



coraggiogroup

NH Statewide CVB
Feasibility Analysis Study
and
Meetings and Events
Roadmap

February 19, 2026



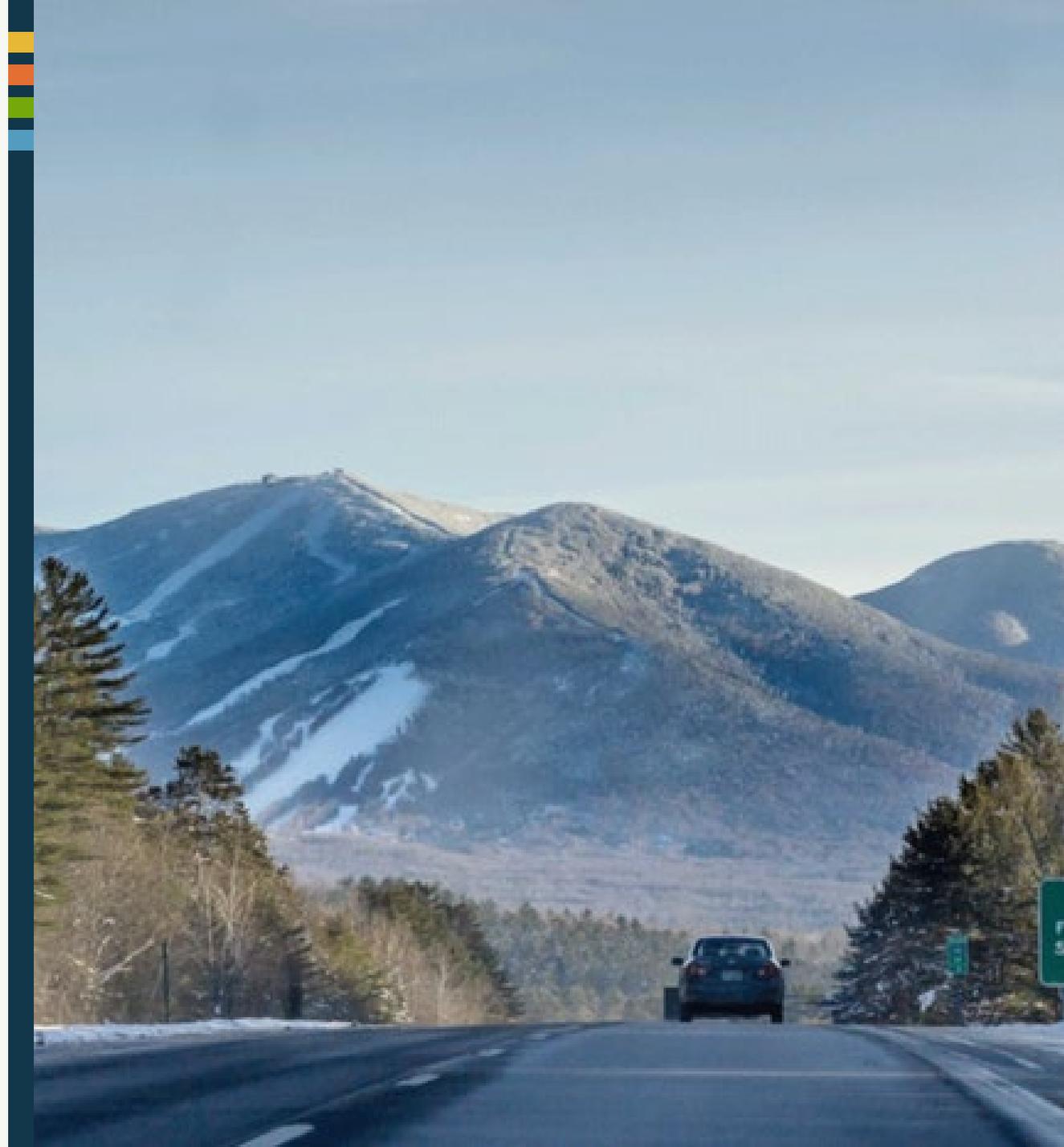
Agenda

Statewide CVB Analysis Results & Recommendations

- Coraggio Group with Civitas

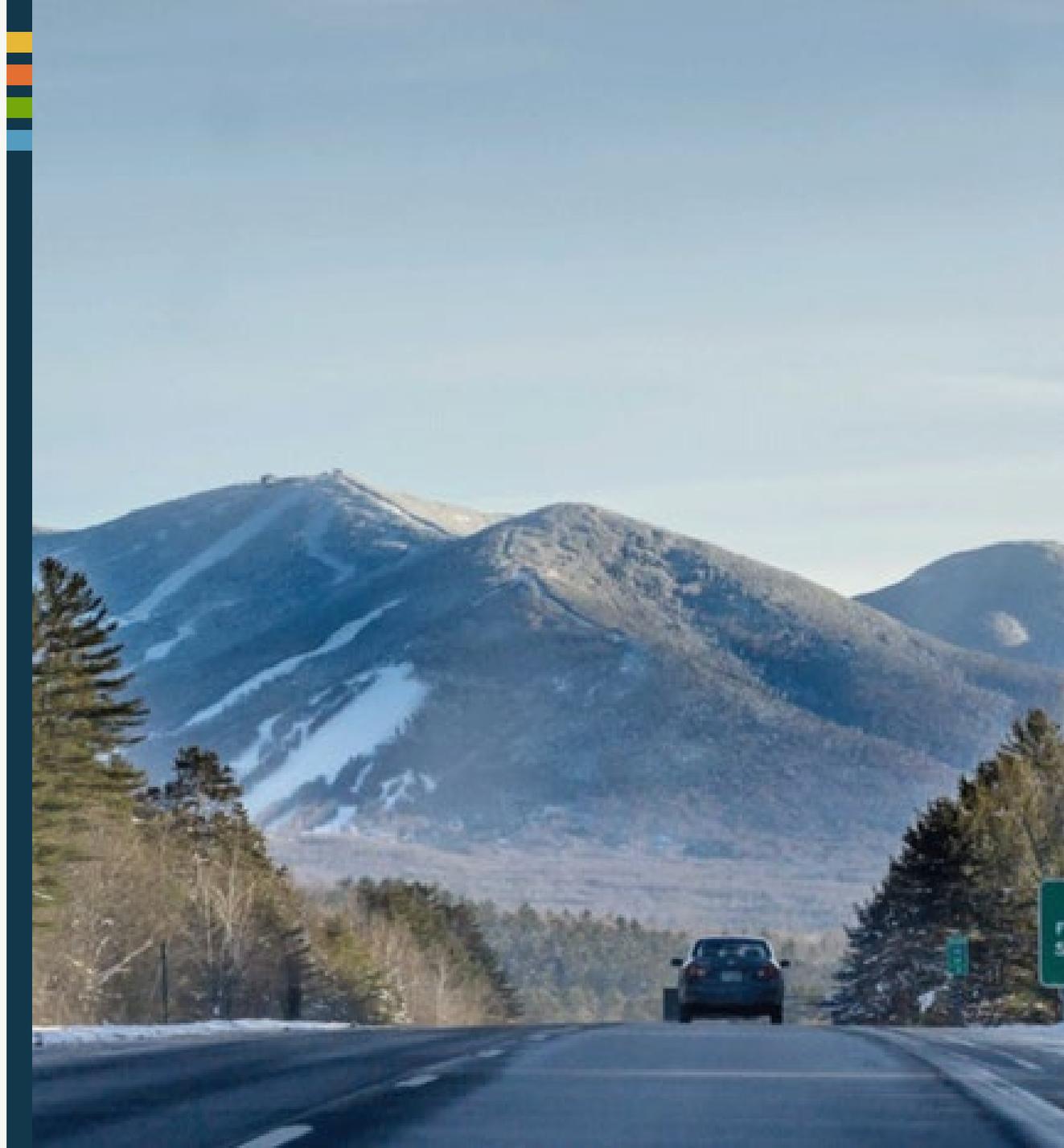
The New Hampshire Meetings & Events the Roadmap

- Industry Planning Team



Participation is encouraged!

- Please ask questions or offer commentary throughout the presentation
- Use the chat feature to type your questions



**CVB Meetings Market
Analysis**

**New Hampshire Tourism
Industry Analysis**

Immersion Session

Comparative Analysis

**Stakeholder
Engagement**

TID Funding Analysis

Research Team



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CIVITAS

The word 'CIVITAS' is written in a bold, blue, sans-serif font. Above the letters 'I', 'V', and 'I' is a semi-circular arc composed of seven small squares. The squares are colored from left to right: grey, grey, orange, grey, grey, grey, and grey.

Focus Group Composition

DMOs/Chambers

- 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 Sales

- 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 Organizations

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

Convention Center Hotels

- DoubleTree Manchester
- Omni Mount Washington Resort
- Mill Falls

Focus Group Insights

Current Position

- Reputation for safety
- Affordable – no taxes
- Small-town charm
- Proximity to outdoor spaces

Industry Needs

- Mid-week events
- Shoulder and off-season
- Sector Areas of Interest: outdoors and recreation, leadership retreats, finance, weddings, youth sports / amateur sports

Limitations

- Meeting space
- Capacity
- Exhibition space

Funding Potential

- Funding will need to be stable over several years.
- Funding will need to be external to BEA budget
- Limited budgets for organizations to hold additional memberships.
- Tourism Business Improvement District (TBID) carried the most potential for stable funding.

