



The Ten Year Tourism Plan Goals & Action Steps

Timeline Key:

Short (1-3 years), Mid (4-6 years), Long (7-10 years), Ongoing

Abbreviation Key:

GSA: Granite State Ambassadors

DRED: Department of Resources and Economic Development

NHHEA: New Hampshire Higher Education Association

DTTD: Division of Travel and Tourism Development

NHLRA: New Hampshire Lodging and Restaurant Association

NHTC: New Hampshire Travel Council

SWP: Stay Work Play

USNH: University System of New Hampshire

JPP: Joint Promotional Program

DOIT: Department of Information Technology

DOT: Department of Transportation

DED: Department of Economic Development

DES: Department of Environmental Services

NHSLRP: New Hampshire Sustainable Lodging and Restaurant Program

BIA: Business and Industry Association

SBA: Small Business Administration

INHS: Institute for New Hampshire Studies

I. A Culture of Hospitality

GOAL: The State seeks to improve and enhance its current culture of hospitality by asking each citizen to treat each visitor to New Hampshire as a valued guest. As we become even more “guest-friendly,” more visitors will enjoy their stay and will return again and again, bringing value and diversity to a wide range of businesses and communities. To that end, we look to expand and enhance training and networking for tourism businesses and to develop and sustain a plan to educate citizens, non-tourism businesses, local municipalities and the state government on the impact of tourism on our economy and state’s revenue streams.

Action Steps	Timeline	Cost	Suggested Leaders
Provide consistent hospitality training for all workers and employees who commonly interact with visitors to the state (toll booth attendants, state police, liquor store staff, taxi drivers, etc.) to present a hospitable and helpful atmosphere to our guests.	Ongoing	Minimal	GSA, DRED
<ul style="list-style-type: none"> Develop a set of “user standards” that cover safety, courtesy and environmental ‘dos and don’ts’ that can be incorporated into or with all training materials. 	Short	Minimal	GSA
Expand, enhance, coordinate and communicate educational degree, certification and career opportunities through New Hampshire community colleges, universities and other educational organizations.	Mid	Minimal	NHHEA
<ul style="list-style-type: none"> Inventory current offerings and develop a gaps and overlaps analysis, including exploration of climate-friendly and sustainable environment courses and programs which could expand hospitality options to include training in “green tourism.” 	Mid	Minimal	NHHEA
<ul style="list-style-type: none"> Develop a systematic communication plan that reaches all current and prospective hospitality ‘students’ (including NHTC new employers/employees to the industry). 	Short	Minimal	NHHEA, Industry Assns, DTTD
<ul style="list-style-type: none"> Use industry professionals to augment educational courses that are tourism-related at universities and technical schools. 	Short	Minimal	NHLRA, NHTC, DTTD
<ul style="list-style-type: none"> Create internship opportunities within the industry. 	Short	Minimal	NHHEA, NHTC, DTTD

Action Steps Continued

Include in each Governor's Conference on Tourism as well as the New Hampshire Lodging and Restaurant Association and other industry conferences, programs to improve marketing proficiencies and hospitality training among the offerings.

Timeline

Ongoing

Cost

Minimal

Suggested Leaders

DTTD,
NHTC,
NHLRA

Continue to reinforce the relationship between vacations and ultimate business location and startup here in New Hampshire. This will be done by incorporating the quality of life themes and marketing positioning currently used by Travel & Tourism into Economic Development marketing efforts, such as has been adopted by Department of Agriculture and Division of Parks & Recreation.

Mid

TBD

DRED, SWP

Provide statistics/benefits information to agencies on the impact of tourism to the State and make them available at industry conferences.

Short

Minimal

DTTD

Establish training and skill building programs and services tailored specifically for the tourism industry. A great deal is offered through our education system. This needs to be documented and made available to those choosing hospitality as a profession.

Short/Mid

TBA

GSA,
NHHEA,
USNH,
NHTC

“If you build it for the tourists only tourists will come, if you build it for the locals, the tourists will follow.”

