjoy the region like a local											
Agritourism/Conservation/Farming Events Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts			Shopping/Buy Local											
Events			Recreation/Soft Adventure/Indoor Adventure											
Product/Packages/Themed Months Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts			Agritourism/Conservation/Farming											
Be a local package Staycation/Safecation Value promotions Shopping/Dining discounts			Events											
Staycation/Safecation Value promotions Shopping/Dining discounts		Product/Pa	ckages/Themed Months											
Value promotions Shopping/Dining discounts			Be a local package											
Shopping/Dining discounts			Staycation/Safecation											
Shopping/Dining discounts			Value promotions											
Packages for itingraries outlined above														
rackages for fulleraties outlined above		•	Packages for itineraries outlined above											
Begin to develop funding sources	Begin	to develop funding sources												

					2021					
					Jan	Feb	March	April	May	June
Phase	III									
	Create Brand Ide	ntity								
	Establish Tourism	n Marketing	Office							
	Continue Develop	ing Funding	Mechanisr	ns						
	Communications									
		Content Dev	elopment							
			Suggeste	d Itineraries						
				Things to do with Kids						
				Arts, Culture & Museums						
				Schools Out						
				Expand upon existing itinerary						
			D 1 1/1	topics						
			Product/1	Packages/Themed Months						
				50 ideas for those over 50						
				Themed Months						
				Outdoors & adventure						
) A / - l ' + -		11	Packages for Itineraries Above						
	Website		Update a	s needed						
	Social Media	Casabaal.								
		Facebook								
	Dartmarchina	Instagram								
	Partnerships	Stakeholder	Communi	<u> </u>						
		Stakerioluei		· Meetings						
		Evalore othe		hips - public/private						
	Community Rela			liips - public/private	-					
	E-Newsletters	campa	1811 							
	Networking even	tc .								
			m to tic th	I ree towns together	 					
	Develop beautilit	ation progra	ווו נט נופ נו	iree towns together						

					Jan	Feb	March	April	May	June
Analy	ytics									
Visito	or Survey									
Meas	surement To	ols								
		Trends								
		Google Analy	tics/							
		Phone/Mail/l	Email Inqu	iries						
		Number of pa	artners							
		Amount of re	venue ger	nerated from partners						
		# of educatio	nal trips -	participants						
		# of educatio	nal trips -	media coverage						
		# of educatio	nal trips -	business generated						
		Media covera	age							
		Promotional	Campaign	S						
		Partner Visito	or Number	rs						
		Social media	analytics							

				July	Aug	Sept	Oct	Nov	Dec
Communica	tions	1		July	Aug	Зері	Oct	IVOV	Dec
Communica	Media Relat	l ione						+	+
	Media Reiat	Media Datal						_	
		Media Relea							
	1								
		Editorial Cal							
		E-newslette							
		Educational							
			Media						
			Local						
	Content Dev								
		Suggested It							
			kages/Themed Months						
Website		Update as n	eeded						
Social Media	a								
	Facebook								
	Instagram								
Advertising									
	Yankee Mag	azine							
	Boston Maga								
	Facebook Pa								
	Instagram Pa	aid Media							
	WBZ Traffic								
	Boston.com								
		etc Publicatio	ns						
		et Co-op Ads							
	TripAdvisor	1							
	Google Trav	 el							
		ness Co-op Ca	ımnaign						
Collateral/P									
Conaccialy		ndar of Activi	i ties					+	+
	Create collat								+
	Photo Librar								
Partnerships		у 							
raitheisilips	Stakeholder	Community						+	+
	Stakenoider		l notings						+
	Dowt no robins	Quarterly M	eeungs I						+
	Partnerships	1							

			July	Aug	Sept	Oct	Nov	Dec
Community	Relations Campaign							
E-Newslett	ers							
Networking	g events							
Continue co	ommunities beautification p	roject						
Analytics								
Measureme	ent Tools							
	Trends							
	Google Analytics							
	Phone/Mail/Email Inquiri	es						
	Number of partners							
	Amount of revenue gener	ated from partners						
	# of educational trips - pa	rticipants						
	# of educational trips - m	edia coverage						
	# of educational trips - bu	siness generated						
	Media coverage							
	Promotional Campaigns							
	Partner Visitor Numbers							
	Social media analytics							

			July	Aug	Sept	Oct	Nov	Dec
Meetings Market								
Communica	itions							
	Media Relations							
		ia/Planner Database						
	Media Rele							
	E-newslett	er						
	Content Development							
Website	Update as	needed						
Collateral								
	Profile & Capacities Doc							
	Master Calendar of Activ	vities						
Sales								
	Phone, email and in-per	son sales						
	Educational Trips							
	Local Groups educationa							
	Customer Advisory Grou	р						
Membershi	•							
Tradeshows								
	Tradeshow/Marketplace	List						
	ofessionals Survey							
Measureme								
	Trends							
	Google Analytics							
	Phone/Mail/Email Inqui	ries						
	Number of partners							
	# of educational trips - p							
	# of educational trips - b	ousiness generated						
	Promotional Campaigns							
	Media coverage							
	# of leads from tradesho	OWS						

Communications January February March April May June July August September October	November December
Media Releases E-newsiteter Coutent Development Suggested lineraries Product/Pacloges/Themed Months Website Update as needed Social Media Facebook Instagram Pinterest Tradeshows DNE Summit Tradeshows DNE Summit Tradeshows Advertising Vynkee Magazine Boston Magazine Boston Magazine Web2 Taffic CUS/MOTT/etc Dep Ads Partner Business C-op Campaign Facebook Partner Business C-op Campaign Facebook Collateral/Photography Master Calendar of Activities Mag Instagram Mag Instagram Paid Media Instagram Paid Media Mag Instagram Paid Media Master Calendar of Activities Mag Instagram Paid Media Master Calendar of Activities Mag Instagram Paid Media Mag Instagram P	
Media Releases	
E-newsletter	
Belastional Trips Media Local Content Development Local Content Development Suggested Universities Product / Psychoges/Themed Months Product / Psychoges/Themed Months Psychoges/The	
Media Local Content Development Content Development Suggested Interaries Product/Packages/Themed Months Product/Packag	
Content Development Sugested Itheraries Product/Packages/Themed Months Website Update as needed Social Media Facebook Instagram Pinterest Tradeshows Not Summit Tradeshows ONE Summit Tradeshows Advertising Yankee Magazine Socion Magazine Socion Magazine Covid MotTretc Lop Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media Traphosor Paid Media Traphosor Paid Media Traphosor I Google Travel Collateral/Photography. Master Calendar of Activities Map Brochure - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations Enews	
Content Development Suggested Itineraries Product/Packages/Themed Months	
Suggested Universities Porduct/Packages/Themed Months Defautripackages/Themed Months	
Website Update as needed Social Media Facebook Instagram Pinterest Truitter Tradeshows DNE Summit Tradeshows/Marketplace List Advertising Wash Traffic CVB/MOTT/etc Publications CVB/MOTT/etc Publicatio	
Website Update as needed Social Media Facebook Instagram Pinterest Tradeshows NE Summit Tradeshows NE Summit Tradeshow/Marketplace List Advertising WBZ Traffic WBZ Traffic CVP/MOTT/etc Publications CVP/MOTT/etc Publication	
Social Media Facebook Instagram Pinterest Tradeshows DNE Summit Tradeshow/Marketplace List Advertising Vankee Magazine Boston Magazine W82 Traffic CV8/MOTT/etc Publications CV8/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media Instagram Paid Media Traphdvisor Google Travel Collateral/Photography Master Calendar of Activities Map Bratner- under a seeded Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewslettins Community Relations networking events Visitor Survey Measurement Tools	
Facebook Instagram Printerest Twitter States	
Instagram Pinterest Pinterest Tradeshows DNE Summit Tradeshows/Marketplace List Advertising Pankee Magazine Boston Magazine Boston Magazine CVB/MOTT/etc Publications CVB/MOTT/etc O-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media Traphdwsor Google Travel Collateral/Photography: Master Calendar of Activities Map Brothur - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewaletters Community Relations Rewelsters	
Pinterest Twitter Tradeshows Twitter Twitt	
Tradeshows DNE Summit Tradeshow/Marketplace List Advertising Yankee Magazine Boston Magazine WBZ Traffic CVB/MOTT/Fet Publications CVB/MOTT/Fet Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Photo Library - update as needed Partnerships Stakeholder Quarterly Meetings Community Relations networking events Visitor Survey Measurement Tools	
Tradeshows DNE Summit Tradeshow/Marketplace List Advertising Warkee Magazine Boston Magazine Boston Magazine WBZ Traffic CV9/MOTT/etc Publications CV8/MOTT/etc Publications CV8/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media Instagram Paid Media Collateral/Photography: Google Travel Collateral/Photography: Waster Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Photo Library - update as needed Photo Library - update as needed Events Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
DNE Summit Tradeshow/Marketplace List Advertising Vankee Magazine Boston Magazine WBZ Traffic CVB/MOTT/etc Publications CVB/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media IritpAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Partnerships Partnerships Partnerships Community Relations Enewbriding or community Deautification program Community Relations Enewbriding events Visitor Survey Measurement Tools	
Tradeshow/Marketplace List Advertising Yankee Magazine Boston Magazine WB2 Traffic CVB/MOTT/ete Publications CVB/MOTT/ete Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instag	
Advertising Yankee Magazine	
Vankee Magazine	
Boston Magazine W82 Traffic CVB/MOTT/etc Publications CVB/MOTT/etc Publications CVB/MOTT/etc Publications CVB/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
WBZ Traffic	
CVB/MOTT/etc Publications CVB/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
CVB/MOTT/etc Co-op Ads Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Partner Business Co-op Campaign Facebook Paid Media Instagram Paid Media Instagram Paid Media Google Travel Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Facebook Paid Media Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Instagram Paid Media TripAdvisor Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations Enewsletters Visitor Survey Measurement Tools	
TripAdvisor Google Travel	
Google Travel Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations networking events Visitor Survey Measurement Tools	
Collateral/Photography: Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Master Calendar of Activities Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Map Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Brochure - update as needed Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Photo Library - update as needed Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Events Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Partnerships Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Stakeholder Quarterly Meetings Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Continuation of community beautification program Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Community Relations Enewsletters Community Relations networking events Visitor Survey Measurement Tools	
Community Relations networking events Visitor Survey Measurement Tools	
Visitor Survey Measurement Tools	
Measurement Tools	
Trends Could be trivial to the country of the count	
Google Analytics	
Phone/Mail/Email Inquiries	
Number of partners	
Amount of revenue generated from partners	
# of educational trips - participants	
# of educational trips - media coverage	
# of educational trips - business generated	
Media coverage	
Promotional Campaigns	
Partner Visitor Numbers	
Social media analytics	

Websi Collate Sales Memb Trades	nunications N Consiste teral U Pi En Lo Consiste teral Consi	ontent Deve pdate as ne hone, email ducational T ocal Groups ustomer Adv	Media Release E-newsletter lopment Update as need eded and in-person s rips educational evo visory Group	ded sales	January	February	March	April	May	June	July	August	September	October	November	December
Websi Collate Sales Memb Trades Meetii	nunications N Consiste teral U Pi En Lo Consiste teral Consi	ontent Deve pdate as ne hone, email ducational T ocal Groups ustomer Adv	Media Release E-newsletter lopment Update as need eded and in-person s rips educational evo visory Group	ded sales												
Websi Collate Sales Memb Trades Meeti	Cosite terral U Pi Ei Lo Coberships eshows Ti ing Professionurement To	ontent Deve pdate as ne hone, email ducational T ocal Groups ustomer Adv	Media Release E-newsletter lopment Update as need eded and in-person s rips educational evo visory Group	ded sales												
Collate Sales Memb Trades Meetin	Cosite teral U Pi Ec Lc Coberships eshows Ti ing Professionurement To	pdate as ne pdate as ne hone, email ducational T ocal Groups ustomer Ad	Media Release E-newsletter lopment Update as need eded and in-person s rips educational evo visory Group	ded sales												
Collate Sales Memb Trades Meetin	pite teral U P E L C berships eshows T ing Professi	pdate as ne hone, email ducational T ocal Groups ustomer Ad	E-newsletter lopment Update as need eded and in-person s rips educational ew risory Group	ded sales												
Collate Sales Memb Trades Meetin	pite teral U P E L C berships eshows T ing Professi	pdate as ne hone, email ducational T coal Groups ustomer Adv	opment Update as need eded and in-person s rips educational even visory Group	sales												
Collate Sales Memb Trades Meetin	pite teral U P E L C berships eshows T ing Professi	pdate as ne hone, email ducational T coal Groups ustomer Adv	opment Update as need eded and in-person s rips educational even visory Group	sales												
Collate Sales Memb Trades Meetin	pite teral U P E L C berships eshows T ing Professi	pdate as ne hone, email ducational T ocal Groups ustomer Adv	Update as need eded and in-person s rips educational ew visory Group	sales												
Collate Sales Memb Trades Meetin	Pi Ec Lo Co berships eshows Tring Professiourement To	pdate as ne hone, email ducational T ocal Groups ustomer Adv	eded and in-person s rips educational ew visory Group	sales												
Sales Memb Trades Meetin	Pi Ec Cc berships eshows Ting Professi	hone, email ducational T ocal Groups ustomer Adv	and in-person s rips educational ev visory Group													
Memb Trades Meeti	PI EL C C C C C C C C C C C C C C C C C C	ducational T ocal Groups ustomer Adv radeshow/N	rips educational ev visory Group													
Trades	berships eshows Triing Professi	ducational T ocal Groups ustomer Adv radeshow/N	rips educational ev visory Group													
Trades	berships eshows Ti ing Professi surement To	ocal Groups ustomer Adv radeshow/N	educational evo visory Group	l enings												
Trades	berships eshows Tri ing Professi	ustomer Adv	risory Group	enings												
Trades	berships eshows Ting Professi surement To	radeshow/N														
Trades	eshows Ti		la eleated Li													
Meeti	ing Professi surement To		larkatal 1 · ·													
	ing Professi urement To		ا معامه ا													
	ing Professi urement To		iarketpiace List	t												
	urement To	Uliais Suive														
- Theus																
		rends														
		oogle Analy	tics													
	0	hono/Mail/E	mail Inquiries													
		umber of pa														
			nal trips - partio													
				ness generated												
	Pi	romotional (Campaigns													
	N	1edia covera	ge													
	#	of leads fro	m tradeshows													
Group Market																
Comm	nunications															
	N	1edia Relatio	ons													
				de media/tour												
			operator datab													
			Media Release													
			E-newsletter	is I												
	-															
	U	ontent Deve														
			Itineraries & Pa	асакдеѕ												
Websi																
Collate									ļ							1
	Pi	rofile Sheets														
	N	laster Calen	dar of Activities	S												
Sales]]					-		
	P	hone, email	and in-person s	sales												
		ducational T														
			educational ev	enings												
			isory Group													
Mont	berships	astomer Aut	nsory Group		 		1		1						 	
iviemi		BA														
\vdash																
		YTA														
Trades	eshows				ļ											
		NE Summit														
			larketplace List	t												
Group	p Business 3	Survey														

				January	February	March	April	May	June	July	August	September	October	November	December
Measurement T	Γools														
	Trends														
	Google Analy	ytics													
	Phone/Mail/	Email Inquiries													
	Number of p	artners													
	# of education	onal trips - parti	cipants												
	# of education	onal trips - busin	ess generated												
	Promotional	Campaigns													
	Media covera	age													
	# of leads fro	om tradeshows													

