• AUGUST 2014 •

# HOTELS >> in << BOSTON

BOSTON REDEVELOPMENT AUTHORITY

CITY OF BOSTON
**Martin J. Walsh, Mayor**

*Produced by*
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The BRA Research Division strives to understand the current environment of the City to produce quality research and targeted information that will inform and benefit the residents and businesses of Boston. The Division conducts research on Boston's economy, population, and commercial markets for all departments of the BRA, the City of Boston, and related organizations.

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# Boston's Hotel Market

AUGUST 2014

## I

### Introduction

Boston attracts more than 12 million visitors every year.[1] The City draws many tourists due to its rich history and culture, but also hosts world-class conventions and businesses. Smith Travel Research (STR) ranks the Boston metropolitan area as one of the top 25 hotel markets in the United States.[2] Hotels in the City of Boston outperformed the national average and the Boston metropolitan area in terms of occupancy rate and revenue per available room (RevPAR). Hotels also play a key role in the strong performance by the hospitality and tourism industries in the region. Today, Boston has 73 hotels with 19,012 rooms available.[3] The average occupancy rate for the City's hotels in 2013 was 80.3% and RevPAR was $179.75.[4] This report provides information on Boston's hotel industry characteristics, growth, and overall economic impact.

## II

### Boston's Hotel Industry Characteristics

HISTORY

The historic hotels in the City of Boston date back to the mid-19th century. The Omni Parker House, Copley Square Hotel, and The Lenox Hotel are Boston's oldest hotels in continuous operation with their openings dating back to 1855, 1895, and 1900 respectively. In the 1980s, world-class hotel chains began to enter the Boston market, including Hilton, Marriott, and Four Seasons. During that period, 12 of the City's current hotels were built. In the 1990s, Boston's hotel market continued to expand, adding 11 hotels, including three hotels operated by Hilton, all of which opened by 1999. Over the next decade, the hotel stock of the City grew rapidly. From 2000 to 2009, 25 hotels opened in the City, making up one-third of current hotel stock. During this period, Hilton continued to expand Downtown, while Courtyard by Marriott, a business hotel brand owned by Marriott, opened two hotels in Copley and South Boston. Other hotel chains like Kimpton and Lowe also entered the Boston market during this period.

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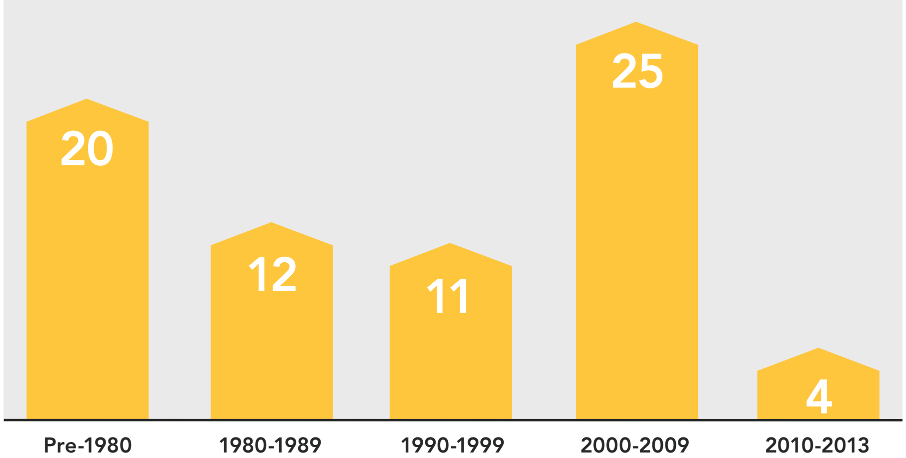
1 City of Boston, http://www.cityofboston.gov/visitors/, last visited June 2014.
2 For the full list of top 25 hotel markets in the US, see Appendix A.
3 The City of Boston Licensing Board licensed 69 hotels in 2013, while 4 hotels are in the process of license application. The full hotel list is in Appendix C. This study does not analyze other lodging properties, but provides their basic information in Appendix D. See definitions of hotels, lodging houses, bed and breakfasts, and motels in the Glossary. The room count was provided by 2013 STR Trend Report and hotels' public websites.
4 Boston City's occupancy rate and RevPAR were cited from the Pinnacle Perspective Boston Monthly Report, December 2013. The sample areas in the report are Airport/Seaport, Back Bay, Cambridge, Downtown and South Boston. The Research Division excluded Cambridge and recalculated occupancy rates and RevPAR for the areas that represent the City of Boston.

## BOSTON'S HOTELS
- BY YEAR CONSTRUCTED -

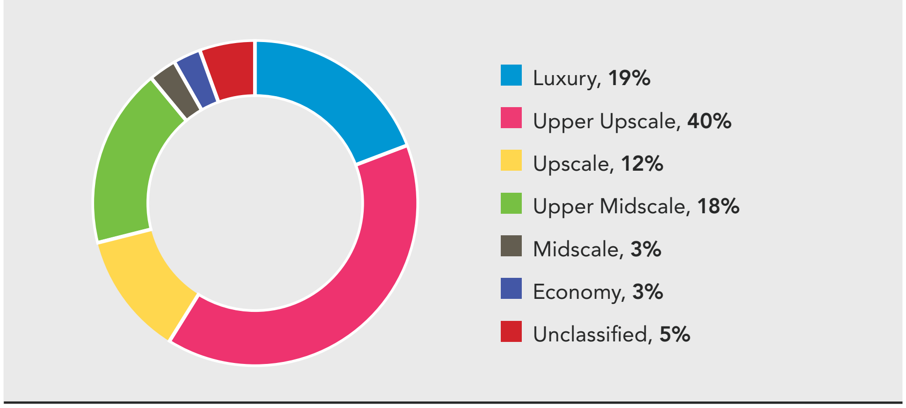



*Sources: Smith Traveler Research (STR), Trend Report, 2013; Boston Redevelopment Authority (BRA), Hotels: A Comprehensive Report on the Past, Present, & Future of Boston Hotel Industry, BRA Report #511, 1997. Note: Constitution Inn opening date was unavailable.*

### BOSTON'S HOTEL COMPOSITION

STR classifies the 73 hotels located within the City of Boston in the following "Chain Scales": 14 luxury hotels, 29 upper upscale hotels, 9 upscale hotels, 13 upper midscale hotels, 2 midscale hotels, 2 economy hotels, and 4 that are unclassified.[5] More than 70.0% of the current hotels in Boston are either upscale, upper upscale, or luxury, while only 6.0% are at or below midscale, as shown in the figure below.

