



*December 2025*

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# NEW HAMPSHIRE

MEETINGS & EVENTS ROADMAP



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## Statewide CVB Feasibility Analysis



Development of this Roadmap was grounded in research and industry expertise. In 2025, the New Hampshire Division of Travel & Tourism Development hired Coraggio Group to explore the feasibility of establishing a statewide Convention & Visitors Bureau (CVB), an independent organization tasked with developing and attracting meetings and events throughout the Granite State.

The study included:

- ▶ A CVB meetings market analysis of current industry trends,
- ▶ A comparative analysis of models in other markets,
- ▶ An analysis of New Hampshire’s current tourism industry,
- ▶ An analysis of potential pathways toward a Tourism Improvement District (TID), and most importantly,
- ▶ Six focus groups consisting of New Hampshire tourism professionals representing 33 organizations.

These industry groups provided critical insight into the needs and specific circumstances facing the state and the potential for greater meetings and events business in New Hampshire.

### FINDINGS

The study determined there is room to grow the meetings, incentives, conferences, exhibitions/events (MICE) industry and a need clearly exists for an organization to provide dedicated and coordinated efforts. However, strong industry leadership and collaboration is needed first to coordinate funding and efforts. The eventual development of additional meeting space will help ensure the investment in a statewide CVB matches the potential economic impact.

**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.**

The full New Hampshire Statewide CVB Feasibility Analysis is included as an appendix.

## The Roadmap Approach



With this knowledge in hand, industry leaders met in Concord in October 2025 to lay out a two-year action plan to jump start efforts to grow the state’s meeting and events economic driver.



### 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
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### Consultant Team

- ▶ Andrew Leary, Coraggio Group
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# New Hampshire's 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.

This inaugural industry roadmap aligns New Hampshire's direction for achieving a statewide 10-year goal of growth, economic impact, reputation and lifelong connection.



## 10-Year Vision & Goals



### VISION

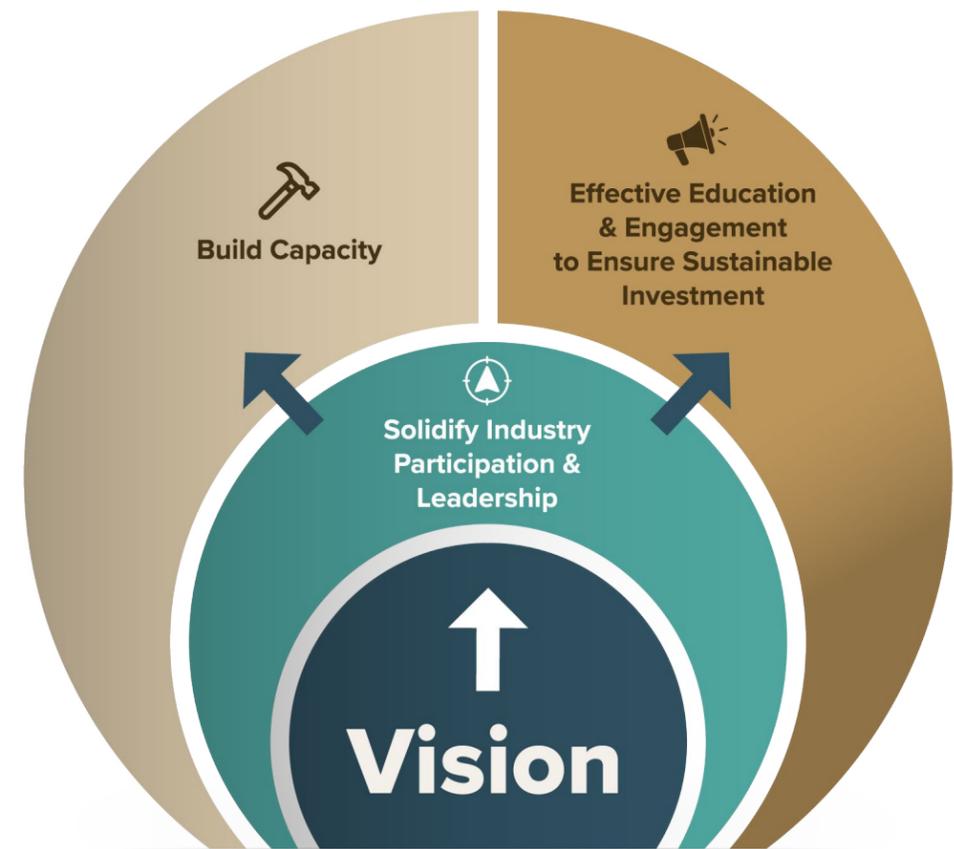
New Hampshire is the desired location for industries and organizations seeking mid-sized meetings and events in New England. Coordinated growth in the sector has expanded the economic vitality of the state and its reputation, creating a lifelong connection with everyone who visits.

