



New Hampshire Department of  
**BUSINESS AND  
ECONOMIC AFFAIRS**

3A



ys

October 1, 2025

Her Excellency, Governor Kelly A. Ayotte,  
and the Honorable Executive Council  
State House  
Concord, NH 03301

**REQUESTED ACTION**

Pursuant to RSA 20:7, authorize the acceptance of the New Hampshire Department of Business and Economic Affairs Biennial Report for the period July 1, 2023 through June 30, 2025 effective upon Governor and Council approval.

**EXPLANATION**

Attached, please find copies of the Annual Report for the Department of Business and Economic Affairs for the 2024 and 2025 Fiscal Years as required by law.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'T. Caswell'.

Taylor Caswell  
Commissioner

100 North Main Street, Suite 100  
Concord, New Hampshire 03301

603.271.2341

visitnh.gov nheconomy.com choosenh.com



New Hampshire Department of  
**BUSINESS AND  
ECONOMIC AFFAIRS**

# Biennial Report

Pursuant to RSA 20:7

2024  
2025





# Table of Contents

State Leadership	3
BEA Leadership	4
Welcome	5
Key Economic Indicators	5
BEA Biennial Overview	6
Agency Authority	7
Agency Overview	8
Building One New Hampshire Community	11
Agency Activity Details	14
Office of the Commissioner – Bureau of Visitor Services	14
Office of the Commissioner – Outdoor Recreation Industry Development	15
Office of the Commissioner – Office of Workforce Opportunity	17
Division of Economic Development	18
Division of Travel & Tourism Development	21
Office of Planning & Development	23
Agency Funding	26

# Governor & Executive Council



**Governor Kelly A. Ayotte**

**Honorable Joseph D. Kenney**  
Executive Councilor, District One

**Honorable Karen Liot Hill**  
Executive Councilor, District Two

**Honorable Janet Stevens**  
Executive Councilor, District Three

**Honorable John Stephen**  
Executive Councilor, District Four

**Honorable David K. Wheeler**  
Executive Councilor, District Five

# Letter

## from Commissioner Taylor Caswell

The goal of all of us at the Department of Business and Economic Affairs is to ensure the New Hampshire economy is strong and sustainable in every corner of the state. Our role as stewards of our quality of life and economic advantages are at the root of the work we do.

Over the past two years, BEA made meaningful progress, especially in the areas that challenge our economic growth. In collaboration with leaders in business, industry, and municipal government, we made significant strides in creating jobs, generating revenue, increasing housing development, and bringing visitors to New Hampshire. We expanded opportunity, supported growth, and invested in the future, sharing what makes New Hampshire unique.

New Hampshire's economy continued to accelerate, fueled by hundreds of millions of dollars in investments to attract and retain talent, strengthen industry, and spark innovation. Through strong partnerships, we are reshaping sectors, empowering regions, and ensuring that the benefits of economic growth reach every corner of the state.

Through the InvestNH housing initiatives, we helped bring more than 5,800 units to completion through development capital, municipal, and demolition grants. The Office of Broadband Initiatives connected more than 50,000 locations across the state with high-speed access. About 90% of municipalities received technical assistance from the Office of Planning and Development, ranging from Floodplain Management to State Data Center resources. Each of these initiatives represents a commitment fulfilled, and a foundation laid for long-term community resilience.

That same commitment is transforming New Hampshire's business community and helping generate a record-breaking economic impact. Through economic development efforts, BEA is facilitating industry collaboration that has bolstered advanced manufacturing, aerospace and defense, high-tech, life science, and travel and tourism sectors to thrive and grow. Offering training, support, and resources, we brought new businesses to New Hampshire, created new job pathways, expanded trade markets, opened channels for entrepreneurs, grew northern border development projects, and created Economic Revitalization Zones in many communities.

The Division of Travel and Tourism helped generate a record-breaking economic impact by showcasing the people, places, and experiences that make New Hampshire unforgettable. We worked hand in hand with our industry partners across New England, in 'drive' markets, expanded 'fly' markets, and internationally to expand and promote activities, trails, and attractions that bring communities to life. These efforts are not just improving the quality of life—they're restoring hope and momentum to communities that have long deserved both. One visit can inspire a lifelong love of New Hampshire, and we're proud to help more people discover why the Granite State is truly the heart of New England.

As we look ahead, we remain committed to growing New Hampshire's economy and quality of life. We provided shared messaging tools and promotional toolkits to ensure we're all speaking with one strong, unified voice, because when we tell New Hampshire's story together, it resonates louder and reaches farther.

Thank you for your trust, your collaboration, and your commitment to New Hampshire.



# Welcome



# BEA Biennial Overview

## ECONOMIC DEVELOPMENT FACTS

- **2,000+** new jobs actively recruited.
- **\$500 million** in capital investment recruitment and expansion.
- **231** Economic Revitalization Zones guided in 79 communities.
- **300+** businesses engaged in tax credit programs.
- **\$8 million** workforce and infrastructure investments.
- **500+** businesses supported one-on-one.

## INTERNATIONAL COMMERCE FACTS

- **\$13 million** in exports from accelerator program.
- **66** new jobs created from state trade expansion program.
- **25+** businesses in Eastern European market briefings.
- **25** businesses onboarded ecommerce.
- **187** maple producers supported resulting in **\$800K+** sales.
- **20+** international business trade meetings.

## NORTHERN BORDER FACTS

- **\$34 Million** in northern border investment.
- **50+** forest economy projects across six counties.
- **\$2.4 Million** regionally sourced timber infrastructure.