Appendix II

Inventory

_	xborough	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capac
lf y			Long-running chain serving signature donuts,	Faultania Diagram								
	UPTOWN		breakfast sandwiches & a variety of coffee	30 Commercial St,								
- 1	FOXBOROUGH	Dunkin'	drinks.	Foxborough, MA 02035	Open 24 hours	dunkindonuts.com	(508) 698-3307		N/A			
۱f۱	you're looking for an		One of the few places in the region to get						,			
	uthentic Foxhorough			42 Central St.			l					
6	experience, head to	Gunther Tooties	café fare.	Foxborough, MA 02035	Daily: 6AM-3PM	https://www.gunthertooties.com	(774) 215-5534		N/A			
	the Uptown area,		New England's largest locally-owned donut									
wi	hich is frequented by		& coffee shop chain. Based in nearby	32 Commercial St.		 						
	locals.	Honey Dew Donuts	Mansfield. Serving up coffee drinks, donuts, pastries & breakfast sandwiches.	Foxborough, MA 02035		https://www.honeydewdonuts.com/lo	(508) 543-5750		N/A			
		noney Dew Donats	pastries & breaklast sandwiches.	FUXUUTUUGII, IVIA UZUSS	Mon: Closed	Cations/Store/40	(306) 343-3730		IN/A			1
					Sun & Tu-Th: 11-							
					9:30PM							
			Serves both traditional & American style	34 Mechanic St	Fri-Sat: 11AM-							
		Mandarin Chef	Chinese cuisine.	Foxborough, MA 02035		http://www.mandarinchefma.com/	(508) 698-3888		N/A			
						https://locations.papaginos.com/ma/						
					M-Th: 10AM-9PM	oxboro/8-commercial-						
			Standard, family-oriented chain for pizzas,	8 Commercial St,	F-Sat: 10:30AM-10PM	street.html?utm_source=yext&utm_m						
	ļ	Papa Gino's	pastas & subs.	Foxborough, MA 02035		edium=local&utm_campaign=listings	(508) 543-6100		N/A			-
		Primo's Sandwich	Established in 1988, Primo's has been	C Manakania S:	M-Th: 10AM-8PM Fri: 10AM-9PM	https://www.facebook.com/pages/ca tegory/Sandwich-Shop/Primos-						
			serving delicious subs, salads and steak fries to customers near and far.	6 Mechanic St, Foxborough, MA 02035		Sandwich-Shops-117118014973621/	(508) 543-7400		N/A			
	ŀ	Shop		9 Mechanic St.	M-Sat: 11AM-1AM	20104101 21002 1171102 13730217	(308) 343-7400	Tina M Walker	IN/A			+
		Rally Point Inn & Pub	Apprx. 1 mile from Gillette. Pub offers 3 bars & the best of Foxborough nightlife.	9 Mechanic St. Foxborough, MA 02035		http://www.rallypointinnpub.com/ho me.html	(508) 543-5564	President/Owner	twalker@rallypointinnpub.com			
	ŀ	y i onit iiii a rub		. GADOTOUGH, IVIA UZU33	July 121 MILTER	meandill.	1,500,545-5504	i residenç Owner	ст олет штануроннинирив.сон	+		+
			Family owned and operated Italian style pizzeria, proud to be serving the Foxboro		M-Th: 11AM-9PM							
				8 Wall St	Fr-Sat: 11AM-10PM	https://www.salsandmalspizzeria.co		Chris Politsopoulos,				
		Sal's & Mal's Pizzeria		Foxboro, MA 02035	Sun: 12PM-9PM	m	(508) 543-0336	Owner/Operator	xphstos415@gmail.com			
			Bar and Trattoria. Oven Hot Pizza , Great									
			tasting Subs and Fresh Delicious Salads &									
			Dinners. Formerly known as Foxborough	34 Central St,								
		Sam's Place	House of Pizza.	Foxborough, MA 02035		foxboropizza.com	(508) 543-9119		N/A			
			Serving up fresh & delicious pizzas,		M-Th: 11AM-9PM							
		C		16 South St.	Fri-Sat: 11AM-10PM		(500) 500 3000					
		South Street Pizzeria	in, takeout, or delivery.	Foxboro, MA 02035	Sun: 12-9PM	http://www.southstreetpizzeria.com/	(508) 698-3999		N/A			-
			Casual counter-serve chain for build-your- own sandwiches & salads, with health-	18 Central St,	M-F: 10AM-7PM	https://restaurants.subway.com/unite						
		Subway	conscious options.	Foxborough, MA 02035		d-states/ma/foxboro/18-central-st	(508) 543-1315		N/A			
			Relaxed restaurant featuring sushi & Pan-		M-Th: 11:30AM-10PM		(000) 010 000					1
		Ginger	Asian entrees, plus a variety of ice creams &	70 Central St #2432.	F-Sat: 11:30AM-11PM							
		(see notes)	desserts.	Foxborough, MA 02035		asiangingerfoxboro.com	(508) 698-3333		N/A			
	l	,	American. Unfussy, relaxed stop offering									
		The Commons	hearty breakfast & lunch comfort fare from	20 Central St.	M-Sat: 6AM-2PM	https://www.breakfastfoxborough.co						
		Neighborhood Eatery	eggs to burgers.	Foxborough, MA 02035	Sun: 7AM-1PM	<u>m</u> _	(508) 543-4432		N/A			
			We are a fun & comfortable upscale									
			American restaurant. We aim to do	8 Mechanic Street	M-W: 5-10PM							
l				Foxborough, MA 02035								
		The Union Straw	With so many fabulous beers, cocktails, and		11:30AM-11PM							
l		Restaurant	wine on hand we hope to be your new	between 17 & 21 Bird	Sun: 9:30AM-2:30PM & 4:30-9:30PM	https://www.unionstraw.com	(774) 215-3377		info@unionstraw.com			
		nestaurant	favorite spot. Conrad's Restaurant has proudly offered	30	14.30-3.30FIVI	Incos, / www.unionsuaw.com	(7,14) 213-33//		minol control straw com			1
			customers great food & atmosphere for over									
	THE SHOPS AT		15 years. This family owned restaurant now									
	CHESTNUT		has 4 locations, each with a bar, function room, and lots of large screen HD TVs. No									
l	GREEN		matter what location you visit, we									
				121 MAIN ST.								
č	& DOWNTOWN	Conrad's Restaurant	out & delivery available.	Foxborough, MA 02035	Daily: 11:30AM-9PM	https://conradsrestaurant.com	508-594-3006		N/A			
C	Open-air mall with a				M-Th: 11:30AM-10PM							
l	variety of shops,		This easygoing outpost with minimalist		Fri-Sat: 11:30AM-							
	services, and			121 Main St,	11PM							
	restaurants.	Mai Pearl	of sushi options.	Foxborough, MA 02035	Sun: 12-10PM	http://www.maipearl.com	(508) 698-2600		N/A			
	ľ		We are a family owned and operated									
ĺ			pizzeria with the goal of providing our									
l			costumers with excellent service & superior									
Ì			quality. We create our pizzas with the finest									
			ingredients, including fresh dough, mouth-		L							
ĺ		Pizza Time		121 Main St #1869, Foxborough, MA 02035	Sun-Th: 11AM-9PM	http://www.pizzatimefoxboro.com	(E08) 608 0F00		info@molodynicture.com			
		rizza iline	cheeses & toppings.	roxporougn, IMA 02035	r-sat: 11AM-10PM	http://www.pizzatimeToxporo.com	(508) 698-0500		info@melodypicture.com			

	Foxboro	ugh _{Name}	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
	Downtown		A family owned, Greek style pizza place est.	71441.000	110410	Treasite		- Contact Hume	Contact Lines	Contact Financ	or noonis	Cupatity
			in 1985. We offer a variety of food, including several types of pizza, calzones, grinders,	5								
			dinners, steak, seafood, and a large									
			selection of side orders. Tom Brady is a regular customer ("There's a very good									
			[pizza place], Omega Pizza, over by Gillette									
		Omega Pizza	Stadium Everything I've ever had there, I love.")	128 Main St, Foxborough, MA 02035	Daily: 11AM-10PM (Delivery 4-9PM Only)	http://www.omegapizzafoxboro.com	(508) 543-3440		N/A			
		Dairy Queen Grill &	Soft-serve ice cream & signature shakes top	Downtown		https://www.dairyqueen.com/us- en/Locator/Detail/?localechange=1&s						
		Chill	the menu at this classic burger & fries fast- food chain.	122 Main St, Foxborough, MA 02035	Sun-Th: 11AM-10PM Fri-Sat: 11AM-11PM	en/Locator/Detail/?localechange=1&s tore-id=151	(508) 543-6488		N/A			
L	5											
1	FORBE: CROSSIN	S										
1	CROSSIN	IG	Serving Foxboro's favorite Italian cuisine since 1999. Whether you're craving one of									
			our specialty sandwiches, pizzas, homemade calzones, or authentic pasta									
0	on Route 140 o		dishes, Antonia's has it all. We're also									
6	95. Formerly k	nown Antonia's Italian	proud to offer professional & dependable catering - perfect for private events, work	2 Foxborough Blvd,	M-Sat: 9AM - 6PM							
9	as Foxfield P	Cuisine	functions, parties & more!	Foxborough, MA 02035		https://www.antoniasfood.com	(508) 543-0995		N/A			
			Enduring Thai restaurant & bar offering a sizable menu of classic curries, stir-fries &		M-Th: 11:30AM-9PM							
		B	salads. Always fresh ingredients & great	10 Foxborough Blvd,	F-Sat: 11:30AM-10PM		(500) 5		L.,,			
		Bangkok Café	Service. Offers authentic Mandarin and Szechuan	Foxborough, MA 02035	Sun: 4-9PM M-Th: 11:30AM-10PM	http://www.bangkok-cafe.com	(508) 543-8424		N/A			
		Foxboro Mandarin	dishes that are freshly prepared and made	369 Central St.,	F-Sat: 11:30AM-11PM							
		Chinese Restaurant	to order every time. Seattle-based coffeehouse chain known for	Foxboro, MA 02035	Sun: 12:30-10PM	https://www.foxboromandarin.com	(508) 543-8988		wcguan@yahoo.com			
			its signature roasts, light bites and WiFi			https://www.starbucks.com/store-						
			availability. "Inspiring and nurturing the human spirit—one person, one cup, one	4 Foxborough Blvd Unit 420, Foxborough, MA	M-F: 5AM-7PM	locator/store/1021037/foxborough- forbes-crossing-4-foxborough-blvd-						
		Starbucks	neighborhood at a time"	02048	Sat-Sun: 5:30AM-7PM	foxborough-ma-02048-us	(508) 243-1739		N/A			
			Our casual, sports-themed environment is great for company holiday parties, fantasy									
			football drafts, parties, corporate events,									
			team or club outings, networking events and more! Private event spaces include our									
			Patio (max. 50 guests/35 seated); Lounge	Adjacent to Forbes								
		Jake & Joe's Sports	Area (max. 90 guests/60 seated); and other spaces that can accomodate up to 100	25 Foxborough Blvd,	EVERY DAY: 12:00 PM -							
H		Grill	guests (or 80 seated).	Foxborough, MA 02035	10:00 PM	<u>iakenioes.com</u>	(508) 543-0535		N/A			
3	PATRIOT P	ACE	A unique and cozy tearoom, store and event									
1	& ROUTE 1	I	space inspired by the classic Lewis Carrol tale "Alice in Wonderland." A whimsical		M-Th: 11AM-4:30PM							
i		Alice in the Village	wonderland experience awaits our	266 Patriot PI Foxborough, MA 02035	F-Sat: 11AM-6PM	https://www.aliceinthevillage.net	(774) 215-0250		info@aliceinthevillage.net			
9	8	Alice III the village	bar food, "martinis & microbrews, and	FOXDOIOUGII, IVIA 02033	Juli. 11AIVI-JFIVI	nttps://www.ancentulevinage.net	(774) 213-0230		mio@ancemtnevmage.net			
1	Many of Foxb		happy-hour deals." Rooftop bar/seating									
8	within and an	ound	available during the season. Open later than most of the other Pat. Place	232 Patriot Pl.								
	Patriot's Place, serves as the		restaurants.	Foxborough, MA 02035	Daily: 11AM-1AM	https://www.barlouie.com/menu	(508) 952-6800		N/A			
	foremost food,	retail &	Rustic, woodsy hangout in the Bass Pro Shops Outdoor World with an antique bar,	1 Bass Pro Dr.	M-Sat: 11AM-8PM	http://restaurants.basspro.com/BlueF						
	entertainme destinatio		pub menu & patio. New Patriot Place joint serving Baked Pizza,	Foxborough, MA 02035 23 Patriot Place		inLounge/	(508) 216-2700		cabanks@basspro.com			
	Gestiffatio		Smoked Wings, Stromboli, Calzones, and	Foxborough, MA	Sun-Th: 11AM-11PM	https://www.toasttab.com/bytes/v2/						
		Bytes Restaurant	Desserts! Takeout & delivery available. Counter-service deli chain crafting hearty	02035	F-Sat: 11AM-1AM	online-order#!/	(774) 215-0472		fxinfo@eatbytesusa.com			
		Capriotti's Sandwick	signature subs, salads & kids' meals in a	267 Patriot Pl	Sun-Th: 11AM-7PM	https://capriottis.olo.com/menu/capri						
		Shop	casual setting.	Foxborough, MA 02035	F-Sat: 11AM-8PM M-Th: 12-9PM	ottis-foxborough-patriot-place	(774) 215-5279		info@capriottis.com			
					Fri: 12-10PM (Bar							
			Sprawling sports bar with TVs galore,		closes at 11PM) Sat: 11:30AM-11PM							
		CDC Control Cold	including at each table, plus a large menu of		(Bar closes 12AM)	abana adia adia a	(647) 440 07:-		i-f-@-tti-			
		CBS Sporting Club	American chow. Tavolino sister restaurant. Global street	Foxborough, MA 02035	Sun: 11:30AM-9PM	cbssportingclub.com	(617) 410-9742		info@cbssportingclub.com			
			food with an urban street vibe. Originally	229 Patriot Place		https://www.patriot-	Not available		Not available yet (contact for Tavolino:			
		Citizen Crust	set to open Winter 2020, seems to have been postponed due to COVID disruption.	Foxborough, MA 02036	Not available yet	place.com/tenant/citizen-crust/	yet		foxboro@tavolinorestaurant.us)			
		-										

Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capa
	Founded in 2011, Citra is a fresh cafe and a									
	daily destination for good food. Each day we									
	start with empty shelves, and from scratch,									
	we create our food and deliver it fresh to you. Offers catering. You can find it inside	20 Patriot PI,					Catering:			
Citra a Fresh Cafe	the Health Care Center.	Foxborough, MA 02035	N/A	http://www.citrafreshcafe.com/	508-543-1944		catering@citrafreshcafe.com			
	Our award-winning cupcake bakeries offer			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,						
	16 freshly baked flavors every day. We bake									
	homemade cupcakes and sweet treats in an									
	inviting, fun, open kitchen atmosphere.									
	Offers corporate catering & fundraising	262 Patriot PI,	M-Sat: 11AM-9PM							
Cupcake Charlie's Llc	opportunties.	Foxborough, MA 02035	Sun: 11AM-7PM	http://www.cupcakecharlies.com/	(508) 698-2253		foxboro@cupcakecharlies.com			
			M-Th: 11:30AM-11PM							
			F-Sat: 11:30AM-12AM							
			Sun: 11AM-11PM							
			(dinner @4) Lunch until 3:00, Dinner							
	North Italian. Handmade gnocchi, steaks &		@ 5:00							
Davio's Northern	seafood in a high-end setting. Renown	236 Patriot Pl.	*Hours may differ on			Kate Cunningham,				
Italian Steakhouse	throughout southern New England.	Foxborough, MA 02035		https://davios.com/fox	(508) 339-4810	Sales Manager	kate@davios.com	508-772-7729		
	Long-running chain serving signature donuts,									
L	breakfast sandwiches & a variety of coffee	221 Patriot Pl			l		l .			
Dunkin'	drinks.	Foxborough, MA 02035	i '	www.dunkindonuts.com	(508) 543-2650		N/A			
Splitsville/Howl at	Lively bar with a party vibe featuring dueling		M-Th: 4-11 PM							
the Moon/Top Golf	piano shows & novelty bucket drinks. Offers		Friday: 4 PM-close							
Swing Suite	bowling & virtual golf.	Foxborough, MA 02035	Sat-Sun: 11 AM-close	www.howlsplitsville.com/foxborough-	(508) 698-2695	-	N/A			
	L									
	Cheerful self-serve chain with dozens of frozen yogurt flavors & toppings. They have									
	something for everyone – offering nonfat,			https://www.menchies.com/locations						
Menchie's Frozen	low carb, no sugar added, non-dairy sorbets,	268 Patriot Pl	Sun-Th: 11AM-9PM	/frozen-yogurt-patriot-place-						
Yogurt	gluten free, vegan and kosher flavor options.			ma/catering	(508) 543-8000		info@menchies.com			
	Standard "paint and sip" studio serving wine									
	and beer, with food available for additional		Daily paint sessions.							
	purchase. Great for a girl's night/group	217 Patriot Pl.	See website for specific		l					
Muse Paintbar	events.	Foxborough, MA 02035		https://www.musepaintbar.com/	(508) 809-4400		N/A			
Saga Hibachi	Japanese. Modern, neon-lit bar serving		M-Th: 11AM-10PM Fri: 11AM-11PM							
Steakhouse & Sushi	hibachi dishes, creative sushi rolls & other	295 Patriot Pl	Sat: 12-11PM	https://sagahibachisteakhousema.co						
Bar	Japanese classics.	Foxborough, MA 02035		m	(508) 698-1888		N/A			
	Innovative Mexican cuisine with a twist,									
	cocktails & scorpion bowls. Custom,									
	dramatic décor transports you to the streets									
	of Mexico. The 7,800 sq.ft. venue holds up									
	to 420 guests, includes both public & private		M-W: 4-9PM							
	indoor areas and two outdoor patios, and	252 0-4-1-4 01	Thur: 4-10PM F-Sat: 12PM-1AM				events@scorpionpatriotplace.co			
Scorpion Bar	boasts unique features like a 200" HDTV & 50-ft white stone bar.	253 Patriot PI, Foxborough, MA 02035		http://scorpionpatriotplace.com/	(617) 274-1742	Danielle	m scorpionpatriotplace.co			
pion bui	and the state said		22 31 111		1,227,2742					
	Six String is Foxborough's newest									
	restaurant, bar & stage! Visit us for great									
	food, live music, a rockin' night out, and the									
	best in sports viewing. Located adjacent to		M-Th: 11:30AM-							
	Gillette Stadium in Patriot Place, Six String		12:30AM							
	is a destination for gathering before, during,		F-Sat: 11:30AM-1AM	L	l					
Six String Grill & Stag	e and after Patriots games and special events.	Foxborough, MA 02035	Sun: 11:30AM-12AM	https://www.sixstringfoxborough.com	(/74) 215-7911		howdy@sixstringfoxborough.com			-
	Foxboro's #1 seafood purveyor w/ a									
	contemporary vibe. On game days, watch									
	the action inside on a 20ft HD screen, or sit outide to hear the crowd. Winner of Wine		M-Th: 11:30AM-10PM F-Sat: 11:30AM-11PM							
	Spectator Magazine's "Award of Excellence"	226 Patriot Pl.	Sun: 10AM-9PM	http://foxborough.tavolinorestaurant.						
Skipjack's Foxboro	26+ years in a row.	Foxborough, MA 02035		US	(508) 543-2200		N/A			
,,,	Seattle-based coffeehouse chain known for				1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1	<u> </u>	i i			
1	its signature roasts, light bites and WiFi	74 Washington St		https://www.patriot-						

Foxborough	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
	Studio 3 at Showcase Cinema De Lux	Located in Showcase Cinema de Lux Patriot Place, Studio 3 is a full service restaurant featuring American fare in a relaxed, sophisticated setting, Patrons can enjoy dinner and/or drinks before or after the movie, or just stop by to meet friends for lunch/dinner or an afternoon snack.	24 Patriot Place	Sun-Th: 10:30AM - 10:45PM F-Sat: 10:30 - 12:30AM	https://www.patriot- place.com/tenant/studio3/	(508) 543-1450		N/A			
	Tavolino	Italian. Casual-upscale, contemporary restaurant. Serves unique thin-crust pizzas & specialty cocktails.	274 Patriot Pl. Foxborough, MA 02035	M-Th: 11:30AM-10PM F-Sat: 11:30AM-11PM Sun: 10AM-9:30PM	http://foxborough.tavolinorestaurant.	(508) 543-6543		foxboro@tavolinorestaurant.us			
	Twenty8 Food & Spirits	New American. Upscale restaurant serving breakfast, dinner, & lunch on Saturdays. Convenient for visitors staying at The Renaissance	Inside the Renaissance Boston Patriot Place Hotel 28 Patriot Pl Foxborough, MA 02035	M-F: 6:30-11AM & 5- 11PM Sat: 7AM-11PM Sun: 7-11AM & 5-	http://www.twenty8restaurant.com/	(508) 216-1668		N/A			
	Xtreme Craze	Inflatable Air Park & Ultimate Laser Tag. Similar to an indoor trampoline park, but in a bouncy house-style setting that poses less risk of injury. Great for young children & families. Arcade games & pizza also offered.	30 Commercial St. Unit A Foxborough, MA 02035	Tu-Th: 2-8PM Fr: 2-11PM Sat: 10AM-11PM Sun: 10AM-8PM	httos://www.xtremecraze.us/foxboro/L	(774) 215-0480		PlayInFoxboro@XtremeCraze.us			
	5 Wits Patriot Place	More than an escape room, it's a "60- minute, eight room adventure" featuring interactive challenges, puzzles, and realistic set design.	202 Patriot Pl. Foxborough, MA 02035	M-Tu: Closed W-Th: 12-8PM Fr: 12-9PM Sat: 11AM-9PM Sun: 11AM-6PM	https://5-wits.com/foxboro/_	(508) 698-1600		Group Sales Dept: (855) 955- 9488			
Adjacent Route 1 Area	Bapu G's Gourmet Kebabs and Sandwiches	A modern take on North-Indian kebabs & street food. Bapu G's is a family-run business that focuses on providing a family-friendly atmosphere. We use fresh local ingredients to prepare all of our kebabs, rice bowls, sandwiches, and salads in-house every day. American family restaurant & bar. Offers live music, karaoke, trivia nights, and other	29 Washington Street Foxborough, MA 02035	Mon: Closed T-Sat: 11:30 AM-3PM, 5-9PM Sun: 12-4PM, 4:30- 8PM M-Sat: 11:30AM- 12:30AM	https://babues.com https://www.facebook.com/Chickie- Flynns-Family-Restaurant-Bar-	(774) 215-6065		info@bapugs.com			
	Chickie Flynn's	fun events. Cash only. We're equipped with professional sound system and lighting as well as a dance floor. We have 14 HDTVs, Billiards, full kitchen & bar. We also have a brand new menu with great appetizers, pizzas & sandwiches, as well as great drinks! Be sure to ask about	Inside the America's Best Value Inn 105 Washington St	Sun: 12PM-12:30AM	128220980554357/ https://www.facebook.com/FusionFo	(508) 203-9471	James McLaughlin, GM, Entertainment &	N/A			
	Fusion Bar & Grill The Lafayette House	our daily specials! American. Historical restaurant built c.1784 Vintage, cozy setting offering steak, seafood & US pub classics. Less than a mile from Gillette.	Foxborough, MA 02035 109 Washington St Foxborough, MA 02035	Sun-Th: 11:30AM- 10PM F-Sat:	http://lafavettehouse.com	(508) 543-0599	Promotions	Info.otw@gmail.com			
UPTOWN FOXBOROUGH	Hobby Quarters	Biggest hobby shop in the Northeast, selling trains, planes, RC cars, boats, drones, and much more. Expert help, lessons, and repairs on site.	Foxborough Plaza 30 Commercial St #4A, Foxborough, MA 02035	M-F: 9AM-6PM Sat: 10AM-4PM Sun: 11AM-3PM	https://hobby-quarters.business.site	(508) 549-9959		N/A			
	Trading Post Inc	Small thrift store boutique. Mission: To provide Books & Gifts in a safe space for people recovering from addiction, their loved ones, professionals in the field, and "anyone interested in spiritual growing interested in spiritual growing."	6 Central St, Foxborough, MA 02035	Wed: 11AM-1PM Th-Sat: 10AM-2PM	https://www.facebook.com/pages/Th e-Trading-Post/152291804812270	(508) 543-5191		N/A			
	Sober Camel	and living a healthier life." Established 1987 in Foxboro since 2010.	Foxborough, MA 02035 24 Wall St. Foxborough,	Tu-Fri: 11AM-6PM Sat: 10AM-6PM	http://www.camelrecoverystore.co m/	(774) 215- 5035	Nancy and Leigh Nichols, Shop	thesobercamelma@aol.com: info@camelrecoverystore.com			
	LBD Country Shop Fab Finds Foxboro	Gift shop with unique finds for each season. Family-owned antiques store. Selling vintage décor, high-end antiques, unique gift items, and re-purposed finds.		Th-Sat: 11AM-5PM Wed-Mon: 10AM-5PM Tue: Closed	https://www.lbdcountryshop.com/ https://www.fabfindsfoxboro.com/?f bclid=lwAR1AxNB2sf2 q277IUqB_aA2JI2A- c27h3i9n14nema7L7r0-nrGE0xMKM	(508) 543-9600 (508) 543-1948	Proprietors	Contact form on website. fabfindsfoxboro@gmail.com			
PATRIOT PLACE	Patriot Place	Open-air shopping center. "Your favorite stores, the best restaurants and world class entertainment all at Patriot Place!"	2 Patriot Pl. Foxborough, MA 02035	M-Sat: 10AM-9PM	https://www.patriot-place.com		Diana Griffin, DOM	dgriffin@patriot-place.com	(508) 203-2199 (508) 384-4378		
	Alex & Ani	Eco-friendly jewelry chain known for its handcrafted expandable bangles, chain necklaces & rings.	260 Patriot PI, Foxborough, MA 02035	M-Sat: 10AM – 9PM	https://www.alexandani.com	(774) 215-0131		N/A			

Foxborough						a				# . f D	
PATRIOT PLACE	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacit
PATRIOT PLACE		Massive outdoor recreation store. Boasts several floors of hunting, fishing, &nature									
		gear alongside an extravagent display of									
		wildlife décor. The only Bass Pro in SE New									
		England. Boats available for purchase through on-site	1 Bass Pro Dr.	M-Sat: 9AM-9PM	https://stores.basspro.com/us/ma/fo			Manager Foxboro MA@basspro			
	Bass Pro Shops	Bass Pro Shops Tracker Boat Center.	Foxborough, MA 02035		xborough/1-bass-pro-dr.html	(508) 216-2000	Store Manager	.com			
		Bath & Body Works specializes in high-									
		quality personal care products and gifting. They offer many fragrant indulgences such		M-Sat: 10AM-7PM Sun: Noon-6PM							
		as shower gels, lotions, candles and	258 Patriot Place	* Open an hour early	https://www.patriot-						
	Bath & Body Works	accessories.	Foxborough, MA 02035	for seniors every day	place.com/tenant/bathandbodyworks/	(508) 698-7928		N/A			
		Chain with a varied selection of home		M & Th-Sat: 10AM-7PM							
		goods, including bedding, kitchenware,	330 Patriot PI,	Tu-W: 9AM-7PM	https://stores.bedbathandbeyond.com						
	Bed Bath & Beyond	towels & decor items.	Foxborough, MA 02035	Sun: 11AM-6PM	/Foxborough-MA-02035-1227	(508) 698-1080		N/A			
				M-Th: 10AM-9PM							
				F-Sat: 9AM-9PM							
				Sun: 10AM-7PM * Extended shopping							
		Discount home-goods chain offering		hours for seniors (age							
	l	seasonal decor year-round, plus furniture,	340 Patriot PI,	60+) from 9AM-10AM,	https://stores.christmastreeshops.co	l		Email7042@christmastreeshops.			
	Christmas Tree Shops	kitchen items & gifts.	Foxborough, MA 02035	Monday-Thursday	m/ma/foxboro/340-patriot-place	(508) 698-1830		com			
		Fashion chain supplying contemporary house	2 Patriot Pl Space J13,	M-Sat: 11AM-7PM	https://stores.express.com/us/ma/fox						
	Express	label clothing & accessories for day & night.	Foxborough, MA 02035		borough/2-patriot-place	(508) 543-1387		N/A			
	New England Patriots	A wide variety of Patriots jerseys, apparel & memorabilia is on display at this stadium	1 Patriot PI,	M-Sat: 10AM-9PM							
	ProShop	pro shop.	Foxborough, MA 02035		https://proshop.patriots.com/	(888) 662-7287		proshop@patriots.com.			
		Shoe store chain stocking known-name	,	M-Th: 10AM-9PM							
		brands for men, women, children &	370 Patriot PI,	F-Sat: 10AM-7PM	https://www.offbroadwayshoes.com/ store/5080						
	Off Broadway Shoes	toddlers. Sporting chain stocking brand-name	Foxborough, MA 02035	Sun: 11AM-6PM	store/5080	(508) 543-2100		N/A			
		clothing, footwear, accessories &	246 Patriot Place	M-Sat: 10AM-9PM	https://www.patriot-			customerservice@olympiasports.			
	Olympia Sports	equipment.	Foxborough, MA 02035	Sun: 10AM-7PM	place.com/tenant/olympiasports/	(508) 543-3089		net			
		Patriot apparel and memorabilia, with an									
		emphasis on women & children styles									
		ranging from infant to youth to tweens. Top selling mens' gear is also available, as well									
		as exclusive Game Worn and autographed	263 Patriot Place	M-Sat: 10AM-9PM	https://www.patriot-						
	ProShop Collection	memorabilia collections.	Foxborough, MA 02035	Sun: 10AM-7PM	place.com/tenant/proshop-collection/	(508) 543-2570		N/A			
		Pure Barre is a total body workout that burns fat in record-breaking time. At Pure		M & Th: 6AM-7:30PM							
		Barre, women share a sense of community,		T-W: 6AM-8:30PM							
		where they are inspired & empowered by	244 Patriot PI Space	F: 6AM-6:30PM							
	Pure Barre		D11, Foxborough, MA 02035	Sat: 7:30-11:30AM Sun: 8:30-11:30AM	https://www.purebarre.com/location/ foxborough-ma	(508) 543-1009		f			
	Pure barre	workout; it's a lifestyle. Founded by Tom Brady & his fitness coach,	02035	Sun: 8:30-11:30AW	TOXDOFOUGH-MIA	(508) 543-1009		foxborough@purebarre.com			
		Alex Guerrero. Their mission is to			https://www.patriot-						
		fundamentally change the way athletes of		M-F: 7AM-7PM	place.com/tenant/tb12/						
	TB12 Sports Therapy Center	all ages & levels think about preparation, longevity, and recovery.	240 Patriot Pl Foxborough, MA 02035	Sat: 8AM-4PM Sun: Closed	https://www.tb12sports.com	(508) 543-4900					
	conte	Exhibit space featuring the work of local	. OADDIOUGH, IVIA UZU33	Fri: 5–9PM	https://fineartamerica.com/profiles/a	11,500, 545,4500					
	The Artists Studio &	artists, including creators from the	266 Patriot Place	Sat: 1–9PM	rtists-studio-and-gallery-at-patriot-						
	Gallery	Foxborough Art Association.	Foxborough, MA 02035	Sun: 12:00 noon-6PM	place	N/A	-	pastel17@comcast.net			
	Victoria's Secret &	Chain retailer known for housebrand women's lingerie, plus pajamas,	256 Patriot Place		https://www.patriot-						
	PINK	loungewear & beauty products.	Foxborough, MA 02035	Daily 11AM-7PM	place.com/tenant/victorias-secret/	(508) 549-0979		N/A			
THE SHOPS AT											
CHESTNUT		Open-air mall with a variety of shops and					Vince O'Neill, Lead				
GREEN	The Shops at Chestnut Green	restaurants, including Mai Pearl Asian	16 Chestnut Street. Foxborough, MA 02035	M-Sat: 10AM-9PM	http://chestnutgreen.com/shops/	617-285-3878	Developer at VinCo Properties, Inc.	voneill@vincoproperties.com	617-285-3878		
-	Chestilut Green	Cuisine.	i oxborougii, ivin 02035	Fri: 10AM-6PM	Intep.// chestilutgreen.com/silops/	017-203-30/8	r roperties, inc.	vonem@vincoproperties.com	017-203"3070		
				Sat: 10AM-5PM							
		Mirror Boutique is a women's dresses,		Sun: 12-4PM							
		clothing, and accessory boutique. We try to		Mon: 11AM-5PM							
		keep our store up to date with all of the newest trends and stocked with unique	121 Main St #230	T: 10AM-5PM Wed: 10AM-6PM				ienn.alarie@mirror-			
	Mirror Boutique	items.	Foxborough, MA 02035		https://www.mirror-boutique.com	(508) 328-6757	1	handing and	1		1

