

# New Hampshire Statewide CVB Feasibility Study

JUNE 2025

PREPARED BY



coraggiogroup

# Table of Contents

Executive Summary	3
Methodology	7
Situation Analysis	10
Industry Stakeholder Priorities & Input	25
Comparative Analysis	34
Market Potential	40
Organizational & Financial Feasibility	44
Legal & Policy Considerations	50
Options & Scenarios	56
Conclusions & Recommendations	62

# EXECUTIVE SUMMARY



# Executive Summary

## Purpose of the Feasibility Study

The State of New Hampshire's Department of Business and Economic Affairs (BEA) initiated this feasibility study to assess the viability and strategic value of establishing a statewide Convention and Visitor Bureau (CVB). In the interest of capturing the potential economic impact of the sector, New Hampshire sought to understand how such an organization could effectively support meetings, incentives, conventions, exhibitions (MICE), and other group markets.

Coraggio Group was retained to evaluate New Hampshire's tourism industry readiness, current infrastructure, and service capacity, to explore competitive models and potential market alignment, and to identify a viable funding source. This report lays out the research and engagement informing Coraggio's evaluation and offers clear, research-based recommendations for the path forward.

## Background & Methodology

The first step in this feasibility study was to gain an understanding of the impetus to explore a statewide CVB. As stated in the request for proposal, New Hampshire does not currently have a CVB dedicated to growing MICE business. As such, the state may be missing an important opportunity to capitalize on the potential economic impact of the meetings, incentives, conferences and exhibitions.

Based on initial discovery conversations with BEA, interest in the feasibility of a statewide CVB has percolated across the state tourism industry for more than a decade. Federal recovery dollars provided an opportunity to thoughtfully explore this path through targeted research and industry engagement.

Coraggio Group conducted extensive research into the current MICE climate and trends, evaluated the infrastructure present in New Hampshire to support MICE business, and facilitated focus groups of key New Hampshire industry representatives to understand needs and challenges that could only be met by a statewide organization. Based on this research, Coraggio Group then engaged the expertise of Civitas, a leading firm specializing in tourism funding strategies, to explore potential paths to establishing a statewide Tourism Improvement District (TID) to fund a statewide CVB in New Hampshire.

## Summary of Current Situation

New Hampshire presents a compelling value proposition for meetings and events. It benefits from a wide range of experiences. Attendees can enjoy skiing, hiking, oceanfront, and charming small towns while attending their events. Its proximity to multiple major metro areas makes the destination an ideal location for corporate retreats and meetings intended to allow attendees to take a break from the bustle and speed of city life and business. The state is perceived as a safe destination, which is a high priority for meeting planners, but stakeholders point out that New Hampshire requires a more cohesive and marketed brand in the meetings industry to compete for business.

Several key limitations exist that hinder the feasibility of establishing a statewide CVB at this time. The state has limited large conference space and lacks a traditional convention center. Stakeholders report that, aside from specific need periods such as off season and mid-week, destinations are generally booked to capacity, and meeting planners occasionally need to be creative in finding sufficient space for events. Citywide events (those that expect high attendance and involve multiple venues) would require extensive on-the-ground logistics and public safety coordination that would either need to be provided by the CVB, or the local Chamber would need assistance should the CVB secure those events. Stakeholders expressed immense pride in New Hampshire's commitment to avoid broad-based taxes, which gives the state an affordability advantage yet limits several common avenues for funding a CVB.

## Recommendation

A need clearly exists in New Hampshire for an organization to provide dedicated and coordinated efforts to attract MICE business.

**A CVB is not recommended at this time under current circumstances. However, a phased approach to CVB establishment can be successful with strong leadership and coordination from the tourism industry.**

However, there is room to grow the MICE industry and pave the way for a statewide organization in the future. Strong industry leadership and engagement alongside development of additional convention space can help ensure that the investment in a statewide CVB matches the potential economic impact. This report details a potential phased approach in the Options and Scenarios section and includes key indicators that should be met prior to increasing efforts.

Establishing a statewide CVB is a significant undertaking, one that should be informed by an industry united in its desire for significant growth as well as a pathway for MICE-ready infrastructure development (e.g. convention center or additional large meeting space) to ensure scalability. At this time, New Hampshire's current capacity for the state's MICE landscape do not align with the return on investment that a statewide CVB should provide. Therefore, until certain indicators are met, it is not recommended that BEA pursue a statewide CVB.

# METHODOLOGY



# Methodology

The feasibility study incorporated multiple research and analysis activities to yield important insights to guide decision making and recommendations:

	<p><b>CVB Meetings Market Analysis:</b> Evaluation of meeting planner trends, industry standards, and visitor economy data.</p>
<p><b>New Hampshire Tourism Industry Analysis:</b> Background data review of New Hampshire’s tourism infrastructure, lodging and meeting space inventory, and economic sectors.</p>	
	<p><b>Immersion Session:</b> A strategic immersion session with BEA to understand the current industry climate and the desire among stakeholders for a statewide CVB.</p>

<p><b>Comparative Analysis:</b> Comparative analysis of CVBs or CVB-like entities in other parts of the United States to compare various organizational models to attract MICE business.</p>	
	<p><b>Stakeholder Engagement:</b> A series of six virtual focus groups segmented by key constituent groups in New Hampshire: Chambers and DMOs, hotel sales managers, statewide tourism-related organizations, and conference hotel general managers and sales managers to dig deep into the industry’s needs and goals.</p>
<p><b>TID Funding Analysis:</b> Conducted by Civitas, the leading experts in the field of tourism funding, an analysis of New Hampshire’s position and paths to TID establishment.</p>	

## Stakeholder Acknowledgements

The focus group component of the feasibility study was designed to generate targeted input from sector-specific tourism stakeholders across the state. Six virtual, 90-minute focus groups were conducted between March 24-April 1, 2025. Discussions were designed to understand the needs of four distinct groups and leverage their expertise related to MICE business and the current industry environment in New Hampshire.

Coraggio Group is thankful for the enthusiastic participation of the following organizations whose input was invaluable to this process:

### Destination Marketing Organizations and Chambers

*(2 groups, 14 participants)*

- Central NH Chamber of Commerce
- Lakes Region Tourism
- Wolfeboro Chamber of Commerce
- Lakes Region Chamber of Commerce
- Mt. Washington Valley Chamber of Commerce
- Upper Valley Business Alliance
- Greater Claremont Chamber of Commerce
- Western White Mountains Chamber of Commerce
- Greater Nashua Chamber of Commerce
- Lake Sunapee Chamber of Commerce
- The Chamber Collaborative of Greater Portsmouth
- Greater Dover Chamber of Commerce & Visitor Center
- Greater Monadnock Collaborative
- Sugar River Region
- Hampton Area Chamber of Commerce
- Greater Manchester Chamber of Commerce

### Hotel General Managers and Sales Managers

*(2 groups, 8 participants)*

- DoubleTree by Hilton Hotel Nashua
- Mountain View Grand Resort & Spa
- Ashworth By the Sea Hotel
- The Grand Summit Hotel at Attitash
- Homewood Suites by Hilton Dover
- The Centennial Hotel
- The Wolfeboro Inn
- Waterville Valley Resort

### Statewide Tourism Organizations

*(5 participants)*

- NH Lodging & Restaurant Association
- SkiNH
- Discover New England
- White Mountains Attractions
- Settlers Green
- NH Arts Council

### General Managers of Conference Hotels

*(3 participants)*

- DoubleTree Manchester
- Omni Mount Washington Resort
- Mill Falls

# SITUATION ANALYSIS



## Situation Analysis

This section provides an overview of the role and responsibilities of CVBs, their funding sources, and current industry trends. It details how CVBs promote destinations for meetings and events through marketing, logistical support, and stakeholder coordination, highlighting the increasing importance of digital tools, sustainability initiatives, and public-private partnerships in the industry. The report also assesses New Hampshire's existing meetings and events landscape, including its hotel and convention space inventory, transportation infrastructure, and economic sectors that could drive event demand. Additionally, it outlines key meeting planner trends, such as the growing emphasis on safety, value alignment, and hybrid event formats, which will influence destination competitiveness.

A performed SWOT analysis identifies New Hampshire's strengths, including its scenic appeal, affordability, and proximity to major markets, while also acknowledging challenges, such as limited large-scale meeting facilities, transportation constraints, and seasonal tourism fluctuations.

## Role of the Convention and Visitors Bureaus (CVBs) in the Tourism Economy

CVBs play a crucial role in the tourism and hospitality industry. They are typically nonprofit organizations responsible for promoting a particular city, region, or state as a desirable destination for leisure and business travelers, including meetings and events. CVBs act as a central point of contact for meeting planners, providing information about accommodations, meeting venues, transportation, attractions, and other services. They often assist with site selection, RFP support, itinerary planning, and connecting planners with local vendors. CVBs promote destinations for meetings, conventions, and tourism. Their responsibilities include destination marketing, providing logistical support for large-scale events, and offering connections to local resources.<sup>1</sup>

CVBs are generally funded through a combination of:<sup>2</sup>

- Local government allocations

---

<sup>1</sup> <https://www.ibisworld.com/united-states/industry/convention-visitor-bureaus/1483/>

<sup>2</sup> <https://www.conventionbureaus.com/how-are-convention-bureaus-funded>

- Membership dues
- Tourism taxes

Trends in the industry indicate an increased reliance on digital marketing, heightened focus on destination safety, and the growing importance of sustainable tourism.

Additionally, CVBs are becoming more involved in destination development, aligning their efforts with broader economic strategies. More destinations are adopting data-driven decision-making processes, leveraging visitor analytics and feedback to refine marketing efforts and tailor experiences. There is also a growing emphasis on public-private partnerships, with CVBs working closely with local governments, businesses, and community stakeholders to enhance economic impact.

### Current CVB Trends and Insights

- **Emphasis on Safety and Security:** In the wake of the coronavirus pandemic, heightened security concerns, and increasing attention to crime rates in destination cities, CVBs are proactively communicating safety measures, crime statistics, and public security protocols to reassure meeting planners and attendees who increasingly consider local safety as a critical factor in site selection.
- **Embracing Technology:** CVBs utilize technology, such as AI tools and virtual tours, to enhance the planning process, provide inspiration, and showcase destinations in an immersive way.
- **Local Expertise and Authenticity:** CVBs leverage their local knowledge and connections to offer authentic experiences and connect planners with unique venues and activities that showcase the destination's character.
- **Focus on Value Alignment:** CVBs are increasingly emphasizing the alignment between a destination's values and those of the meeting planners and attendees, recognizing the growing importance of social and political considerations in destination selection.
- **Industry Outlook (2025 – 2030):** Market size is projected to grow over the next five years. As consumer spending and corporate profits jump, consumers and companies are expected to allocate a greater share of budgets to travel, going on vacations, and attending meetings and conferences.<sup>3</sup>

---

<sup>3</sup> <https://www.ibisworld.com/united-states/industry/convention-visitor-bureaus/1483/>

## Destination Organization Models

While the terms DMO and CVB are often used interchangeably, there are distinctions between these and other related organizations.<sup>4</sup> The table below outlines common models for tourism organizations, their key activities, and their typical funding sources.