## BOSTON'S HOTELS
- COMPOSITION -

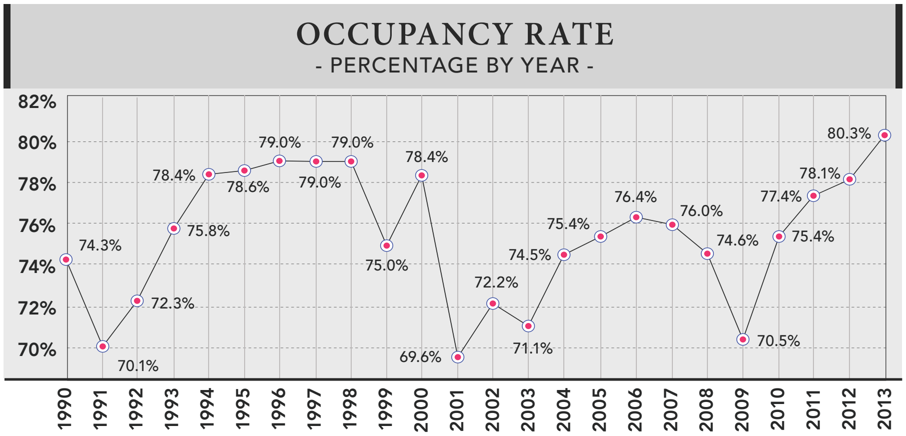



*Source: Smith Travel Research (STR), Trend Report, 2013*

[5] STR categorizes branded hotel chains using their Chain Scale. This Chain Scale, based on actual average room rates of hotels, has the following segments: luxury chains, upper upscale chains, upscale chains, upper midscale chains, midscale chains with F & B, midscale chains without F & B, economy chains, and independents.

### OCCUPANCY RATE AND AVERAGE DAILY RATE: OCCUPANCY RATE BY YEAR

The average occupancy rate of hotels in Boston was 75.5% over the past 20 years, according to the Pinnacle Perspective Monthly Report. In the 1990s, this rate climbed steadily and remained around 79.0%, as shown in the figure below. The occupancy rate in the 2000s did not exceed 77.0% throughout the decade due to the 2001 recession and new hotel construction expanding Boston's hotel capacity. In 2009, the occupancy rate plummeted to 70.5% due to the Great Recession that stemmed from the financial crisis of 2008. However, the occupancy rate soon recovered, growing at an average annual rate of 2.5% from 2009, and reached 80.3% in 2013, the highest rate since 1990. Excluding the recession years, these statistics suggest that Boston is a robust hotel market.

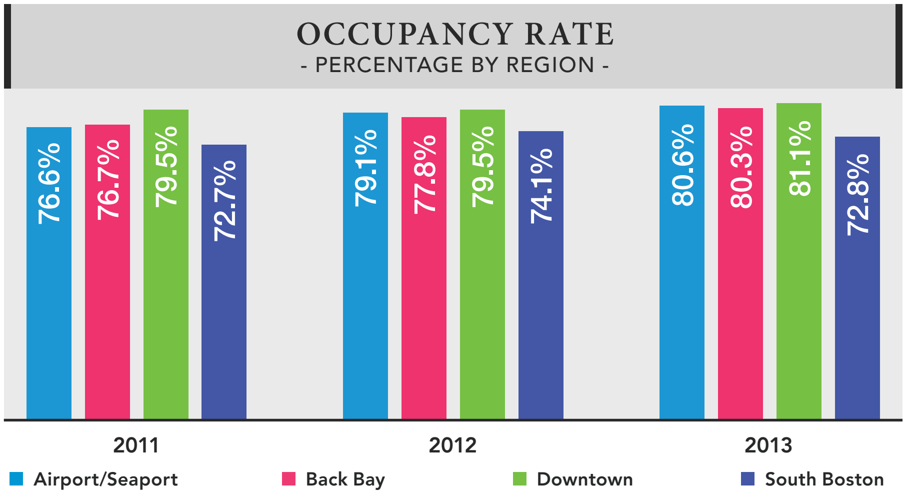



*Source: Pinnacle Advisory Group, 1990-2013*

### OCCUPANCY RATE BY REGION

Pinnacle reported occupancy rates for four major areas within the City of Boston: Back Bay, Downtown, Airport/Seaport, and South Boston.[6] These four areas comprise 88.0% of all hotels in the City. The following chart shows the four regions' occupancy rate trends over the past three years. As the data suggest, Back Bay, Downtown and Airport/Seaport have similar occupancy rates (approximately 81.0% in 2013), while South Boston's rate is 8.0 percentage-points lower than the other three regions. This trend exists in the two prior years as well.

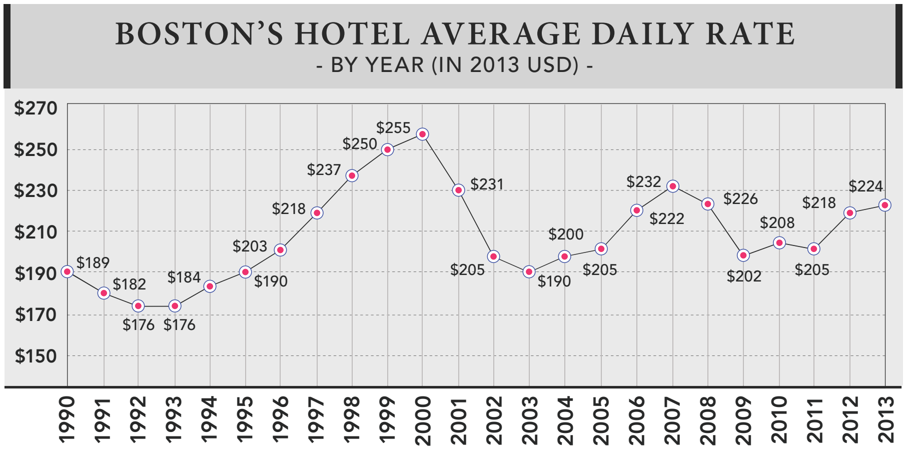
[6] The four regions are defined by the Pinnacle Advisory Group and represent sub-areas of the City of Boston. These regions do not align perfectly with official neighborhood boundaries.




*Source: Pinnacle Advisory Group, Pinnacle Perspective Boston Monthly Report, 2011-2013*

AVERAGE DAILY RATE BY YEAR

The City's Average Daily Rate (ADR) represents the average rate paid per rooms sold over a given period of time.[7] The ADR is highly correlated with the occupancy rate, which follows the same trend but on a lagged basis. The ADR from 1990 to 2013 grew 18.6% from $188.70 in 1990 to $223.82 in 2013. This growth is significant as the hotel room inventory was smaller in 1990 than today.[8] The figure below shows the ADR for Boston from 1990 to 2013. The rise in ADR can be attributed to a number of sources including: the new hotels built after the 1990s added to the upper scale inventory with higher daily rates and increased demand for hotel stays.