## APEX FACTS

- **3,700+** government contracts secured for New Hampshire businesses.
- **\$3 Billion+** secured in large business contracts.
- **\$600 Million+** secured in small business contracts.

## BROADBAND FACTS

- **Increased broadband** coverage across the state to **99%**.
- Connected **51,000** addresses.

## PLANNING & DEVELOPMENT FACTS

- **90%** of New Hampshire communities received technical assistance.
- **5,000+** webinar YouTube views.
- **63** municipalities trained in Floodplain Management.
- **500** businesses leaders attended State Housing Crisis webinar.
- **6,000+** unique visitors to the State Data Center.
- **40** DOT flood zone projects updated.

## TOURISM FACTS

- **\$7.5 Billion** in visitor spending in New Hampshire.
- **14.3 Million** visitors to the state.
- **\$314.5 Million** in meals and rooms revenue.
- **\$15 return for every \$1 invested** in state tourism marketing.

## HOUSING FACTS

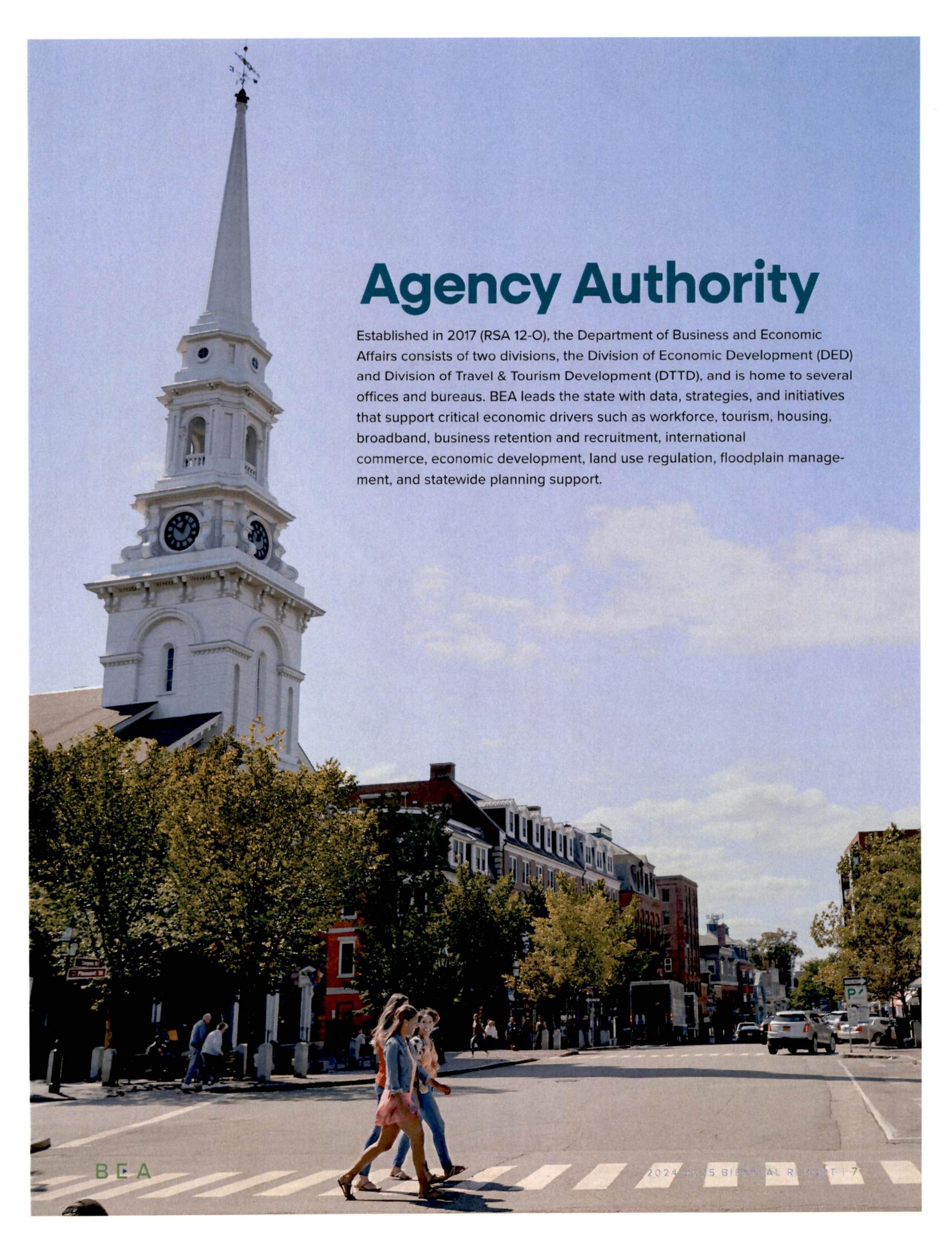
- **48** towns funded local housing projects.
- **5,800** new housing units created, helping meet statewide demands.
- **3,200** affordable homes, helping more Granite Staters access quality housing.

## OUTDOOR RECREATION INDUSTRY FACTS

- Supported **2,800** jobs.
- Generated **\$1.2B** in wages.
- Represented **750+** businesses.

## WORKFORCE FACTS

- **2,225** employees trained for career transitions.
- **\$3 return** on every \$1 of workforce development investment.
- **700+** businesses with talent-focused support.



# Agency Authority

Established in 2017 (RSA 12-O), the Department of Business and Economic Affairs consists of two divisions, the Division of Economic Development (DED) and Division of Travel & Tourism Development (DTTD), and is home to several offices and bureaus. BEA leads the state with data, strategies, and initiatives that support critical economic drivers such as workforce, tourism, housing, broadband, business retention and recruitment, international commerce, economic development, land use regulation, floodplain management, and statewide planning support.