Aspect	Destination Marketing/Management Organization (DMO)	Destination Management Company (DMC)	Chamber of Commerce	Convention & Visitors Bureau (CVB)
<b>Purpose</b>	Promote tourism and events to enhance the destination's appeal.	Provide local expertise and manage event logistics and execution.	Support local businesses, advocate for economic development, and enhance the business environment.	Promote destinations for meetings, conventions, and tourism.
<b>Scope of Services</b>	General marketing, tourism support, and local promotions.	Detailed event logistics, on-site management, and customization.	Business networking, advocacy, workforce development, and economic policy initiatives.	Resources and connections for event planning and meeting logistics.
<b>Target Audience</b>	Tourists, event organizers, and hospitality industries.	Corporate clients, event planners needing comprehensive logistical support.	Local businesses, entrepreneurs, policymakers, and investors.	Meeting and convention planners.
<b>Funding Source</b>	Tourism taxes, government grants.	Fee-based private business model.	Membership fees, sponsorships, fundraising, and government partnerships.	Local government funding, business memberships.
<b>Key Activities</b>	Highlights attractions, dining, and accommodations.	Customizes event experiences and manages schedules.	Advocates for business-friendly policies.	Connects planners with local vendors, venues, and hotels.

<sup>4</sup> <https://swoogo.events/blog/dmos-vs-dmcs-vs-cvbs/>

<b>Key Activities (continued)</b>	Collaborates with local tourism and hospitality industries.	Handles transportation, lodging, and guest movement.	Offers insights into local business regulations, economic trends, and policy developments.	Provides logistical support for large-scale events.
<b>Aspect</b>	<b>Destination Marketing/Management Organization (DMO)</b>	<b>Destination Management Company (DMC)</b>	<b>Chamber of Commerce</b>	<b>Convention &amp; Visitors Bureau (CVB)</b>
<b>Local Expertise</b>	Recommends attractions and hidden gems and shares regulatory knowledge.	Maintains strong vendor relationships, ensuring quality and favorable rates.	Promotes local businesses, industries, and economic initiatives through advocacy and community engagement.	Offers destination-specific insights and contacts.
<b>Marketing and Promotion</b>	Promotes events via tourism channels, social media, and digital campaigns.	Focuses on individual event promotion and attendee experiences.	Provide marketing resources to members,	Highlights local attractions and markets destination features for events.
<b>Cost to Event Planners</b>	Low-cost or complimentary consultation services.	Fee-based, tailored services.	Typically not involved in event execution but may provide business introductions or networking support.	Complimentary information and connections funded by memberships or government.
<b>On-Site Support</b>	Limited on-site involvement, focuses more on broad destination appeal.	Dedicated team for on-site event management and issue resolution.	Works with government, businesses, and economic organizations to foster local development.	May provide limited support but focuses on destination promotion and resource sharing.
<b>Collaboration Potential</b>	Works with both DMCs and CVBs to market and support destination events.	Partners with DMOs and CVBs to enhance local event experiences and execution.	Drives economic growth through business advocacy, investment attraction, and community development.	Works with DMOs and DMCs to attract and support large-scale meetings and conventions.
<b>Focus on Economy</b>	Aims to boost the destination's economy through increased tourism and event hosting.	Enhances visitor experiences, contributing indirectly to the economy.	Provides resources, advocacy, and networking opportunities for businesses.	Directly boosts the local economy by attracting conventions and large events.

## Incentives Offered by CVBs

CVBs employ a variety of incentives and programs to attract meetings and conventions to their destinations.<sup>5 6</sup>

Incentive Type	Description
Cash Grants or Rebates	Direct cash incentives based on room nights, attendees, or economic impact.
Subsidized Meeting Space or Services	Financial assistance for meeting venues, A/V equipment, or services.
Tax Breaks or Exemptions	Reductions in hotel occupancy or sales taxes related to the event.
Marketing and Advertising Support	Event promotion via CVBs marketing channels (website, social media, brochures).
Public Relations Assistance	Assistance with generating media coverage for the event.
Welcome Bags or Gifts for Attendees	Providing attendees with welcome gifts or promotional items featuring the destination.
Complimentary Site Inspections or Familiarization Tours	Offering planners complimentary trips to experience the destination firsthand.
Exclusive Access to Local Attractions or Activities	Providing attendees with discounted or complimentary access to attractions.
Customized Itineraries and Activities	Helping planners design unique experiences tailored to attendee interests.
Dedicated Event Staff or Concierge Services	On-site support to help with event logistics and attendee needs.
Networking Opportunities with Local Businesses	Connecting event organizers with local businesses for services and support.
Sustainability Initiatives	Providing programs or resources to help reduce the event's environmental impact.

<sup>5</sup> <https://smallmarketmeetings.com/articles/cashing-in-on-cvb-incentives/>

<sup>6</sup> <https://www.successfulmeetings.com/News/Industry/Common-Non-Cash-Incentives-Used-to-Attract-Meetings>

## Current Meeting Planner Trends and Insights<sup>7</sup>

In 2024, *The State of the Meetings & Convention Industry* report conducted by Future Partners surveyed 400 meeting planners representing a range of responsibilities including corporate and association meeting planners as well as those who plan for city-wide events and self-contained meetings.

The survey noted several significant trends relevant to the MICE industry in New Hampshire:

- **Emphasis on Safety and Security:** Planners are prioritizing safety and security for attendees, seeking destinations with robust protocols and a strong track record. New Hampshire's current reputation for safety plays is an important strength in attracting meetings and events.
- **Focus on Value Alignment:** Planners are increasingly seeking destinations that align with their organization's values, particularly regarding social and political issues. New Hampshire can leverage this information to target specific companies that align with the state's ethos, potentially building strong affinity between the attendee businesses and the state which could boost economic development.
- **Shorter Booking Windows:** Meeting planners are sourcing venues and destinations closer to the event date, requiring CVBs to be agile and responsive. A statewide CVB in New Hampshire would need to be in close contact with destinations and venues to ensure they can take advantage of the lead.
- **Hybrid and Remote Work:** The rise of hybrid and remote work is influencing meeting formats and technology requirements, with planners seeking venues that can accommodate both in-person and virtual attendees. This trend has technical implications for hotels and their audio-visual resources.
- **AI as a Tool:** Planners are utilizing AI tools for destination inspiration, itinerary planning, and enhancing attendee experiences. To become competitive and appear in these searches, a New Hampshire CVB will need to stay informed about AI trends and how to ensure their destinations appear positively in AI search results.
- **Increased Service and Staffing:** Planners expect improved service from CVBs and venues. As workforce challenges were noted in the industry stakeholder focus groups, a CVB in New Hampshire will need to be aware of a destination's capacity to provide high-quality service to attendees and have its own internal resources at the CVB to provide quality services to planners.

---

<sup>7</sup> The State of Meetings and Conventions Industry Report 2024, Future Partners

## Current Tourism Funding Options<sup>8</sup>

According to the *2025 Funding Futures* report, U.S. visitors spent \$1.3 trillion in 2023, generating \$165 billion in taxes. However, less than 8% of local tourism taxes are reinvested into local DMOs and CVBs, and only about 2% at the state level. Additionally, 27 states and 53 cities are considered to be in a “challenging fiscal position.” To ensure stable revenue, U.S. destination organizations employ several funding mechanisms:

Bed Taxes	Tourism Improvement Districts (TIDs)	Sales Tax Increment Financing (STIF)	Short-Term Rentals (STRs)	Voluntary Districts
<p>Traditional, but increasingly vulnerable to being redirected to non-tourism uses.</p> <p>Only 23% of bed tax revenues nationwide are actually spent on tourism.</p> <p>Example: Oregon safeguards its statewide bed tax by law to prevent diversion.</p>	<p>Funded by business assessments rather than general taxes.</p> <p>Legally protected from government diversion.</p> <p>Growing rapidly — over 216 TIDs worldwide, raising \$665 million annually, about 20% of total U.S. DMO revenue.</p> <p>TIDs can include hotels, restaurants, attractions, and increasingly, short-term rentals.</p>	<p>Redirects the growth (increment) in sales tax revenues toward tourism funding.</p> <p>Stable, without raising new taxes.</p> <p>Used successfully by Missouri, Utah, and Dallas.</p>	<p>STRs now represent 14.2% of U.S. lodging demand.</p> <p>More areas are taxing STRs like hotels and even adding them into TIDs.</p> <p>Examples: Aspen and Steamboat Springs added STR taxes for affordable housing and infrastructure.</p>	<p>Where TIDs are not feasible, voluntary contributions from tourism businesses can create flexible, supplemental funding.</p>

<sup>8</sup> 2025 Funding Futures, Miles Partnership, Civitas and Tourism Economics

# New Hampshire's Current Market & Infrastructure

Coraggio Group examined New Hampshire's current tourism economy and supporting infrastructure to determine the state's strengths and opportunities within the meetings and conventions space.

## Hotel and Meeting Space

A viable statewide CVB requires sufficient meeting and hotel space to capture the desired economic impact of meetings and conventions and to provide a memorable attendee experience. Currently, New Hampshire offers a mix of hotels, resorts, and conference centers ranging from budget-friendly to luxury options. Larger cities such as Manchester offer larger meeting spaces, while smaller towns and resorts offer more intimate settings. While there are no large convention centers, the state also has unique venues, such as historic mills, museums, and outdoor spaces, that can add a distinctive touch to events.<sup>9</sup>

New Hampshire's capacity to host larger events appears limited. Data from the current inventory of meeting space indicates there are approximately 150 facilities across the state that can accommodate small to mid-size events (of up to 800 attendees). The DoubleTree Manchester Downtown and the Days Inn Lincoln properties offer more than 14,000 square feet of contiguous meeting space, but 89% of hotel properties in New Hampshire offer less than 5,000 square feet.

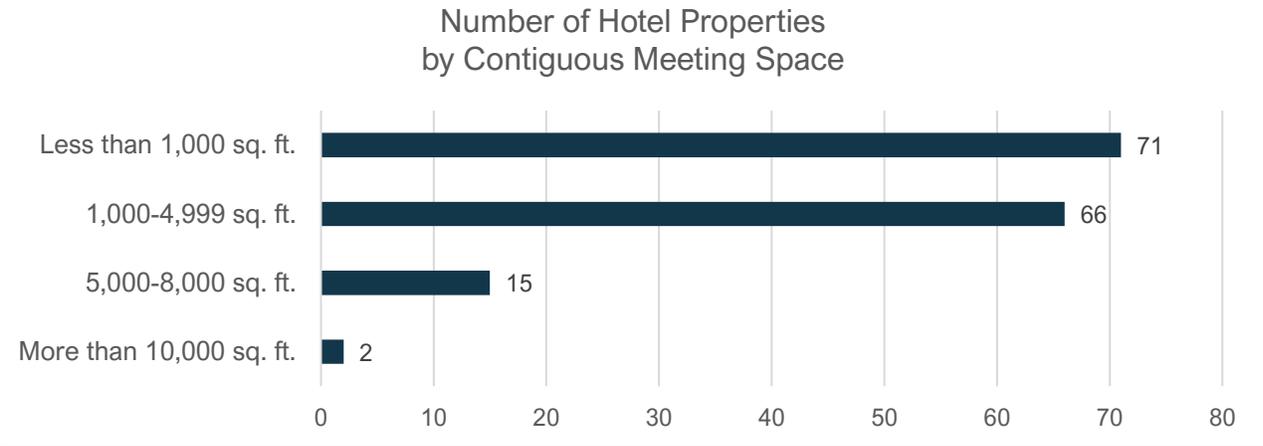


Figure 1: Property Count by Contiguous Meeting Space. Source: STR, analysis by Coraggio Group

<sup>9</sup> <https://issuu.com/mcleancommunications/docs/mandcplanner2023>

## Transportation and Ease of Access

Ease of access to and around the destination is often a crucial decision point for meeting planners. The state's primary airport is Manchester-Boston Regional (MHT), with connections to major cities in the U.S. and Canada.<sup>10</sup> The state is also within driving distance of Boston Logan International Airport (BOS), providing additional flight options. The state has a well-maintained highway system, Amtrak train service, and regional bus networks, facilitating travel within the state.