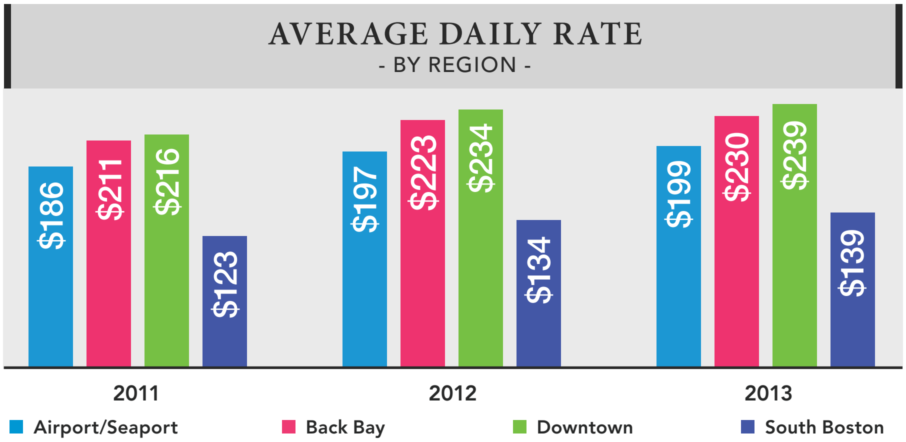



*Source: Pinnacle Advisory Group, 1990-2013*

[7] STR Global, http://www.strglobal.com/resources/glossary/en-gb, last visited June 2014.
[8] All ADR dollar concepts are in 2013 US dollars.

AVERAGE DAILY RATE BY REGION

The following chart illustrates the ADR in four regions[9] over the past three years. Back Bay and Downtown had the highest ADR in the city from 2011 to 2013, followed by Airport/Seaport. Similar to the occupancy rate, South Boston had a significantly lower ADR compared to the other three major hotel neighborhoods.




*Source: Pinnacle Advisory Group, Pinnacle Perspective Boston Monthly Report, 2011-2013*

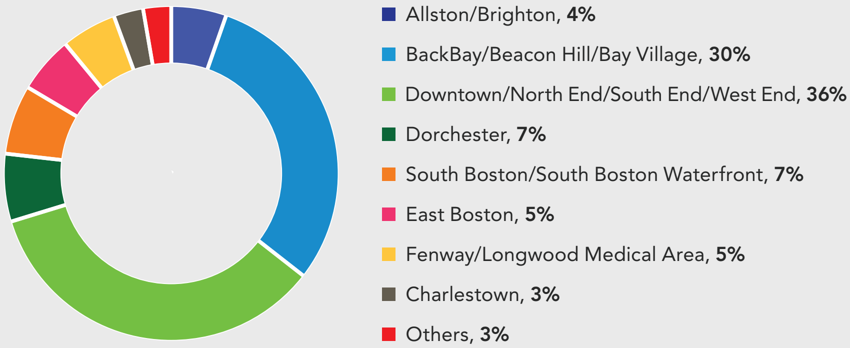
# III

## Distribution by Neighborhood

More than half of Boston hotels are located in Downtown, Back Bay, and their contiguous neighborhoods, as shown in the figure on the next page.[10] Dorchester has five hotels, making it the third largest hotel market among Boston's neighborhoods. The South Boston Waterfront hotel market grew rapidly following the establishment of the new Boston Convention & Exhibition Center (BCEC) in 2004, with three new hotels and another hotel recently renovated. East Boston has four hotels located near Logan Airport which suits business travelers. Other neighborhoods, such as Fenway, Brighton, and Charlestown have two or three hotels, but are not highly associated with convention industries.

[9] The four regions are defined by the Pinnacle Advisory Group and represent sub-areas of the City of Boston. These regions do not align perfectly with BRA neighborhood boundaries.
[10] Please note, some contiguous neighborhoods were combined in the figure for visualization.

## BOSTON'S HOTELS
- BY NEIGHBORHOOD -




*Source: City of Boston Licensing Board, 2013, BRA Research Analysis*

# IV

## Economic Impact

The hotel industry provided 10,787 direct jobs in Boston for 2012, accounting for 1.9% of Boston's total payroll jobs, and 32.4% of Massachusetts' hotel industry employment. However, the average annual salary for Boston's hotel employees was $43,160, significantly less than the City's average annual salary of $82,420, but still exceeds the average statewide hotel industry salary of $31,980.[11] The table below provides the top 10 largest hotel employers in Boston.

## TOP TEN LARGEST EMPLOYERS
- IN BOSTON'S HOTEL INDUSTRY, 2012 -

| HOTEL | EMPLOYEES |
|---|---|
| Westin Copley Place Boston | 650 |
| Boston Park Plaza Hotel | 600 |
| Four Seasons | 520 |
| Sheraton-Boston | 500 |
| Boston Harbor Hotel | 500 |
| Marriott-Long Wharf | 400 |
| Intercontinental | 360 |
| Omni-Parker House | 360 |
| Fairmont-Copley Plaza | 350 |
| Hyatt Regency-Boston | 350 |

*Source: InfoUSA 2012, BRA Research Analysis*

[11] Source: Massachusetts Executive Office of Labor and Workforce Development (DWD), 2014, Employment and Wages Report (ES-202)

In fiscal year 2013, the total sales revenue for Boston hotels was $1.1 billion.[12] These total hotel sales generated $66.1 million in tax revenue for the City of Boston from the 6.0% room occupancy excise tax. In addition to sales and tax revenue, the hotel industry's impact on greater Boston was estimated using the REMI PI+ model which found hotels contributed $1.2 billion in Gross Regional Product (GRP), and 4,904 indirect and induced jobs to other local industries.[13] Those indirect and induced jobs were primarily in the administrative and waste management services, professional and technical services, and restaurant industries. Furthermore, the hotel industry is linked to the retail, cultural, and entertainment sectors in Boston.

## V

### Looking Forward

The City has been making a great effort to increase the supply of hotel rooms since 2000. The current high occupancy rate and ADR indicate that more rooms are still needed in response to demand growth. According to the BRA's pipeline projects, 18 hotel projects totaling 3.1 million square feet of space were approved by the BRA's Board of Directors. Five projects are currently under construction, consisting of 1.4 million square feet.[14] In addition, the Massachusetts House of Representatives recently approved a $1.1 billion expansion of the BCEC. The expansion proposal included a plan to build two hotels within walking distance to the BCEC, with a combined capacity of at least 1,000 rooms. Sufficient room supply with an affordable daily rate is essential to supporting new businesses and economic growth in Boston.

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## Glossary

**AVERAGE DAILY ROOM RATE (ADR)**

ADR is the average price of a room. This is represented by actual cash paid by customers excluding other services such as telephone and internet charges and discounts.

**CHAIN SCALE**

The Chain Scale is a system created by Smith Travel Research to categorize branded hotel chains. Based on actual room rates, hotels are segmented into the following categories:

- luxury
- upper upscale
- upscale
- upper midscale
- midscale
- economy

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[12] Source: "Revenue Estimates and Analysis FY15", City of Boston Department of Revenue, http://www.cityofboston.gov/images_documents/04_revenue_estimates_and_analysis%5B1%5D_tcm3-44075.pdf. Note: In the above report, there is a discrepancy of room occupancy excise revenue for FY2013 between Page 165 (the second paragraph reported $69.4 million) and Page 170 (the Revenue Summary table reported $66.1 million). The amount used in this analysis corresponds to the Revenue Summary table.