– Donovan Kema

2. Distinguish New Hampshire

GOAL: New Hampshire is unquestionably a great place to visit. Within New England markets, New Hampshire must focus on those distinctive experiences that differentiate us from the other Northern New England states. Outside the Northeast (the rest of the United States and internationally) New Hampshire must position itself as the centerpiece of the authentic New England experience. Update research on consumer preferences and perceptions as it relates to New Hampshire and its closest competitors – Maine and Vermont and evolve a ‘brand’ that can be effectively adopted by state agencies in their marketing efforts, regional tourism marketing organizations, Chambers of Commerce and economic development organizations.

As each entity adopts the elements of the brand as appropriate, with the assistance of DTTD, the state and the entity increase the leverage of its investment in promoting New Hampshire.

It should be noted that in the 1998-2008 New Hampshire 10-Year Tourism Plan the following Goal was set out under the heading of New Hampshire Image and said: “To position New Hampshire for success in the global marketplace by developing a unique and clearly defined image which is both memorable and sustaining. Key elements would make this image:

- universal in its application (tourism, commerce, lifestyle, regional)
- universally understood simple icon, message)
- credible

Action Steps	Timeline	Cost	Suggested Leaders
Consumer Research: Under the leadership of DTTD advertising agency, conduct appropriate consumer research to ascertain the preferences and perceptions of New Hampshire as a visitor destination, and comparing similar information about Vermont, Maine and New Hampshire. Further, identify the unique selling proposition for New Hampshire within the New England image.	Short	\$100 K	DTTD
Develop marketing concepts, positioning and themes that are demonstrated in applications ranging from key niches that emerge in our research to print and electronic media. Provide concepts that can be applied to regional promotion, suggested state agency applications (such as Fish & Game, Department of Agriculture, Department of Cultural Resources, etc.), front desks of tourism properties, Welcome Center imaging, etc.	Short	\$10 K	DTTD

Action Steps Continued

Test positioning and concepts with consumers, industry, state agencies, etc. and fine tune as appropriate. It is essential that diversity of our visitors and our culture be reflected in these concepts as well as the capacity to embrace sustainable tourism as New Hampshire strengthens its 'green' commitment.

Timeline

Short

Cost

\$40 K

Suggested Leaders

DTTD

Incorporate into the Joint Promotional Program Criteria and Guiding Principles language and scoring that reflects an organization's use of the elements of the new positioning.

Short

N/A

DTTD, JPP Committee

Explore other incentives for state agencies, regional associations or identified niches, whose marketing efforts incorporate the use of the new positioning. Such partnership would require the review and approval of DTTD's advertising agency.

Mid

N/A

DTTD

In order to encourage high quality, effective marketing at all levels, from advertising and promotion, to visual aesthetics and hospitable service, undertake the development of a highly sought after annual recognition program for 'best in class' organizations in these categories. This will require collaboration with NHLRA, NHTC, DTTD and the Governor's office to determine the recognition process and awards.

Short

TBA

DTTD, NHLRA, NHTC, Governor's Office

“Develop the New Hampshire Brand that stands out in the market and is authentic, real, and echoes across the state in signage and in the voices of the people.”

-Governor's Conference on Tourism Focus Group

3. Destination Infrastructure

GOAL: In order to achieve and maintain New Hampshire’s status as a “first class tourism experience,” the underpinnings of the hospitality industry need constant care and upgrading in order to provide up-to-date and environmentally friendly comforts and superb connectivity for each of our valued guests. This can only happen if the industry and state government continues to promote collaboration between all parties in order to leverage resources toward common goals. Therefore, in an atmosphere of hospitality, we seek to improve statewide visitor services and amenities, such as state Welcome Information Centers, way-finding signage, beautification efforts, overall information technology infrastructure, access & usage.