	Foxborough											
		Name	Description	Address	Hours	Website	Phone #	Artist: Guy Tringali	Contact Email Artist:	Contact Phone Artist:	# of Rooms	Capacity
₹								Daniels	gjdaniels@comcast.net	508 349-6231		
RETAIL			Art gallery & studio. Artwork available for	5 Green St,		https://www.tringaliartanddesignstud		Manager: Sandy	Manager:	Manager:		
-		Art Tringali Studio	purchase. Just A Little Somethingis a unique	Foxborough, MA 02035		io.com/	(508) 543-6665	Daniels	sadaniels6665@comcast.net	(Cell) 508-446-1011		
			boutique featuring the hottest trends in fashion, jewelry, handbags, accessories,		Su-M: Closed Tu: 10AM-7PM							
		Just a Little Something	personal care items, home accents, & gifts you simply won't find anywhere else in the	119 Green St,	W-Th: 10AM-8PM F: 10AM-6PM	https://www.facebook.com/JustALittl						
		Inc	area!	Foxborough, MA 02035		eSomethingBoutique/	(508) 698-8700		piterranova71@gmail.com			
			3rd generation plant nursery, established 1935.	303 Central St, Foxborough, MA 02035	Daily: 8AM-5PM	https://www.facebook.com/pages/Ly ons-Greenhouses/186588558135818	(508) 543-4113		N/A			
& RELAXATION	UPTOWN FOXBORO	Luxe Studio Spa	Offers a variety of beauty services, including skincare treatments, professional makeup, & general grooming. Bridal packages also available. Owned by Angela, a published makeup artist featured in Ebony Magazine, Original Living Magazine, and on TLC's "Say Yes to the Dress." Tigerilly is committed to providing	44 Central St #120, Foxborough, MA 02035	M-Sun: Closed Tu-Thur: 9AM-9PM Fri: 9AM-6PM Sat: 9AM-5PM	http://luxestudiospa.com/	(508) 685-0543		luxestudiospa@gmail.com			
WELLNESS &			consistency in quality and care, nurturing inside and out. Offers hair salon services,		Tu-W: 10AM-8PM Thur: 10AM-9PM							
E		Tigerlilly Day Spa & Salon	facials, body treatments, and wedding packages.	38 Mechanic St. Foxborough, MA 02035	Fri: 10AM-7PM Sat: 9AM-5PM	http://www.tigerlillydayspa.com/	(508) 543-2600		info@tigerlillydayspa.com			
WE		Healing Moon	Holistic/spiritual wellness center. Offers classes, readings, and special events involving "Reiki, Crystal Healings, Meditation, Shamanic Healings, Rei- flexology, Tarot Readings, Mediumship	34 School St #101,	M-Tu: 2–8PM W-Sat: 8AM–1:30PM (Additional evening hours available Thurs. from 6–8PM)			Trisha Matthies,				
		Wellness	Readings, and more." Upscale beauty spa w/ several locations	Foxborough, MA 02035	Sun: Closed	http://www.thehealingmoon.com/	(508) 543-5522	Owner	thehealingmoon@aol.com	781-929-7514		
	PATRIOT PLACE	Green Tangerine Spa & Salon	Upscale beauty spa wy several locations throughout MA. Services include: haircuts & color, manicures & pedicures, facials, massages, grooming, & makeup.	238 Patriot Pl. Foxborough, MA 02035	M-F: 9AM-9PM Sat: 9AM-7PM Sun: 10AM-6PM	http://www.greentangerinespa.com/	(508) 203-9414		N/A			
		Pure Barre	Pure Barre is a total body workout that burns fat in record-breaking time. At Pure Barre, women share a sense of community, where they are inspired & empowered by each other. Pure Barre is more than just a workout; it's a lifestyle.	244 Patriot Pl Space D11, Foxborough, MA 02035	M & Th: 6AM-7:30PM T-W: 6AM-8:30PM F: 6AM-6:30PM Sat: 7:30-11:30AM Sun: 8:30-11:30AM	https://www.purebarre.com/location/ foxborough-ma	(508) 543-1009		foxborough@purebarre.com			
		r are barre	Founded by Tom Brady & his fitness coach,	02033	Suit 0:50 II:50/W	ioxed ough me	(300) 343 1003		roxoroughe parcourie.com			
		TB12 Sports Therapy Center	Alex Guerrero. Their mission is to fundamentally change the way athletes of all ages & levels think about preparation, longevity, and recovery.	240 Patriot PI Foxborough, MA 02035	M-F: 7AM-7PM Sat: 8AM-4PM	https://www.patriot- place.com/tenant/tb12/ https://www.tb12sports.com	(508) 543-4900		For all press inquiries: JONESWORKS TB12@jonesworks.com			
	FORBES	center	Fit Factory is a full-service health club in	Forbes Plaza			(300) 343 4300		TB12@joilesworld.com			
	CROSSING	Fit Factory	Foxboro, MA with luxury amenities and the best workouts.	10 Foxborough Blvd, Foxborough, MA 02035	M-F: 6AM-9PM Sat-Sun: 8AM-4PM	https://www.fitfactoryclubs.com/gym s/massachusetts/foxboro	(774) 541-1507		info@fitfactoryclubs.com	<u> </u>		
TIVITIES		Cocasset River Park	Sprawling, 56-acre park with nearly a mile of scenic hiking trails, plus ballfields & a nond.	68 Mill Street Foxborough, MA 02035	Dawn-Dusk	http://foxboroughma.gov/UserFiles/ Servers/Server 15207780/File/De partments/Conservation/Conservation%201.and%20Info/ta15.pdf	Foxboro Dept. of Conservation (508) 543-1251	Jane Sears Pierce, Conservation Agent, Dept of Conservation	jpierce@foxboroughma.gov	(508) 543-1251		
OUTDOOR ACTIVITIES		F. Gilbert Hills State	1000+ acre state forest w/ 23 miles of trails through pine & oak. Visitors can hike, mountain bike, ride horses, etc. Part of the 30-mile Warner Trail that runs from Sharon, MA to Diamond Hill State Park, RI. Also contains several unusual stone structures that may have belonged to the native Alzenouin tribes.	45 Mill St. Foxborough, MA 02035		https://www.mass.gov/locations/f-gilbert-hills-state-forest	(508) 543-9084	Tom Ashton,	william.t.ashton@state.ma.us	(508) 543-9084		
			FCC is a member-owned, semi-private golf club in a perfect setting. The course is a 200 acres Geoffrey Cornish design. Conveniently located between Boston and Providence, minutes from the intersection of I-95 and 495, and just a few miles from Gillette Stadium, Patriot Place, the XFinity Center and TPC Boston. Shooting range/club located on 200 acres of		Mon: Closed Tu: 11AM-6PM W-Th: 11AM-9PM Fri: 11AM-11PM	httos://www.foxboroughcc.com		Lou Rivers, Golf Operations Tracy Goulet, Event Coordinator		Lou: 508-543-4661 x3 Tracy: 508-543-4661 x6		
		Independent Sportsman's Club	Foxboro wilderness. Training & public courses available. Membership required to use all facilities - see website.	38 Mirimichi Rd Foxborough, MA 02035	vary from each facility. Check website before	https://www.independentclub.com	(508) 543-9887		independentsportsmensclub@g mail.com			

F	oxborough											
_		Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
			Combined with abutting conservation parcels, the area has about 89 acres of protected open space, including 1.5 miles of shoreline, forests, three hay fields, wetlands and the reservoir's dam.		Dawn-Dusk	http://foxboroughma.gov/cms/One, aspx?portalld=15207864&pageld =15409196		Jane Sears Pierce, Conservation Agent, Dept of Conservation	jpierce@foxboroughma.gov	(508) 543-1251		
		Normandy Farms	Nestled deep in the woods, Normandy Farms is a luxury camping destination & a family tradition since 1971. Relax in your RV, tent, or in one of our deluxe cabins, YURT rentals, pop-up trailers or safari tents! Either way, your family is sure to have a truly memorable vacation.	72 West St. Foxboro, MA 02035	(Office hours) M-F: 10AM-5PM Weekend: Closed	http://www.normandyfarms.com/	(866) 673-2767	Doris Daniels, Recreation Administrator Kristine Daniels,	doris@normandyfarms.com	(Doris) 866-673-2767 x305 (Kristine) 866-673-2767 x306	450 Camp Sites	
		Oake Knoll Farm at the Lawton Family	troly memorable vacation. Est. 1732. A lot has changed since then, but here's something that hasn't: we still milk heritage cows that produce clean, nutritious, raw milk. We still raise animals on pasture, just the way they like it. Visit their on- location farm stand to see & taste the difference.			http://www.oakeknollfarms.com/	(866) 472-9645		sales@oakeknollfarms.com	800-073-2767 X3U0	450 Camp Sites	
		The Nature Trail &	The last active cranberry bog in Foxborough. A "32-acre cranberry wetland system with paved trails" that wind "through a protected habitat with native wildlife."			https://www.patriot- place.com/tenant/cranberrybog/	N/A		N/A			
INMENT PA	ATRIOT PLACE		More than an escape room, it's a "60- minute, eight room adventure" featuring interactive challenges, puzzles, and realistic set design. Opening Oct. 2020	202 Patriot Pl.	M-Tu: Closed W-Th: 12-8PM Fr: 12-9PM Sat: 11AM-9PM Sun: 11AM-6PM	https://5-wits.com/foxboro/_	(508) 698-1600			Group Sales Dept: (855) 955-9488		
R ENTERTAINMENT			Freedom Wind is a leisure & entertainment company that safely replicates the skydiving experience. Our facility is literally a smile factory, using new ways to gamify skydiving & immerse guests in parachute simulations,					Neal Gouck, CXO				
Ö			amongst educational skydiving museum exhibits.	200 Patriot Place Foxborough, MA 02035	TBD	https://freedomwind.us	TBD	Chief eXperience Officer	freedomwindtunnel@gmail.com			
INDOOR		Helix eSports	World class gaming and virtual reality experiences at state-of-the-art eSports centers.	23 Patriot Pl. Foxborough, MA 02035	M-Th: 2-11PM Fri: 2PM-1AM Sat: 11AM-1AM Sun: 11AM-11PM	https://helixesports.com/patriot- place/	(508) 543-0609		N/A			
			Standard "paint and sip" studio serving wine and beer, with food available for additional purchase. Great for a girl's night/group events.	217 Patriot Pl. Foxborough, MA 02035	Daily paint sessions. See website for specific event times.	https://www.musepaintbar.com/ https://www.showcasecinemas.com/	(508) 809-4400		N/A			
		Showcase Cinemas De Lux	Movie theater	24 Patriot Pl Foxborough, MA 02035	Varies based on show	theatre/11060/showcase-cinema-de- lux-patriot- place/foxboro/ma?tab=showtimes	(800) 315-4000		N/A			
			Six String is Foxborough's newest restaurant, bar & stage! Visit us for great food, live music, a rockin' night out, and the best in sports viewing. Located adjacent to Gillette Stadium in Patriot Place, Six String is a destination for gathering before, during, and after Patriots games and special events.	275 Patriot Pl. Foxborough, MA 02035	M-Th: 11:30AM- 12:30AM F-Sat: 11:30AM-1AM Sun: 11:30AM-12AM	https://www.sixstringfoxborough.com	(774) 215-7911		howdy@sixstringfoxborough.com			
		Swing Suite	Lively bar with a party vibe featuring dueling piano shows & novelty bucket drinks. Offers bowling & virtual golf.			howlsplitsville.com	(508) 698-2695		N/A			
ENTERTAINMENT 	UPTOWN FOXBORO		Similar to an indoor trampoline park, but in a bouncy house-style setting that poses less risk of injury. Great for young children & families. Arcade games & pizza also offered.	30 Commercial St. Unit A Foxborough, MA 02035	Sun: 10AM-8PM	https://www.xtremecraze.us/foxboro//	(774) 215-0480		PlayInFoxboro@XtremeCraze.us			
ENTERTA		Ace Archers		131 Morse St. Foxboro, MA 02035	Tu-Fri: 3-9PM Sat: 9AM-6PM Sun: Noon-5PM Mon: Closed	http://www.acearchers.com/	(774) 215-5292		N/A			
INDOOR E			Mass Premier is the original top flight facility in New England. They boast 6 regulation-size basketball courts under one roof, making them the year-round headquarters for youth sports development	97 Green St, Foxborough, MA 02035	M-Sat: 9AM-9PM			Andrew Carl, Assistant General		(508) 543-2626		
= _		Mass Premier Courts	through high-level competitive play.	Rte 106	Sun: 9AM-7PM	https://www.mpcourts.com	(508) 543-2626		acarl@mpcourts.com	Ext 1002		

Foxboroug	h										
	Name	Description Sprawling facility with 2 NHL-sized ice rinks	Address	Hours Tu-Fri: 3-9PM	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
		& a synthetic-ice practice room plus a shop		Sat: 9AM-6PM							
	Foxboro Sports Center	& cafe. Public skate & public hockey offered on select dates during the winter.	10 E Belcher Rd. Foxboro, MA 02035	Sun: Noon-5PM Mon: Closed	http://www.acearchers.com/	(508) 698-0505		N/A			
AL SITES		An exciting, interactive museum that honors the greatest players in Patriots history. The Super Bowl Experience exhibit takes guests									
TORIC	Patriots Hall of Fame Presented by Raytheon	inside the team's 5 Super Bowl wins - includes the Vince Lombardi Super Bowl trophies and championship rings.	1 Patriot Pl. Foxborough, MA 02035	M-F: 10AM-5PM Sat: 10AM-9PM Sun: 10AM-7PM	https://www.patriotshalloffame.com	508-698-4800	Neil Perry, Marketing Coordinator				
MUSEUMS/HISTORICAL SITES	Memorial Hall	c. 1868. On the National Register of Historic Places. A building monument built to honor those who fought in the Revolutionary War, War of 1812, and Civil War. Later housed the town's first library. Today it still serves as a memorial, in addition to being a town museum.			http://www.foxboroughhc.org/hall.ht		Mark Ferencik, Chairman, Foxboro Historical Council				
PATRIOT PLAC	Americas Best Value	2-star hotel. 2 minutes from Gilette.	105 Washington St Foxborough, MA 02035	N/A	http://www.foxbomabyi.com/	(508) 543-4000		abvifoxboro@gmail.com		Guest Rooms - 50	
HOTELS & LOD	Hilton Garden Inn Foxborough Patriot Place	3-Star Hotel. A comparatively more affordable option, just a 6 minute walk from Gillette.			https://www.hilton.com/en/hotels/bb sppgi-hilton-garden-inn-foxborough- patriot-place/7SEO_id=GMR-GI- BOSPPGI		Noelle Fink, DOS	nfink@colwenhotels.com	508-543-2040	Guest Rooms - 136 Meeting Rooms - 6	Total Event Space - 2,98: ft ² Largest Room - 1,302 ft ² Total Capacity - 204 people Copacity of Largest Room: • Reception - 98 Total Event Space -
	Renaissance Boston Patriot Place Hotel	4-Star Hotel. Directly adjacent to Gillette Stadium. Luxurious, modern, extremely high end accomodations.	28 Patriot Pl Foxborough, MA 02035	N/A	https://renaissance- hotels.marriott.com/renaissance- boston-patriot-place-hotel	(508) 543-5500		n/A		Guest Rooms - 156 Meeting Rooms - 7	14,065 ft ² Largest Room - 3,478 ft ² Total Capacity - 455 people Capacitiy of Largest Room: • Auditorium - 175
UPTOWN FOXBORO & Mansfield border	Comfort Inn Foxboro Mansfield	2-star hotel. 5 miles from Gillette Stadiu, 5 miles from Xfinity Center, 6 miles from Plainridge Park Casino.	4 Fisher St Foxborough, MA 02035	N/A	https://www.choicehotels.com/massachus	(508) 543-1000		n/a		Guest Rooms - 127 Meeting Rooms - 4	Largest Room - 1,000 ft Total Capacity - 200 people Capacitiy of Largest Room: • Auditorium - 85
	Courtyard by Marriott Boston Foxboro/Mansfield	3-star hotel.	35 Foxborough Blvd. Foxborough, MA 02035	N/A	httos://www.marriott.com/hotols/traval/bos	s (508) 543-5222		N/A		Guest Rooms - 149 Meeting Rooms - 2	ft ² Largest Room - 650 ft ² Total Capacity - 80 people Capacitiy of Largest Room: • Auditorium - 40
		2 Star Hotel. Casual hotel in Forbes Crossing shopping center. 5 minutes from Mansfield MBTA station. Within 4 miles of Minity Center & Mansfield Crossing. 15 minutes away from Plainridge Casino, Wrentham Village Premium Outlets, & Gillette Stadium. Located in central Foxborough, apprx. 1 mile			https://www.hilton.com/en/hotels/bo sfshv:hampton-suites-foxborough- mansfield/7SEO_id=GMB-HP- BOSFXHX	(508) 623-2555		n/a		Guest Rooms - 139 Meeting Rooms - 4	Total Event Space - 4,07/ft² Largest Room - 1,904 ft² Total Capacity - 210 people Capacity of Largest Room: Cocktail & Theatre - 100 Banquet - 80 Classroom - 72 Boardroom - 40
	Rally Point Inn & Pub	from Gillette. Home to three bars, it's a unique fixture in the city's nightlife.	9 Mechanic St. Foxborough, MA 02035	N/A	http://www.rallypointinnpub.com/home.html	(508) 543-5564	Tina M Walker, President/Owner	twalker@rallypointinnpub.com		Guest Rooms - 26	