### 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 in 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



The Vision sets the desired direction. The first area of focus is to Solidify Industry Participation & Leadership. Strong collaboration and leadership from the industry provides a critical foundation wherein all voices are united and material support is gained. From this foundation, the industry works to gain traction as it advocates for sustainable investment and builds up the state's capacity to host meetings and events.

# Two-Year Implementation Timeline

## New Hampshire Meetings & Events Roadmap 2026-2027

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 a lifelong connection with everyone who visits.



- ▶ Solidify Industry Participation & Leadership
- ▶ Educate & Engage to Ensure Sustainable Investment
- ▶ Build Capacity

FOCUS AREAS

Timeline for Roadmap Action Steps	Year 1				Year 2			
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, establish staff position and enter into Memorandum of Understanding (MOU) with the state		█						
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		█						
Designate a staff member to build relationships and bring leads			█	█				
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					█	█	█	█
Define a clear brand and marketing materials to attract meeting planners to New Hampshire			█	█				
Create a digital inventory to aid in proposal and product development				█	█			
Conceptualize & execute a pilot program to attract a specific type of meeting or event, tracking learnings to apply to future efforts						█	█	█

## FOCUS AREA



### 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.

#### 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.

## FOCUS AREA



### 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.

#### 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.

## FOCUS AREA



### Build Capacity

New Hampshire has the opportunity to 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.

#### 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.





### Tourism Improvement Districts (TIDs)

Should industry leaders determine a TID is the preferred funding model, establishing a TID in New Hampshire is feasible under three legal pathways:

- 1 Pass new legislation authorizing a statewide TID which would trigger a uniform assessment across the state upon passage
- 2 Amend New Hampshire's existing Central Business Service District Law (CBSD) to include provisions to support tourism efforts.
- 3 Pass new enabling legislation allowing the formation of TIDs at the local level

Funding for tourism development and to conduct efforts to grow meetings and events business in New Hampshire can come from a variety of sources. Destination organizations around the country utilize a multitude of options. As part of the feasibility study conducted by Coraggio Group on behalf of BEA,<sup>8</sup> the following funding models were examined:

#### Bed Taxes

Often referred to as occupancy, lodging, or meals and rooms tax, these funds are a traditional and common source of destination marketing funding. However, these funds are increasingly vulnerable to redirection for other non-tourism uses.

#### Tourism Improvement Districts (TIDs)

TIDs are funded by business assessments rather than general taxes that can be legally protected from government diversion. Legislation varies as to the specific assessment and the entities who pay into the TID.

#### Sales Tax Increment Financing

A relatively recent mechanism, STIF redirects the growth (or increment) in sales tax revenues toward tourism funding.

#### Short-Term Rentals (STRs)

More areas are taxing short-term rentals in a similar manner to hotels, and in some cases, adding them to TIDs. This mechanism increases tourism funding by increasing the tax base rather than increasing rates.

#### Voluntary Districts

Where TIDs are not feasible, voluntary contributions from tourism businesses can create flexible, supplemental funding.<sup>9</sup> These can take the form of membership organizations similar to Chambers.

Based on stakeholder feedback, a TID or voluntary district would be the best fit and most feasible option given New Hampshire's low-tax ethos. Both options rely on sustainable industry reinvestment led by a volunteer committee.