[13] In REMI, Greater Boston comprises Suffolk County, Essex County, Middlesex County, Norfolk County and Plymouth County. GRP is synonymous with Gross Domestic Product (GDP) and value added.

[14] The 3.1 million square feet corresponds to approximately 4,458 rooms. The hotel square footage in Fan Pier project is not available. See BRA's development projects website: http://www.bostonredevelopmentauthority.org/projects/development-projects

[15] See the Massachusetts Convention Center Authority (MCCA) official website for more details: http://massconvention.com/about-us/press-release/mcca-files-legislation-to-expand-boston-convention-exhibition-center

**OCCUPANCY RATE**

The occupancy rate is the average percent of rooms occupied and being paid for by customers during a specific time frame.

**REVENUE PER AVAILABLE ROOM (REVPAR)**

RevPAR equals to the occupancy rate multiplied by the ADR in a given time frame.

**HOTEL, MOTEL, LODGING HOUSE, AND BED & BREAKFAST**

Massachusetts General Law defines hospitality establishments in Massachusetts in four categories: hotel, motel, lodging house, and bed and breakfast. This report focuses on "hotel" establishments in the City of Boston that are licensed by the Licensing Board, though other hospitality establishments are listed in the following tables in Appendix D and mapped in Appendix E for reference.

The definitions of hospitality establishments are cited from Massachusetts General Law, Chapter 64G, Section 1 as follows:[16]

> (A) "Bed and breakfast establishment", a private owner-occupied house where four or more rooms are let and a breakfast is included in the rent, and all accommodations are reserved in advance.
>
> (B) "Bed and breakfast home", a private owner-occupied house where three or fewer rooms are let and a breakfast is included in the rent, and all accommodations are reserved in advance.
>
> (C) "Hotel", any building used for the feeding and lodging of guests licensed or required to be licensed under the provisions of section six of chapter one hundred and forty.
>
> (D) "Lodging house", a house where lodgings are let to four or more persons not within the second degree of kindred to the person conducting it, licensed or required to be licensed under section twenty-three of chapter one hundred and forty.
>
> (E) "Motel", any building or portion thereof, other than a hotel or lodging house, in which persons are lodged for hire with or without meals and which is licensed or required to be licensed under the provisions of section thirty-two B of chapter one hundred and forty, or is a private club.

[16] Massachusetts General Law, Chapter 64G, Section 1, https://malegislature.gov/Laws/GeneralLaws/PartI/TitleIX/Chapter64G/Section1

# Appendix A

## Top 25 Hotel Markets[17]

| | OCCUPANCY RATE | | ADR | | REVPAR | | CHANGE FROM YTD DECEMBER 2012 | | |
|---|---|---|---|---|---|---|---|---|---|
| **MARKET AREA** | **2013** | **2012** | **2013** | **2012** | **2013** | **2012** | **OCC** | **ADR** | **REVPAR** |
| ANAHEIM-SANTA ANA, CA | 74.9% | 73.0% | $127.40 | $120.38 | $95.43 | $87.92 | 2.6% | 5.8% | 8.5% |
| ATLANTA, GA | 63.2% | 60.9% | $87.77 | $85.93 | $55.48 | $52.30 | 3.9% | 2.1% | 6.1% |
| **BOSTON, MA*** | **73.2%** | **71.7%** | **$164.34** | **$158.89** | **$120.26** | **$113.92** | **2.1%** | **3.4%** | **5.6%** |
| CHICAGO, IL | 67.4% | 66.7% | $129.39 | $125.23 | $87.22 | $83.58 | 1.0% | 3.3% | 4.4% |
| DALLAS, TX | 64.2% | 61.0% | $90.64 | $86.25 | $58.23 | $52.57 | 5.4% | 5.1% | 10.8% |
| DENVER, CO | 70.8% | 67.0% | $103.18 | $100.45 | $73.08 | $67.28 | 5.7% | 2.7% | 8.6% |
| DETOROIT, MI | 62.4% | 61.7% | $84.20 | $79.61 | $52.54 | $49.09 | 1.2% | 5.8% | 7.0% |
| HOUSTON, TX | 69.0% | 65.4% | $101.40 | $93.99 | $69.97 | $61.47 | 5.5% | 7.9% | 13.8% |
| LOS ANGELES-LONG BEACH, CA | 76.8% | 75.4% | $136.55 | $130.34 | $104.84 | $98.21 | 1.9% | 4.8% | 6.8% |
| MIAMI-HIALEAH, FL | 77.9% | 76.5% | $176.66 | $163.44 | $137.60 | $125.00 | 1.8% | 8.1% | 10.1% |
| MINNEAPOLIS-ST. PAUL, MN-WI | 66.8% | 64.1% | $101.21 | $98.39 | $67.58 | $63.06 | 4.2% | 2.9% | 7.2% |
| NASHVILLE, TN | 68.8% | 65.3% | $103.98 | $96.69 | $71.54 | $63.09 | 5.4% | 7.5% | 13.4% |
| NEW ORLEANS, LA | 66.9% | 67.7% | $142.92 | $132.56 | $95.67 | $89.71 | -1.1% | 7.8% | 6.6% |
| NEW YORK, NY | 84.6% | 83.7% | $258.57 | $251.15 | $218.65 | $210.11 | 1.1% | 3.0% | 4.1% |
| NORFOLK-VIRGINIA BEACH, VA | 53.3% | 55.1% | $88.59 | $86.26 | $47.25 | $47.55 | -3.2% | 2.7% | 0.6% |
| OAHU ISLAND, HI | 83.7% | 84.7% | $209.01 | $183.57 | $174.89 | $155.42 | -1.2% | 13.9% | 12.5% |
| ORLANDO, FL | 71.0% | 68.8% | $101.53 | $97.20 | $72.04 | $66.84 | 3.2% | 4.4% | 7.8% |
| PHILADELPHIA, PA-NJ | 65.3% | 66.9% | $121.15 | $119.22 | $79.07 | $79.75 | -2.4% | 1.6% | -0.9% |
| PHOENIX, AZ | 59.7% | 57.7% | $109.01 | $106.07 | $65.07 | $61.19 | 3.5% | 2.8% | 6.3% |
| SAN DIEGO, CA | 71.6% | 70.5% | $135.84 | $132.32 | $97.29 | $93.34 | 1.5% | 2.7% | 4.2% |
| SANFRANCISCO-SAN MATEO, CA | 83.0% | 80.3% | $187.79 | $171.80 | $155.83 | $137.98 | 3.3% | 9.3% | 12.9% |
| SEATTLE, WA | 72.9% | 71.2% | $126.73 | $120.28 | $92.42 | $85.63 | 2.4% | 5.4% | 7.9% |
| ST. LOUIS, MO | 61.9% | 60.7% | $90.49 | $85.99 | $56.01 | $52.21 | 1.9% | 5.2% | 7.3% |
| TAMPA-ST. PETERSBURG, FL | 64.6% | 62.9% | $100.47 | $100.10 | $64.89 | $62.95 | 2.7% | 0.4% | 3.1% |
| WASHINGTON DC-MD-VA | 66.0% | 67.5% | $144.58 | $143.85 | $95.46 | $97.10 | -2.2% | 0.5% | -1.7% |
| **TOP 25 MARKETS** | **70.0%** | **68.5%** | **$135.04** | **$129.36** | **$94.47** | **$88.66** | **2.1%** | **4.4%** | **6.6%** |
| **ALL OTHER MARKETS** | **58.7%** | **58.0%** | **$96.83** | **$93.68** | **$56.85** | **$54.33** | **1.2%** | **3.4%** | **4.6%** |
| **TOTAL UNITED STATES** | **62.3%** | **61.3%** | **$110.35** | **$106.25** | **$68.69** | **$65.15** | **1.5%** | **3.9%** | **5.4%** |