	Foxborough	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
		Residence Inn by Marriott Boston Foxborough	Jescription 3 Star Hotel. This modern extended-stay hotel is 6 miles from shops at Patriot Place, 5 miles from events at Xfinity Center and 35 miles from Boston Logan International Airport.			https://www.marriott.com/hotels/tra yel/bosfx-residence-inn-boston- foxborough/?scid=bb1a189a-fec3- 4d19-a255-54ba596febe2	(508) 698-2800	Contact Name	N/A	Contact Phone	Guest rooms - 108 Meeting Room - 1	Total Event Space - 400 ft ² Total Capacity - 32 people
HOTELS	SHARON/ WALPOLE		Straightforward budget lodging with	8 Washington St							·	
	BORDER	Gaard Motel	standard units & free Wi-Fi / parking.	Foxborough, MA 02035 96 Washington Street	N/A	http://www.gaardmotel.com/ http://www.redfoxmotelfoxborough.u	(508) 543-8398		info@gaardmotel.com		Guest Rooms - 20	
9		Red Fox Motel	16 min walk from Gilette. Nestled deep in the woods between Boston	Foxborough, MA 02035	N/A	<u>s/</u>	(508) 543-5000		N/A		Guest Rooms - 25	
CAMPGROUN		Normandy Farms	& Cape Cod, Normandy Farms is a luxury camping destination that has been a family tradition since 1971. Relax and enjoy the unique seasons of New England in your RV, tent, or one of our deluxe cabins or YURT rentals. We also have pop-up trailers and safari tents for those seeking an elevated	72 West St,	Office Hours:	https://www.normandvfarms.com	(866) 673-2767	Administrator Kristine Daniels,	doris@normandyfarms.com	(Doris) 866-673-2767 x305 (Kristine) 866-673-2767 x306	450 Camp Sites	
EVENT VENUES		Campground Foxborough Country	camping experience. FCC is a member-owned, semi-private golf club in a perfect setting. The course is a 200 acres Geoffrey Cornish design. Conveniently located between Boston and Providence, minutes from the intersection of I-95 and 495, and just a few miles from Gillette Stadium, Patriot Place, the XFrinity Center		Mon: Closed Tu: 11AM-6PM W-Th: 11AM-9PM Fri: 11AM-11PM	https://www.normandylarms.com	(866) 6/3-2/6/	Tracy Goulet, Event Coordinator Lou Rivers, Golf		Tracy: 508-543-4661 x6	450 Camp Sites	
EVE		Club	Stadium, Patriot Place, the AFINITY Center and TPC Boston. Various event spaces include: Optum Field Lounge (800 cocktail capacity, 400 seated banquet) Cross Insurance Pavilion & Business Center	Foxborough, MA 02035		https://www.foxboroughcc.com	(508) 543-4661			Lou: 508-543-4661 x3		
			(800 cocktail capacity, 500 banquet) • Putnam Club (2,000 cocktail capacity, 900 banquet) • Putnam Club Lounge (600 cocktail capacity, 300 banquet) • Luxury Suites & Super Suites (100 cocktail capacity, 60 banquet) • Bud Light Party Deck & Concourse (6,000 cocktail capacity, 3,000 banquet) • Patriots Hall of Fame (300 cocktail capacity, 127 banquet)									
			Empower Field House (4,500 cocktail capacity, 2,000 banquet) Press Box (150 cocktail capacity, 100 banquet) DraftKings Fantasy Sports Zone (150 cocktail capacity, 3,000 sq ft) Encore Boston Harbor Terrace (150 cocktail capacity, 1,500 sq ft) Parking Lot (1900,000 sq ft)	1 Patriot Pl.		https://www.gillettestadium.com/eve						Total Event Space - 1.2mill ft² + Largest Room - 80,000 ft² Capacitiy of Largest Room: • Reception - 3,000 • Seated Dinner - 2,500 • Classroom - 875
		Gillette Stadium	Stadium Field	Foxborough, MA 02035	N/A	nt-spaces/	(508) 543-8200	Emily Garven, Exec.		508-907-6940 /	Function Rooms - 90	• Theatre - 1,000
		Marilyn Rodman Performing Arts	Previously The Orpheum Theatre. An "iconic 1926 former movie house showcasing live community theater, classic films & other	1 School St.		https://www.marilynrodmanperformi		Director	emilyg@orpheum.org	508-446-7925		
		Center	events."	Foxborough, MA 02035	Varies based on show		(508) 543-2787					250 Seats
			Secluded, yet conveniently located, Lakeview Pavilion offers an enticing choice of elegant settings. Whether your guest list is 80 or 500, Lakeview Pavilion offers one of the									
		Lakeview Pavilion	most distinctive wedding venues from southeastern Massachusetts and Boston's South Shore to Rhode Island. Corporate Events & Special Occassions.	45 Lakeview Rd. Foxborough, MA 02035	Tue-Sun: 9AM-4PM Evenings and Weekends - Available upon request	https://lakeview.pavilion.com	(508) 543-9099				Function Rooms - 2	Total Capacity - 500 people Largest Room Capacity - 400

	Foxborough	N	Danishian	Address		Website	Dh #	Contact Name	Contact Email	Country of Division	# of Rooms	Communities
S		Name	Description	Address	Hours	website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
MEETING VENUES		Comfort Inn Foxboro - Mansfield	2-star hotel. 5 miles from Gillette Stadiu, 5 miles from Xfinity Center, 6 miles from Plainridge Park Casino.	4 Fisher St Foxborough, MA 02035	N/A	https://www.choicehotels.com/massachus	s (508) 543-1000		n/A		Guest Rooms - 127 Meeting Rooms - 4	Total Event Space - 1,000 ft ² Largest Room - 1,000 ft ² Total Capacity - 200 people Capacity of Largest Room: - Auditorium - 85 - Classroom - 55 - U-shape - 35 - Reception/Banquet - 64
				,							y	Total Event Space - 2,981
		Hilton Garden Inn Patriot Place	3-Star Hotel. A comparatively more affordable option, just a 6 minute walk from Gillette.	27 Patriot Place Foxborough, MA 02035	N/A	http://hiltongardeninn3.hilton.com/en/hotels/ma/BOSPPGI/index.html	508-543-2040		N/A		Guest Rooms - 136 Meeting Rooms - 6	ft ² Largest Room - 1,302 ft ² Total Capacity - 204 people Capacity of Largest Room: • Reception - 98 • Seated Dinner - 80 • Classroom - 70 • Theatre - 98
												Total Event Space - 4,070
		Hampton Inn & Suites	2 Star Hotel. Casual hotel in Forbes Crossing shopping center. 5 minutes from Mansfield MBTA station. Within 4 miles of Xfinity Center & Mansfield Crossing. 15 minutes away from Plainridge Casino, Wrentham Village Premium Outlets, & Gillette	2 Foxborough Boulevard	N/A	http://hamptoning3.hilton.com/en/hotels/massachusetts/BOSFXHV/index.h	500 522 MFF				Guest Rooms - 139	ft ² Largest Room - 1,904 ft ² Total Capacity - 210 people Capacity of Largest Room: Cocktail & Theatre - 100 Banquet - 80 Classroom - 72
		Foxborough	Stadium.	Foxborough, MA 02035	N/A	<u>tml</u>	508-623-2555		N/A		Meeting Rooms - 4	• Boardroom - 40
		Courtyard Boston Foxborough/ Mansfield	3-star hotel.	35 Foxborough Blvd Foxborough, MA 02035	N/A	httos://www.marriott.com/hotels/tra vel/hosfb-courtvard-boston- foxborough-mansfield	508-543-5222		N/A		Guest Rooms - 149 Meeting Rooms - 2	Total Event Space - 1,250 ft ² Largest Room - 650 ft ² Total Capacity - 80 people Capacity of Largest Room: - Auditorium - 40 - Classroom - 30 - Reception - 40 - Banquet - 30
		Marilyn Rodman Performing Arts Center	Previously The Orpheum Theatre. An "iconic 1926 former movie house showcasing live community theater, classic films & other events."	1 School St. Foxborough, MA 02035	Varies based on show	https://www.marilynrodmanperformi	(508) 543-2787	Emily Garven, Exec.	Emily: emilyg@orpheum.org	Emily: 508-907-6940 / 508-446-7925		250 Seats
												Total Event Space - 14,065 ft ² Largest Room - 3,478 ft ² Total Capacity - 455 people Capacity of Largest Room: • Auditorium - 175
			4-Star Hotel. Directly adjacent to Gillette			https://www.marriott.com/hotels/ev ent-planning/business-meeting/bospp						Classroom - 145 U-shape - 48
		Renaissance Boston	Stadium. Luxurious, modern, extremely high		N/A	renaissance-boston-patriot-place-	F00 F42 FF00		A1/A		Guest Rooms - 156	Reception & Banquet -
		Patriot Place Hotel	end accomodations.	Foxboro, MA	N/A	https://www.showcasecinemas.com/	508-543-5500		N/A		Meeting Rooms - 7	150
				24 Patriot Pl		theatre/11060/showcase-cinema-de- lux-patriot-			groupsales@national-			
		Lux		Foxborough, MA 02035	Varies based on show	place/foxboro/ma?tab=showtimes	(800) 315-4000	<u> </u>	amusements.com	866.581.9138		

	Foxborough	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
			Six String is Foxborough's newest restaurant, bar & stage! Visit us for great food, live music, a rockin' night out, and the best in sports viewing. Located adjacent to Gillette Stadium in Patriot Place, Six String is a destination for gathering before, during, and after Patriot games and special events.		M-Th: 11:30AM- 12:30AM F:30AM-12:30AM Sun: 11:30AM-12AM	https://www.sixstringfoxborough.com	(774) 215-7911		howdv@sixstringfoxborough.com		Function Rooms - 7	Total Capacity - 1,300 people Capacity of Largest Room - 200
		Splitsville/Howl at the Moon/Top Golf	Lively bar with a party vibe featuring dueling piano shows & novelty bucket drinks. Offers	220 Patriot Pl	M-Th: 4-11 PM Friday: 4 PM-close		(14) 23732				Function Spaces - 15 (12 lanes, 3	Total Event Space - 20,000 ft ² Largest Room - 4,000 ft ² Total Capacity - 800 people • Bowling Lane Capacity - 32 bowlers, 50 standing • Top Golf Capacity - 8
SERVICES	TRADESHOW & EVENT PLANNING SERVICES	Ges Exposition	bowling & virtual golf. GES is a global, full service face-to-face live events marketing partner. Boston-based branch of GES.		Sat-Sun: 11 AM-close M-F: 9AM-5PM	www.howlsplitsville.com/foxborough-	(508) 698-2695 (508) 584-2700		N/A		golf suites)	players, 10 standing
& EVENT		Meeting Designs	Meeting planning service. We provide the full range of services necessary to ensure your Meeting, Event, or Conference is a resounding success. We develop lasting partnerships with our clients by producing creative planning solutions & consistently meeting and exceeding our goals.	36 Mechanic St # 207, Foxborough, MA 02035		http://www.mdmeetingdesigns.com/			kdennis@mdmmeetingdesigns.c			
MEETING	AUDIO/VISUAL & UTILITIES		Precuring and exceeding our goals. PSAV's dedicated on-site team seamlessly integrates with all property departments to provide an efficient event planning experience. Their unique knowledge of the venue & passion for blending creativity with innovative technology will ensure your event is brought to life. In addition, your event will be backed by the support of the entire 14,000+ PSAV team & our unmatched resources.	Renaissance Boston Hotel: 28 Patriot Pl Foxborough, MA 02035 Hilton Garden Inn: 27 Patriot Pl	M-F: 9AM-5PM	Renaissance: https://www.psav.com/locations/bost on/renaissance/renaissance-boston- patriot-place-hotel Hilton: https://www.psav.com/locations/bost on/hilton-garden-inn/hilton-garden- inn-foxborough-patriot-place	Renaissance: (508) 543-5500 Hilton: (508) 641-2211	*Same contact for the Renaissance & Hilton Stephen LeGrow, Director of Event Technology	slegrow@psav.com	508-543-5500 ext 4914 (main line is for the Renaissance Hotel, where LeGrow is based)		
		A Tri Vision	Audio Visual Equipment Rental and Labor Source	71 Elm St, Foxborough, MA 02035	Office hours: M-Fri: 10AM-6PM	https://www.tripro.net/		Maria Spears & Rick Tremblay, Owners	Maria: mspears@tripro.net Rick: rtremblay@tripro.net			
		United Site Services (formerly Handy	Get the right equipment when & where you need it with USS. From portable toilet to temporary fence rentals & services, our team of local experts—Account Managers, Customer Care, Operations—Is your go-to for an exceptional experience from start to flinish. Offers hand wash stations, temp. fencing, portable restrooms & trailers, dumpsters, and shower trailers.	31 E Belcher Road Foxborough, MA 02035	Office hours: M-F: 7AM-8PM Sat: 8AM-4PM	https://www.unitedsiteservices.com/locations/ma/foxborough/31-e-belcher road/	(800) 864-5387;		n/a			
	ENTERTAINMENT		DJ service. Ted Maher is a creative Wedding Disc Jockey w/ over 20 years of experience, who creates a fun & stress-free wedding tailored to the Bride and Groom, and all their guests.	24 Blackington Rd, Foxborough, MA 02035	N/A	https://www.tmprodj.com/	(888) 363-2253		info@tmprodj.com			
		Altman Artists	Musical talent. Agency representing professional pianists available for booking. Musicians are award-winning pianists with years of performance experience in recitals, symphony orchestras, and music festivals throughout the world.	PO Box 391, Foxboro, MA 02035	N/A	http://www.altmanartists.net/	(508) 543-5404	Joel Altman, Director	jdaltman@altmanartists.com			
		Bernard Shuman Caricatures	Local artist, very involved in the community. Has worked w/ the Foxborough Council on Aging & Human Services.	64 Cannon Forge Dr. Foxborough, MA 02035	N/A	N/A	(508) 543-1796		N/A			
	DÉCOR	Judy's Village Flowers	Florist located on Foxboro Common. Family- owned & operated by Judith and Mark Duffy, Judy's Flowers continues to provide beautiful flowers and unparalleled service for over the last 30 years.	34 School St. Foxborough, MA 02035	M-F: 7AM-6PM Sat: 8AM-6PM Sun: 9AM-4PM	http://judysvillageflowers.com/	(508) 543-4400		info@iudysvillageflowers.com			