<sup>8</sup> New Hampshire Statewide CVB Feasibility Study, Coraggio Group, June 2025

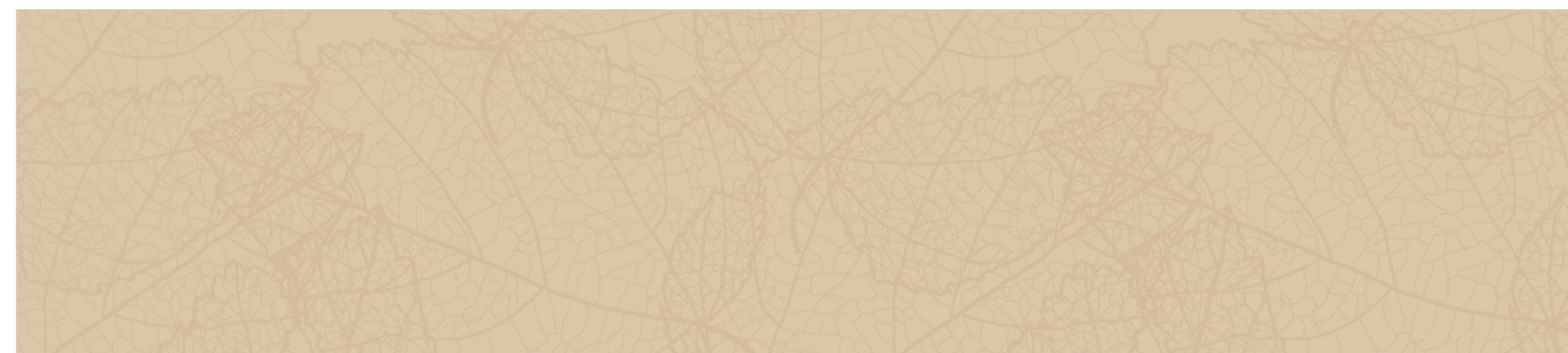
<sup>9</sup> 2025 Funding Futures, Miles Partnership, Civitas and Tourism Economics



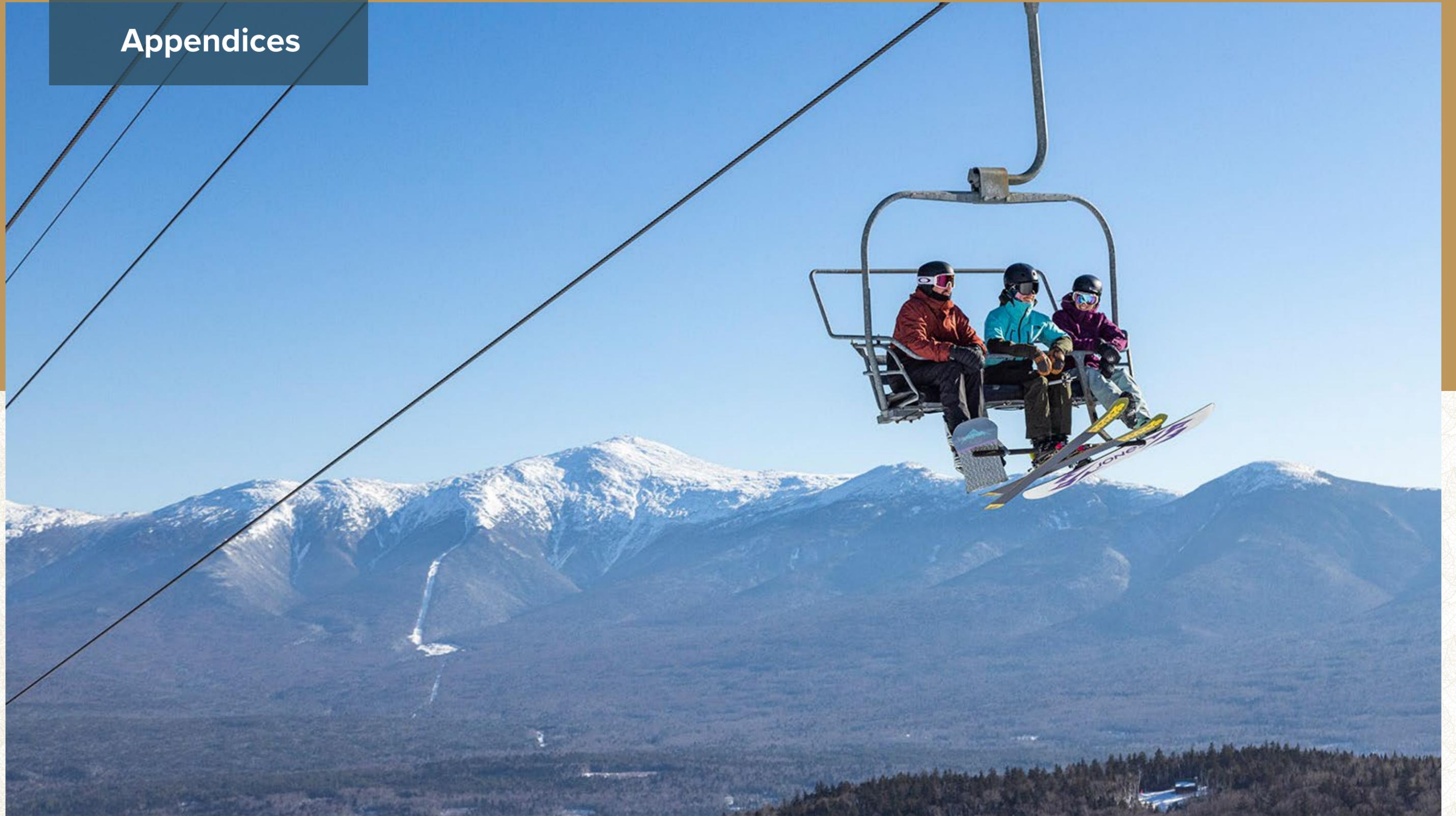
New Hampshire's tourism industry holds immense potential for growth. Strong statewide collaboration towards the shared Vision has the potential to grow the state economy, improve the quality of life for residents, and build a sense of statewide pride.