[17] Source: Smith Travel Research (STR), STR Monthly Hotel Review, U.S. Hotel Industry Performance for the Month of December 2013, Volume 13, Issue M12
* Note: STR defines "Boston, MA" in the table as the Boston metropolitan area, where 355 hotels with 51,086 rooms were located in 2013.

# Appendix B

## Top 25 U.S. Hotel Markets[18]

### RANKED BY OCCUPANCY RATE, ADR, AND REVPAR

| MARKET AREA | OCC RATE | RANK |
|---|---|---|
| NEW YORK, NY | 84.6% | 1 |
| OAHU ISLAND, HI | 83.7% | 2 |
| SANFRANCISCO-SAN MATEO, CA | 83.0% | 3 |
| MIAMI-HIALEAH, FL | 77.9% | 4 |
| LOS ANGELES-LONG BEACH, CA | 76.8% | 5 |
| ANAHEIM-SANTA ANA, CA | 74.9% | 6 |
| **BOSTON, MA** | **73.2%** | **7** |
| SEATTLE, WA | 72.9% | 8 |
| SAN DIEGO, CA | 71.6% | 9 |
| ORLANDO, FL | 71.0% | 10 |
| DENVER, CO | 70.8% | 11 |
| HOUSTON, TX | 69.0% | 12 |
| NASHVILLE, TN | 68.8% | 13 |
| CHICAGO, IL | 67.4% | 14 |
| NEW ORLEANS, LA | 66.9% | 15 |
| MINNEAPOLIS-ST. PAUL, MN-WI | 66.8% | 16 |
| WASHINGTON DC-MD-VA | 66.0% | 17 |
| PHILADELPHIA, PA-NJ | 65.3% | 18 |
| TAMPA-ST. PETERSBURG, FL | 64.6% | 19 |
| DALLAS, TX | 64.2% | 20 |
| ATLANTA, GA | 63.2% | 21 |
| DETROIT, MI | 62.4% | 22 |
| ST. LOUIS, MO | 61.9% | 23 |
| PHOENIX, AZ | 59.7% | 24 |
| NORFOLK-VIRGINIA BEACH, VA | 53.3% | 25 |

| MARKET AREA | ADR | RANK |
|---|---|---|
| NEW YORK, NY | $258.57 | 1 |
| OAHU ISLAND, HI | $209.01 | 2 |
| SANFRANCISCO-SAN MATEO, CA | $187.79 | 3 |
| MIAMI-HIALEAH, FL | $176.66 | 4 |
| **BOSTON, MA** | **$164.34** | **5** |
| WASHINGTON DC-MD-VA | $144.58 | 6 |
| NEW ORLEANS, LA | $142.92 | 7 |
| LOS ANGELES-LONG BEACH, CA | $136.55 | 8 |
| SAN DIEGO, CA | $135.84 | 9 |
| CHICAGO, IL | $129.39 | 10 |
| ANAHEIM-SANTA ANA, CA | $127.40 | 11 |
| SEATTLE, WA | $126.73 | 12 |
| PHILADELPHIA, PA-NJ | $121.15 | 13 |
| PHOENIX, AZ | $109.01 | 14 |
| NASHVILLE, TN | $103.98 | 15 |
| DENVER, CO | $103.18 | 16 |
| ORLANDO, FL | $101.53 | 17 |
| HOUSTON, TX | $101.40 | 18 |
| MINNEAPOLIS-ST. PAUL, MN-WI | $101.21 | 19 |
| TAMPA-ST. PETERSBURG, FL | $100.47 | 20 |
| DALLAS, TX | $90.64 | 21 |
| ST. LOUIS, MO | $90.49 | 22 |
| NORFOLK-VIRGINIA BEACH, VA | $88.59 | 23 |
| ATLANTA, GA | $87.77 | 24 |
| DETROIT, MI | $84.20 | 25 |

| MARKET AREA | REVPAR | RANK |
|---|---|---|
| NEW YORK, NY | $218.65 | 1 |
| OAHU ISLAND, HI | $174.89 | 2 |
| SANFRANCISCO-SAN MATEO, CA | $155.83 | 3 |
| MIAMI-HIALEAH, FL | $137.60 | 4 |
| **BOSTON, MA** | **$120.26** | **5** |
| LOS ANGELES-LONG BEACH, CA | $104.84 | 6 |
| SAN DIEGO, CA | $97.29 | 7 |
| NEW ORLEANS, LA | $95.67 | 8 |
| WASHINGTON DC-MD-VA | $95.46 | 9 |
| ANAHEIM-SANTA ANA, CA | $95.43 | 10 |
| SEATTLE, WA | $92.42 | 11 |
| CHICAGO, IL | $87.22 | 12 |
| PHILADELPHIA, PA-NJ | $79.07 | 13 |
| DENVER, CO | $73.08 | 14 |
| ORLANDO, FL | $72.04 | 15V |
| NASHVILLE, TN | $71.54 | 16 |
| HOUSTON, TX | $69.97 | 17 |
| MINNEAPOLIS-ST. PAUL, MN-WI | $67.58 | 18 |
| PHOENIX, AZ | $65.07 | 19 |
| TAMPA-ST. PETERSBURG, FL | $64.89 | 20 |
| DALLAS, TX | $58.23 | 21 |
| ST. LOUIS, MO | $56.01 | 22 |
| ATLANTA, GA | $55.48 | 23 |
| DETOROIT, MI | $52.54 | 24 |
| NORFOLK-VIRGINIA BEACH, VA | $47.25 | 25 |

[18] Source: Smith Travel Research (STR), STR Monthly Hotel Review, U.S. Hotel Industry Performance for the Month of December 2013, Volume 13, Issue M12