	Foxborough											
_		Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
TRANSPORTATION			Newly-introduced train service between									
F			South Station and Foxborough. Station is									
₹/			conveniently located near Lots 3 and 4 of Gillette Stadium. Schedule available online.	1 Patriot PI, Foxborough, MA 02035	N/A	https://www.patriot- place.com/foxborostation/	(617) 222-3200		N/A			
ō		TOADOTO SCUCION	omette stadium. Seredare available omme.	T CASCICUGII, WIT CECSS	14/7		(017) 111 3100		14/1			
SP			GATRA oversees numerous fixed bus routes									
A			within Foxborough, Plainville, Wrentham, and their neighboring cities. This includes	Administrative Offices								
TR		Transit Authority	the "Tri-Town Connector" route between	10 Oak Street		http://www.gatra.org/index.php/rout						
		(GATRA)	Norfolk, Wrentham, and Foxboro.	Taunton, MA 02780	N/A	es/	508-823-8828		N/A			
		GATRA GO Microtransit On-	GATRA also offers an on-demand transit service that allows riders to request a vehicle to pick them up and drop them off where needed. This service is offered along GATRA's exiting bus routes on the Route 1, 140, & 106 corridors (which run through portions of Mansfield, Plainville, and Foxboro). Riders can request a ride via phone, orline, or on the Transloc mobile app.	Administrative Offices 10 Oak Street Taunton, MA 02780	Service runs Monday- Friday, 7 a.m7 p.m	http://www.gatra.org/index.php/transloc/	508-823-8828		n/A			
			High-quality, chauffeured transportation via		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,							
		Patriots Limousine &	a fleet of seamlessly maintained & operated late-model luxury sedans, SUV's, and Minivans. Offers pickup from Logan Airport, corporate limo service, hourly town car driver, and transport to sports/concerts & proms/weddings.	40 Mechanic St #102a Foxborough, MA 02035	N/A	http://patriotslimousine.business.site	(508) 851-0756		info@patriotslimousine.com			
			Services much of Plymouth, Cape Cod and									
		Plymouth Brockton	Southeastern Mass, with regular routes to Logan Airport and TF Green Airport. P&B bus amenities include roomy interior, Wi-Fi, A/C, overhead luggage compartments, wheelchair accessibility, and more.	HQ 8 Industrial Park Rd, Plymouth, MA 02360	N/A	https://www.p-b.com	508-746-0378			For groups of 10 or more, contact Operations Dept @ 508-746-0378 (extension 306)		
TS												
Ē			Foxborough's largest summer celebration,					Scott O'Donnell, Committee Chair	chair@foxboroughfoundersday.c	(617) 894-9500		
EVENTS			marking the town's "birthday." Features a					Committee Chair	om	(617) 894-9500		
			parade, field games & activities at the Booth Playground, and a fireworks display.	Town Common 1 Cocasset St				Monica Fisler, Parade				
ANNUAL			2020 marks their 32nd festival.	Foxborough, MA 02035	N/A	www.foxboroughfoundersday.com	(617) 894-9500		monica.fisler@gmail.com	(H) 508-698-9604		
Z												
A		The New England	A staple in Foxborough since 2004.	Gillette Stadium								
		Country Music Festival	Featuring some of the biggest acts in	1 Patriot PI,								
S			country music all on one stage. The Foxborough Common Business	Foxborough, MA 02035	IN/A	N/A	N/A		N/A			
ORGANIZATIONS		Foxborough Common	Collaborative's mission is to maintain and facilitate growth within the Uptown community. Collectively the business owners aim to create an Uptown Business District									
Ž		Business Collaborative	which attracts a wide audience to live, work, and play.	N/A	N/A	https://www.facebook.com/foxboroughCBC/?ref=page_internal	N/A	Cindi Haddad Drew, Chair	cindihaddaddrew@gmail.com			
GA		Collaborative	The Foxborough Cultural Council is pleased	N/A	IN/A		IN/A	Chair	cinumaddaddrew@gmail.com			
OR			to be one of 351 cities & towns in MA to		L							
λ.			award funds in partnership with the Massachusetts Cultural Council. These funds		Meetings: Sept-June, 2nd Tuesday of the							
F			are granted to qualified individuals &	Town Hall	month (plus 1-2							
Ē		Foxborough Cultural Council	organizations to support cultural projects that benefit the community.	40 South Street Foxborough, MA 02035	additional meetings during fall grant cycle)	http://foxboroughma.gov/boards_com mittees/foxborough_cultural_council	508-543-1200	Jared Craig	foxborocc@gmail.com			
3				22.226., 101.02033	Meetings: 4th Monday	Solventi Collicii			· and			
COMMUNITY			The Foxborough Historical Commission is a volunteer organization that reports to the Foxborough Board of Selectmen. The		of the month, 7:00 PM at Memorial Hall Memorial Hall Museum							
			Commission meets monthly and serves as	Town Hall	& Archive open every							
		Foxborough Historical	the official caretaker of Memorial Hall, The	40 South Street	Wed 7-9PM & the 2nd	http://foxboroughma.gov/boards_com	E00 E42 4340	Mark Ferencik,				
		commission	Common, and the town's historical archives.	Foxborough, MA 02035	Sat/month 9AM - Noon	mittees/historical commission	508-543-1248	Junairman				

Foxborough	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
		The Voice of Business in Foxborough, Norton		Hours	***CDSICE	1 Hone w	Contact Hame	Contact Eman	Contact I none	" of Rooms	cupacity
		and Mansfield. Whether it's Tourism, Local									
		Business, Economic Development,									
		Community Happenings and/or Education,									
	Tri-Town Chamber of	you will find everything you need with the	280 School St., #L100								
			Mansfield, Ma 02048	N/A	https://www.tri-townchamber.org	508-339-5655		office@tri-townchamber.org			
		The URCC advocates & supports the									
		thousands of businesses in, and the citizens									
		of, the 16 communities they represent									
		(including Foxboro, Wrentham, and		M-Th: 9AM-4PM							
	Chamber of	Plainville). Not a chamber of commerce,	310 South St, Plainville,	Fri: 9AM-3PM			Jack Lank,				
	Commerce	but "a chamber of connections."	MA 02762	Weekend: Closed	http://unitedregionalchamber.org	508-316-0861	President/CEO	jack@unitedregionalchamber.org	508-316-0861		

	Surrounding	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# Rooms	Capacity
(Communities											,
WALPOLE	A quaint, tranquil historical town. Walpole has a few hotels, though most are along Route 1, not inside the city. Is mostly	Red Wing Diner	A humble family-owned, old-school diner serving up impeccable fried seafood & wings. Has a cult following among locals. Featured on The Phantom Gourmet. Old fashioned barn overlooking nearly 400 acres of natural landscape. Open to the		M: Closed Tu-Fr: 11:30AM-10PM Sat: 9AM-10PM Sun: 9AM-9PM	http://redwingdiner.com	(508) 668-0453		N/A			
≥	known for its parks, but also has a standard		public for activities such as snowshoeing,	999 North St								
	suburban mall &	Adam's Farm	cross country skiing, hiking, etc.	Walpole, MA 02081	Dawn-Dusk	http://adams-farm.com/hiking-info/	N/A	Yvette Morrill	yvette@adams-farm.com			
	restaurants.	Francis William Bird Park	Stroll meandering pathways and cross artisan-built stone bridges at this family- friendly park of open fields, groves of trees, and frog ponds.	135 Polley Ln East Walpole, MA 02032	Dawn-Dusk	http://www.thetrustees.org/places-to- visit/south-of-boston/bird-park.html	(508) 668-6136		N/A			
SHARON	A great stop for nature lovers, Sharon has 2	Moose Hill Wildlife Sanctuary	Mass Audubon's oldest wildlife sanctuary, encompassing protected forests, fields, and wetlands. Seasonal programs, summer day camp, diverse hiking trails, and a red maple swamp boardwalk provide countless opportunities for exploration.	293 Moose Hill Pkwy Sharon, MA 02067	M-F: 9AM-5PM Sat-Sun: 10AM-4PM	https://www.massaudubon.org/get- outdoors/wildlife-sanctuaries/moose- bill.	(781) 784-5691		moosehill@massaudubon.org			
SHAI	hotels along Rt 1, but none inside the town.		Family-owned farm, run by brothers Jim & Bob Ward since 1982. Sells fresh produce, baked goods, fruit jams and jellies, and a multitude of prepared food made to order. Boasts a deli counter, smoothie bar, seasonal berry picking, and garden goods.	614 S Main St Sharon, MA 02067	Daily 9AM-6PM	https://wardsberryfarm.com	(781) 784-3600		info@wardsberryfarm.com			
MANSFIELD	the Xfinity Center,	Old Country Store and Emporium Xfinity Center	Vintage shop selling unique gifts, antiques, country-style home goods, and old-fashioned items. Family-owned. Popular outdoor amphitheatre concert venue. 1,900 capacity.	Mansfield, MA 02048 885 S Main St,	M-Sat: 10AM-6PM Sun: 11AM-5PM Box Office M-Fr: 12-4PM	www.oldcountrystoreonline.com https://www.livenation.com/venue/k/ go/ZoZAEAEI/Afrintv-center-events	(508) 339-8128 508-339-2331	Jeff Mann, General Manager	oldcountrystorema@verizon.net jeffreymann@livenation.com	508.452.8015 / 704.315.9521 (cell)		
MAN	stocked with hotels and amenities.	Society (Black Box Theater & Morini Gallery)	to the crew to the box office staff. Outdoor shopping mall. Good complement	280 School St.	N/A	https://mmas.org	508-339-2822	Abigail Young, Development Director	abigail@mmas.org or info@mmas.org	508-339-2822 Cell: (973) 879-0701		
		Mansfield Crossing	to Wrentham Outlets.	Mansfield, MA 02048	Daily 10AM-9PM	https://www.mansfieldcrossing.com	(617) 232-8900		info@wsdevelopment.com			

	Surrounding	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# Rooms	Capacity
	Communities	Name	Description	Address	Hours	website	Phone #	Contact Name	Contact Email	contact Phone	# ROOMS	Сараспу
			Named by Golf Digest magazine as one of the "Top 10 Best New Private Clubs in the U.S." when it debuted in 2002, the TPC Boston continues to redefine the private golf club membership experience.	400 Arnold Palmer Blvd, Norton, MA 02766	T-Sun: 9AM-5PM	https://toc.com/boston/	(508) 285-3200	Darren Garrity, Director of Sales and Marketing	DarrenGarrity@pgatourtpc.com	(508) 285-3200 x3158		
NORTON	Located near the tri- region area, Norton offers several fun activities & pursuits for adults.		We are dedicated to brewing high-quality, boundary pushing, but accessible, beers. Whether you are a serious beer nerd, amateur crafter, or simply know you like good beer and good companyeveryone is welcome.	33 W Main St, Norton,	M: Closed Tu-F: 4–9PM Sat: 12–9PM Sun: 12–5PM	https://www.bogironbrewing.com	(508) 952-0555		info@bogironbrewing.com			
		Wheaton College	The Wheaton College Department of Physics & Astronomy maintains a astronomical observatory located on the roof of the Science Center Building that houses a number of telescopes. The public is welcome to use the observatory during any	26 E. Main Street		https://wheatoncolleee.edu/academic s/departments/physics-and- astronomy/observatory-observatory-			houser_anthony@wheatoncolleg			
		Observatory	of its Open Nights (typically every Friday).	Norton, MA 02766	N/A	open-nights/	508-286-3979	Program	e.edu	508-286-3979		

Wrentham

nam	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
3E											
BEVERAGE		Italian. Intimate and casual, serving classic									
Æ		Italian staples. Popular with high foot									
3E		traffic (locals recommend making reservations several days in advance). Fans									
- ∞		swear it's "the best Italian you can get		M-Th: 11AM-9PM							
0	Café Assisi	without going to [Boston's] North End." Near the Outlets.	667 South St #5 Wrentham, MA 02093	F-Sat: 11AM-10PM Sun: 2-8PM	http://cafeassisiwrentham.com/	(508) 384-9400		N/A			
FOOD	Care Assisi	ivear the outlets.	Wiendiani, WA 02055	Tu-Th: Lunch 11:30AM-3PM,	nttp://careassisiwientiam.com/	(300) 304-3400		IN/A			
4		Italian. A luxurious restaurant serving		Dinner 4-9PM							
		authentic Italian cuisine. Visitors love the live music and old school "Rat Pack"	800 Washington St.	Fri: Lunch 11:30AM-3PM, Dinner 4-10PM							
	Luciano's Restaurant			Sat: Lunch 11:30AM-2:30PM,	http://lucianoswrentham.com	(508) 384-3050		_			
	T D'		60 South St #2,	M-Sat: 11AM-10PM							
	Town Pizza	House of Pizza (below)	Wrentham, MA 02093	Sun: Closed	wrentnamtownoizza.com	508-384-8002		info@wrenthamtownpizza.com			
		Family-owned establishment for over 43		M-Th: 11AM-9:30PM							
	Wrentham House of	yrs. Specializes in Pizza, Subs and Family style Greek Cuisine. Fresh food, quality	4 Common St.	Fri: 11AM-8:30PM Sat: 11AM-9:30PM	https://www.facebook.com/Wrenth am-House-Of-Pizza-						
	Pizza	ingredients, big portions.	Wrentham, MA 02093	Sun: 11AM-8PM	171015109634213/	(508) 384-8109		N/A			
		Seasoned diner with a 50-year history		T-Th: 6:30AM-8PM							
		serving fried & grilled seafood, steaks, and		Fri: 6:30AM-9PM							
		homemade desserts at a great price. Also a popular ice cream stand in the	w460 Franklin St.	Sat: 7AM-8PM Sun: 7AM-7PM	https://www.nickvsfamilydining.com						
	Nicky's	summertime.	Wrentham, MA 02093	Mon: Closed	L	(508) 384-8283		N/A			
		Serving high-quality meat smoked on site, in addition to other appetizers, sandwiches,									
		and sides. Well known for its old fashioned,									
	Commonwealth	roadside setup, similar to an ice cream stand: drive-in, window order, outdoor	659 South St.	Sun-Th: 11AM-8PM	http://www.commonwealthbbg.com						
	BBQ Roadstand	seating only.	Wrentham, MA 02093	Fr-Sat: 11AM-9PM	<u> </u>	(508) 384-9676					
		License plates, vinyl records, and other									
		eclectic knick knacks decorate the walls of									
	Red Rooster Bar &	this family-owned pub. Bustling with live music and hungry patrons, Rooster is loud,	510 Washington St.	M-Sat: 11:30AM-1AM							
	Grill	proud, and full of energy.	Wrentham, MA 02093	Sun: 12PM-1AM	http://www.theredroo.com/	(508) 384-6669		N/A			
		If you're looking for the best breakfast place									
		in Wrentham, look no further than The Looking Glass Cafe. Serving up fresh eggs,	Downtown Wrentham								
	The Looking Glass	tasty sandwiches, wraps, and more, The	56 South St.	M-Sat: 6AM-3PM	https://www.thelookingglasscafe.co						
	Cafe	looking Glass Cafe is ready to cook for you. Savory American cuisine and craft beer in a	Wrentham, MA 02093	Sun: 6AM-2PM	<u>m/</u>	(508) 384-2820		N/A			
		pub-style atmosphere, with an outdoor	Downtown Wrentham								
	Gavel Public House	patio with live music in the warmer months.	36 South St. Wrentham, MA 02093	Daily 11:30AM-1AM	http://www.thegavelpublichouse.co m/#home-section	(508) 384-0888		N/A			
Ħ											
RETAIL	Wrentham Village							_			
~	Premium Outlets /		1 Premium, Outlet					-			
	Simon Premium Outlets	Open-air shopping center. Features many high-end brands at significant discounts.	Blvd. Wrentham, MA 02093	M-Sat: 10AM-9PM Sun: 10AM-7PM	https://www.premiumoutlets.com/o utlet/wrentham-village	(508) 384-2876					
	Wrentham Country		715 East St.		http://www.thewrenthamcountrysto						
	Store	Selling repurposed items and antiques.	Wrentham, MA 02093	Daily 10AM-5PM	re.com/	(508) 384-9051		wrenthamcountrystore@gmail.com			
		In business since 1979, we always have									
		what you need, whether its supplies for plumbing, gardening, electrical work,									
	Cataldo's Paint & Hardware	painting or cleaning! A licensed Benjamin Moore Paint distributor.	84 South St, Wrentham, MA 02093	M-F: 7:30AM-5:30PM	https://www.cataldospaintandhardw	(508) 384-2431		N/A			
			entham, IVIA 02093	JULI ONIVESTIVI	ST S	(500) 504-2451					
		A staple during the fall season for hayrides, apple picking, cider, pies, and doughnuts.		From Late June-Day Before							
		Blueberry, raspberry, and hops picking available in the summertime. Vegetables.		Thanksgiving: open daily 9AM- 5PM							
		jams, baked goods, and other farmstand	207 Arnold St.	Open select December dates,							
	The Big Apple Farm	goodies also available.	Wrentham, MA 02093	see website.	http://thebigapplefarm.com/	(508) 384-3055		N/A			
		Located around the corner from Big Apple									
		Farm is St. Mary's Abbey, where nuns specialize in making chocolate. You don't									
		have to be religious to partake in their high-									
	Mt. Saint Mary's	quality treats, crafted without corn syrup, artificial flavors, and other filler ingredients.									
	Abbey/Trappistine	Their shop also sells other handmade goods		Tu-Sat: 10AM-4PM							
	Quality Candy	& gifts.	Wrentham, MA 02093	Sun&Mon: Closed	https://www.trappistinecandy.com	508-528-7306		gift-shop@msmabbey.org			