This ambitious effort requires all members of the tourism economy to speak with one voice, sharing New Hampshire's incredible experiences with visitors and meeting planners as well as rallying support across the state to ensure sustainable funding and effective promotion.

### YOUR PARTICIPATION IN THIS ROADMAP IS ESSENTIAL.



# Appendices



## A Shared Roadmap for Economic Growth



As a primary catalyst for economic development, tourism is the second-largest industry in New Hampshire, providing vital economic impact, creating jobs that cannot be outsourced, and building community vibrancy and quality of life. However, there is fierce competition across the country and globe for visitor dollars. In order to preserve jobs and grow economic impact, New Hampshire must actively and consistently promote itself as the destination of choice for both leisure travel and as a destination for signature business meetings and events.

Visitor spending is critical to local businesses and improves the lives of residents through infrastructure development, public safety and more.



Meetings and events are a lucrative sector that requires specific and targeted efforts to compete with other destinations. This sector brings high-spending business travelers to the state, can fill critical seasonal and weekday gaps, introduces high-level executives of key industries to New Hampshire, and elevates the state’s reputation across industries to encourage investment.

To fully leverage this potential for tourism in New Hampshire, strong leisure tourism marketing must be complemented by targeted efforts to increase the awareness of—and subsequent conversation of—meetings and events hosted in the Granite State.

**At this time, New Hampshire does not have a dedicated organization or funding mechanism to build the state’s reputation as a top meetings destination and drive business to the state.**

Without dedicated and sustained investment, New Hampshire will struggle to gain brand awareness in the meetings market, thus making it difficult to attract, host, and benefit from this valuable sector.