It should be noted that in the 1998-2008 New Hampshire 10-Year Tourism Plan the following Goal was set out under the heading of Transportation and said: “*Aggressively pursue multimodal improvement plan including highway, air, bus and rail components.*”

Action Steps	Timeline	Cost	Suggested Leaders
Improve overall information technology infrastructure, access & usage: <ul style="list-style-type: none">• Develop and enhance statewide electronic connectivity.• Fully utilize accepted technology and experiment with new technologies to ensure contemporary communications with and for our visitors and residents• Work with our international tour operators, Discover New England to support the efforts of the Manchester-Boston Regional Airport to bring targeted international flights to Manchester.	Mid/ Ongoing	Unknown	DOIT

“Maintain the New Hampshire experience but incorporate 21st century advances, want to preserve the charm but not frustrate the visitors with a lack of technology i.e. high speed internet, cellular phone service.”

-North Country Focus Group

Action Steps Continued

Using the January, 2010 New Hampshire Rest Areas & Welcome Centers (WICs) Report developed by the Welcome Center Working Committee, as a Plan of Work, transform the Highway Welcome Centers from an Operations-driven to a customer service focused network to serve the traveling public. This would include the transfer through an MOU, the operation and management of the DOT welcome centers and rest stops to DRED if adequate funding is allocated by DOT and approved by the legislature. This work should include an updated review of locations, hours, configuration and potential re-alignment of appropriate centers. This will require industry involvement to encourage the Legislature to support this transfer and any proposed adjustments to the network of visitor information areas.

Timeline

Short

Cost

\$4 M

Suggested Leaders

DOT, DRED, Legislature

Ensure that all state owned and operated Welcome Information Centers (existing and future) are following the same business model established for the highway WICs developed by DRED.

Short

N/A

DOT, DRED

Encourage efforts to bring broadband services to the entire state to ensure New Hampshire remains competitive in a global economy.

Mid

Unknown

DED, DOIT

Working with and in support of DOT, implement the use of the standard International highway symbols and differentiating colors, i.e. brown or blue. It is suggested that the icon representing information be incorporated and that all sign references read: Visitor Information.

Mid

TBA

DOT, DTTD

Work with tourism regions in support of their efforts to secure local, state or federal funding for installation of common regional way-finding signs to key attractions, services and information kiosks in their area.

Mid/Long

TBA

DTTD, Industry

In recognition of the economic importance of the summer and fall tourism seasons in New Hampshire, and the need to retain student employees, explore uniform start dates for New Hampshire's public and private schools.

Mid/long

TBA

Chamber Execs, NHLRA, NHHEA, USNH

4. Sustainable Tourism (green)

GOAL: We know that the very reasons we love living in New Hampshire and why visitors choose to spend leisure time here are much the same – the quality of our natural cultural and historic resources, open spaces, breadth of outdoor recreational opportunities and our environmental sensitivity to reducing our carbon footprint. We also acknowledge that global warming may, over time, demand how we think differently about our tourism product. We will seek to weave “green tourism” or “sustainable tourism” into our way of doing business, to invite visitors who will help us in our goals to protect our state’s natural, cultural and historic resources, and build recognition for New Hampshire as a “green-friendly” state for travelers whose values prompt them to seek out such destinations. It should be noted that the New Hampshire Lodging and Restaurant Association has undertaken a ‘green’ certification program for its lodging and restaurant members.

Using this as a starting point, *Initiate a dialogue in collaboration with Department of Resources and Economic Development, Department of Environmental Services, Administrative Services, Fish & Game, Parks and Recreation, Department of Agriculture, Appalachian Mountain Club, the Society for Protection of New Hampshire Forests, New Hampshire Audubon, New Hampshire Lodging and Restaurant Association, NH Preservation Alliance, individual businesses, etc. to come to agreement on and understanding of what we will define as “sustainable” or ‘green’ tourism and how we will measure success.*

Action Steps	Timeline	Cost	Suggested Leaders
Develop and maintain a database of all state agencies’ initiatives relative to sustainable practices.	Short	TBA	DTTD, NHLRA
Develop a resource of “best practices” in sustainable tourism for the industry to use in developing their specific green programs.	Short	TBA	NHLRA, DTTD, DES, NHSLRP
Incorporate into conference programming for NHLRA and NHTC and track on ‘going green’ for the hospitality industry.	Short	N/A	DRED
Communicate to the industry an agreed-upon definition of green/sustainable tourism.	Short	N/A	NHTC, DTTD, DRED, DES

Action Steps Continued

As DRED assumes responsibility for the operation and management of the State Welcome Information Centers across the state, identify and implement practices that embrace sustainability in its facilities and operations.