Focus Group Insights - Sectors of Opportunity

	Currently being booked	Opportunity
Industry Sectors	Medical and Pharma Tech Financial Government (specifically ocean engineering and marine science)	Advanced Manufacturing Aerospace Tech and Cybersecurity Healthcare and Biotech Life Sciences Outdoor Recreation and Tourism
Types of Meetings, Groups and Events	Association business Corporate retreats Weddings Reunions	Sports Nonprofits Special interest Regional Economic Development Conferences Workforce development events Trade shows
Markets and Geographic Focus	Drive markets (Boston, Providence)	Direct flight markets (South Carolina and Florida)

New Hampshire's Position for Meetings & Events

Strengths

- Natural Beauty and Outdoor Recreation:
- Proximity
- Affordability
- Safe and Welcoming Environment

Weaknesses

- Limited Capacity
- Brand Awareness for Meetings
- Transportation limitations
- Narrow Need Periods
- Need for Industry Cohesion

Opportunities

- Expand and Formalize Industry Collaboration
- Leverage Outdoor Recreation
- Target Niche Markets
- Enhance Infrastructure for Business Events

Threats

- Competition
- Funding Limitations
- Economic Fluctuations
- Climate Change
- Workforce & Housing

What would a potential statewide CVB do, and how would it be funded?



What does this potential organization need to do?

- **Statewide Marketing and Branding**
- **Lead Generation**
- **Information Hub**
- **Relationship Building with Meeting Planners:**
- **Facilitating Collaboration**
- **Advocacy**
- **Focus on Larger Events**
- **Promoting Regional Experiences**

"We need capacity building, not a whole other organization."

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

Industry Response to Funding Structures

Model	Advantages	Disadvantages
Tourism taxes and grants		
Fee-based private business		
Local or state government funding		
Special assessment district (i.e., TID)		

"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?"

Industry Response to Funding Structures

Model	Advantages	Disadvantages
Tourism taxes and grants	<ul style="list-style-type: none"> Dedicated funds for tourism 	<ul style="list-style-type: none"> Taxes are broadly not supported in New Hampshire and are unlikely to pass Funding for tourism is already insufficient
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Special assessment district (i.e., TID)	<ul style="list-style-type: none"> A process exists Can provide a healthy budget Protected from being reallocated for other government uses 	<ul style="list-style-type: none"> High number of cities and towns would necessitate a very strong value proposition Prior attempts in Hanover and Nashua

"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?"

What is a Tourism Improvement District (TID)?

A Tourism Improvement District (TID) is a self-assessment mechanism where businesses within a defined area vote to charge a small fee on hotel stays, creating a dedicated fund purposed for the industry—not general use—to invest in tourism marketing, programs, and infrastructure.

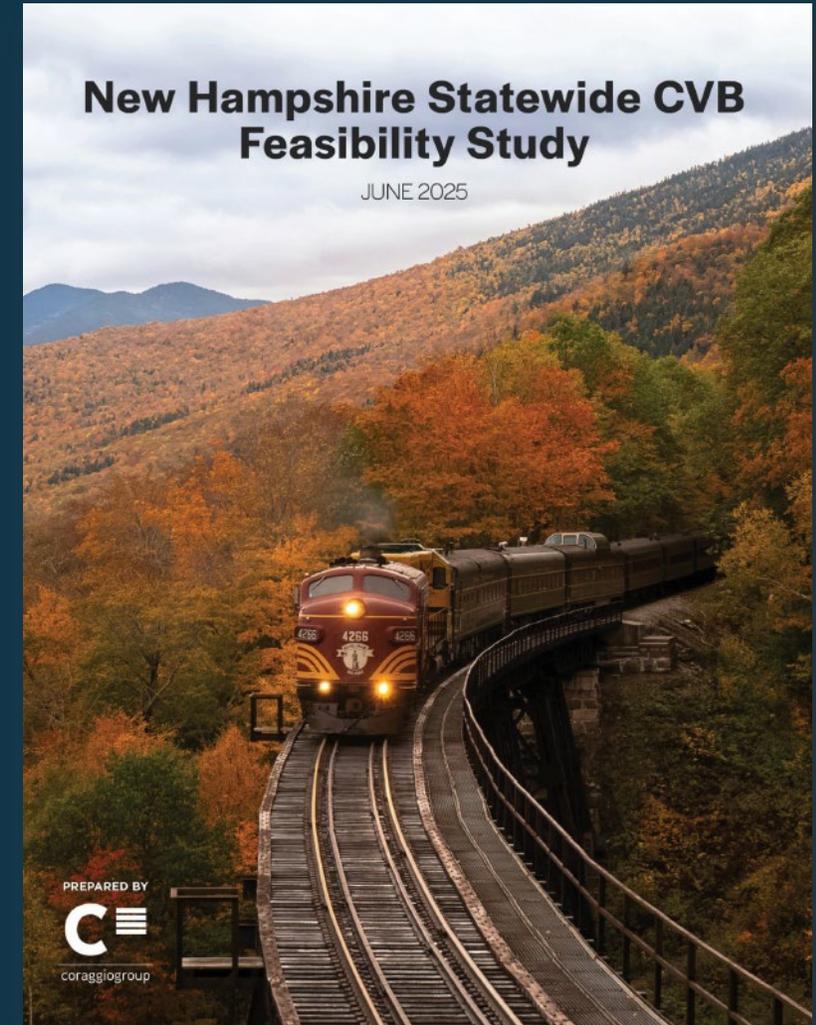
Unlike hotel taxes that flow to general government funds, TID revenue is legally restricted to benefiting the assessed businesses.