# Appendix C

## Boston's Hotel List in 2013[19]

| HOTEL NAME | | ADDRESS | CHAIN SCALE | OPEN YEAR | ROOMS |
|---|---|---|---|---|---|
| BEACON HILL HOTEL & BISTRO | BEACON HILL | 25 CHARLES STREET | UPPER UPSCALE | 2002 | 13 |
| BEST WESTERN PLUS ROUNDHOUSE SUITES | SOUTH BOSTON | 891 MASSACHUSETTS AVENUE | UPPER MIDSCALE | 2001 | 92 |
| BOSTON COMMON HOTEL | BACK BAY | 40 TRINITY PLACE | MIDSCALE | 1986 | 64 |
| BOSTON HARBOR HOTEL | DOWNTOWN | 70 ROWES WHARF | LUXURY | 1987 | 230 |
| BOSTON HOTEL BUCKMINSTER | FENWAY | 645 BEACON STREET | ECONOMY | 1897 | 94 |
| BOSTON MARRIOTT COPLEY PLACE | BACK BAY | 110 HUNTINGTON AVENUE | UPPER UPSCALE | 1984 | 1,144 |
| BOSTON MARRIOTT LONG WHARF | DOWNTOWN | 296 STATE STREET | UPPER UPSCALE | 1982 | 412 |
| BOSTON PARK PLAZA HOTEL & TOWERS | BACK BAY | 50 PARK PLAZA | UPPER UPSCALE | 1927 | 1,054 |
| CHANDLER INN | SOUTH END | 26 CHANDLER STREET | UPPER MIDSCALE | 1927 | 56 |
| CHARLES RIVER MOTEL | BRIGHTON | 1800 SOLDIERS FIELD ROAD | UNCLASSIFIED | 1990 | 55 |
| CHARLESMARK HOTEL | BACK BAY | 655 BOYLSTON STREET | UPPER MIDSCALE | 2002 | 40 |
| CLUB QUARTERS BOSTON | DOWNTOWN | 161 DEVONSHIRE STREET | UPPER UPSCALE | 1997 | 178 |
| COMFORT INN | DORCHESTER | 900 WILLIAM T. MORRISSEY BOULEVARD | UPPER MIDSCALE | 1985 | 132 |
| CONSTITUTION INN | CHARLESTOWN | 150 3RD AVENUE | UNCLASSIFIED | N/A | 147 |
| COPLEY SQUARE HOTEL | BACK BAY | 47 HUNTINGTON AVENUE | UPPER UPSCALE | 1891 | 143 |
| COURTYARD BOSTON COPLEY SQUARE | BACK BAY | 88 EXETER STREET | UPSCALE | 2004 | 81 |
| COURTYARD BOSTON DOWNTOWN | DOWNTOWN | 275 TREMONT STREET | UPSCALE | 1925 | 315 |
| COURTYARD BOSTON LOGAN AIRPORT | EAST BOSTON | 225 WILLIAM F MCCLELLAN HIGHWAY | UPSCALE | 1973 | 351 |
| COURTYARD BOSTON- SOUTH BOSTON | DORCHESTER | 63 BOSTON STREET | UPSCALE | 2005 | 164 |
| DAYS INN HOTEL FENWAY | BRIGHTON | 1234 SOLDIERS FIELD ROAD | ECONOMY | 1966 | 117 |
| DOUBLETREE BY HILTON HOTEL BOSTON - DOWNTOWN | DOWNTOWN | 821 WASHINGTON STREET | UPSCALE | 2000 | 267 |
| DOUBLETREE CLUB BY HILTON BAYSIDE | DORCHESTER | 240 MOUNT VERNON STREET | UPPER MIDSCALE | 1999 | 197 |
| DOUBLETREE SUITES BY HILTON HOTEL BOSTON - CAMBRIDGE | ALLSTON | 400 SOLDIERS FIELD ROAD | UPSCALE | 1985 | 308 |
| EMBASSY SUITES BOSTON AT LOGAN AIRPORT | EAST BOSTON | 207 PORTER STREET | UPPER UPSCALE | 2003 | 273 |
| ENVISION HOTEL BOSTON | JAMAICA PLAIN | 81 S HUNTINGTON AVENUE | UNCLASSIFIED | 2012 | 39 |
| FAIRMONT BATTERY WHARF | NORTH END | 3 BATTERY WHARF | LUXURY | 2008 | 150 |
| FAIRMONT COPLEY PLAZA HOTEL | BACK BAY | 138 STREET JAMES AVENUE | LUXURY | 1912 | 383 |
| FOUR SEASONS HOTEL BOSTON | DOWNTOWN | 200 BOYLSTON STREET | LUXURY | 1985 | 273 |

[19] Sources: City of Boston Licensing Board, 2013; Smith Travel Research (STR), Trend Report, 2013; Boston Redevelopment Authority (BRA), Hotels: A Comprehensive Report on the Past, Present, & Future of Boston Hotel Industry, BRA Report #511, 1997