Timeline

Short/Mid

Cost

TBA

Suggested Leaders

DRED

Support changes in current state regulations, policies and practices that will encourage and reward 'green' practices.

Ongoing

N/A

DRED, DES, NHSLRP

Incorporate into legislation regarding the bid process for construction/renovation/acquisition of state facilities a 'score' that gives significant weight to the 'green' factor incorporated into the proposal that has a positive impact over the life of the facility.

Short/Mid

N/A

DES, BIA, DED, SBA

“The primary part of New Hampshire ‘tourism experience’ is through nature and the outdoors, be it hiking, camping, or going to the beach. Keeping these areas clean is really important, and preserving the naturalistic idea that most possess of this state.”

-UNH Tourism Student Survey

5. Funding of Tourism Promotion

GOAL: Because state revenues from the tourism sector are so critical to New Hampshire, reliable marketing funding is important in order to achieve a continued increase in revenue from rooms and meals tax. Over the years, as DTTD's budget has increased, revenues to the state have increased commensurately. Further, increased funding has enabled DTTD to provide additional Joint Promotional Program funds to further leverage its marketing dollars with regional marketing associations, and has allowed us to attract international visitors who traditionally stay longer, spend more per day and are less likely to be 'weather dependent'.

We believe that because New Hampshire has emerged as a four-season destination, there is opportunity to promote the state in all seasons, whereas we minimally promote New Hampshire in the Spring and Winter as a result of budget constraints. *We seek to establish a formula for funding tourism promotion that is directly tied to Meals & Rooms Tax Generated Revenue and that will allow us to remain competitive with the spending levels of other New England states with whom we compete in similar target markets.*

Action Steps	Timeline	Cost	Suggested Leaders
Seek and maintain legislation that will secure a reliable source of funding to allow the State to increase its share of leisure visitors, business and group travelers, and international guests. This should be pegged to a percentage of the previous year's net meals and rooms tax revenue.	Short/ Ongoing	N/A	DRED, Legislators, Industry Assn's

Note: In 2009, due in large part to the work of the New Hampshire Lodging and Restaurant Association, an amount equal to 3.15% of rooms and meals tax collected (after administrative fees) were allocated in legislation to DRED for the purposes of funding the Travel & Tourism promotional budget. See HB2/RSA 78-A:26.1(a)(2). As the state moves forward, it will be important to ensure that this piece of legislation remains. In 2010, while the 3.15% allocation remained in tact, additional language was put forward that will allow the legislature, in the budget process, to reduce the amount allocated as deemed necessary to meet funding gaps.

Action Steps Continued

Continue to measure and communicate investment results from tourism, primarily through increase in rooms and meals tax, occupancy rates, toll counts and number of businesses/employees whose livelihood in part or whole, rely on tourism spending.

Timeline

Ongoing

Cost

N/A

Suggested Leaders

DTTD, Industry Assn's

Annually disseminate to the industry the rooms and meals tax comparisons by county to assist them in identifying opportunities for improvement.

Ongoing

N/A

DTTD

Annually disseminate to the Governor and Executive Council those initiatives that are made possible by increased funding.

Ongoing

N/A

DTTD

Continue efforts to educate citizens, non-tourism businesses, local municipalities and state government on the benefits of tourism. Emphasis on local, regional and state job creation, revenue that tourism generates and the relatively stable revenue stream it provides during good and bad economic times. Use these facts to support the argument to retain and expand tourism promotion spending.

Ongoing

N/A

DTTD, BIA, NHLRA, DRED, DED

Assist industry associations with necessary data required to support rationale for continued financial commitment

Ongoing

N/A

DTTD, INHS

“No marketing plan can be successful without clear, measurable targets and a system that allows the program to be checked during its run. In addition to gauging success, the data can be shared with partners to enhance their efforts.”

-Roger Brooks, Destination Development