Legal Pathways in New Hampshire

Statewide Tourism Assessment	Amending Existing BID Law	Passing New Local TID Enabling Statute
Requires new legislation	Expands allowable services to include tourism-related activities	Allows TID to be established at the local level
Automatically triggers assessment on passage	Current law allows municipalities to establish BIDs	New statute allows the tourism industry to define parameters and scope
Pros: Uniform assessment and large-scale, stable source of funding	Pros: Familiar to lawmakers and has some elements favorable to a TID-like structure	Pros: Can map out best practices for local TIDs, voluntary for jurisdictions, strong legal foundation
Cons: Long process, complex due to statewide scope	Cons: Constrains operations once established, using existing law is not a viable structure for a statewide TID	Cons: Very long process

Study Recommendation:

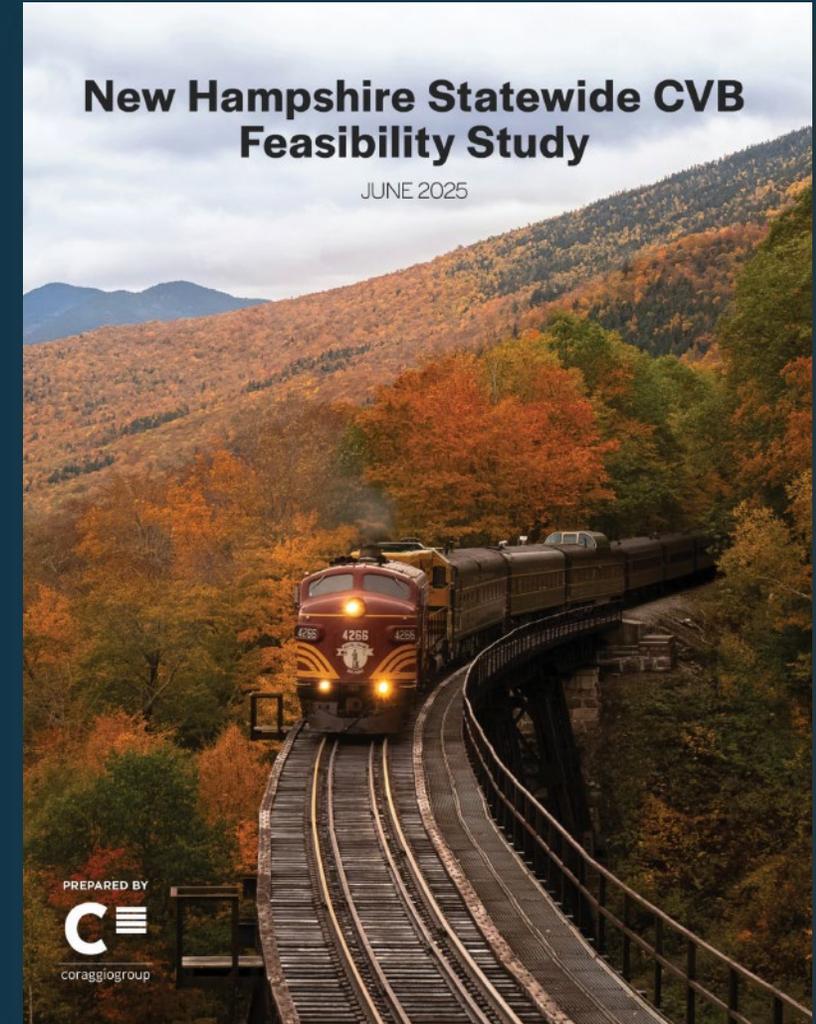
A need clearly exists in New Hampshire for an organization to provide dedicated and coordinated efforts to attract meetings and events business.