### Why Meetings & Events Matter

- ▶ Attract high-spending travelers
- ▶ Fill critical need periods
- ▶ Elevate the state’s reputation across target industries
- ▶ Provide the first touch-point for business attraction
- ▶ Enhance economic prosperity for residents of New Hampshire

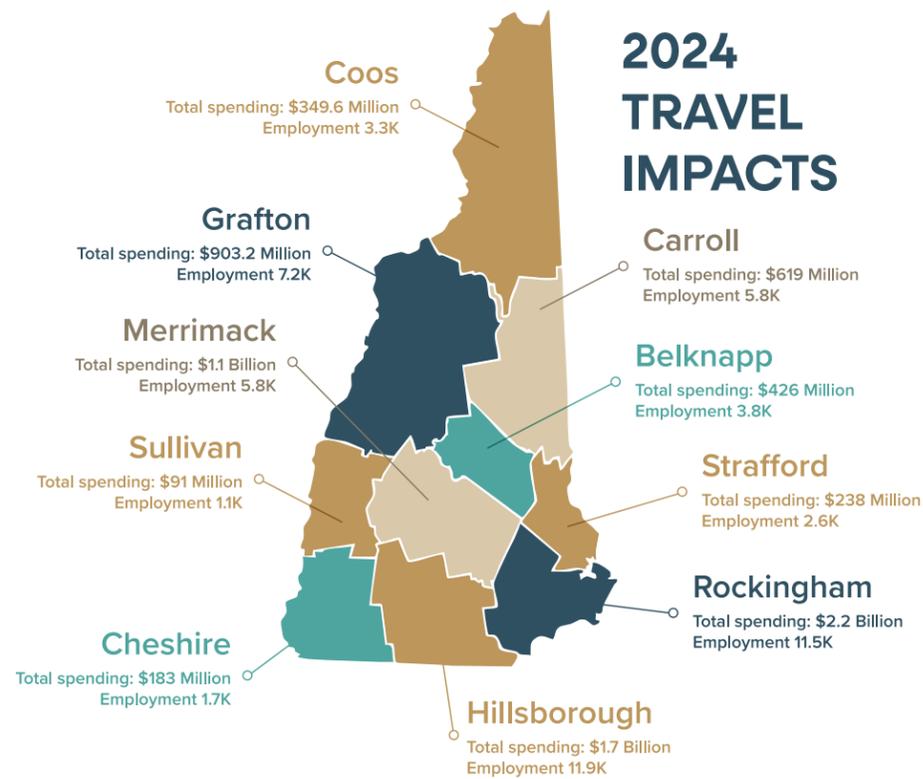
## The Power of Travel Industry



The travel industry brings billions of dollars into New Hampshire each year and touches every part of the state. Visitors inject new money into the local economy, support the jobs required to provide the quintessential New Hampshire experience, and improve quality of life for residents.

Many businesses and experiences could not exist without the dollars brought in by tourism, creating a direct benefit to residents, 75% of whom believe that tourism benefits their local community.<sup>2</sup> Indirectly, tourism increases economic activity, providing opportunities, amenities and public services for residents. Each one of the 10 counties in New Hampshire benefits from tourism. The graphic below highlights visitor spending in each county in 2024 and the local jobs supported by those visitor dollars.<sup>3</sup>

“For every dollar invested in tourism promotion, visitors generate \$15 in tax revenue.”<sup>1</sup>



<sup>1</sup> New Hampshire Joint Promotion Program Ad Effectiveness Research,” SMARInsights, December 2024.

<sup>2</sup> New Hampshire Resident Sentiment Study,” SMARInsights, December 2024.