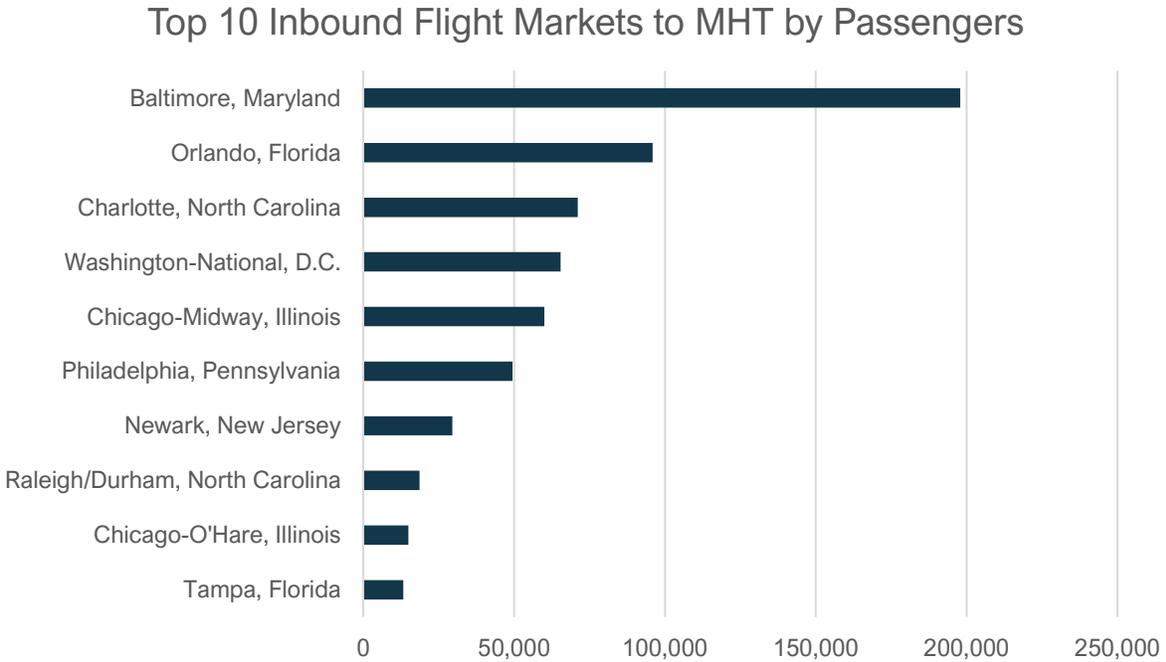


Figure 2: Top 10 Flights to MHT

<sup>10</sup> <https://www.flymanchester.com/about-the-airport/statistics/>

Looking at affordability of flights as a consideration for meeting planners, data from 2024 report average airfare costs to MHT are higher than costs to both BOS and PSM. Prices remain relatively stable throughout Q1-Q3, with only a slight decrease in the third quarter.<sup>11</sup>

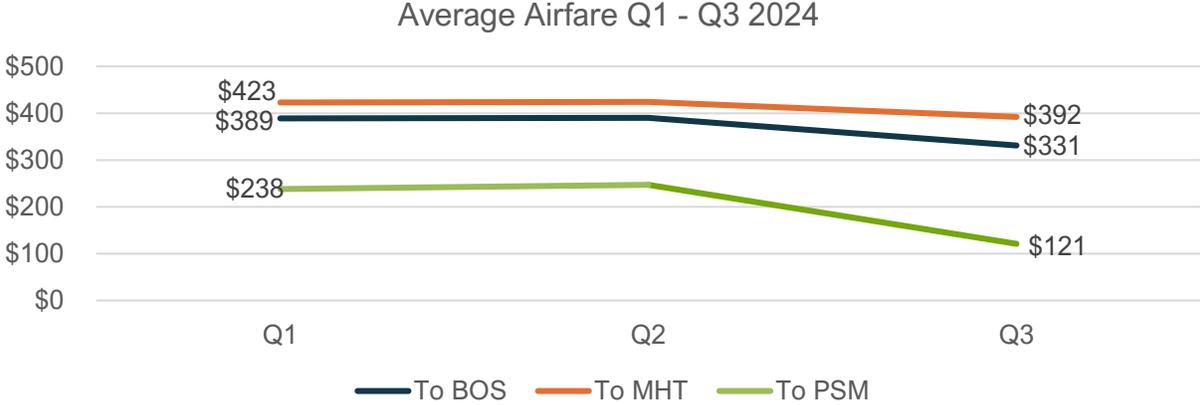


Figure 3: Average Airfare into MHT

### Top Sectors in New Hampshire

The presence of certain industries within the state can provide an important draw for meetings and events within that sector. New Hampshire's economy is diverse, with key sectors including healthcare, education, manufacturing, and tourism. The state is home to several major corporations and a growing number of small and medium-sized businesses. As of 2025, New Hampshire's economy has demonstrated notable growth and resilience across various sectors. The state's real Gross Domestic Product (GDP) reached approximately \$98.7 billion, marking a 3.5% growth rate between 2020-2025.<sup>12</sup>

The large growth percentages in professional services, administration and business support, and management of companies and enterprises present targeting opportunities for MICE efforts. The strong increase in accommodation and food services indicates a strong tourism sector ready to welcome attendees (see Figure 4).

<sup>11</sup> <https://www.transtats.bts.gov/averagefare/>

<sup>12</sup> <https://www.ibisworld.com/united-states/economic-profiles/new-hampshire/#SectorStatistics>

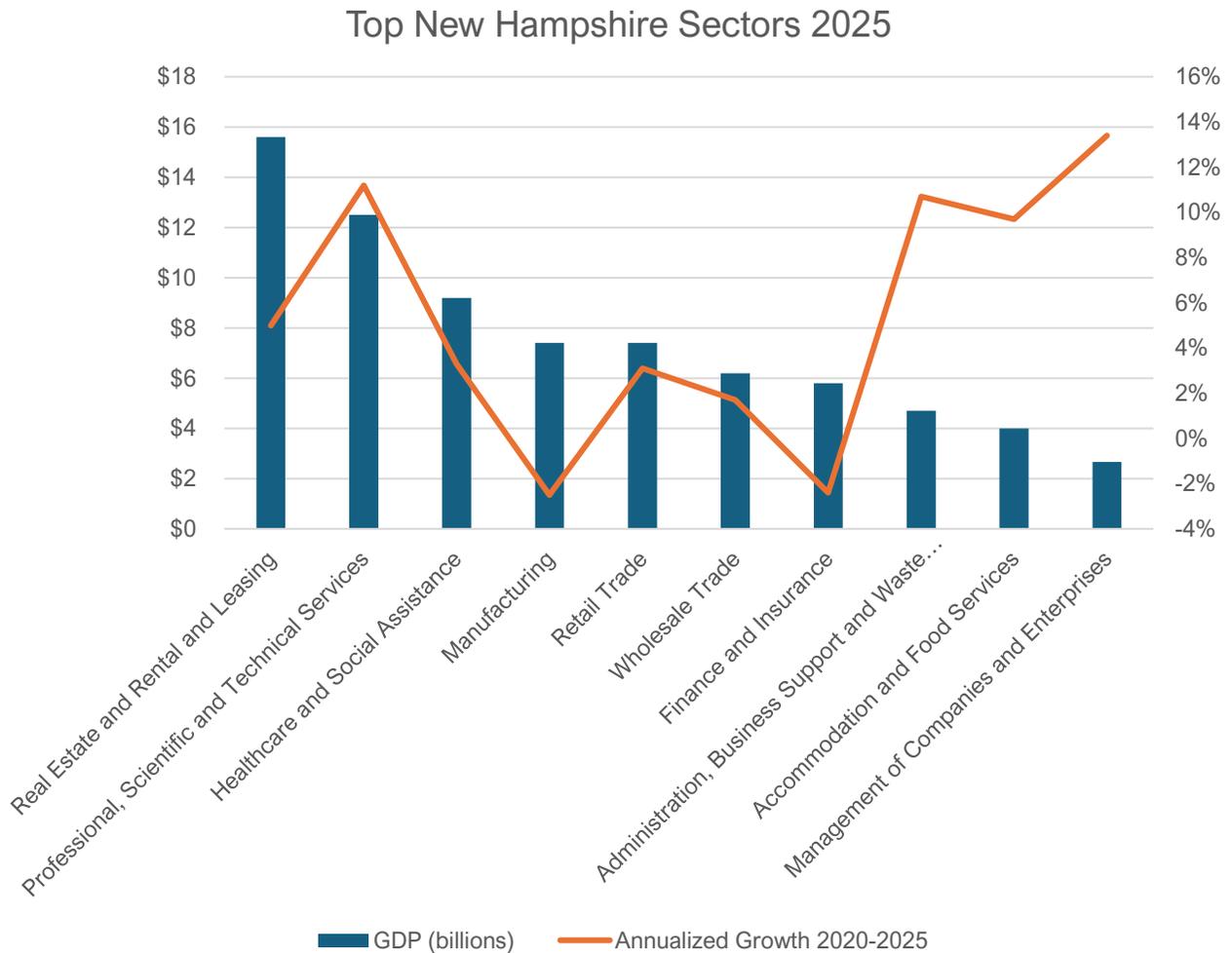


Figure 4: GDP and Annualized Growth by Sector 2025

### Sector Alignment with MICE Potential

In addition to existing sectors where New Hampshire’s economy is strong, a CVB has the potential to supercharge development of identified growth sectors by targeting specific meetings and events in those sectors. Introducing executives from these sectors to all that New Hampshire has to offer can greatly increase their interest in locating a business in the state.