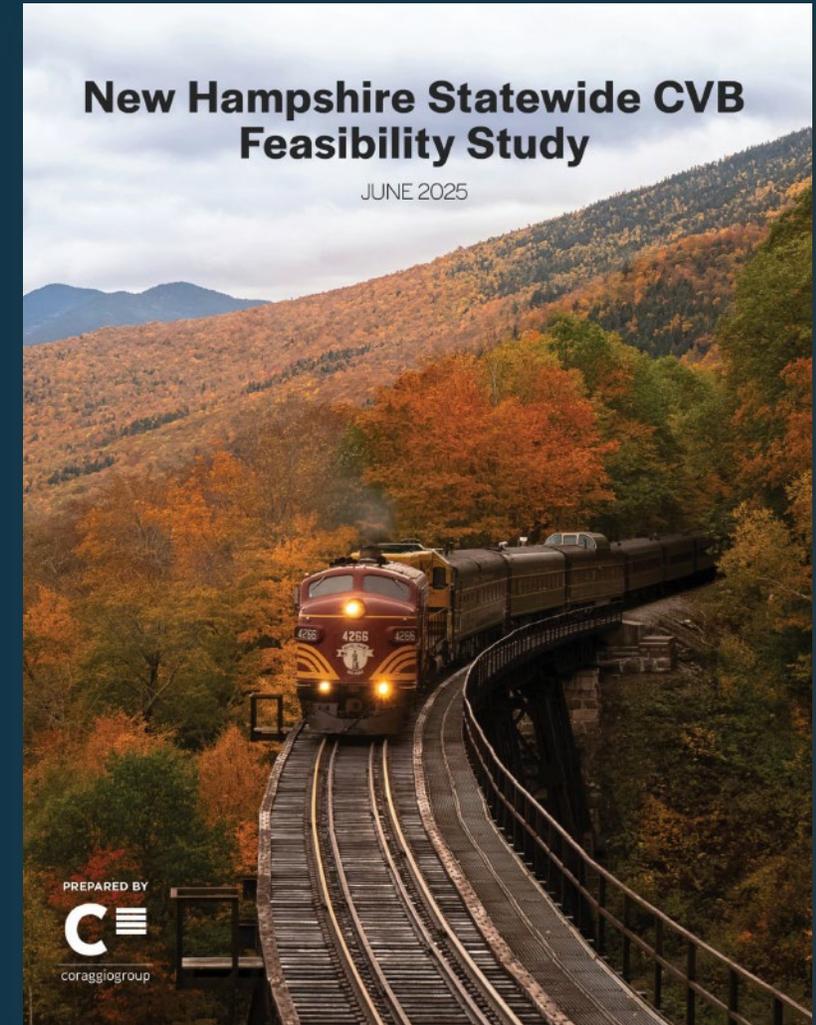
Study Recommendation:

**Under current circumstances,
a statewide CVB is not
recommended at this time.**

(as of Spring 2025)



However, there is potential to grow and lay the groundwork through a phased approach.



Efforts to build and fund a statewide CVB must be led by the industry

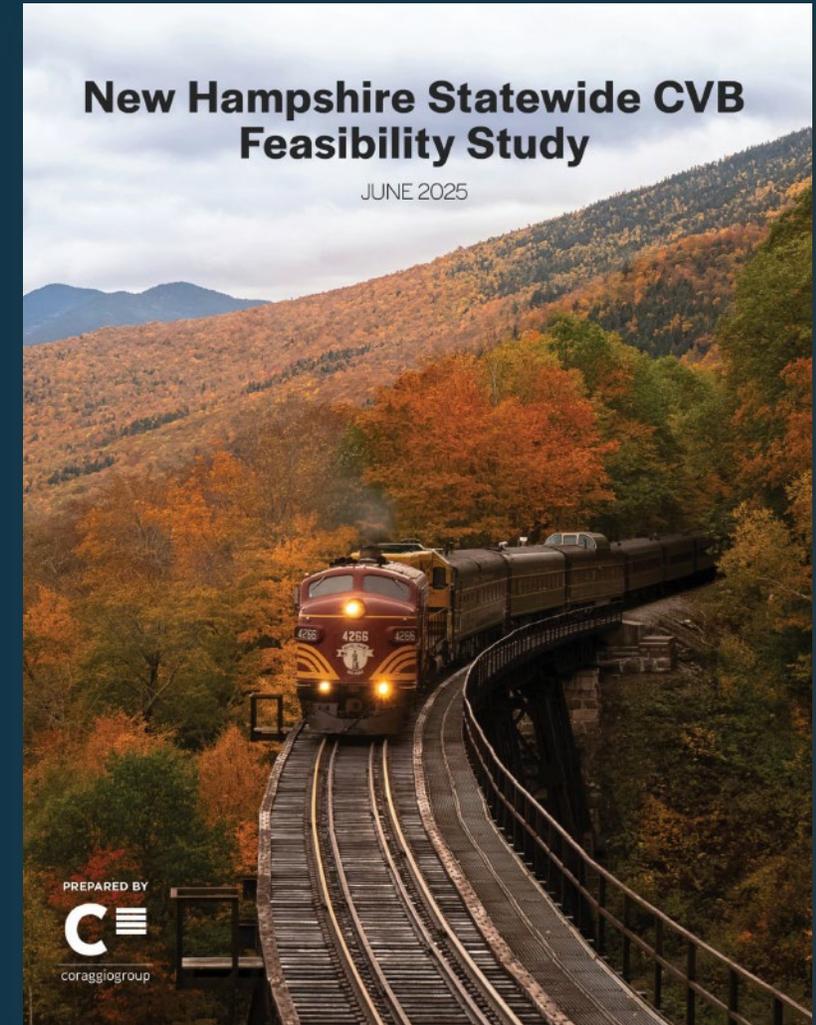
- The most feasible paths to a statewide CVB require industry-led efforts outside of BEA.
- Statewide CVB activities must be resourced from outside BEA to ensure that NH's leisure marketing activities are preserved.
- If a TID or other legislative path is desired to fund a statewide CVB, advocacy efforts must be led by the private sector.