# Agency Overview

## Mission

*To steward New Hampshire's economy and quality of life.*

## Vision

*An economy that provides prosperity balanced with New Hampshire's grandeur.*

### BEA CORE FUNCTIONS

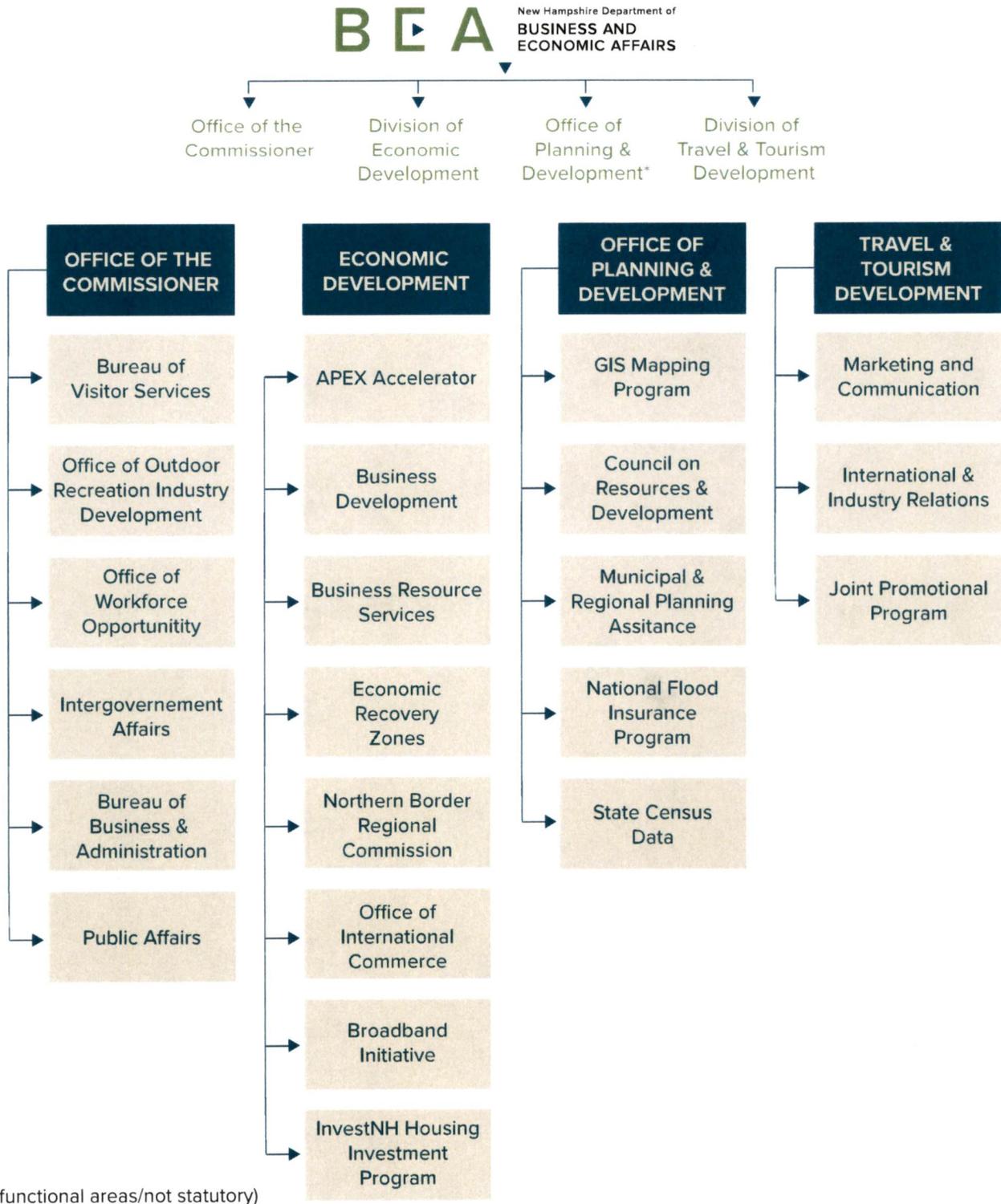
Business and Economic Affairs is the key guardian of maintaining a strong economy, preserving quality of life, developing a competitive global workforce, addressing economic disparity, and investing in essential infrastructure across New Hampshire. These services can be parsed into the categories below:

- Business Recruitment (Support of out-of-state investments into New Hampshire).
- Business Expansion and Support (Support of in-state employer expansion, technical assistance, regional focus, policy leadership, etc.).
- Tourism Marketing and Promotion (Tourism Industry Workforce, including students and business).
- Workforce Development and Recruitment (Support employer development or downsizing and training development programs)
- International Trade & Relations (Support of international investments into New Hampshire, lead diplomatic relations, aid in business access to overseas markets, and encourage Foreign Direct Investment (FDI.)
- State Planning and Zoning.
- Workforce housing development and finance.
- Broadband expansion and infrastructure.
- Welcome Center Management.
- Outdoor Recreation Industry Support