New Hampshire BEA has identified the following sectors as having the greatest potential for opportunity:

## Life Sciences and Advanced Manufacturing

Subsectors:

- Pharmaceutical & Medicine Manufacturing
- Medical Device Manufacturing
- Computer & Electronics Manufacturing
- Aerospace & Defense
- Information Technology<sup>13</sup>

Hotels have noted that their current meetings align with BEA's priority sectors, specifically:

- Medical and pharma
- Tech
- Financial
- Government (specifically ocean engineering and marine science)

Areas of opportunity identified by stakeholders consisted of:

- Advanced Manufacturing
- Aerospace
- Tech and Cybersecurity
- Healthcare and Biotech
- Life Sciences
- Outdoor Recreation and Tourism

## New Hampshire's Current Travel and Tourism Landscape

New Hampshire's travel and tourism sector has demonstrated significant growth in recent years. In the summer of 2023, the state welcomed 4.5 million visitors, marking a 3.3% increase from the previous year, with visitor spending reaching \$2.3 billion. Overall, tourism remains a cornerstone of New Hampshire's economy, supporting over 70,000 jobs and generating more than \$327 million annually in tax revenue through the Meals & Rentals Tax.<sup>14</sup>

---

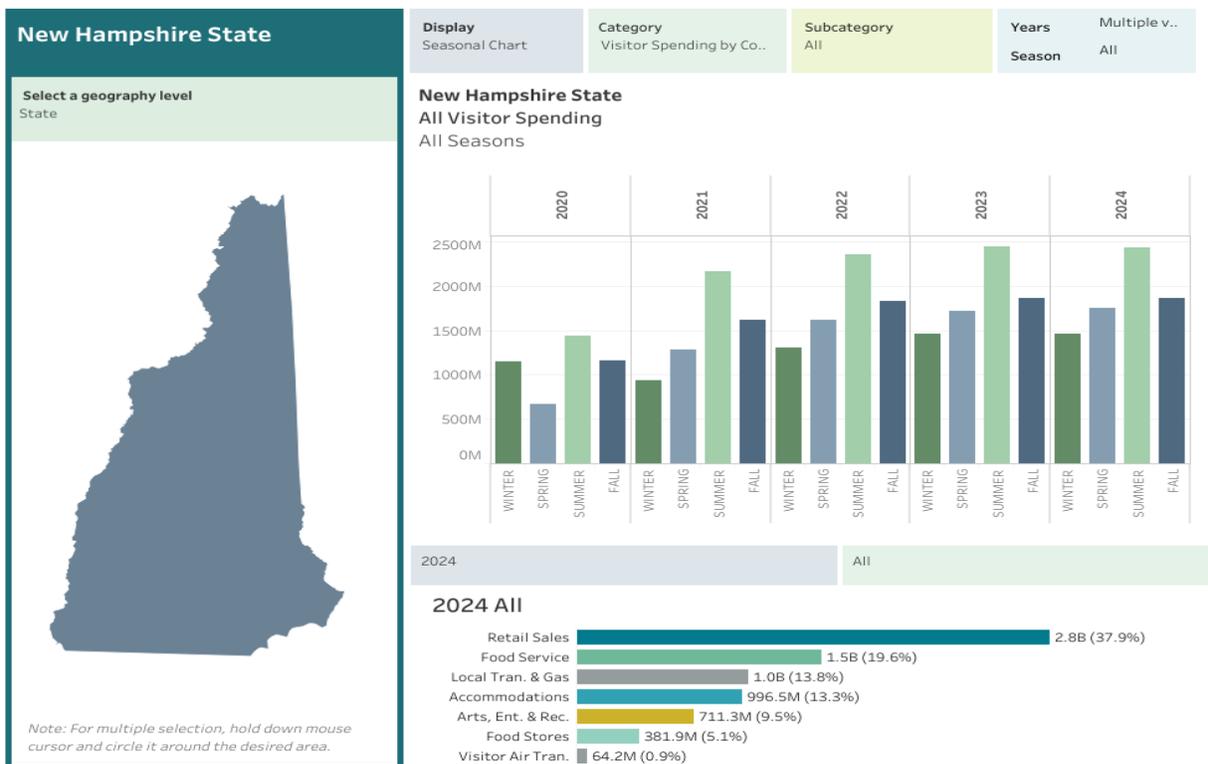
<sup>13</sup> *State of New Hampshire Business Recruitment and Expansion Strategy – Executive Report*, New Hampshire Department of Business and Economic Affairs & Camoin Associates.

<sup>14</sup> <https://www.nheconomy.com/news-press/record-setting-summer-tourism-season>

## Economic Impact

Tourism is a significant contributor to New Hampshire's economy. The state's tourism industry recovered quickly from the coronavirus pandemic, reaching 2019 visitor spending levels by 2021 and growing significantly in 2022 and 2023. Total visitor spending reached \$7.8 billion in 2024, representing slower year-over-year growth at 0.4%.<sup>15</sup>

New Hampshire's tourism economy is heavily seasonal, with summer being the peak spending period. Retail, food, and local transportation make up the bulk of visitor expenditures. The consistent year-over-year growth signals a healthy and expanding tourism sector, particularly in post-pandemic years.



## Seasonal Visitor Spending Trends (2020–2024)

- Summer consistently generates the highest visitor spending across all years, peaking above \$2.5 billion in both 2023 and 2024.
- Spring and fall follow summer in spending volume, with moderate but steady increases year over year.

<sup>15</sup> <https://www.travelstats.com/qimpacts/newhamphshire>

- Winter has the lowest spending but still shows growth since 2020, especially after 2021.

## 2024 Total Visitor Spending Breakdown (by Category)

- Retail Sales: \$2.8B (37.9%)
- Food Service: \$1.5B (19.6%)
- Local Transportation & Gas: \$1.0B (13.8%)
- Accommodations: \$996.5M (13.3%)
- Arts, Entertainment & Recreation: \$711.3M (9.5%)
- Food Stores: \$381.9M (5.1%)
- Visitor Air Transportation: \$64.2M (0.9%) – The smallest category.

## Brand Perceptions

Awareness of a destination, particularly the qualities important to meeting attendees, is important to build and maintain. New Hampshire is perceived as a safe, beautiful, and affordable destination with a strong outdoor focus. The state's mountains, lakes, and forests are key attractions, along with its quaint towns and historic sites. New Hampshire is also seen as a family-friendly destination with a variety of activities for all ages. However, consumer research suggests New Hampshire lacks a distinct image/personality compared to its nearby competitors, Vermont and Maine.<sup>16</sup>

---

<sup>16</sup> New Hampshire Image Perception Research 2016, Strategic Marketing and Research

# INDUSTRY STAKEHOLDER PRIORITIES AND INPUT



# Industry Stakeholder Priorities and Input

In addition to the data, a strong understanding of the needs, challenges, and perspectives of the tourism industry in New Hampshire was absolutely necessary to determine the feasibility of a statewide CVB. Coraggio Group conducted six industry focus groups with organizations interested in growing the MICE market in New Hampshire. These groups consisted of:

- DMOs and Chambers of Commerce
- Hotel general managers and group sales staff
- Statewide organizations
- Convention hotel general managers

Coraggio Group sought to gain an understanding of:

- New Hampshire's distinct appeal as a destination
- Existing MICE business, including types of events and sectors
- Vision for industry growth, particularly for the MICE industry
- Need periods
- Infrastructure capabilities and limitations
- The meeting experience in New Hampshire
- Level of collaboration among industry stakeholders
- Preferred role and activities of a statewide CVB
- Feasibility of various funding models for a CVB

Coraggio facilitators customized the discussion for each group type to dig deeper into lines of questioning befitting the group's expertise while asking a set of consistent questions to uncover alignment or disagreement among the groups.

## Common Agreement among Stakeholder Groups

Stakeholders across groups largely agreed that New Hampshire's appealing mix of natural beauty, authenticity, affordability, and accessibility are key selling points while acknowledging significant limitations in large venue capacity, transportation, funding, and workforce. They also shared a common vision for a statewide CVB focused on:

- Generating leads
- Marketing the entire state with a unified message
- Serving as an information resource to the industry
- Coordinating industry efforts,
- Advocating for tourism funding, though the specifics of funding models present challenges and varied opinions.

## Market Strengths

When asked about New Hampshire's strengths as a destination and its potential to attract meetings business, focus group members generally agreed on the following strengths:

**Proximity to Major Markets & Accessibility:** New Hampshire's location, particularly its proximity to Boston and other major New England cities, is a significant advantage. Access to airports, including Logan and Manchester-Boston Regional Airport (MHT), make it relatively easy for attendees to arrive and is also seen as a positive factor.

**Natural Beauty & Outdoor Activities:** The state's natural resources, including the mountains, ocean, lakes, and diverse terrain, are highlighted as key selling points. Attendees can easily access outdoor activities close to meeting locations, offering opportunities for unique experiences and motivating longer stays beyond the meeting.

**Authenticity and Small-Town Feel:** New Hampshire is perceived as having a welcoming, authentic, non-corporate, small-town feel, offering an escape from big cities.

**Affordability:** Compared to nearby major cities like Boston and Portland, New Hampshire is considered more affordable. The lack of sales tax was consistently cited as a key regional differentiator, value proposition, and a point of pride among New Hampshire residents.

**Safety:** New Hampshire is perceived as a safe destination where attendees can feel comfortable.

## Challenges

**Lack of Large Meeting and Convention Space:** A significant barrier is the limited inventory of large venues and convention properties, making it difficult to host groups larger than certain sizes (e.g., 250-450 people). Focus group members cited a need for a true convention center. Existing spaces are often booked to capacity. Venues for larger events can be geographically disconnected and require significant coordination at the local level, putting pressure on local Chambers and City/Town resources. Some participants also stated that, in some cases, properties have meeting space but not enough guest rooms to match the group size.

***“We need capacity building, not a whole other organization.”***

**Transportation and Infrastructure:** New Hampshire is largely car-dependent, with limited public transportation options and insufficient rideshare services outside of major cities like Manchester and Portsmouth. Participants noted that east-west travel is

particularly difficult. Wayfinding signage and other basic infrastructure were also noted as needs.

**Funding Limitations:** There is a general consensus that tourism is currently underfunded in New Hampshire. Securing proper funding is seen as essential to be competitive, but this may be difficult since New Hampshire is a low-tax state.

**Workforce and Housing:** Staffing shortages are a challenge across the industry. The industry relies heavily on international staff to fill roles, and housing is a persistent challenge. Some participants questioned if the current workforce could handle increased tourism.

**Lack of Awareness and Visibility:** New Hampshire is described as being "out of sight and out of mind" for meetings outside of the state. There is a need for greater awareness of what the state can offer for meetings, and the state is still building its brand presence.

**Technology Gaps:** The availability and quality of AV, apps, and other necessary technologies are sometimes lacking or require outside resources.

**Specific Need Periods:** Participants noted New Hampshire is a very seasonal destination. There is a need to drive consistent business year-round and fill mid-week gaps.

**Internal Silos and Need for Cohesion:** Despite some existing collaboration, properties often work independently, and the industry can feel siloed. There are different needs and experiences across the state's regions. There is a perceived lack of coordination and leadership on statewide efforts and a need for improved communication and cohesion between organizations.

## Potential Role of a Statewide CVB

When asked what industry members need from a statewide CVB, participants highlighted activities that project a cohesive industry message and coordinate at a level that would be implausible for each individual organization or destination to undertake alone.