	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
Whit	ite Barn Farm	Sells fresh, organic vegetables & flowers. Super friendly, very big in the local small farm community.	458 South St, Rt 1A Wrentham, MA 02093	Thursday: 11AM-5PM	https://www.whitebarnfarm.org/	(508) 384-3055		N/A			
	ok's Valley Farm	Just like its name implies, this is a practical farm stand for those who prefer to be in a kitchen than on a hayride. Cook's offers a well-stocked, massive variety of produce sure to please even the pickiest of chefs.	2200 West St. Wrentham, MA 02093	Regular Operation mid-June- Thanksgiving: open daily 10AM-6PM	https://cooksvalleyfarm.com/	(508) 883-6709		N/A			
OUTDOOR ACTIVITIES	. Big Apple Farm	A staple during the fall season for hayrides, apple picking, cider, pies, and doughnuts. Blueberry, raspberry, and hops picking available in the summertime. Vegetables, jams, baked goods, and other farmstand goodies also available.	207 Arnold St. Wrentham, MA 02093	From Late June-Day Before Thanksgiving: open daily 9AM- 5PM Open select December dates, see website.	http://thebigapplefarm.com/	(508) 384-3055		N/A			
OQTO Mre Fore	entham State	Offering a large track of undeveloped land and miles of gravel roads, Wrentham State Forest is primarily used for hiking, moutain biking, and off-road motorcycling.	690 Taunton St, Wrentham, MA 02093	Dawn-Dusk	https://www.mass.gov/files/docum ents/2016/08/qi/wrentham.pdf	(508) 543-9084		N/A			
	ercharged	Three floors of fun: featuring an arcade, trampoline zone, the world's "largest indoor multi-level go-kart track," and an extreme "Ninja Warrior"-style obstacle course. Also serves food at The Thirsty Beaver, a log	591 Washington St.	M-Th: 1-10PM Fri: 1PM-12AM Sat: 9AM-12AM		(774) 047 004-	Steve Sangermano,		404 227 5040		
Rust	ertainment ty Wallace ing Experience	cabin-themed restaurant/pub. The Largest Racing School in the Country! Get behind the wheel and drive a race car at over 80 locations nationwide and in Canada. Drive bullring and short tracks where NASCAR started or go right to the same tracks the NASCAR Pros drive each weekend. Driving & ride along experiences offered.	Wrentham, MA 02093 1092 South St, Wrentham, MA 02093		https://racewithrusty.com	(508) 384-7223	President	steve@superchareedracine.com	401-225-6040		
ODGING		Historic property built in 1861 whose "French Victorian-style luster overlooks the town common." 3-star hotel with rave reviews. Part of "downtown" Wrentham.	36 Common St. Wrentham, MA 02093		http://www.proctormansioninn.com/	(877) 384-1861		info@proctormansioninn.com		Guest Rooms - 8	
	or Inn Motor	Mediocre motel. 6.5 review rating on	900 Washington St, Wrentham, MA 02093	N/A	N/A			N/A		Guest Rooms - 39	
Best Exec	t Western Plus	Perfect for business travel, a weekend getaway, or a longer stay, our location is right off I-495, making it easy to reach the area's best shopping, dining, and	835 Upper Union St Franklin, MA 02038	N/A	https://www.bestwestern.com/cont ent/best-western/en_US/booking- path/hotel- details.22067.html?propertyCode=22	508-553-3500	Lisa Berrios, Director of Sales	franklinfrontdesk@girihotels.com		Guest Rooms - 100 Meeting Rooms - 2	Total Event Space - 1,900 ft* Largest Room - 1,584 ft ² Total Capacity - 198 people Capacity of Largest Room:
Ham Fran	npton Inn nklin	Largest Conference Room - 720 sq ft	735 Union St Franklin, MA 02038	N/A	http://hamptoninn3.hilton.com/en/h otels/Massachusetts/FRKMAHX/inde x.html	508-520-2999		N/A		Guest Rooms - 94 Meeting Rooms - 3	Total Event Space - 916 ft ² Largest Room - 720 ft ² Total Capacity - 30 people
Deve RA V Com	geview velopment (from Ventures) ning Fall 2020	A multi-use development currently under construction. Will include a Marriott TownePlace Suites/SpringHill Suites Hotel, a 240-unit apartment (Alexan Wrentham), a self storage facility, Veterinary Hospital, retail and restaurants.	Ledgeview Project: 730 Madison St, Wrentham, MA 02093 RA Ventures HQ: 4 Lan Drive, Westford, MA	N/A	http://raventures.net/ledgeview-way/	978-692-9450 (RA Ventures)				Marriott/SpringHill: 160 rooms Alexan Apartments: 240 rooms	
NT VENUES	vn Common	Hosts popular local events like the Arts on the Common festival or the town's free, Sunday-night Concerts on the Common series.	Common Street Wrentham, MA 02093	N/A	s-in-wrentham- massachusetts/wrentham-ma- calendar/location/7-wrentham-town common	N/A		N/A			
MEETING/EVE	e Pearl	Set on 25 lushly landscaped acres overlooking a picturesque lake of the same name, our estate event venue is a landmark destination in New England for meetings, weddings, and great gatherings alike.	299 Creek St, Wrentham, MA 02093		https://www.lakepearl.com	(508) 384-3003	Juliana L Lorusso, Director of Marketing and Events	ilorusso@lakepearl.com		Function Rooms - 11	Total Event Space - 15,000 ft ² Max Capacity - 550 people Capacity of Largest Room - 550

Wrentham

hai	n [Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
	ON		The closest MBTA station to the Wrentham									
			Premium Outlets. Visitors can take the train to Franklin, and then Uber the remaining 4	1000 W Central St,		https://www.mbta.com/stops/place-						
	Ę,				N/A	FB-0303	(617) 222-3200		N/A			
	<u>o</u>		Wrentham Outlets on a comfortable			https://www.grayline.com/tours/bos						
	S		climate-controlled coach-style Gray Line bus will make your trip a breeze. Trip duration 8			ton/wrentham-village-premium- outlets-from-boston-						
	₹ G	GrayLine Buses	hrs.	Trip offers hotel pickup	N/A	5851 31 12130 245/	781 986 6100		info@graylineboston.com			
			GATRA's on-demand transit service allows									
			riders to request a vehicle to pick them up and drop them off where needed. This									
			service is offered along GATRA's existing									
			bus routes on the Route 1, 140, & 106 corridors (which run through portions of									
		GATRA GO	Mansfield, Plainville, and Foxboro). Riders	Administrative Offices 10 Oak Street	Conico runs Mondou Eridou 7	http://www.gatra.org/index.php/tra						
				Taunton, MA 02780	a.m7 p.m		508-823-8828		N/A			
			High-quality, chauffeured transportation via a fleet of seamlessly maintained &									
			operated late-model luxury sedans, SUV's,									
			and Minivans. Offers pickup from Logan Airport, corporate limo service, hourly town									
				40 Mechanic St #102a Foxborough, MA 02035	N/A	http://patriotslimousine.business.sit	(508) 851-0756		info@patriotslimousine.com			
			Services much of Plymouth, Cape Cod and		.,	-,	(000) 002 0100					
			Southeastern Mass, with regular routes to Logan Airport and TF Green Airport. P&B									
			bus amenities include roomy interior, Wi-Fi,									
	E			8 Industrial Park Rd, Plymouth, MA 02360	N/A	https://www.p-b.com	508-746-0378		_			
	EVENTS											
	E E		Headlined by the Hockomock and Wampanoag kennel clubs at the	Crackerbarrel								
	<u>چ</u>		Crackerbarrel Fairgrounds. Includes food &	Fairground, Wrentham Development Center,								
	- І.	Annual All Breed	dog show handler clinc, specialty shows,	131 Emerald St.,		http://thewampanoagkennelclub.co						
	≓ľ	Dog Show Driginal	dog show tours, & more. Held in June. A non-profit, volunteer-run series of music	Wrentham Ma. 02093	N/A	m	508-339-9242		N/A			
	Z P	Congregational	events at the Original Congregational	1 East St., Wrentham,								
	¥	Church Coffeehouse	Church.	MA	N/A	http://www.musicatocc.org/	508-384-3110		occmusic99@gmail.com			
			Annual festival held in September for 40-	Crackerbarrel								
	,			Fairgrounds 54 Emerald St.				Judi Lydon-Ruby, Facility				
	E			Wrentham, MA 02093	N/A	N/A		Director	judi.lydon-ruby@mass.gov			
	ORGANIZATIONS											
	Ę		The WCC is responsible for reviewing & awarding grants for cultural program in the									
	IZA		Town. Together with the Wrentham									
	A		Historial Commission, the WCC hosts events & curates exhibits at the Old Fiske									
	BG /	Wrentham Cultural		Town Hall 79 South Street,		http://wrentham.ma.us/boards- committees/wrentham-ma-cultural-						
		Council	each spring.		N/A	council	(508) 384-5400	Evelyn Zepf, Chairperson	contactwcc@wrentham.ma.us			
	COMMUNITY											
	⋛		The URCC advocates & supports the thousands of businesses in, and the citizens									
	É,		of, the 16 communities they represent		M-Th: 9AM-4PM							
	8	Chamber of		310 South St,	Fri: 9AM-3PM			Jack Lank,				
L	-	Commerce	but "a chamber of connections."	Plainville, MA 02762	Weekend: Closed	http://unitedregionalchamber.org	508-316-0861	President/CEO	jack@unitedregionalchamber.org	508-316-0861		

								_		
iding nities	Name	Description	Address	Hours	Website	Phone #		Contact		
BELLINGHAM	Urban Air Trampoline	Indoor adventure park, with a zipline, climbing walls, ropes & obstacle course, basketball, and a specially-desiped area	189 Mechanic St.		www.urbanairtrampolinepark.com/l				Reservation Specialists:	
	and Adventure Park	for kids under 7.	Bellingham, MA 02019		ocations/massachusetts/bellingham	(508) 232-4604			800-960-4778 ext. 1	
NORFOLK		104-acre wildlife sanctuary. Boardwalk path system winds through forest, fields, and wetlands.	108 North St. Norfolk, MA 02056	Tu-Sat: 10AM-4PM Sun: 12:30-4PM Mon: Closed Trails Open Daily	https://www.massaudubon.org/get- outdoors/wildlife-sanctuaries/stony- brook	(508) 528-3140		stonybrook@massaudubon.org		
	Franklin State Forest	Unspoiled 843-acre forest area with hiking, biking, cross-country skiing & horseback-	80 Forge Hill Rd. Franklin, MA 02038	Daily 8AM-6PM	https://www.mass.gov/locations/fra nklin-state-forest	(508) 543-9084		N/A		
_	Franklin Village Shopping Center DelCarte Playground /	marketed to those in town to visit the Wrentham Outlets and do some retail shopping.	16 Franklin Village Dr. Franklin, MA 02038	Varies by store	http://cedarrealtytrust.propertycapsu le.com/property/output/center/detai l/id:1832/#overview https://www.franklinma.gov/sites/fr	N/A	Michael Amenabar, Property Manager	mamenabar@cdrrt.com	508-570-6573	
FRANKLIN		Park with hiking trails, a canoe/kayak launch, & a playground for children.	459 Pleasant St. Franklin, MA 02038	Dawn-Dusk	anklinma/files/pages/delcarte_guide book.pdf	(508) 520-4929		N/A		
FRA	Dean College King Street Café	Ranked a Top College in the North and 9th Best Value School in the North, Dean College offers Division III sports, bachelor's degrees, associate degrees, and continuing and professional education and certificates. Cheap homestyle breakfast, sandwich and seafood dishes. 10 minutes away from Wrentham Outley		N/A Daily 6AM-3PM	https://www.dean.edu	(508) 541-1900		N/A kingstreetcafe.franklin@gmail.com		
(RI)	St. Ann Arts and Cultural Center	Historic church known for its visually stunning interior modeled after the Sistine Chapel.	84 Cumberland St. Woonsocket, RI 02895		www.stannartsandculturalcenter.org			Stannartsctr@aol.com		
WOONSOCKET	Stadium Theatre Performing Arts Centre	Fully restored historic Vaudville theatre presenting concerts, musical theatre, comedy, dance and theatre education programs at family affordable rates.	28 Monument Sq. Woonsocket, RI 0289	Varies based on show	https://www.stadiumtheatre.com	(401) 762-4545	Courtney Blair, Marketing Director			
WOO	Museum of Work and Culture	Immersive museum located in a 1915 textile mill. Tells the history of New England's mill towns in the 19th & 20th centuries.	42 S Main St. Woonsocket, RI 02895	T-Fri: 9:30AM-4PM Sat: 10AM-4PM Sun: 1-4PM Mon: Closed	http://www.rihs.org/museums/museum-of-work-and-culture/	(401) 769-9675	Anne Conway, Director	aconway@rihs.org	401.769.9675 x1	