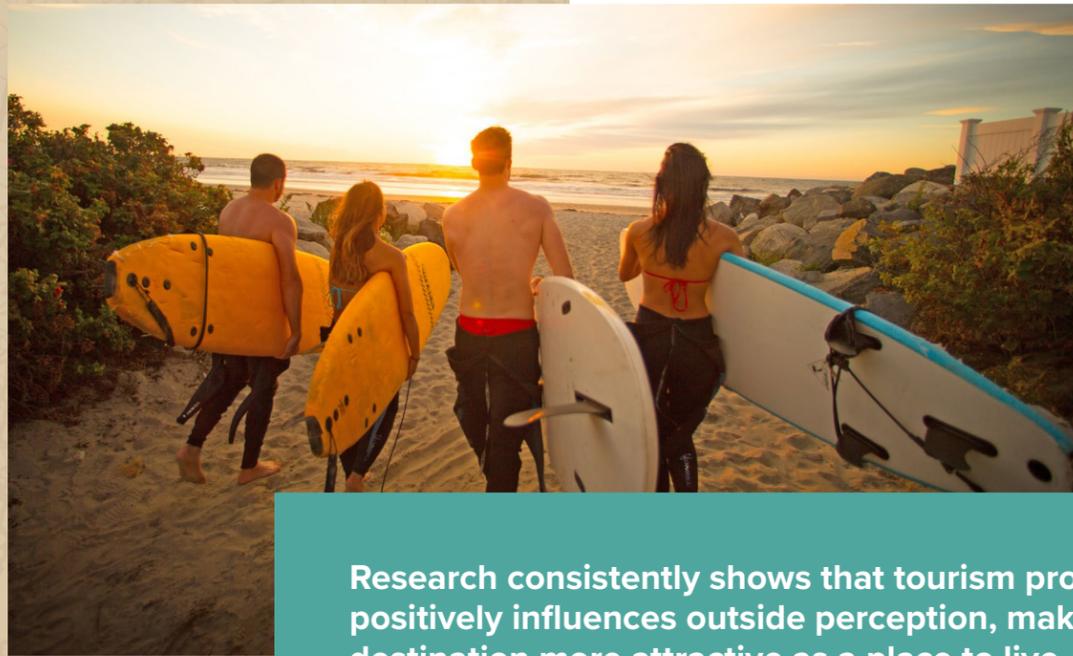
<sup>3</sup> New Hampshire Travel Impacts, Dean Runyan Associates. <https://www.travelstats.com/qimpacts/newhampshire>.

Visitor spending has grown every year since the pandemic.<sup>4</sup> However, to fully realize the potential benefits of tourism in New Hampshire, the state must be able to break through a crowded and competitive marketplace with robust and consistent promotion.



<sup>4</sup> New Hampshire Travel Impacts, Dean Runyan Associates. <https://www.travelstats.com/qimpacts/newhampshire>.

## Economic Catalyst: Meetings & Events in New Hampshire



Research consistently shows that tourism promotion positively influences outside perception, making a destination more attractive as a place to live, work and start a business.<sup>5</sup>

Meetings and events play a critical role attracting business to the state and bringing in new money and investment. By focusing on selling the destination as a place to meet AND experience lakes, mountains, small towns and the coast, New Hampshire can carve out a reputation as a highly desired meetings destination as well as the perfect place to live, work and locate a business, capitalizing on the economic powerhouse where travel and business intersect.

<sup>5</sup> Advertising Impact on Economic Development Beyond Tourism: "Halo Effect." Longwoods International. <https://longwoods-intl.com/economic-development/advertising-impact-on-economic-development-beyond-tourism-halo-effect/>



New Hampshire offers a compelling value proposition for meetings and events, benefiting from a wide range of experiences. Attendees can enjoy skiing, hiking, oceanfront, and charming small towns while attending their events.

The state's proximity to multiple major metropolitan 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.

New Hampshire 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.<sup>6</sup>

<sup>6</sup> New Hampshire Statewide CVB Feasibility Study, Coraggio Group, June 2025