**Statewide Marketing and Branding:** The CVB should market the entire state for meetings and conventions, create a strong brand message (e.g., "NH is a great place to meet!"), and increase awareness in target markets.

**Lead Generation:** A primary function would be generating and funneling leads to properties across the state, acting as a clearinghouse.

**Information Hub:** Serve as a central point of information and resources for meeting planners.

**Relationship Building with Meeting Planners:** The CVB should build and maintain relationships with meeting planners and large companies.

**Facilitating Collaboration:** Participants felt that a statewide CVB should convene industry stakeholders and associations, acting as a convener for the industry.

**Advocacy:** A CVB should act as a statewide advocate for tourism funding and policy with elected officials and educate leaders on the importance of tourism.

**Focus on Larger Events:** Participants noted that a statewide CVB could potentially focus on attracting larger events. Some participants, however, expressed concern that the CVB may attract a large event that puts the burden of coordination, safety, and logistics on the destination.

**Promoting Regional Experiences:** The CVB should highlight experiences beyond the meeting space and promote New Hampshire as a destination where attendees want to extend their stay. A statewide CVB would need to understand the identity of each region to market them effectively, and some expressed skepticism that this could be done effectively.

*“Focus needs to be on generating full, citywide conventions; knowing the sites we have and where the room nights will be.”*

## Preferred Funding Mechanisms for a Statewide CVB

Because sustainable funding is critical to a CVB’s success, stakeholders were asked to consider several funding models and weigh in on the feasibility of each. The table below sorts focus group member feedback into distinct advantages and disadvantages of each proposed funding model:

Model	Advantages	Disadvantages
Tourism taxes and grants	<ul style="list-style-type: none"> <li>Dedicated funds for tourism</li> </ul>	<ul style="list-style-type: none"> <li>Taxes are broadly not supported in New Hampshire and are unlikely to pass</li> <li>Funding for tourism is already insufficient</li> </ul>
Fee-based private business	<ul style="list-style-type: none"> <li>Good for larger players</li> <li>Creates buy-in among the industry</li> <li>Plausible as long as membership is valuable</li> </ul>	<ul style="list-style-type: none"> <li>Businesses may be forced to choose between memberships and may put local organization membership at risk</li> <li>Organization would be beholden to just members</li> <li>May exclude smaller properties due to cost</li> </ul>
Local or state government funding	<ul style="list-style-type: none"> <li>Could be beneficial</li> </ul>	<ul style="list-style-type: none"> <li>Likely a nonstarter</li> <li>May take funds from Visit New Hampshire</li> <li>Strings attached to funding</li> </ul>
Special assessment district (i.e. TID)	<ul style="list-style-type: none"> <li>A process exists</li> <li>Can provide a healthy budget</li> <li>Protected from being reallocated for other government uses</li> </ul>	<ul style="list-style-type: none"> <li>High number of cities and towns would necessitate a very strong value proposition</li> <li>Prior attempts in Hanover and Nashua</li> </ul>

***“Should we just do what we’re doing well already? Do we need to add on for something that will also be poorly funded? Would this be done right?”***

Among the different groups, the need for funding was agreed upon. However, the method of funding sparked different levels of optimism, concern about feasibility in New Hampshire’s political and financial climate, and worry about cannibalizing local organizational memberships, particularly the Chambers and DMOs.

The conference hotels noted that “tax is an ugly word” in New Hampshire but seemed generally open to various models, including a TID. Statewide organizations viewed

Special Tax Districts (TIDs) positively, stating that dollars stay with the industry, and guests are accustomed to such fees. Membership fees were seen as plausible, “as long as there is value.”

DMOs expressed more caution regarding new taxes, with one group stating a “new tax is not likely to pass or happen,” and another noting a statewide hotel tax increase was “not feasible.” DMOs voiced concerns about membership fee models potentially risking local chamber membership, as businesses might choose one organization over another. One DMO group even called a membership model a “nonstarter” 4. They felt local government funding was difficult due to the number of towns and the need for a strong value proposition.

Hotel leadership also raised concerns about membership models, stating they would need to demonstrate ROI, as they are already paying into many organizations. One suggested funding should come from “existing membership fees that we already pay” rather than adding new ones.

The statewide organizations noted that public/private partnerships are essential and expressed openness to an “all-of-the-above approach” that combines various funding streams. They noted that a TID “can provide healthy budget.”

## Areas of Difference Among Stakeholder Groups

Among the groups, there were varying opinions about the primary mandate of a statewide CVB. Some felt the organization should focus predominantly on attracting large-scale, net-new convention business (ranging from 200+ up to 10,000+ person events, despite the acknowledged lack of space) or serve a broader role including destination marketing, information sharing, coordination, and supporting diverse regional needs and types of groups (more emphasized by DMOs and statewide organizations). Statewide organizations highlighted a need for the CVB to convene the industry and provide advocacy.

## Opportunities

When looking at potential growth markets for MICE businesses, focus group participants cited specific meeting/group types and industry sectors that are strong and have the opportunity to grow as well as sectors ripe for investment.

### Industry Sectors

#### Currently being booked:

- Medical and Pharma
- Tech
- Financial
- Government (specifically ocean engineering and marine science)

#### Opportunity

- Advanced Manufacturing
- Aerospace
- Tech and Cybersecurity
- Healthcare and Biotech
- Life Sciences
- Outdoor Recreation and Tourism

### Types of Meetings, Groups and Events

#### Currently being booked:

- Association business
- Corporate retreats
- Weddings
- Reunions

#### Opportunity

- Sports
- Nonprofits
- Special interest
- Regional Economic Development Conferences
- Workforce development events
- Trade shows

### Markets and Geographic Focus

#### Current focus

- Drive markets (Boston, Providence)

#### Opportunity

- Direct flight markets (South Carolina and Florida)

## Need Periods

A statewide CVB will be tasked with filling need periods for hotels and other tourism businesses. Stakeholders expressed need for the following:

- Consistent business throughout the year
- More mid-week groups year round
- Shoulder/off-season is a priority

Participants noted that finding niche markets to fill gaps is important.

# COMPARATIVE ANALYSIS



# Comparative Analysis

As New Hampshire considers the feasibility of establishing a statewide Convention and Visitors Bureau (CVB), it is crucial to understand how other states and regions structure, fund, and deliver meetings and conventions services. This comparative analysis compiles key characteristics from a curated selection of CVBs, destination marketing organizations (DMOs), and tourism agencies across the United States. The dataset captures elements most relevant to the potential development of a statewide CVB for New Hampshire.

Destinations in this comparative analysis represent relevant characteristics or business models that can shed light on potential activities and funding structures of a statewide CVB in New Hampshire, including:

- Funding sources
- Revenue models
- Convention infrastructure
- Range of services provided to support meetings and events

The purpose of the analysis is to surface actionable models that align with New Hampshire's geographic scale, industry structure, and MICE (meetings, incentives, conferences, and exhibitions) readiness. It also identifies potential obstacles New Hampshire may encounter and offers strategic considerations tailored to the state's infrastructure, governance, and capacity.

Coraggio Group chose these destinations for analysis for their commonalities with New Hampshire. Arizona, Connecticut, Vermont, and Hawaii were chosen as fellow state organizations with different approaches to MICE support. Sonoma County and Reno/Tahoe were selected, as they mirror New Hampshire in size and infrastructure. Maine provides an example of statewide CVB responsibilities outsourced to the state's largest DMO, while Destination Colorado and New England Inns & Resorts Association (NEIRA) provide an example of a private sector, member-based organizations.

Entities in this analysis achieve their missions under various organizational structures, including:

- A division or program of work within an existing state tourism office
- A membership-driven association
- A fully independent entity
- Housed within one of the larger, strategically positioned DMOs

Destination	Structure & Services	Funding	Key Services for Meetings & Events	Relevance
<b>Arizona</b>	Statewide tourism body (Arizona Office of Tourism) oversees 'Arizona Meetings.'"	State general fund, gaming revenue, and lodging/car rental taxes	Provided a statewide meetings campaign as a pandemic recovery tactic. Currently provides a webpage to refer traffic to DMOs.	Demonstrates how state funding and regional coordination can support statewide visibility for meetings/events.
<b>Connecticut</b>	CTMeetings is the state's only DMO for meetings. Operates under the Connecticut Convention & Sports Bureau with support from the state's economic development office.	State funding via the Connecticut Department of Economic and Community Development and partner dues.	RFP portal, site tours, sales team, planning services, marketing support, meeting planners guide.	Efficient centralized model: promotes all regions equally and reduces internal competition—ideal for NH's scale.
<b>Destination Colorado</b>	Nonprofit association representing destinations across Colorado. Serves as a platform for connecting planners to venues statewide.	Membership dues, event revenue, sponsorships.	RFP support, marketing, incentives, sales, planning services, meeting planner tools.	A decentralized but collaborative approach that NH could use to empower regional DMOs under one umbrella.

Destination	Structure & Services	Funding	Key Services for Meetings & Events	Relevance
<b>Hawaii</b>	Meet Hawaii is a collaboration between the Hawaii Visitors & Convention Bureau and Hawaii Convention Center. Strong statewide presence.	Transient Accommodation Tax (TAT), with county and private sector support.	RFP portal, sales and marketing, incentives, planning services, meeting planner guide.	Shows the power of stable, dedicated tourism taxes to fund large-scale CVB operations—valuable if NH considers a Rooms & Meals tax.
<b>Maine</b>	Visit Portland is a regional DMO that functions as the primary point of contact for meeting planners across the state.	Membership fees, event services, and promotions.	RFP portal, sales team, site tours, planning support, marketing, discounts.	Could inspire a regional hub model for NH, particularly leveraging Portsmouth or Manchester to represent the state.
<b>NEIRA</b>	Membership-based association representing inns/resorts across New England. Focus on collective promotion of group-friendly properties.	Membership dues and marketing partnerships.	Centralized venue listings, group planning resources, marketing materials.	Represents a low-cost, cooperative statewide model—NH could use to unite independently owned properties.
<b>Reno/Tahoe</b>	Regional CVB (RSCVA) manages promotion and operation of meeting venues like the Reno-Sparks Convention Center.	Local room taxes and public-private partnerships.	Full-service event support, incentives, sales and marketing, planning tools.	Illustrates how a city-focused CVB can scale to attract regional/national meetings—potentially applicable to Manchester or Portsmouth.

Destination	Structure & Services	Funding	Key Services for Meetings & Events	Relevance
<b>Sonoma County</b>	Destination marketing organization with a strong emphasis on meetings/events through Sonoma Meetings. Not statewide but offers robust regional support.	Tourism assessment district (TID) and local lodging taxes.	RFP submission, site tours, planning tools, custom incentive packages.	Shows how strong regional funding and coordination can support meetings without a state-run CVB.
<b>Vermont</b>	Lacks a formal statewide CVB; relies on regional alliances like Hello Burlington. Limited services for meetings and group travel.	Partnerships with local businesses and sponsors.	Site tours, limited planning support, some regional marketing.	This model shows how regional alliances can still provide support with cooperative marketing.