le	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
BEVERAGE		Classic American breakfast diner, family-owned since 1936. Beloved by locals, with rave reviews	121 South St, Plainville,	Sat-Sun: 7AM-1PM Mon: Closed Tue-Th: 6AM-2PM							
Œ	Don's Diner	online. A piece of living Plainville history.	MA 02762	Fri: 6AM-8PM	donsdinerrestaurant.com	(508) 695-7036		N/A			
		Long-running chain serving signature donuts,									
	Dunkin'	breakfast sandwiches & a variety of coffee drinks.	100 Taunton St, Plainville, MA 02762	Daily 6AM-2PM	dunkindonuts.com	(508) 699-0095		N/A			
		Summer Scoops has been sweetening the small				(222, 222		.,			
FOOD	Summer Scoop Ice	town of Plainville since 2012. With over 40 flavors of hard and soft serve flavors, we will be	Route 1, 80 Washington	Fri-Sat: Closed Sun: 12-8PM	https://www.summerscoops-	508.695.8272					
	Cream	all summer.		M-Th: 3-8PM	osbornenurserv.com	ext. 3	Coralee Osborne, Manager	coralee@summerscoops.net			
		Family-owned spot serving Irish & American		M-W: 11:30AM-11PM							
		fare. Specializes in seafood and a fine selection		Thu-Sat: 11:30AM- 12:30AM							
	The Chieftain Pub	of beer, wine and spirits. Hosts live music on weekends & many beers on tap.	23 Washington St Plainville, MA 02762	Sun: Closed	chieftainnub.com	(508) 643-9031		N/A			
		Long-running chain serving signature donuts,	,			(000,0000000		.,			
Casino		breakfast sandwiches & a variety of coffee		Sun-Th: 7AM- 9PM		l					
ä	Dunkin'	drinks. A unique menu featuring seafood & steakhouse		F-Sat: 7AM-11PM	dunkindonuts.com	(508) 967-7187		N/A			
- Plainridge		fare with an atmosphere second to none. Slack's promises to satisfy all those searching for the best in dining. Fresh Seafood & Hand Cut Steaks prepared by our skilled culinary team. Bar features the best in local micro brews, wine selection and specialty cocktails for every season. 2015 Second-place Winner of the									
3E		People's Choice for Best Clam Chowder in the	Plainridge Park Casino								
ĕ	& Grill	2015 New Bedford Seaport 10th annual Chowder Festival.	301 Washington St, Plainville, MA 02762	Closed due to covid, hours not available	https://www.plainridgeparkcasino.com/	(508) 576-4456		PlainridgePark@pngaming.com			
& BEVERAGE	<u> </u>	New England football legend Doug Flutie offers a memorable dining experience at Flutie's Sports Pub. Relax with your friends while enjoying your favorite brews and pub favorites	Figure 1, MA 02702	THE CHARGOS		(1300) 370 4430		Training of the program is con-			
		such as wings, burgers and our famous giant		Closed due to covid, hours	https://www.plainridgeparkcasino.com/						
ō	Flutie's Sports Pub	pretzels.		not available	dining/fluties-sports-pub	(508) 576-4455	1	PlainridgePark@pngaming.com			
FOOD	Food Court	You'll find four great quick-serve and casual dining options in Plainridge Park's food court, all within easy walking distance of the casino floor. Boasts restaurants like Smash Burger, Grab&Game, Slice, and Dunkin'.		Varies by store. Most open at 11AM, close between 9-11PM.	https://www.plainridgeparkcasino.com/	(508) 576-4500		PlainridgePark@pngaming.com			
=		Founded & owned by Diary of a Wimpy Kid				,					
	An Unlikely Story Bookstore	rounces a owned by blady of a writing had author Jeff Kinney & his wife. A café and book retailer with charming décor. Known for hosting popular events, such as kids story time, trivia nights, and book signings (ie. recently hosted Pulitzer Prize-winning Investigative Journalist Mike Stanton).	111 South St. Plainville, MA 02762- 2043	M-Sat: 10AM-7PM Sun: 10AM-5PM	www.anunlikelystory.com/_	508-699-0244					
		275,548 sf shopping center located at the									
		intersection of Route 495 and Route 1 in]			
		Plainville, MA. Tenants include Stop 'n Shop, Target, TJ Maxx, Home Goods, Chili's, and	97 Taunton Street		https://www.thealevizosgroup.com/reta						
	Plainville Commons		Plainville, MA 02762	Varies by store	il.html	N/A					
	Apotho	AT is currently undergoing construction & actively working with town and state officials to obtain approval to sell adult-use (recreational) cannabis in Plainville, Ma. Their mission: "We are dedicated to producing & distributing high-quality products while transcending exclusive experiences for every one of its customers. Apotho Therapeutics' mission is to provide experiences for displacement of the provided o	110 Washington Stock		http://apothotherapeutics.com/?fbclid=		Mathaw Madairee				
	Therapeutics	unparalleled service to both our customers & our community."	119 Washington Street Plainville, MA 02762	TBD	wAR1Y3pHnOWB65 Xet4UKgvopR5G- ZWR-Z9hhl fXyZrIv2 kViPazOgnTdbc	TBD	Mathew Medeiros, President	mathewmedeiroc00@amail.com	401-649-1677		
ACTIVITIES	Whitings Pond	our community." Quaint, quiet pond beach that's popular among locals. Boasts convenient boat ramp access. A great spot for fishermen, who can catch Largemouth bass, Rainbow trout, and Brown trout.	632-644 Broadway, North Attleborough, MA 02760		/WB-29ont/xx2/r/y2_kVIPazUgp1dbc	(508) 699-0145	resident	matnewmedeiros59@gmail.com	4U1*049*10//		
OUTDOOR A		Hawkins Woods is an open space and recreation area owned by the town of Plainville, MA. The town has approved Hawkins Woods Disc Golf to build an 18 hole disc golf course onsite. The course is being built in 4 phases, and is in				(123) 633 6143					
유						1					
<u>5</u>	Hawkins Woods Disc	the middle of its 2nd phase. Interested patrons can come test out what's been built so far!	118A Hawkins St Plainville, MA 02762	Dawn-Dusk	https://www.hawkinswoodsdiscgolf.co		John Sorel, President	tailspin20@gmail.com	617-416-9840		

ille	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
INDOOR ACTIVITIES	Plainridge Park Casino	available. No smoking allowed. A walk in pay-per-hour video game center boasting 16 flat screen TV's with the best console & PC gaming, including cutting-edge Virtual Reality. They're very popular for birthday	301 Washington St, Plainville, MA 02762	Open 24 Hours	https://www.plainridgeparkcasino.com	(508) 576-4500		PlainridgePark@pngaming.com			
		parties and after school computer enrichment programs. Capitalizes on the booming video	2 Wilkins Dr.	M-F: 3-9PM Sat: 12-9PM							
	One Up Games	gaming industry.	Plainville, MA 02762	Sun: 12-6PM	https://www.oneupgames.net/	(508) 316-3681		N/A			
PODGING	Holiday Inn Express Plainville	This contemporary hotel off Route 1 is 3.7 miles from Wrentham Outlets & 5.3 miles from Gillette. The straightforward rooms offer desix, flat-screen TVs with cable, and a coffeemaker. Free WiFL, patriag, and kids 19&under stay free with an adult. Amenities include free hot breakfast, gym, an outdoor heated pool, and 24/7 business center.	164 Washington St, Plainville, MA 02762	N/A	httos://www.ihe.com/holidavinnexoress /hotols/us/en/reservation	(508) 809-7840		N/A		Guest Rooms - 60 Meeting Rooms - 1	Total Event Space - 325 ft ² Total Capacity - 15 people
	Best Stay Inn	Off US-1, this unassuming, low-key hotel is a 12-minute walk from the nearest bus stop, 3 miles from the Wrentham State Forest and 6 miles from the Capron Park Zoo.	21 Washington St, Plainville, MA 02762	N/A	http://www.beststavinnplainville.us	(508) 643-3730		N/A		Guest Rooms - 18	
INT VENUES	The Loft at Plainridge Park Casino	The Loft that is a perfect venue for weddings, receptions and business functions. Whether accommodating a group of 15 or 300, we will cater to your event needs to create a	301 Washington Street,	N/A	https://www.plainridgeparkcasino.com/	508-576-4444	Hillary Hansen, Banquets / Catering Sales Manager	HILLARY.HANSEN@PNGAMING.CC		Function Rooms - 2	Total Event Space: 7,200 ft ² Seating Capacity - 300
MEETING/EVENT	Holiday Inn Express Plainville	This contemporary hotel off Route 1 is 3.7 miles from Wrentham Outlets & 5.3 miles from Gillette. The straightforward rooms offer desks, flat-screen TVs with cable, and a coffeemaker. Free WiFl, parking, and kids 19&under stay free with an adult. Amenities include free hot breakfast, gym, an outdoor heated pool, and 24/7 business center.	164 Washington St Plainville, MA 02762	N/A	https://www.ihg.com/holidavinnexpress/hotels/us/en/plainville/podal/hoteldeta	508-809-7840		contact@hiexpressplainville.com		Guest Rooms - 60 Meeting Rooms - 1	Total Event Space - 325 ft ² Total Capacity - 15 people
	Wentworth Hills Golf Club	Banquet reception venue set in Plainville's countryside.	27 Bow St, Plainville, MA	N/A	https://www.wentworthhillscountryclub.com/weddings/weddings	508-316-0240		https://www.wentworthhillscount rvclub.com/contact		Function Spaces - 2	Max Capacity - 250 guests
	Holiday Inn Express - North Attleboro, MA	Room Rate - \$139-\$199 Total Event Space - 650 sq ft	707 S Washington St North Attleboro, MA 02760	N/A	https://www.ihg.com/holidayinnexpress /hotels/us/en/north- attleboro/nttma/hoteldetail	508-643-9900		hienttma@comcast.net		Guest Rooms - 65 Meeting Rooms - 2	Total Event Space - 650 ft ² Total Capacity - 23 people
TRANSPORTATION	GATRA GO Microtransit On- Demand Service	GATRA's on-demand transit service allows niders to request a vehicle to pick them up and drop them off where needed. This service is offered along GATRA's existing bus routes on the Route 1, 140, 8. 105 corridors (which run through portions of Mansfield, Plainwille, and Foxboro). Riders can request a ride via phone, online, or on the Transloc mobile app.	Administrative Offices 10 Oak Street Taunton, MA 02780	Service runs Monday-Friday, 7 a.m7 p.m	http://www.gatra.org/index.php/translo	508-823-8828		N/A			
TR	Patriots Limousine & Car Svc	High-quality, chauffeured transportation via a fleet of seamlessly maintained & operated late-model luxury sedants, SUV's, and Minivans. Offers pickup from Logan Airport, corporate limo service, hourly town car driver, and transport to sports/concerts & proms/weddings.	40 Mechanic St #102a Foxborough, MA 02035	N/A	http://patriotslimousine.business.site/	(508) 851-0756		info@patriotslimousine.com			
N EVENTS	Annual WIN-ter WON-derland Vendor & Craft Holiday Fair	Hosted at Plainridge Casino. Free admission to browse more than 50+ local vendors, crafters, and boutique sellers. Complimentary coffee and treats for the kids. Cash bar.		N/A	https://northshorevendorevents.com/20 20-win-ter-won-derland	N/A	Event organizer: Cathy D., North Shore Vendor Events	events@northshorevendorevents.com			
ANNUAL TOWN	Annual Plainville Winter Festival	December festival includes Tree lighting, raffles, food, free tours of the historic Huphrey House, and a 20ft bonfire lit by The Plainville Fire Department.	Telford Park 142 South St, Plainville, MA	N/A	https://www.facebook.com/friendsofpla	N/A		friendsofplainville@gmail.com			
ANI	Lions Club Fall Festival	Annual festival hosted by The Plainville Lions Club. Featuring crafters, vendors, food, games, and more! Very kid friendly.	Telford Park 142 South St, Plainville, MA	N/A	https://e- clubhouse.org/sites/plainvillema/page- 6.php	N/A		N/A			

Plainville	Name	Description	Address	Hours	Website	Phone #	Contact Name	Contact Email	Contact Phone	# of Rooms	Capacity
OBGANIZATIONS	Plainville Historica Commission	The mission of the Plainville Historical Commission is to protect and preserve the community's historical assets for the education, enjoyment, and benefit of current and future generations.	136 South St, Plainville,	Town Hall Hours: Mon-Thur 8AM-4:30PM Mon Eve: 5-8PM Closed Fridays	https://www.plainville.ma.us/historical- commission?fbclid=lwAR3OnHYg6Dmdn 9iPzCeNh ymnhRlrACpTRuzHZgCOypX1q AaAdJlg5KSca0	(508) 699-2082	Kristine Moore	plainvillehistoricalcommission@g mail.com	508-248-5348		
VIINIIVIA	United Regional Chamber of Commerce	The URCC advocates & supports the thousands of businesses in, and the citizens of, the 16 communities they represent (including Foxboro, Wrentham, and Plainville). Not a chamber of commerce, but "a chamber of connections."	310 South St, Plainville,	M-Th: 9AM-4PM Fri: 9AM-3PM Weekend: Closed	htto://unitedregionalchamber.org	508-316-0861	Jack Lank, President/CEO	jack@unitedregionalchamber.org	508-316-0861		

nding nities	Name	Description	Address	Hours	Website	Phone #		Contact		
EBORO	Stix Fun Center	Center featuring a driving range, mini golf, golf lessons & camps, and batting cages with refreshments offered by Del's frozen lemonade.	North Attleboro, MA	Daily 11AM-6PM	https://stixfuncenter.com/o	(508) 695-0091		N/A		
NORTH ATTLEBORO	North Attleboro WW1 Memorial Park	Free park on a hill with panoramic views almost 400 ft above sea level. Has a petting zoo (with ducks, peacocks, deer, miniature horses, donkey, llamas, emus, goats, and other farm animals), disc goff, perica rease, playgrounds, trails, and a memorial garden. Well-maintained & has been a local family favorite for generations.	365 Elmwood St. North Attleborough, MA 02760	M-F: 7:30AM-8PM Sat-Sun: 8AM-8PM	https://northattleboroughma.mvrec.com /info/facilities/details.aspx?FacilityD=1 4696	(508) 699-0129				
	Monkey Joe's	Indoor, wall-to-wall inflatable playground for kids. Also has arcade games, slides & concessions.	1360 South Washington St. Unit 1-A North Attleboro, MA 02760	M-Thur: 10AM-6PM Fri-Sat: 10AM-8:30PM Sun: 11AM-7PM	https://www.monkeyjoes.com/locations /north-attleboro	(508) 316-3533		N/A		
	Capron Park Zoo	For nearly 75 years, Capron Park Zoo been a premiere family attraction in southern New England. Visitors can immerse themselves in the warmth of a tropical rainforest, be awed by the roar of our lino pride, or simply enjoy the wonders of animals from all over the globe. With something to amaze and inspire the whole family, Capron Park Zoo is a fun-filled place for the young & young-at-heart. A great bargain at less than \$10.0 person!		Winter Hours: 10AM-4PM	https://capronparkzoo.com	774-203-1840	Lew Stevens, Zoo Director		774-203-1841	
	Los Antojitos Restaurant & Bar	Mexican/Latin American. Intimate, family- owned restaurant bringing a warm, fun vibe to N.Attleboro with a relaxed menu of authentic Latin flavors and vegetarian options, alongside an exceptional Margarita Menu, extensive tequila offerings and cockall menus.	45 N Washington St North Attleborough, MA 02760	Mon: Closed T-Thur: 4-10PM Fri-Sat: 11AM-11PM Sun: 11AM-8PM	http://www.losantojitosna.com	(508) 699-4677		N/A		
	Table at 10	Easygoing Italian fare served in a family- friendly, rustic setting with exposed brick interiors.	10 N Washington St, North Attleborough, MA 02760	M-Th: 4:30-9PM Fri-Sat: 4:30-10PM Sun: Closed	tableat10.com	(508) 576-8102		N/A		
	Stella Osteria	Italian. At Stella, we want you to enjoy the old- school, Italian classics, but with our own modern twist. Each meal is specially crafted and created with the freshest ingredients. Seasonal menu with nightly specials.	6 N Washington St, North Attleborough, MA 02763		https://stella-osteria.com	(508) 316-3723		N/A		
	The Preservation Framer	Part art gallery, part frame shop. Come in to work with our experienced and talented designers, browse our handmade goods as well as enjoy current works of art.	31 N Washington St North Attleboro, MA 02760	M-Sat: 10AM-6PM Sun: Closed	preservationframer.com	(508) 809-4110		N/A		
), RI	Diamond Hill Vineyards	2nd generation, family run vineyard. Offer wine tastings and garden parties.	3145 Diamond Hill Rd. Cumberland, RI 02864	Thur-Sat: 12-5PM Sun-W: Closed	http://diamondhillvineyards.com	(401) 333-2751		diamondhillvineyards@gmail.com		
SLAND	Miscoe Lake	44-acre reservoir. This almost-mile long pond is a great spot for avid fishermen looking to catch largemouth bass.		Dawn-Dusk	N/A	N/A		N/A		
CUMBERLAND,	Blackstone River	Popular bike trail that follows much of the Blackstone River. Bikers can see historic old mills, waterfalls, marshes, wildlife, and other natural scenery. 18.2 miles of bikeway-including 11.6 miles of continuous path from Cumberland to Woonsocket.	John Street Parking Area, John St, Lincoln, RI 02865	Saura Durk	http://www.dot.ri.gov/community/bikeri/blackstone.php	N/A	R.I. Department of Environmental Management, Division of Parks and Recreation		R.I. DEM (401) 667-6200	