## AGENCY ORGANIZATIONAL STRUCTURE

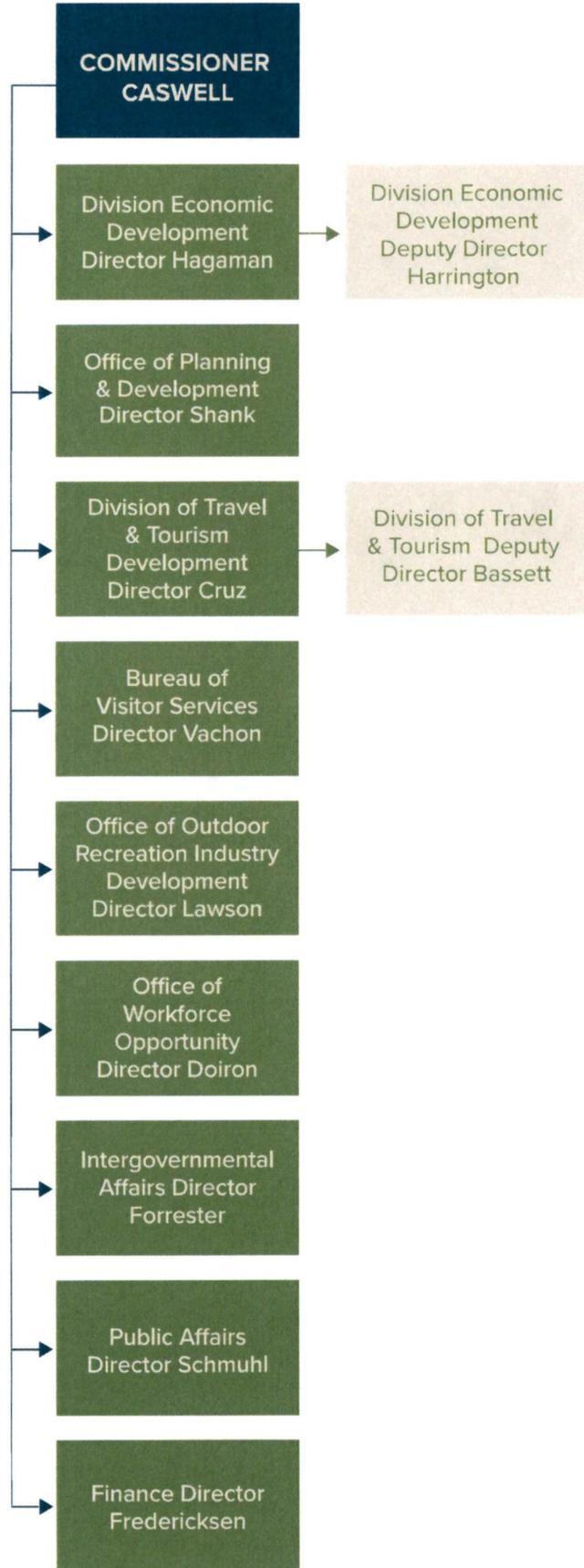
Pursuant to RSA 12-O, the New Hampshire Department of Business and Economic Affairs (BEA) structure is intended to plan and conduct a program of information and publicity to attract tourists, visitors, industrial concerns, and other interested persons from outside the state to the State of New Hampshire, and to encourage, coordinate, and participate in the efforts of other public and private organizations or groups of citizens in order to publicize the facilities, industrial advantages, and other attractions of the state for the same purposes.



## AGENCY LEADERSHIP

Due to the diverse programming of the BEA there are 12 members of the Leadership team that are subject matter experts in their field and are able to guide initiatives and programs forward for the betterment of New Hampshire.

The current leadership team is presented here with the understanding that this organizational structure may not represent the structure of the last two years. Moreover, the current leadership team may not include the same employees as were in place historically.



# Building One New Hampshire Community

*The Department of Business and Economic Affairs (BEA) is committed to addressing the critical needs of Granite Staters through three unique and vital areas of work: economic development, planning, and tourism. By enhancing local infrastructure, revitalizing municipalities, and fostering a supportive environment for entrepreneurship and job creation, BEA is making a significant impact in communities across the state.*

*BEA partners with communities to create a climate of success for New Hampshire businesses and families through community and economic development, local government assistance, and safe and affordable housing, to name a few. Using state and federal resources, BEA helps communities spur private industry growth and job creation, implement planning, develop downtowns, identify funding, generate affordable housing solutions, and promote engagement with state officials and community partners. BEA coordinates a variety of economic tools, tax credits, and financing plans, supporting other state and local agencies as much as inter-departmental resources like the APEX Accelerator, the Broadband Initiatives, InvestNH, and the Northern Border Regional Commission in the mission of promoting state-wide economic development. It is through these concerted efforts that BEA can create one New Hampshire community for businesses, individuals, and government entities and representatives.*

*(The following 3 pages provide three examples of the BEA's impact in shaping New Hampshire.)*

# Business Collaboration

GreenSource Fabrication, a subsidiary of Whelen Engineering (Charlestown): BEA has been supporting GreenSource Fabrication on a significant expansion. A \$46.2 Million Department of Defense TIA awarded through the Defense Production Act's Title III arm, \$50 Million bond from NH Business Finance Authority, and \$50 Million in New Markets Tax Credits combine to support the development of a new 98,000 square foot facility in Charlestown Economic Development Association's Grist Mill Industrial Park. The expansion will create 50-100 good paying jobs, over 80% of which require no more than a high school diploma, and help GreenSource retain their current workforce of 148. BEA staff have assisted with site selection, exploring the value of GreenSource becoming part of New Hampshire's Foreign Trade Zone, helping the Town of Charlestown establish an Economic Revitalization Zone that includes GreenSource's current and new sites, and establishing funding connections with the federal Economic Development Administration and New Hampshire Community Development Finance Authority. As the opening of the new facility approaches (Q2 of 2026), BEA is assisting GreenSource Fabrication with workforce recruitment.