Recommended Industry Next Steps

**1.
Define the vision
and priorities**

**2.
Determine &
advocate for the
desired funding
mechanism**

**3.
Build collective
action**



Q&A





New Hampshire

MEETINGS & EVENTS ROADMAP

2026-2027





The New Hampshire Meetings and Events Roadmap 2026-2027 is a two-year roadmap guiding the industry's collaborative efforts to increase the number of visitors by leveraging meetings and events across the Granite State.

Industry Team

- **Alex Foti**, Bretton Woods Vacations
- **Jessyca Keeler**, Ski NH
- **Lauren Getts**, Greater Manchester Chamber
- **Charyl Reardon**, White Mountains Attractions Association
- **Julie Schoelzel**, Greater Monadnock Collaborative
- **Mike Somers**, New Hampshire Lodging & Restaurant Association
- **Ben VanCamp**, Portsmouth Collaborative
- **John Zimmerman**, Doubletree Manchester
- **Michelle Cruz**, BEA Division of Travel and Tourism
- **Amy Bassett**, BEA Division of Travel and Tourism
- **Estlin McLellan**, BEA Division of Travel and Tourism



10 YEAR VISION

New Hampshire is the desired location for industries and organizations seeking mid-sized meetings and events in New England. Coordinated growth in the sector has expanded the economic vitality of the state and its reputation, creating lifelong connection with everyone who visits.