### Key Similarities Across Organizations

In comparing these nine other destinations, common threads were found that clearly point to key programs of work that should be undertaken by a potential statewide CVB in New Hampshire. In general, a statewide CVB must perform tasks that would not otherwise make sense for a more localized organization. These tasks include:

**Establishing a one-stop shop for meeting planners:** Streamlining the process for meeting planners removes a major barrier. Developing a user-friendly RFP and planning portal supported by a professional sales/service team increases the chances that a meeting planner will find what they need in New Hampshire. Most models investigated provide:

- RFP portals
- Site tours
- Planning services
- Meeting planner guides

- Incentive programs

**Creating a unified statewide brand and sales and marketing effort:** Although each destination has its own unique brand and value proposition, creating awareness among event planners is a large task. Much like in leisure travel marketing, a statewide CVB can create a brand that encompasses all state destinations and sparks interest for planners to explore more. Centralized marketing assets and joint promotional materials enhance the reach of all destinations. (Examples: Arizona, Connecticut, Hawaii)

**Strengthening regional coordination:** A statewide organization would have the mandate to foster formalized collaboration among New Hampshire's regional DMOs. Because coordination is a primary focus, a statewide CVB can maintain relationships and ensure collaboration continues. (Examples: Arizona, Destination Colorado, Vermont, Sonoma County)

**Securing sustainable and diversified funding:** A certain level of stability and financial security is required to be effective. The organizations studied leverage multiple sources of income and have pursued TIDs to ensure their funding is protected from political shifts. (Examples: Hawaii, Sonoma County)

# MARKET POTENTIAL



# Market Potential

The feasibility of a statewide CVB in New Hampshire relies on multiple factors that create an appealing market for MICE business and the needed support structures to ensure its success.

The following SWOT analysis combines data gathered from Coraggio's research and stakeholder insights informing our recommendation.

## Strengths

**Natural beauty and outdoor recreation:** New Hampshire's mountains, lakes, and forests provide a stunning backdrop for events and offer opportunities for outdoor activities, enhancing the attendee experience.

**Proximity:** The state's proximity to major cities in the Northeast makes it easily accessible for attendees from this region and provides a welcome respite from the city.

**Affordability:** Compared to other major destinations in the Northeast, New Hampshire offers a more affordable option for hosting meetings and events. Focus groups unanimously brought up no taxes as a key advantage.

**Safe and welcoming environment:** New Hampshire is perceived as a safe and welcoming destination, contributing to a positive attendee experience. Safety is a high priority among meeting planners, and New Hampshire is particularly known in New England for its safety.

## Weaknesses

**Limited capacity:** While New Hampshire has several meeting areas and spaces in major cities, its capacity for hosting very large citywide events is limited compared to larger destinations. Focus groups cited a need for large, citywide events that would require significant on-the-ground support to coordinate a large number of venues and attendees. Not all destinations in New Hampshire have the workforce or infrastructure to benefit from large events like these and are at a disadvantage should a statewide CVB prioritize these types of events.

**Seasonality:** The state's tourism industry exhibits some seasonality, which may limit the availability of certain venues and activities during specific times of the year. In particular, one focus group noted that hockey rinks are frequently used for expo space but are not available in winter when some hotels need to boost occupancy.

**Brand perception:** While New Hampshire has a positive brand image, it may not be as well-known or top-of-mind for meeting planners compared to more established

destinations. Consumer insights suggest the brand lacks a unique/distinct personality relative to its nearby competitors. Focus group participants noted that there is a need for a consistent, statewide marketing message and brand, and investing in that brand is important.

**Limited public transportation options within the state:** New Hampshire's public transportation infrastructure presents challenges for hosting meetings and events. Only 34 of the state's 244 communities have regular fixed-route bus services, leaving many areas without adequate public transit options. Even in communities with bus services, budget constraints often result in limited schedules, with buses operating at 30- or 60-minute intervals, which can be inconvenient for attendees relying on public transportation.<sup>17</sup> Focus group participants noted that rideshare services (e.g. Uber and Lyft) are not widely available in some areas.

## Opportunities

**Leverage outdoor recreation:** New Hampshire can capitalize on its outdoor recreation assets to offer unique and memorable experiences for meeting attendees, such as incorporating outdoor activities or team-building events. Focus groups noted that there is a wide variety of outdoor opportunities, from beaches to mountains, all within close proximity.

**Target niche markets (e.g., mid-sized conferences and corporate retreats with unique outdoor experiences):** The state can focus on attracting events from specific industries or sectors that align with its strengths, such as healthcare, education, or technology. MICE marketing can encourage events from New Hampshire's targeted growth sectors (life sciences and advanced manufacturing) to introduce business leaders to the state and spark interest in locating a business in New Hampshire.

**Enhancing infrastructure for business events:** New Hampshire is actively pursuing opportunities to enhance its infrastructure for business events and expand partnerships with industry associations. The state has initiated new projects aimed at improving facilities that can host business events:

- **Keene Pavilion Project:** The city of Keene received nearly \$1.8 million in federal funds to construct a new pavilion on Gilbo Avenue. This venue is expected to serve as a multifunctional space for community gatherings, including business events and conferences.<sup>18</sup>
- **Recreational path development in Conway:** Conway secured \$1 million from

---

<sup>17</sup> <https://advancetransit.com/wp-content/uploads/2022/08/2021-Public-Transportation-in-New-Hampshire.pdf>

<sup>18</sup> <https://www.nhbr.com/plans-for-downtown-keene-pavilion-get-significant-boost-from-1-8m-grant>

the Northern Borders Regional Commission to develop a recreational path. While primarily for recreation, such infrastructure can enhance the appeal of the area for business retreats and outdoor corporate events.<sup>19</sup>

**Expanding partnerships with industry associations:** New Hampshire is fostering collaborations with various industry associations to bolster economic development, including:

- **Sector Partnerships Initiative (SPI):** This industry-driven statewide initiative assists businesses in sectors like manufacturing, hospitality, healthcare, and information technology to address workforce needs. By convening groups of businesses to identify shared challenges, SPI facilitates the development of training programs and services that benefit the industry collectively.<sup>20</sup>

## Threats

**Competition:** New Hampshire faces competition from other destinations in the Northeast and beyond, which may offer a wider range of venues or more established MICE infrastructure.

**Budget constraints for tourism marketing:** Budgetary pressures threaten to reduce New Hampshire's competitive edge, potentially leading to significant economic and tax revenue losses.<sup>21</sup> New Hampshire's tax policy presents a competitive advantage in terms of affordability. However, it also limits avenues for the sustained investment that a successful CVB would require.

---

<sup>19</sup> <https://www.nhbr.com/rec-path-phase-2-gets-1-million-from-northern-borders>

<sup>20</sup> <https://www.nhmep.org/services/workforce-development/sector-partnership-initiative/>

<sup>21</sup> <https://mytourismiq.com/news/nh-tourism-industry-sounds-the-alarm-over-proposed-budget-cuts/>

# ORGANIZATIONAL AND FINANCIAL FEASIBILITY



## Organizational and Financial Feasibility

As outlined in the SWOT analysis above, New Hampshire possesses a strong value proposition for meetings and events. However, real limitations exist that require mitigation to ensure that a statewide CVB is successful.

### Organizational Requirements for Feasibility

Establishment of a statewide CVB is most feasible through a strong, industry-led process. The New Hampshire tourism industry will need to not only advocate for sustainable funding and infrastructure investment, but consistently engage with the CVB, responding to RFPs and providing information and logistical support.

### Financial Requirements for Feasibility

The nature of meetings and conventions requires long-term, stable, and sufficient investment. Most meetings and conventions are booked years in advance, which means the CVB will need time to recognize a return on investment. Business relationships and a strong brand message also take time to develop. With that in mind, a Tourism Improvement District (TID) is the most feasible path to fund a statewide CVB in New Hampshire.

Coraggio Group engaged the expertise of Civitas, the leading firm specializing in developing and advocating for unique tourism and travel promotion strategies, to outline the history and structure of a TID.

To inform the Legal and Policy Considerations section, Civitas analyzed New Hampshire's legal and political environment to map out potential pathways for TID formation in the state.

# New Hampshire Tourism Funding Report<sup>22</sup>

## History of TIDS

Tourism Improvement Districts (TIDs) have emerged over the past thirty years as one of the most innovative and steadfast funding strategies for stakeholders in the tourism industry to secure the resources needed to compete in an increasingly crowded visitor economy. Since originating in California in 1989, TIDs have expanded to over 218 destinations across 23 states, contributing more than \$600 million annually to destination promotion and development. By providing stable, dedicated revenue for destination marketing, TIDs have forever altered the landscape of destination marketing financing.

The TID funding movement began with the first TID establishment in West Hollywood, California, in 1989. TIDs are an evolution of the traditional business improvement district, a model that has been used across the country and around the world for decades. Tourism industry leaders saw the opportunity to leverage the business improvement district model for tourism promotion, and TIDs were born. The principle is simple: individuals receiving benefits from an improvement or service shall also pay for the improvement or service. These assessments are designed to fund services and programs that directly benefit the businesses paying the assessment.

## What is a TID?

A TID is a special-benefit assessment district created to provide services that specifically benefit the businesses within the district. In most cases, tourism-related businesses, typically lodging businesses, within a defined geographic area pay an assessment that is used to fund marketing, sales, visitor services, and other programs that demonstrably benefit those paying the assessment. Because the mechanism is legally required to benefit those paying, funds cannot be diverted to unrelated governmental purposes, giving industry partners confidence that every dollar will stay focused on growing visitation.

Unlike traditional funding sources, such as bed taxes, TID assessments are designed, approved, and overseen by the businesses that pay them. A TID is traditionally administered by a nonprofit organization such as a destination marketing organization (DMO). This nonprofit organization enters into an agreement with the TID's governing jurisdiction, most often a city or county, to use the funds for activities that benefit the

---

<sup>22</sup> *New Hampshire Tourism Funding Report*, Civitas, June 2025.

assessed businesses. The assessment is typically collected by the local or state government and is passed through to the nonprofit for implementation.

A lodging-based TID typically levies an assessment based on hotel room sales. However, the TID funding mechanism continues to grow and evolve. In recent TID formations, assessments have been levied on ticket sales at ski resorts, admissions at attractions, or even retail sales.

## **Taxes vs. Assessments**

Understanding the difference between a traditional tax and an assessment is essential to appreciating the fundamental appeal of a TID funding model. While both mechanisms can involve collecting money from businesses or individuals, each levy has particular implications.

The key distinction between taxes and assessments is in their purpose and use. A tax is generally a compulsory charge levied by a government to finance its operations or specific projects. Tax revenue can be used as a general fund revenue stream or for purposes that do not specifically benefit the business paying the tax. In contrast, assessments are generally developed, managed, and voted on by the industry. Because TIDs are self-imposed, TID funds are allocated for programs approved by those businesses paying the assessment, to be used for their benefit. Unlike a tax, the government may not reallocate TID funds for non-tourism programming. Additionally, assessments are often enacted for a specified time period, unlike taxes, which are most often levied in perpetuity. Since TIDs are an assessment rather than a tax, funding is protected from reallocation, and revenue must be spent to benefit the payor.