Overall, the GreenSource expansion in New Hampshire is a strong example of BEA collaboration, resulting in state and federal support and leading to significant community development. With tens of millions in grants and bonds, a strong economic environment, and viable workforce especially with jobs accessible to those with modest formal education. This collaboration has the potential to transform a rural area economically, socially, and environmentally in meaningful ways.



*“GreenSource Fabrication exemplifies the innovation and resilience driving New Hampshire’s manufacturing sector. We’re proud to when given the opportunity to working together to help businesses grow, support families, and make New Hampshire an even better place to live and work.”*

Steve Fortier  
Administrator of Rural Economic  
Development

# Affordable Housing



Crimson Properties collaborating with Novo Studio Architects approach the BEA in July 2022 as part of the InvestNH housing investment program in response to the growing need for affordable housing in the area.

In the fall, Crimson Properties received word that their proposal for the Jackson Square Housing project had been selected by the InvestNH program, administered by the BEA. The project, situated in the heart of the Canal Street area of Nashua, would transform a block of underused parcels into affordable housing, integrating affordable units, community space, and economic amenities. For the neighborhood, this promised not just homes, but renewed opportunity. This capital grant would transform one 16,000 sq ft site into higher density, housing near public transportation and expanding the workforce pool.

The site included several older buildings in poor repair in years past, sitting vacant and underutilized for years. The BEA supported the City of Nashua in planning and zoning forms, making the permitting process of Jackson Square future housing more streamlined and closed the financial gap for the project.

By June 2024, the Jackson Square Housing was complete. It delivered, 24 affordable units in total, with onsite parking for 33 vehicles, located minutes from downtown Nashua.

The project employed local contractors, tradespeople, and suppliers during construction. It also replaces a blighted lot with new, vibrant housing and improved to sidewalks, lighting, green space, and drainage making the surrounding area safer, more walkable, and more pleasant. The vacant lot that sat for years is now active with people and life, rents in the area stabilized slightly because the new housing supply helped relieve demand pressure, and local businesses benefited from the increased foot traffic. The city, having worked with state grants, showed that public-private collaboration could produce measurable affordable housing gains.

*“By reimagining this small, long-idle site into 24 beautifully crafted, affordable homes, Jackson Square now embodies how design can uplift neighborhoods. Not simply places to house individuals, these projects are weaving people into the community, setting a new standard for revitalization, and becoming a beacon of possibility.”*

Andrew Dorsett  
Director of the Office of Housing and  
Infrastructure Development

# Workforce Toolkit

In recent years, New Hampshire's labor market has been under pressure from several intersecting trends with an aging population, increasingly competitive employment market, and evolving workplace expectations. At the same time, New Hampshire is rich in natural assets, and has an outdoor recreation industry that is a strong part of its identity and appeal. With the outdoor recreation industry contributing \$3.98 Billion to the New Hampshire GDP and approximately 32,000 jobs, it was a natural progression to harness these outdoor lifestyle advantages powerful asset in workforce recruitment, retention, and community vitality.

BEA's Office of Outdoor Recreation Industry Development led several strategic development sessions with businesses and industry leaders to thoughtfully integrated how employers and communities attract and support workers. These collaborative workshops led to the creation of the *Workforce Toolkit for the Outdoor Lifestyle*, a resource to help employers maximize the outdoor recreation lifestyle of the state into recruitment, onboarding, and retention policies that attract high-quality talent, reduce turnover, and boost overall productivity.

The launch of the Workforce Toolkit occurred at the Governor's proclamation of New Hampshire Outdoor Industry Day on June 10, 2025. By putting this toolkit into practice, businesses become more attractive places to work with better resources for employees and higher quality of life considerations. The Workforce Toolkit also makes rural or less populated places more attractive through lifestyle amenities. New Hampshire now has another tool to retain younger people who are more likely to otherwise leave for more urban and "amenity rich" locations. Communities benefit from a good mix of its populations, increasing the workforce pool and higher levels of physical activity, clearly tied to access to outdoor recreation lifestyle.

The *Workforce Toolkit for the Outdoor Lifestyle* is available for download and in print to be used in part or as a holistic approach, providing actionable strategies, messaging templates, and community partnerships that can help businesses integrate wellness, flexibility, and engagement into recruitment and retention efforts.

*"Outdoor businesses form the backbone of many local economies and ensure steady employment opportunities across all ages to build careers within the state. These businesses not only drive economic development but also support workforce retention and recruitment strategies by enhancing work-life balance."*

Governor Kelly A. Ayotte  
Outdoor Industry Day Proclamation



# Agency Activity Details



## OFFICE OF THE COMMISSIONER – BUREAU OF VISITOR SERVICES



**BOB VACHON, Director**

25 full-time staff

For millions of travelers making their way into, and through, New Hampshire, their first impression is made when they stop at one of the state's 12 welcome information centers. Here is where they can take a break, grab a bite, walk their dogs, and find information about attractions, lodging, restaurants, and shopping at their destination.

Notable is the staff of these centers, many of whom are trained Granite State Ambassadors. These attendants are unabashed cheerleaders of New Hampshire and share their Granite State knowledge and passion with visitors, helping them to navigate roads that will take them to places they will enjoy on their journey.

Staffing is slowly returning to pre-pandemic numbers, although continues to experience ongoing challenges.

### KEY RESULTS (FY24–FY25)

#### • Visitor Volume

- Welcomed 5,804,322 visitors in FY24.
- Welcomed 5,751,624 visitors through FY25.
- Significant traffic increase during the once-in-a-lifetime total solar eclipse on April 8, 2024, handled efficiently and admirably with no complaints reported.