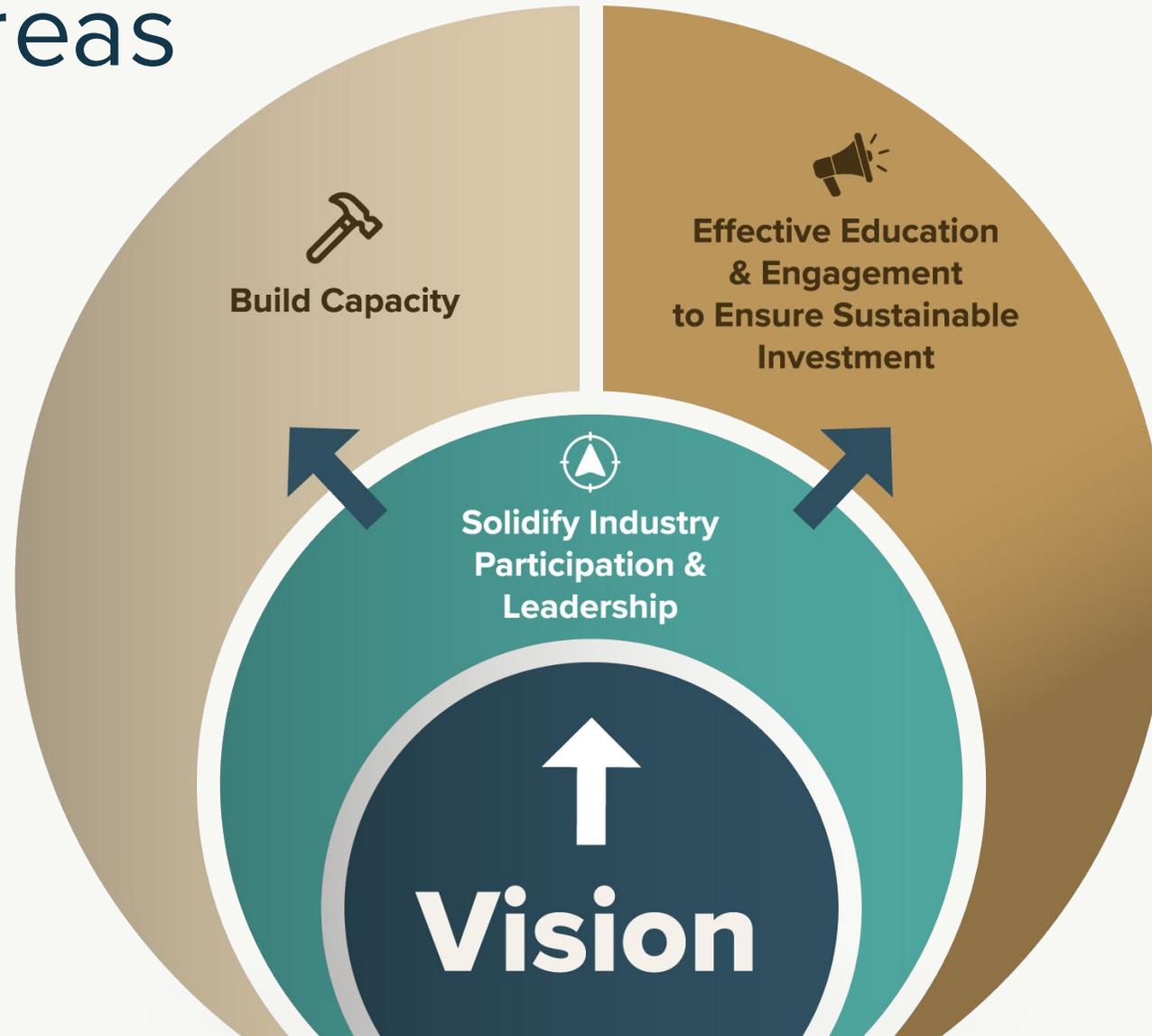
Goals

At the end of the two-year Roadmap, the following goals will be achieved:

- A **representative grassroots committee** is established with the intent to transition into an advisory board for a future independent meetings and events organization.
- A **sustainable funding model** is identified to support statewide efforts to increase meetings and events lead generation.
- A dedicated staff member is place. This role leads the effort to **build relationships** and **generate demand** from the external meetings and events industry through to New Hampshire industry targets.
- A complete **digital inventory** of meeting and events assets across the state is in place, informing the development of proposals and products.
- New Hampshire meetings and events industry stakeholders have **demonstrated enthusiasm** for the long-term vision and Roadmap pathways.
- Across the industry, a clear and defined value proposition for hosting meetings and events in New Hampshire is **established and promoted**.