## CURRENT STATE OF MEETINGS IN NEW HAMPSHIRE

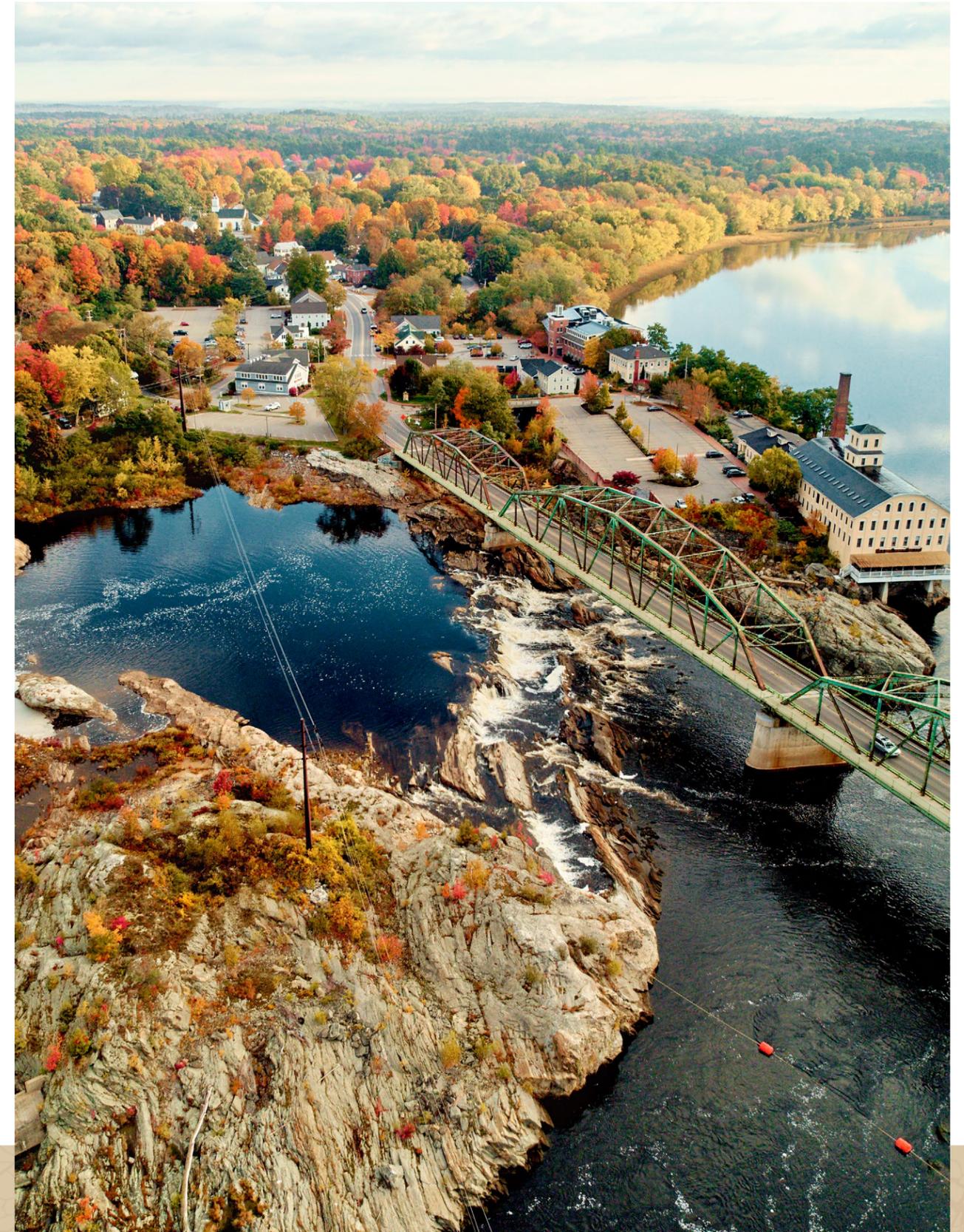
With coordinated and well-resourced promotion, New Hampshire can increase the economic benefits of the meetings and events sector. This Roadmap focuses efforts on New Hampshire's existing strengths in order to gain momentum.<sup>7</sup>

### Strengths

- ▶ **Proximity to Major Markets and Accessibility:** New Hampshire's location, particularly its proximity to Boston and other major New England cities, is a significant advantage.
- ▶ **Natural Beauty and Outdoor Activities:** The state's natural resources, including the mountains, ocean, lakes, and diverse terrain, are highlighted as key selling points.
- ▶ **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.
- ▶ **Safety:** New Hampshire is perceived as a safe destination where attendees can feel comfortable.
- ▶ **Mid-Week Availability:** Business travel can perfectly complement New Hampshire's strong leisure travel segment, filling hotels during the week when leisure travel is off-peak.

### Challenges

- ▶ **Lack of Large Meeting and Convention Space:** Limited inventory of large venues and convention properties make it difficult to host groups larger than certain sizes (e.g., 250-450 people). However, this presents an opportunity to give focus to smaller, more curated meetings.
- ▶ **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.
- ▶ **Funding Limitations:** There is a general consensus that tourism is underfunded in New Hampshire, limiting the state's competitiveness and market presence among meetings and event planners.
- ▶ **Lack of Awareness and Visibility:** New Hampshire is described as being "out of sight and out of mind" for meetings outside of the state.