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|---|---|---|---|---|---|
| HAMPTON INN AND SUITES BOSTON CROSSTOWN | ROXBURY | 811 MASSACHUSETTS AVENUE | UPPER MIDSCALE | 2004 | 175 |
| HARBORSIDE INN | DOWNTOWN | 185 STATE STREET | UPPER MIDSCALE | 1997 | 54 |
| HILTON BOSTON BACK BAY | BACK BAY | 40 DALTON STREET | UPPER UPSCALE | 1982 | 390 |
| HILTON BOSTON DOWNTOWN/FANEUIL HALL | DOWNTOWN | 89 BROAD STREET | UPPER UPSCALE | 1999 | 362 |
| HILTON BOSTON LOGAN AIRPORT | EAST BOSTON | 1 HOTEL DRIVE | UPPER UPSCALE | 1999 | 599 |
| HOLIDAY INN EXPRESS BOSTON | DORCHESTER | 69 BOSTON STREET | UPPER MIDSCALE | 1965 | 118 |
| HOLIDAY INN EXPRESS BOSTON GARDEN | WEST END | 280 FRIEND STREET | UPPER MIDSCALE | 1995 | 72 |
| HOSTELLING INTERNATIONAL BOSTON | DOWNTOWN | 19 STUART STREET | UNCLASSIFIED | 2012 | 99 |
| HOTEL 140 | BACK BAY | 140 CLARENDON STREET | UPPER MIDSCALE | 2005 | 65 |
| HOTEL COMMONWEALTH | FENWAY | 500 COMMONWEALTH AVENUE | LUXURY | 2003 | 149 |
| HYATT BOSTON HARBOR | EAST BOSTON | 101 HARBORSIDE DRIVE | UPPER UPSCALE | 1993 | 270 |
| HYATT REGENCY BOSTON | DOWNTOWN | 1 AVENUE DE LAFAYETTE | UPPER UPSCALE | 1985 | 502 |
| INTERCONTINENTAL BOSTON | DOWNTOWN | 510 ATLANTIC AVENUE | LUXURY | 2006 | 424 |
| LOEWS BOSTON HOTEL | BACK BAY | 350 STUART STREET | LUXURY | 2004 | 225 |
| MANDARIN ORIENTAL BOSTON | BACK BAY | 776 BOYLSTON STREET | LUXURY | 2008 | 148 |
| MILLENNIUM BOSTONIAN HOTEL BOSTON | DOWNTOWN | 26 NORTH STREET | UPPER UPSCALE | 1983 | 201 |
| NEWBURY GUEST HOUSE | BACK BAY | 261 NEWBURY STREET | UPPER MIDSCALE | 1991 | 32 |
| NINE ZERO HOTEL, A KIMPTON HOTEL | DOWNTOWN | 90 TREMONT STREET | UPPER UPSCALE | 2002 | 190 |
| OMNI PARKER HOUSE | DOWNTOWN | 60 SCHOOL STREET | UPPER UPSCALE | 1855 | 551 |
| ONYX HOTEL | WEST END | 155 PORTLAND STREET | UPPER UPSCALE | 2004 | 112 |
| RAMADA BOSTON | DORCHESTER | 800 WILLIAM T. MORRISSEY BOULEVARD | MIDSCALE | 1999 | 167 |
| RENAISSANCE BOSTON WATERFRONT HOTEL | SOUTH BOSTON WATERFRONT | 606 CONGRESS STREET | UPPER UPSCALE | 2008 | 471 |
| RESIDENCE INN BOSTON BACK BAY/ FENWAY | FENWAY | 125 BROOKLINE AVENUE | UPSCALE | 2013 | 175 |
| RESIDENCE INN BOSTON DOWNTOWN/ SEAPORT | SOUTH BOSTON WATERFRONT | 370 CONGRESS STREET | UPSCALE | 2013 | 120 |
| RESIDENCE INN BOSTON HARBOR ON TUDOR WHARF | CHARLESTOWN | 34 CHARLES RIVER AVENUE | UPSCALE | 2003 | 168 |
| REVERE HOTEL BOSTON COMMON | BAY VILLAGE | 200 STUART STREET | UPPER UPSCALE | 1941 | 356 |
| SEAPORT BOSTON HOTEL | SOUTH BOSTON WATERFRONT | 1 SEAPORT LANE | UPPER UPSCALE | 1998 | 428 |
| SHERATON BOSTON HOTEL | BACK BAY | 39 DALTON STREET | UPPER UPSCALE | 1965 | 1,220 |
| TAJ BOSTON | BACK BAY | 15 ARLINGTON STREET | LUXURY | 1927 | 273 |
| THE AMES HOTEL | DOWNTOWN | 1 COURT STREET | UPPER UPSCALE | 2009 | 114 |
| THE BOXER BOSTON | WEST END | 107 MERRIMAC STREET | UPPER UPSCALE | 2004 | 79 |

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|---|---|---|---|---|---|
| THE COLONNADE BOSTON HOTEL | BACK BAY | 120 HUNTINGTON AVENUE | UPPER UPSCALE | 1972 | 285 |
| THE ELIOT HOTEL | BACK BAY | 370 COMMONWEALTH AVENUE | UPPER UPSCALE | 1929 | 95 |
| THE INN AT LONGWOOD MEDICAL | LONGWOOD MEDICAL AREA | 342 LONGWOOD AVENUE | UPPER UPSCALE | 1968 | 155 |
| THE INN AT ST. BOTOLPH | BACK BAY | 99 SAINT BOTOLPH STREET | UPPER MIDSCALE | 2008 | 16 |
| THE LANGHAM BOSTON | DOWNTOWN | 250 FRANKLIN STREET | LUXURY | 1981 | 318 |
| THE LENOX HOTEL | BACK BAY | 61 EXETER STREET | UPPER UPSCALE | 1900 | 214 |
| THE LIBERTY HOTEL | WEST END | 215 CHARLES STREET | LUXURY | 2007 | 298 |
| THE MIDTOWN HOTEL | BACK BAY | 220 HUNTINGTON AVENUE | UPPER MIDSCALE | 1961 | 159 |
| THE RITZ-CARLTON, BOSTON COMMON | DOWNTOWN | 10 AVERY STREET | LUXURY | 2001 | 193 |
| THE WESTIN BOSTON WATERFRONT | SOUTH BOSTON WATERFRONT | 425 SUMMER STREET | UPPER UPSCALE | 2006 | 793 |
| THE WESTIN COPLEY PLACE | BACK BAY | 10 HUNTINGTON AVENUE | UPPER UPSCALE | 1984 | 803 |
| W BOSTON HOTEL AND RESIDENCES | DOWNTOWN | 100 STUART STREET | LUXURY | 2009 | 235 |
| WYNDHAM BOSTON BEACON HILL | WEST END | 5 BLOSSOM STREET | UPPER UPSCALE | 1968 | 304 |
| XV BEACON HOTEL | DOWNTOWN | 15 BEACON STREET | LUXURY | 1999 | 63 |