The TID assessment-based model is made possible due to the central role of the private sector, rather than a tax-like process dominated by government oversight. Assessments are not imposed unilaterally by a governmental entity. TID assessments are initiated, voted upon, and administered by the very businesses that contribute the funds. In a political climate where taxation is often unpopular and closely scrutinized, this distinction becomes a critical element in gaining support for TIDs.

## **TID Structures – Local vs. Statewide**

### **A. Local TIDs**

In most cases, TIDs are implemented on the local level through city or county ordinances and resolutions. These local TIDs rely on state-level authority for their legal foundation. This authority may be derived from a state statute or through home rule powers granted to certain local governments under certain state constitutions.

No matter which state-level authority mechanism is used, the process of forming and renewing local TIDs generally involves planning, outreach, and legislative approval through hearings and legal documents, driven by community engagement. A committee of local stakeholders, including private business representatives, municipal staff, and tourism leaders, collaborates to build consensus and support.

### **Steps to Formation:**

The steps to form a TID vary from state to state, depending on the enabling law. Typically, local TIDs are established via a legal and political process that includes several critical milestones:

1. **Creation of formation resources:** Typically, a Steering Committee of business owners and community stakeholders is formed to begin the outreach and education process for TID formation.
2. **Draft TID Plan:** A TID Plan is developed, containing all essential parameters of the TID, including boundaries, assessment rate, governance structure, collection procedure, and other relevant details.
3. **Stakeholder approval process:** Signatures from businesses proposed to be assessed are collected to initiate the formation process. Typically, the threshold for a successful petition is fifty percent (50%) or more, weighed by the amount of assessment proposed to be paid.
4. **Notice:** Businesses proposed to be assessed within the TID are notified of a public meeting on the formation of the TID. Typically, this notice is accomplished via a mailing and a publication.
5. **Public hearing:** The local legislative body holds a public hearing to consider the formation of the TID.
6. **Resolution or Ordinance of Formation:** The local legislative body generally adopts a Resolution or an Ordinance of Formation to formally adopt the TID Plan and establish the TID.

### **Governance:**

Local TIDs are typically managed by a new or existing nonprofit corporation. This nonprofit corporation contracts with the local jurisdiction to receive TID funds and to administer TID programs. Often, there are requirements in the enabling law or in the TID Plan that the assessed business owners have majority representation on the board of directors of the nonprofit.

#### **B. Statewide TIDs**

The TID model has been expanded beyond the local level to encompass an entire state. The state of California passed the California Tourism Marketing Act of 1995 (Act). The

Act authorized self-imposition of an assessment, grouping tourism businesses into industry categories and conducting a weighted referendum for approval. The California Travel and Tourism Commission (Visit California) was then established to manage the funds, with board seats allocated by industry segment. In 2019, the California Tourism Marketing District was renewed again with overwhelming support, extending the organization's funding through 2025.

### **Steps to Formation:**

Using the California Tourism Marketing District as a reference, the steps to forming a statewide tourism district may include the following legal and political steps:

1. **Conduct outreach:** Early outreach to potential stakeholders, including businesses, associations, tourism leaders, and public officials, is essential.
2. **Draft enabling legislation:** State leaders and industry advocates work together to draft legislation that declares the entire state an assessment district and outlines essential components, including eligible business categories, authorized use of funds, and governance requirements.
3. **Develop assessment formulas and voting criteria:** The assessment structure is defined by sector and may include percentages of gross revenue or other metrics. Voting weights are established so each business's vote corresponds to its projected contribution.
4. **Conduct a vote:** A voting mechanism, such as a referendum, may be used among the assessed businesses, weighted by their contribution level.
5. **Certification and implementation:** Upon successful vote, results are certified by the appropriate state entity, and billing procedures are initiated. A nonprofit entity, such as a statewide tourism commission, may be designated to receive and manage funds.

### **Governance:**

In the California model, governance of the California Tourism Marketing District is vested in the Governor's Office of Business and Economic Development (GoBIZ) and Visit California. Visit California, a nonprofit mutual benefit corporation comprised of industry leaders from across the state, develops and implements the California Tourism Marketing District's annual marketing plan and reports annually on its activities, budget, and performance. The California Office of Tourism, a department within GoBIZ, collects assessments from businesses and enforces payment.

# LEGAL AND POLICY CONSIDERATIONS



# Legal and Policy Considerations

## Key Considerations and Legal Pathways to New Hampshire TID Formation<sup>23</sup>

There are three potential approaches for establishing the legal authority to form a TID in New Hampshire: (1) authorizing a statewide TID through new legislation; (2) authorizing local TIDs through new legislation; or (3) amending the existing Business Improvement District (BID) statute to allow for local TIDs. Each path has distinct considerations and opportunities.

### Legal Pathway to Statewide Tourism Assessment

Establishing a statewide TID in New Hampshire requires the passage of new legislation. The law must clearly define the scope and structure of the assessment, including which types of tourism-related businesses would be subject to the assessment. In addition, the law must also identify the entities responsible for administration, collecting, and enforcing the assessment. This may necessitate early conversations and research into entities such as the New Hampshire Department of Revenue, New Hampshire Destination Marketing Associations (DMOs) across the state, legislators, and lobbyists.

It's also important to recognize that unlike a local TID mechanism, which merely authorizes local jurisdictions to establish TIDs but does not automatically impose any TID assessments, a statewide TID law triggers the assessment automatically upon passage. This difference in implementation is important to note given New Hampshire's political culture regarding taxes. The state of New Hampshire has very few broad-based taxes. New Hampshire has no income tax (on an individual's reported W-2 wages)<sup>24</sup>, has a generally anti-tax sentiment and is one of only nine states with no state sales tax<sup>25</sup>. When considering a statewide TID, education is key to sensitizing lawmakers and governmental entities that the statewide TID will be a compulsory levy but will not be a tax.

Further, introducing a brand-new statute imposing a new levy may require more legislative time. New Hampshire's legislature operates on a biennial state budget

---

<sup>23</sup> *New Hampshire Tourism Funding Report*, Civitas, June 2025.

<sup>24</sup> New Hampshire Department of Revenue Administration, "Interest & Dividends Tax," available at: <https://www.revenue.nh.gov/taxes-glance/interest-dividends-tax> (last visited June 12, 2025)

<sup>25</sup> New Hampshire: The Tax Refuge of the North," *New Hampshire Business Review*, available at: <https://www.nhbr.com/new-hampshire-the-tax-refuge-of-the-north/> (last visited June 12, 2025).

process.<sup>26</sup> A biennial budget structure presents certain challenges when considering new legislation, including a need to plan ahead and consider the current and future financial climate. Any attempt to establish a statewide TID must account for this biennial cadence.

**Pros:**

- A statewide TID allows for a uniform assessment of all tourism-related businesses and establishes a stable source of funding for the tourism industry throughout the entire state of New Hampshire.
- Ensures a consistent assessment structure across business types for all jurisdictions in New Hampshire.
- Allows for large-scale, long-term tourism promotion projects that benefit the entire State.

**Cons:**

- There is a significant time dedication to legislative effort.
- Anti-tax sentiment may lead to trepidation of considering a new levy, necessitating extensive education efforts to acclimate legislators to the concept of TID assessments.
- The complex nature of implementing the levy requires extensive collaboration across government entities, legislators, and tourism leaders.

## Legal Pathways to Local TID Establishment

### Amending New Hampshire's Existing BID Law:

There are some cases where an existing law, oftentimes a BID statute, may be utilized to implement a TID-like structure on the local level. Many BID statutes have been amended to make them more feasible for a TID through a multitude of amendments, including expanding the list of allowable services to include tourism-related activities, broadening the types of businesses that may be assessed, and allowing nonprofit management entities to administer a tourism BID.

The State of New Hampshire has a current BID statute, the Central Business Service District Law, RSA 31:120, (CBSD Law). The CBSD Law authorizes municipalities to establish BIDs for the provision of supplemental services, including "...business development services and activities related to the maintenance of an attractive, useful,

---

<sup>26</sup> New Hampshire Department of Administrative Services, "How Government Finances Work," TransparentNH, available at: <https://www.nh.gov/transparentnh/how-government-finances-work/index.htm> (last visited June 12, 2025).

and economically viable business environment.”<sup>27</sup> However, the CBSD Law is a property-based assessment law, containing many provisions specific to property-based districts. While the statute lacks many of the standardized provisions that are favorable for TID formation and as written, is specific to properties, it does not expressly prohibit the creation of a TID and may be a viable option for forming local TIDs via legislative amendment.

Amending an existing statute is often more politically palatable than proposing new legislation. Lawmakers may find it more appealing to revise a familiar law rather than introduce an entirely new mechanism. However, the issue remains that TID formation via an existing BID statute, even after certain elements have been amended, is still constrained by the structure of the existing BID statute. If the statute includes outdated procedures, rigid formation requirements, or limitations on the types of services or businesses covered, those aspects may restrict or halt the effectiveness of a TID.

**Pros:**

- A familiar legal structure that has already been approved by the New Hampshire legislature may present less political opposition.
- The existing BID law already contains some elements that are favorable to a TID-like structure.

**Cons:**

- Existing BID structure may present hurdles in the TID formation process and operational constraints once the TID is established.
- Existing BID structure is property assessment based, although it is possible to add language that would apply to tourism-related properties.
- Using existing law is not a viable structure for a statewide TID.

**Passing New Local TID Enabling Statute:**

Drafting a brand new TID statute at the local level is the optimal approach to implementing a local TID funding model. A new statute provides the opportunity for industry leaders to define the scope and parameters of the law using the best TID practices from the ground up, ensuring that all procedures, definitions, and legal protections are tailored to a tourism-specific TID assessment model.

Like the considerations that must be made to pass a statute for a statewide TID, passing a statute enabling local TIDs requires time, patience, and political savvy. Because passing legislation requires extensive time and dedication, legislative champions and committed tourism industry leaders and business representatives are critical to success.

---

<sup>27</sup> N.H. Rev. Stat. Ann. § 31:122 (2025).

One of the common hurdles is the need to educate lawmakers about the fundamental difference between a TID assessment and a tax. This is especially important considering the taxation climate in New Hampshire. Advocates for a local TID enabling statute must clearly communicate that TID assessments are industry-led, narrowly tailored to benefit those paying, and an entirely different levy than traditional taxes. Fortunately, unlike a statewide TID, a local enabling statute does not automatically impose a levy. Instead, it provides the authority for local jurisdictions to pursue TID formation through a defined process. This added layer of local control may help ease political concerns and broaden support.

A new TID statute may also require more political capital to usher to the finish line, as lawmakers may be less familiar with the concept and need more education and guidance. While the process of educating legislators, crafting new statutory language, and shepherding a bill through the legislative process can be resource-intensive, the outcome provides a sustainable foundation for long-term tourism funding.

#### **Pros:**

- Drafting a new law allows the inclusion of TID best practices, such as language requiring a District Plan containing all key provisions of administering the TID, private-sector governance by a nonprofit corporation with stakeholder representation, and protection from TID revenue reallocation.
- Enables jurisdictions to form TIDs on a case-by-case basis, rather than an automatic levy upon passage of the statute, providing more autonomy for individual jurisdictions.
- Implementing a new law at the local level provides a strong legal foundation and clear process for subsequent TIDs formed pursuant to the new statute.