#### • Facility Operations

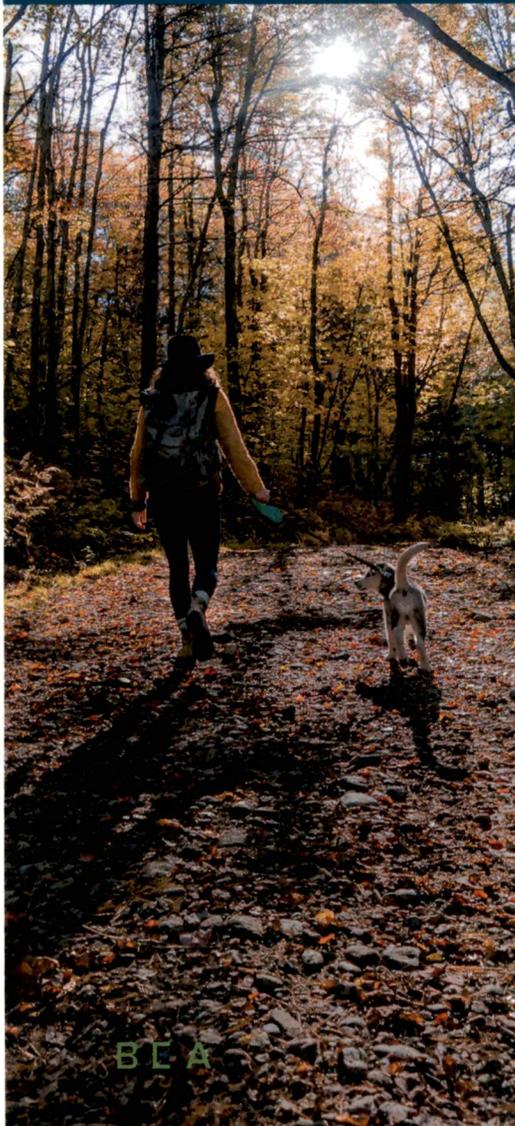
- Returned to seven-day operations at nearly all centers, except Colebrook and Littleton.
- Sutton center reopened; Lebanon center closed due to aging infrastructure and high maintenance costs.
- Springfield center transitioned to seven-day operations.
- Extended hours until 8 pm, introduced on selected weekends.



## KEY RESULTS (FY24–FY25) *cont.*

- **Workforce Efforts**
  - Filled 9 part-time and 1 full-time positions.
  - Ongoing recruitment challenges due to the multifaceted and physical nature of part-time roles.
  - Many staff are certified Granite State Ambassadors, trained to highlight both major attractions and hidden gems.
- **Customer Experience**
  - Ongoing positive feedback from travelers.
  - Salem Welcome Center recognized in June 2025 as New Hampshire’s Best Public Restroom by a survey of 3,000 drivers/truckers conducted by American River Wellness.
- **Security Enhancements**
  - Installed security cameras across all Welcome Information Centers.

## OFFICE OF THE COMMISSIONER – OUTDOOR RECREATION INDUSTRY



### JANEL LAWTON, *Director*

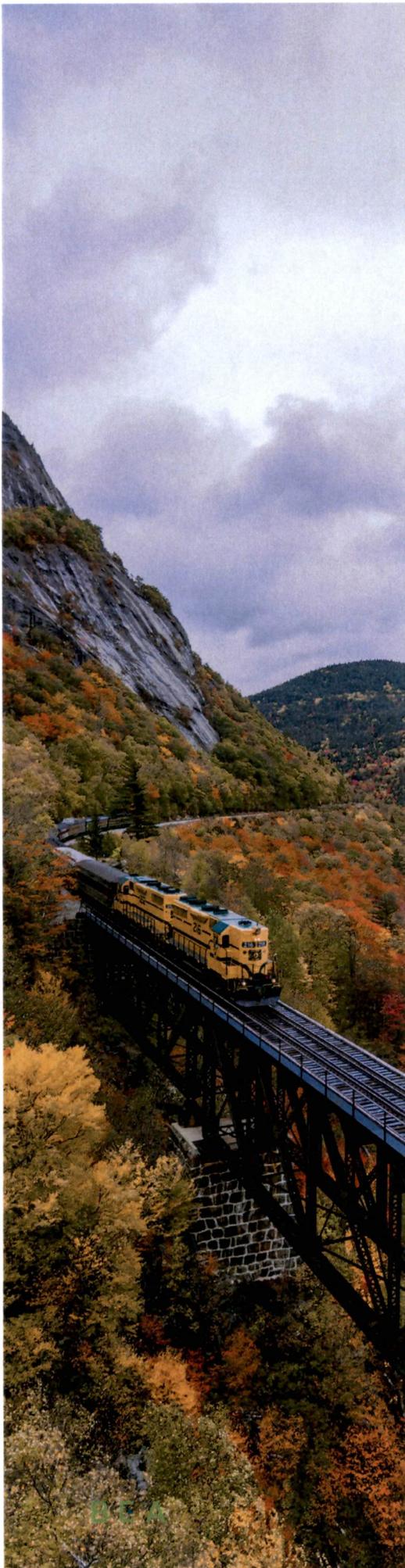
1 full-time staff

The Office of Outdoor Recreation Industry Development (ORID) works with industry stakeholders to connect New Hampshire outdoor assets and natural resources with broad economic development strategies. It coordinates sound and collaborative decisions and strategies to ensure conservation and protection of these resources as they are used and enjoyed by the recreation public.

Among its functions are advancing economic development through outdoor recreation; supporting education and workforce pathways in the outdoor recreation industry; promoting conservation and stewardship of recreation assets; and encouraging public health and wellness through outdoor access.