Focus Areas



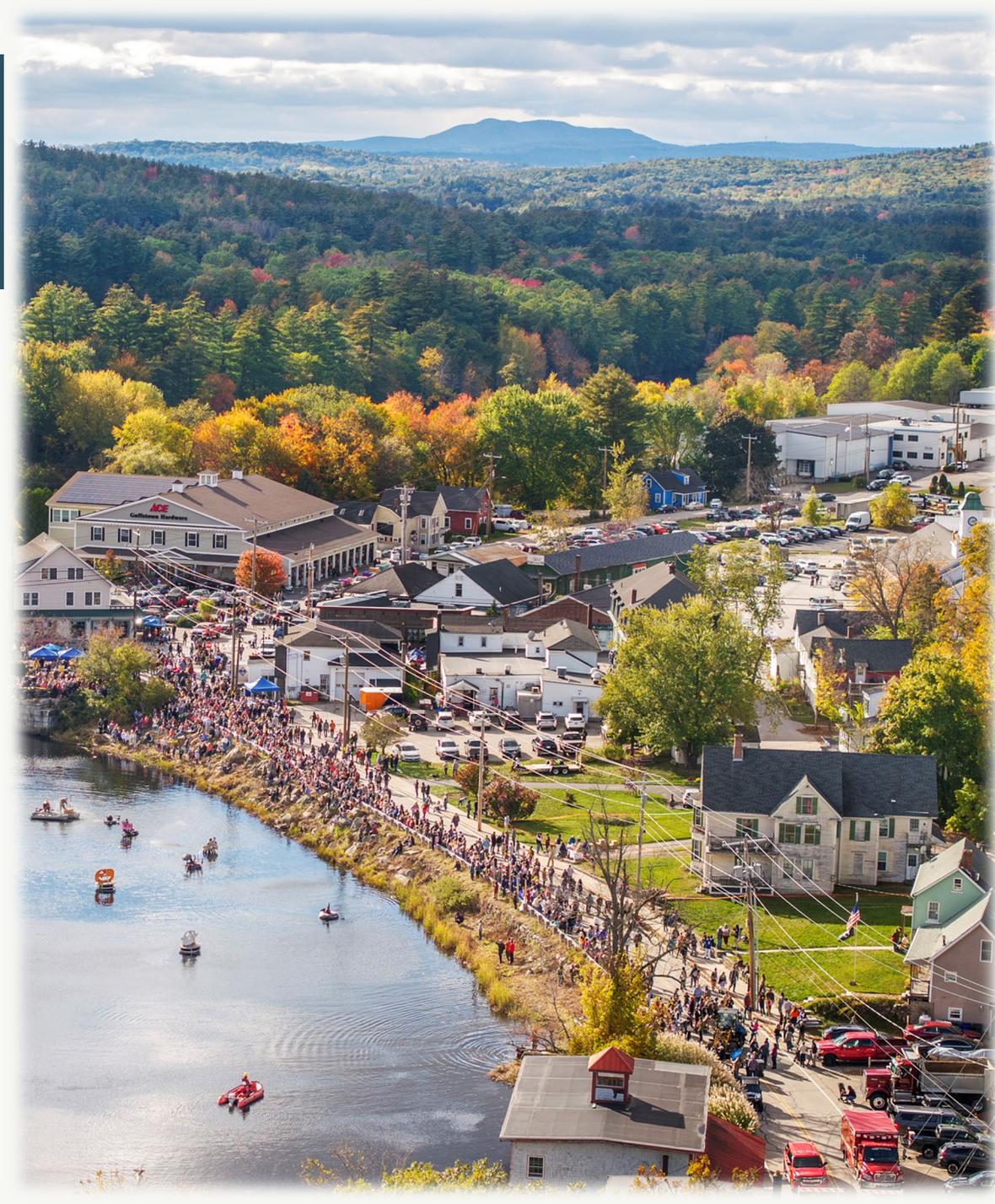


Solidify Industry Participation & Leadership

Progress toward increased meetings and events business is only possible through strong and coordinated industry collaboration.

As an industry-led effort, the responsibility to establish leadership roles and a structured system for communication and action will fall to a volunteer Transition Committee.

Outcome: Transition Committee to become the advisory board to the future organization devoted to growing meetings business.





Solidify Industry Participation & Leadership

Action Steps

- Convene a representative grassroots committee to make decisions and execute the Roadmap Action Steps
- Develop a budget for 2-3 years, identify seed funding, and establish the organizational structure
- Through the Transition Committee, identify the preferred sustainable funding model
- Raise seed money to hire a staff person, determine where the staff person is situated and enter into a Memorandum of Understanding (MOU) with the New Hampshire Division of Tourism and Travel Development

Measure of Progress

Sufficient seed funding is obtained from a broad base of industry supporters.



Build Capacity

New Hampshire can build upon existing strengths and infrastructure to attract meetings and events. As a first step, the first 24 months focus on targeted meetings and events business, particularly mid-sized meetings, that make the most of New Hampshire's unique offerings.

This Focus Area concentrates on building the tools and capacity necessary to consistently grow and maintain New Hampshire's brand awareness as a destination.

Outcome: Capacity resources lead to increased event attraction.





Build Capacity

Action Steps

- Designate a staff member to build relationships and bring leads
- Define a clear brand and develop marketing materials to attract meeting planners to New Hampshire
- Create a digital inventory to aid in proposal and product development
- Conceptualize and execute a pilot program to attract a specific type of meeting or event, tracking learnings to apply to future efforts

Measure of Progress

Increase in generated leads—and conversions—for meetings and events held in New Hampshire.



Educate & Engage to Ensure Sustainable Investment

To become truly competitive, the industry must sufficiently and consistently fund promotion. To achieve this outcome, the Roadmap prioritizes engaging and educating stakeholders on the value of tourism and the potential in growing meetings and events business.

When the industry speaks with a unified voice, New Hampshire can realize the economic potential of a thriving tourism, meetings and events sector.

Outcome: A sustainable funding model to support an organization to grow meetings and events has been established and a pilot program is soft launched.





Educate & Engage to Ensure Sustainable Investment

Action Steps

- Meaningfully engage stakeholders, understand their perspectives and identify their needs and desired outcomes
- Articulate the importance of the full tourism industry for the economic wellbeing of the state
- Define a clear value proposition for the meetings and events sector and its benefits to New Hampshire
- Embark on an education campaign to rally support for the determined funding model
- Provide talking points and handouts to empower stakeholders to advocate for the funding model
- Conduct a legislative education campaign or stakeholder campaign

Measure of Progress

Consistent channels for communication and advocacy increase awareness and support for New Hampshire's meetings and events sector.

Timeline

Timeline for Roadmap Action Steps	Year 1				Year 2			
Convene Committee	█	█	█	█	█	█	█	█
Develop budget	█	█						
Identify funding model		█						
Seed money/staff position/MOU		█						
Engage stakeholders		█	█					
Articulate tourism's importance			█	█	█	█	█	█
Define value proposition		█						
Designate staff to build relationships and bring leads			█	█				
Rally support for funding model			█	█	█	█		
Provide talking points				█				
Legislative education campaign					█	█	█	█
Define brand and marketing materials			█	█				
Digital inventory for proposals and product development				█	█			
Execute pilot program and track learnings						█	█	█

Discussion



Volunteer for the Transition Committee:

Contact:

Mike Somers
NH Lodging & Restaurant Association



Thank you!