<sup>7</sup> New Hampshire Statewide CVB Feasibility Study, Coraggio Group, June 2025



## New Hampshire's Meetings & Events Ecosystem

Building the meetings and events economy in New Hampshire will require sustained, intentional collaboration across a connected network of partners. This Roadmap is a guide designed to help industry leaders, government partners, and community organizations work in alignment toward a stronger, more visible meetings and events economy that benefits every corner of the Granite State.

### Direct Actors

Hotels, associations, attractions, event spaces, destination marketing organizations (DMOs), Chambers of Commerce, the New Hampshire Lodging & Restaurant Association, and the New Hampshire Division of Travel and Tourism Development (NH DTTD) are the operational core of the ecosystem. These are the primary role players who will interface with the working committee — which eventually becomes a dedicated meetings and events champion for the state — to activate on efforts to grow more business from the national meetings and events industry.

Their role in the ecosystem is to coordinate with each other to ensure efforts are effective and efficient. Collaboration among these groups ensures that every booking, every conference, and every hosted experience reflects the state's distinct character and hospitality.

### External Collaborators

New Hampshire's meetings and events ecosystem does not operate in isolation. National associations, regional tourism networks, and meeting planner organizations extend the state's reach and credibility within the larger marketplace.

Future participation in regional and national partnerships — such as industry associations, cooperative marketing alliances, and professional development networks — elevates awareness of New Hampshire as a premier small- to mid-sized meeting destination. While New Hampshire competes with neighboring New England states for business, future strategic collaboration across the region will strengthen the perception of New England as a distinctive, world-class meetings environment — and ensure that New Hampshire's unique advantages remain visible on the national stage.

### Community Beneficiaries

Visitor spending from meetings and events creates a positive economic ripple — attracting new residents and supporting local restaurants, retailers, activities, and service providers while strengthening municipal revenues. These returns enable reinvestment in public spaces, infrastructure, and community well-being, bringing long-term prosperity and economic vitality.

Every resident, whether directly involved in tourism or not, benefits from the vitality that meetings and events bring to their town, region, and state.

### Enabling Partners

Local and state government and universities serve as the essential enablers of success. Their policies, facilities, and community assets underpin the visitor experience and business environment that make New Hampshire competitive.

The Department of Business and Economic Affairs (BEA) and workforce partners also play a key role, ensuring that the talent, transportation, and infrastructure necessary to host world-class events continue to evolve in step with market opportunity.

## The Vision & Roadmap

The Roadmap serves as a common agenda and focal point, clarifying the actions needed to grow meetings and events in New Hampshire. It clarifies the actions, partnerships, and priorities that will strengthen the state's competitiveness and economic return from meetings and events. This Roadmap was created by industry leaders with the intention to establish a working committee to execute the action steps, communicate and educate stakeholders on the importance of their efforts, and rally industry support.

This working committee will lead the implementation of key actions, communicate progress, and engage partners in amplifying the impact of their work.



## THINKING OUTSIDE THE BOX: REGIONAL EXTENSION STRATEGY

These external relationships also create opportunities for strategic regional alignment—working collaboratively with neighboring markets to elevate New Hampshire’s visibility and visitor appeal. New Hampshire’s proximity to Boston, one of the nation’s leading large-scale convention and meeting hubs, creates a unique opportunity to collaborate rather than compete. Through a regional extension strategy, New Hampshire can partner with willing meeting organizers, hotels, and destination leaders in Greater Boston to position the state as an integral part of the broader New England meeting experience. By promoting pre- and post-conference experiences—from executive retreats to outdoor leadership programs set in New Hampshire’s stunning mountains, lakes, small towns and seacoast—the state can attract high-value visitors who are already convening nearby. These partnerships amplify national visibility, generate new economic activity, and reinforce New Hampshire’s reputation as a place where business connections seamlessly meet quality of life.





# NEW HAMPSHIRE

*December 2025*