#### **Cons:**

- Significant time must be dedicated to legislative effort.
- Anti-tax sentiment may present barriers, unless communication efforts are made to clearly distinguish taxes and assessments.

#### **Key Law Elements**

The following elements are critical for evaluating and designing any TID-enabling framework. They can be used to assess the viability of New Hampshire's current BID statute as a legal foundation for TIDs or serve as a guide for drafting new standalone TID legislation:

- **Business types:** Specify what businesses can utilize the legislation. Consider lodging, restaurants, attractions, retail, and transportation as possible businesses.

- **Assessment method:** Determine the TID assessment methodology. Generally, this is a percentage of revenue, a flat fee, tiered by room count or gross receipts, or any method that confers benefit to the payor.
- **Governance:** Usually, a new or existing nonprofit corporation with assessed business representation on the board of directors.
- **Approval process:** Build in a consensus mechanism for assessed businesses, properly noticed hearings, and legal documents to ratify the TID.
- **Term length:** Most commonly, five to ten years.
- **Authorized activities:** Sales, marketing, research, visitor services, event sponsorships, and any other activity that confers benefit to the payor.
- **Capital improvements:** Determine whether TIDs will be authorized to finance capital improvements and whether to allow for the issuance of bonds.
- **Collections:** Consider how the assessment will be collected and remitted, and whether to allow for a pass-through to the customer.
- **Renewal/dissolution:** Implement processes for renewing the TID and dissolving it under specific circumstances.

## Key Considerations

Aside from the key legal elements that must be considered when deciding a pathway forward, other strategic considerations must also be evaluated.

- **National and local destination competitive landscape:** Understanding how New Hampshire compares to peer destinations a national level and locally between key New Hampshire tourist destinations is essential to determining where funding gaps exist and building a TID funding strategy.
- **Political environment and government priorities:** Understanding New Hampshire's biennial budget structure, the political climate around taxes and other levies, and current legislative political leadership offers insight into the political path forward for TID legislation.
- **Industry leadership, education, and support:** Pursuing a TID legal mechanism requires the active engagement of tourism industry leaders and legislative partners.
- **Timeline of process to establish:** TID formation, whether by new legislation or amendment as described above, can take significant time. Realistic planning must account for legislative sessions, the biennial budget process, rulemaking, outreach, and implementation phases.

# OPTIONS AND SCENARIOS



## Options and Scenarios

Establishing a statewide CVB is a significant undertaking, one that should be informed by an industry united in its desire for significant growth as well as a pathway for MICE-ready infrastructure development (e.g. convention center or additional large meeting space) to ensure scalability. At this time, New Hampshire's current capacity for the state's MICE landscape does not align with the return on investment that a statewide CVB should provide. Therefore, until certain indicators are met, it is not recommended that BEA pursue a statewide CVB.

Should the tourism industry in New Hampshire demonstrate dedication to collaboratively build the state's MICE industry in New Hampshire, a phased approach would allow for indicator-triggered growth to scale the supports and marketing of the MICE industry in New Hampshire, where the establishment of a statewide CVB would exist in Phase 4 of the strategy. Some responsibilities will lie with BEA. But because industry participation is so critical to the success of all phases of the project, tourism businesses and organizations will need to actively engage and collaborate. The pathway recommendations below are not a fully-developed, ready-to-implement strategy and would benefit from a strategic framework that allows BEA and the industry to successfully begin working within the phased approach..

### Phased Approach for Growing New Hampshire's MICE Industry

#### Phase 1: Consolidate and activate industry support

Investment in a statewide CVB is more likely to succeed if the impetus for its establishment stems from a coordinated and committed call from the industry, particularly tourism businesses. BEA can begin to lay the groundwork for a statewide CVB utilizing existing resources, however this should not be done to the detriment of leisure travel marketing or for an indefinite period of time.

Should BEA undertake MICE-related activities, first there must be strong industry momentum toward fully funding a CVB via a Tourism Improvement District (TID) as well as signs that the industry will be an active partner in ensuring the success of MICE efforts.

#### Activities in Phase 1:

- The tourism industry in New Hampshire forms a task force or committee to lead efforts to fund and establish a statewide Convention and Visitors Bureau.

- Industry representatives from all regions and a critical mass of tourism businesses sign on in support and commit resources to the effort.

### **Phase 1 Indicators:**

- ✓ Industry task force established
- ✓ Timeline of goals, activities and responsible parties is drafted and in action

*If both indicators are met, move to Phase 2.*

### **Phase 2: Build awareness and initial resources**

Utilizing existing staff and budget resources within BEA, devote part of an FTE to establish initial infrastructure and processes. Commitment from statewide organizations and stakeholders to engage with leads and provide consistent communication and collaboration with BEA is critical. In the past, BEA has taken on the activities described in this phase. However, robust industry engagement is necessary for the efforts to gain traction. This engagement may not have been sufficient in the past, which necessitates this approach in which BEA conditions its investment on the participation and work of the industry.

This phase should be time limited. Without active participation from the industry and movement toward a TID or other additional funding source, there is little potential to grow MICE business. For a successful effort, sufficient resources must be committed to marketing, ideally not to the detriment of BEA's current leisure marketing efforts.

#### **Activities in this phase**

- Create a landing page to serve as a one-stop shop for meeting planners to submit RFPs
- Create branding and pitch materials
- B2B marketing to drive markets and growth sectors
- Create a communication network wherein partners register with BEA to receive RFPs and report on results
- Industry stakeholders partner with BEA on sales efforts and spearhead industry engagement efforts

#### **Phase 2 Indicators**

- ✓ Lead volume growth: consistent year-over-year increase
- ✓ Hotel engagement: high response rate on passed leads
- ✓ Client conversion: target percent of passed leads convert to booked business

- ✓ Strategic partnerships formed: active collaboration with regional Chambers, hotels, and large venues; early endorsements from industry stakeholders
- ✓ CRM & reporting infrastructure: implemented system tracking lead origin, follow-up, conversion, room nights, and economic impact.

*If at least three of the five indicators are achieved and trending positively, move to Phase 3.*

*However, should it become clear that diverting resources puts the effectiveness of leisure marketing at risk, or if consistent year-over-year change is not occurring after three years, BEA should consider pausing its Phase 1 MICE efforts.*

### **Phase 3: Expand efforts**

BEA will assess if demand is outgrowing the current structure. With the support of the industry, BEA can expand its activities while the industry ramps up an outreach campaign to educate lawmakers on the purpose and benefit of a TID.

#### **Activities in this phase**

- Dedicate a full-time position: Sales and Sports Events Manager
- B2B marketing to meeting planners
- Conduct sales missions and attend trade shows
- Pursue growth markets with direct flight service

#### **Phase 3 Indicators**

- ✓ Increased event wins: target number of events booked annually with direct assistance from the staff role
- ✓ Industry Advisory Group: formation of a cross-regional advisory committee representing hotels, DMOs, and large venues
- ✓ Shared investment: commitment of matching marketing or bid funds from industry stakeholders (e.g., in-kind or cash)
- ✓ Brand awareness growth: positive recognition in key markets through trade show presence or media
- ✓ Room night growth: documented uptick in midweek and shoulder-season hotel occupancy attributable to meetings

*If four or more indicators are achieved, move to Phase 4.*

## **Phase 4: Pursue an independent organization that is self-funded through a Tourism Improvement District (TID)**

Once the potential for growth has outpaced BEA's internal resources, it will be time for the industry to more aggressively pursue legislation to establish a TID.

### **Activities in this phase**

- FTE is preserved while funding is secured and the organization is being established
- The industry forms a Steering Committee to perform education and outreach process for TID formation
- State leaders and industry advocates work together to draft legislation, develop assessment formulas and voting criteria, and determine the governing body responsible for TID oversight

### **Phase 4 Indicators**

- ✓ Full-Time staff demand: sales volume justifies the need for multiple full-time staff (e.g., consistent backlog of leads/events)
- ✓ Demonstrated ROI: positive economic impact from meetings tracked and documented
- ✓ Stakeholder advocacy: majority of major hotel and venue operators support and advocate for a TID-funded statewide CVB

*If all indicators show strong performance or readiness, move to Phase 5.*

## **Phase 5: Independent organization is operational and self-sustaining**

In this final phase, the TID is in place and CVB activities move out of BEA and into the newly formed organization after the following milestones are achieved:

- TID formation is voted on and passed by the assessed businesses, and assessment collection begins.
- The new organization is operational and designated to receive funds
- FTE moves out of BEA and into the new organization

The phased approach lends itself well to a gradual start utilizing existing resources. As each phase develops, investment grows. Housing CVB activities within BEA benefits the entirety of the state.

However, this option may not offer sufficient resources to make meaningful progress toward lead generation and increasing brand awareness. Should this approach be chosen, strong industry participation and collaboration will be a determining factor of success.

### **Alternate Option: Voluntary Membership Organization**

Like Destination Colorado, a nonprofit membership organization can be an effective means to consolidate resources, establish and promote a New Hampshire meetings brand, and act as an RFP hub and resource for planners. Like the phased approach, a voluntary membership organization requires a critical mass of members and industry support to generate the funds to work effectively.

# CONCLUSIONS AND RECOMMENDATIONS



## Conclusions and Recommendations

New Hampshire BEA sought to understand if a statewide CVB is feasible and can effectively support meetings, incentives, conventions, exhibitions (MICE), and other group markets.

A need clearly exists in New Hampshire for an organization to provide dedicated and coordinated efforts to attract MICE business.

**A CVB is not recommended at this time under current circumstances. However, a phased approach to CVB establishment can be successful with strong leadership and coordination from the tourism industry.**

Stronger industry action should be evident prior to pursuing a statewide CVB and TID funding. Industry stakeholders in focus groups expressed eagerness to expand MICE business. However, support for the efforts required to establish a dedicated CVB was less certain. The industry response to increasing MICE business development was met with mixed responses, with some supporting the idea enthusiastically and others who noted being at their current limit for new business from existing markets. Additionally, current meetings and events infrastructure across the state does not yet support the justification for a dedicated statewide CVB organization.

The industry expressed very specific needs and concerns for booking business that would require a surgical approach to meetings attraction. For example, Chambers and DMOs indicated that most venues are full on the weekends, and mid-week events are needed most. In certain seasons, there are challenges finding meeting or expo space, limiting the windows for growth. Such specific needs are better suited to local tourism organizations that are deeply familiar with the destination's assets and can maintain the relationships necessary to ensure a quality experience for the group. Additional infrastructure (e.g. convention center or additional large meeting space) is needed to justify a dedicated CVB to ensure sufficient economic impact.

There is room to grow the MICE industry and pave the way for a statewide organization in the future through the phased approach outlined in the previous section or through an industry-led effort to directly pursue a TID. New Hampshire holds immense appeal as a safe, affordable, charming and convenient destination. With the right investment by the industry, the meetings and conventions industry can thrive.



Bold Strategies. Brave Leaders. Bright Future.

[Coraggiogroup.com](http://Coraggiogroup.com)