Over the 2024–2025 biennium, ORID continued to position New Hampshire as a national leader in outdoor recreation by leveraging the state’s natural assets and quality of life. Efforts were focused on:

- Business recruitment and economic expansion within the outdoor recreation sector.
- Workforce development and talent attraction.
- Conservation and stewardship of outdoor assets.



## KEY RESULTS (FY24–FY25)

- **Economic Growth & Business Recruitment**
  - Outdoor recreation contributed 3.4% to New Hampshire’s GDP, supporting diverse businesses in recreation and tourism.
  - Elevated New Hampshire’s visibility as a recreation business hub at the Boston Outdoor Expo.
  - Strengthened intergovernmental partnerships such as, USDA, EPA, and NBRC, to align outdoor recreation with infrastructure investment and rural development goals.
- **Talent Attraction & Workforce Development**
  - Launched a multi-phase workforce strategy aligned with BEA ORID areas of focus. This included employer workshops and the development of a workforce recruitment and retention toolkit. (Learn more about this resource on page 14.)
  - Sponsored and hosted events, such as the Outdoor Workforce Expo to connect students and stakeholders with outdoor industry careers.
- **Sustainability & Asset Stewardship**
  - Introduced the Wildly Responsible campaign, in partnership with Division of Travel & Tourism Development to promote responsible recreation through four core messages: Plan, Pack & Prepare; Care for Others; Protect & Preserve; Go Have Fun.
  - Developed planning tools for municipal-level outdoor recreation infrastructure, to be delivered later in 2025.
- **Industry Visibility**
  - Hosted the inaugural New Hampshire Outdoor Industry Day on June 10, with a proclamation from Governor Kelly A. Ayotte recognizing the \$3.9 Billion sector.
  - Maintained national leadership through participation in the Outdoor Recreation Roundtable, Confluence of States, and NGA’s Learning Network.
  - Delivered key presentations at the AMC Annual Summit, Outdoor Media Summit, and regional industry events to highlight outdoor recreation’s economic and workforce impacts.

**WILDLY  
RESPONSIBLE**  
NEW HAMPSHIRE

## OFFICE OF THE COMMISSIONER – OFFICE OF WORKFORCE OPPORTUNITY

**JOSEPH DOIRON, Director**

6 full-time staff

With one of the nation's most highly educated workforce, the Office of Workforce Opportunity (OWO) recognizes the importance of building a sustainable talent pipeline to fuel the success of businesses across every sector. OWO provides tactical support to companies on many levels ranging from workforce retention and job training. Federal and state programs make up the OWO workforce services for individuals and businesses, including immediate assistance to employees and employers impacted by layoffs or closures as well as a strategic convener for workforce development initiatives.

Within OWO are the following programs:

- Mine Safety and Health Administration (MSHA).
- Rapid Response Program.
- Senior Community Service Employment Program (SCSEP).
- State Workforce Innovation Board (SWIB).
- Workforce Innovation and Opportunity Act (WIOA).

Through its partnerships with state and local agencies, and in collaboration with stakeholders, OWO:

- Delivers career and workforce training services statewide.
- Builds New Hampshire's pipeline of skilled talent to meet long-term workforce needs.
- Provides rapid, coordinated response to workforce disruptions.
- Convenes partners to develop strategic workforce solutions and pursue funding.

### KEY RESULTS (FY24–FY25)

- Served over 2,225 adults, youth, and dislocated workers through the WIOA programs, many receiving training in high-demand fields including:
  - Licensed Nursing Assistant (LNA)
  - Medical Assistant
  - Microelectronics
  - Cybersecurity
  - Commercial Driver's License (CDL)
  - Emergency Medical Technician (EMT)
  - Teaching careers
- Found that every \$1 invested in WIOA programming generated approximately \$3 in economic activity based on a study by the New Hampshire Department of Employment Security.
- Conducted 700+ business interactions, providing direct workforce development support and fostering talent-focused solutions across the state.

## DIVISION OF ECONOMIC DEVELOPMENT

**CHASE HAGAMAN, *Director***

**CYNTHIA HARRINGTON, *Deputy Director***

**24 full-time staff**

The Division of Economic Development (DED) provides domestic and international business assistance and protects the business advantages to strengthen the New Hampshire economy. Businesses of all sizes and sectors receive support from experienced staff to develop solutions, foster new opportunities, or create new businesses.

**Within DED are the following programs:**

- APEX Accelerator
- Business Resource Services
- Business Development
- Economic Revitalization Zones
- Northern Border Regional Commission
- Office of International Commerce
- Broadband Initiative
- Invest NH (Housing Investment Program)

Guided by the Economic Recovery and Expansion Strategy created in 2022; the DED concentrates its work on ensuring the state's businesses and manufacturers connect with the resources they need to be competitive in domestic and global markets. This includes workforce development, international trade, government contracting, and coordination of federal grant and state incentive programs.

To ensure a strong and diverse economy, DED is a conduit for fostering partnerships and relationships among municipal and business leaders, manufacturers, educators, non-profits, and stakeholders within the four Collaborative Economic Development Regions (CEDRs). These entities (Seacoast CEDR, Central-Southern CEDR, South-West CEDR, and Northern CEDR) are able to identify and develop solutions to challenges within their regions and share knowledge statewide.

**DED-led efforts to foster a strong, diverse, and resilient economy include:**

- Engage with existing businesses in need of technical assistance.
- Business recruitment and expansion.
- Continued promotion of the state's 231 Economic Revitalization Zones in 79 municipalities and the Coos County Tax Credit.
- Enhancing targeting of client recruitment for the Office of International Commerce to maximize the return on investment of export assistance programs.
- Deploying strategies for increasing exports in a post-pandemic economy; providing resources and support functions for the NH Aerospace and Defense Consortium (NHADEC).
- Developing strategy to attract foreign investment with focus on high ROI.