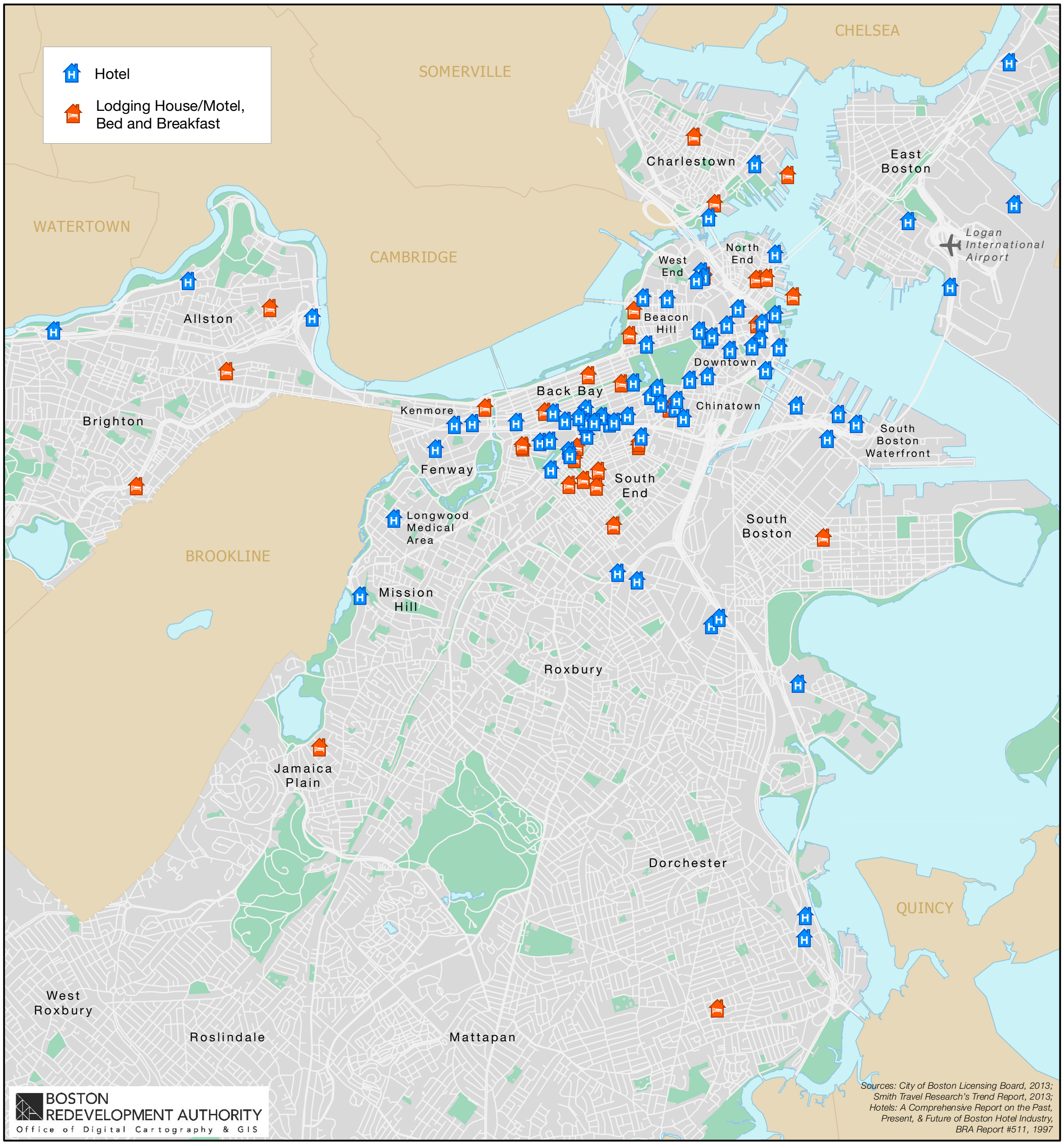
# Appendix D

## Boston's Lodging House, Motel, Bed & Breakfast List in 2013[20]

| PROPERTY NAME | NEIGHBORHOOD | ADDRESS | TYPE | ROOMS |
|---|---|---|---|---|
| 40 Berkeley | South End | 40 Berkeley St | Lodging House/Motel | 100 |
| Abercrombie's Farrington Inn | Allston | 23 Farrington Ave | Lodging House/Motel | 50 |
| Best Western University Hotel Brighton | Brighton | 1650 Commonwealth Ave | Lodging House/Motel | 74 |
| Boston Yacht Haven | Downtown | 87 Commercial Wharf | Lodging House/Motel | 10 |
| Chandler Studios Boston | South End | 54 Berkeley St | Lodging House/Motel | 12 |
| Commonwealth Court Guest House | Back Bay | 284 Commonwealth Ave | Lodging House/Motel | 17 |
| Copley House | Back Bay | 239 W Newton St | Lodging House/Motel | 39 |
| Friend Street Hostel | West End | 234 Friend St | Lodging House/Motel | 48 |
| International Guest House | Back Bay | 237 Beacon St | Lodging House/Motel | N/A |
| Mariners House | North End | 11 North Sq | Lodging House/Motel | N/A |
| Marriott's Custom House | Downtown | 3 McKinley Sq | Lodging House/Motel | 84 |
| Milner Hotel | Beacon Hill | 78 Charles St | Lodging House/Motel | 64 |
| Oasis Guest House | Fenway | 22 Edgerly Rd | Lodging House/Motel | 16 |
| The College Club of Boston | Back Bay | 44 Commonwealth Ave | Lodging House/Motel | 11 |
| The Copley Inn | Back Bay | 19 Garrison St | Lodging House/Motel | 20 |
| Adams Bed & Breakfast | Fenway | 14 Edgerly Rd, | Bed and Breakfast | N/A |
| Aisling Bed and Breakfast | South End | 21 East Concord St | Bed and Breakfast | 3 |
| Beacon Hill Bed and Breakfast | Beacon Hill | 27 Brimmer St | Bed and Breakfast | 2 |
| Bunker Hill Bed And Breakfast | Charlestown | 80 Elm St | Bed and Breakfast | 2 |
| Clarendon Square Bed and Breakfast | South End | 198 W. Brookline St | Bed and Breakfast | 3 |
| Constitution Marina's Bed & Breakfast Afloat | Charlestown | 28 Constitution Road | Bed and Breakfast | 8 |
| Encore Bed and Breakfast | South End | 116 W Newton St | Bed and Breakfast | 4 |
| Green Turtle Inn | Charlestown | Pier 8 13th St | Bed and Breakfast | 6 |
| John Jeffries House | Beacon Hill | 14 David G Mugar Way | Bed and Breakfast | 46 |
| La Cappella Suites | North End | 290 North St | Bed and Breakfast | 4 |
| Nolan House | South Boston | 10 G Street | Bed and Breakfast | 3 |
| Rutland Square House | South End | 56 Rutland Square | Bed and Breakfast | 3 |
| Taylor House | Jamaica Plain | 50 Burroughs St | Bed and Breakfast | 3 |
| The Gilded Lily | Back Bay | 4 Claremont Park | Bed and Breakfast | 3 |
| The Gryphon House | Fenway | 9 Bay State Rd | Bed and Breakfast | 8 |
| The Herbert Carruth House | Dorchester | 30 Beaumont St | Bed and Breakfast | 4 |
| Yun's Place | Allston | 66 Hopedale Street | Bed and Breakfast | 2 |

[20] Sources: City of Boston Licensing Board, 2013; Google Hotel Finder; Boston Bed and Breakfast in tripadvisor.com (http://www.tripadvisor.com/Hotels-g60745-c2-Boston_Massachusetts-Hotels.html) Note: Although lodging houses, motels, and bed and breakfast inns provide much fewer rooms than hotels in Boston, they are supplementary accommodations in the hospitality industry. These are listed to illustrate the total picture of Boston's hospitality industry. Some lodging houses are under Licensing Board's regulation, while others are applying for the license. Bed and breakfast establishments, according to Massachusetts General Law, are not regulated by the Licensing Board.

# Appendix E



Hotel
Lodging House/Motel, Bed and Breakfast
SOMERVILLE
CHELSEA
WATERTOWN
CAMBRIDGE
Charlestown
East Boston
Logan International Airport
West End
North End
Allston
Beacon Hill
Downtown
Back Bay
Chinatown
Kenmore
Brighton
Fenway
South End
South Boston Waterfront
Longwood Medical Area
South Boston
BROOKLINE
Mission Hill
Roxbury
Jamaica Plain
Dorchester
QUINCY
West Roxbury
Roslindale
Mattapan
BOSTON REDEVELOPMENT AUTHORITY
Office of Digital Cartography & GIS
Sources: City of Boston Licensing Board, 2013; Smith Travel Research's Trend Report, 2013; Hotels: A Comprehensive Report on the Past, Present, & Future of Boston Hotel Industry, BRA Report #511, 1997