- Broadband expansion and deployment;
- Fostering affordable and sustainable housing development;
- Expanding the number of companies using export promotion programs.
- Enhancing assistance to NH APEX clients and increasing the frequency and dollar value of government contracts awarded to state businesses.
- Expanding talent and business attraction through marketing campaigns and communications with partners and stakeholders.
- Broadband expansion and deployment.
- Affordable and sustainable housing development;

## KEY RESULTS (FY24–FY25)

- As result of its outreach, collaboration, and leadership, DED was able to achieve the following:

### 1. Digital Infrastructure and Strategic Planning

- Lead the two year strategic design and development of a scalable digital hub (NH Business Gateway) to centralize information, communication, and services for new and existing businesses to be delivered later in 2025.
- Publish foundational industry assessments and strategies shaping agency and partner activity:
  - Life Sciences Industry Assessment.
  - Workforce Needs Assessment.
  - Advanced Manufacturing Cluster Assessment.
  - International Trade Assessment.
  - Business Recruitment and Expansion Strategy.

### 2. Business Resource Services (Retention and Engagement)

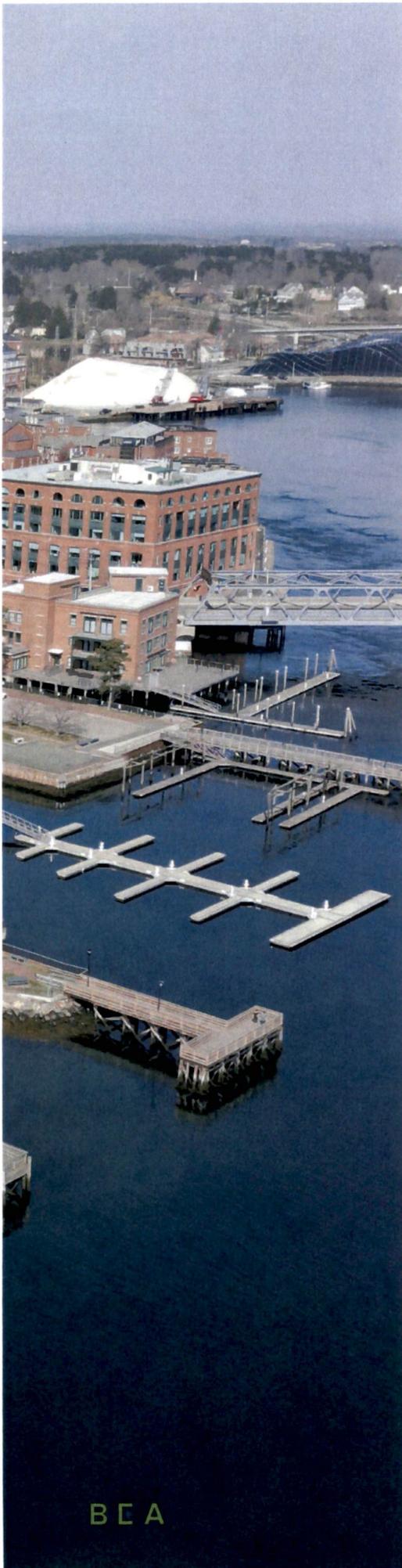
- Directly engaged with 500+ businesses through one-on-one support.
- Hosted annual NH EconForum attended by 200+ partners.
- Administered tax credit programs supporting 300+ businesses annually.
- Issued \$8+ million in credits for workforce and infrastructure investments.

### 3. Business Development (Recruitment and Expansion)

- Attracted \$500 million+ in capital investment and supported creation of 2,000 jobs through active recruitment and expansion efforts.
  - Hosted and participated in high-level trade events: SelectUSA; ARMI's MITM; BIO Boston 2025.
  - Focus sectors: Life Sciences; Advanced Manufacturing; Cybersecurity; Finance and Tourism.
  - New Hampshire Advantages: Business-friendly climate, proximity to Boston, northeast markets, and Canada, high quality of life.

### 4. Office of International Commerce

- STEP (State Trade Expansion Program):
  - STEP 10: \$250,000 grant resulting \$10 million exports; 66 jobs created/retained.
  - STEP 11: \$444,000 grant (ongoing) resulting in \$3.1 million in reported exports.



## KEY RESULTS (FY24–FY25) *cont.*

- STEP 12: \$500,000 awarded in FY25 for expansion.
- Export Accelerator: Launched with SBA and the New Hampshire Small Business Development Center to prepare SMEs for global markets; 25+ companies participated in FY25 market briefings on Eastern Europe.
- Trade Missions and Councils:
  - Ireland Trade Mission (FY25): Governor-led delegation engaging with AMBER Centre and Mill Enterprise Hub; three Irish companies exploring New Hampshire partnerships.
  - New Hampshire Canadian Trade Council: Economic summit held in New Hampshire; facilitated B2B events with Quebec shipbuilding and manufacturing companies.
  - NH–Ireland Council: Hosted business receptions with 20+ companies, fostering ongoing academic and economic ties.
- Market Development Cooperator Program (MDCP):
  - \$181,000 awarded; onboarded 25 companies with e-commerce readiness.
  - Microgrants of \$2,000 launched in FY25 to support digital expansion.
- Acer (Maple) Grant:
  - \$333,000 grant supports 187 maple producers.
  - Resulted in \$894,700 in new sales, with leads in India and Colombia.

### 5. Northern Border Regional Commission

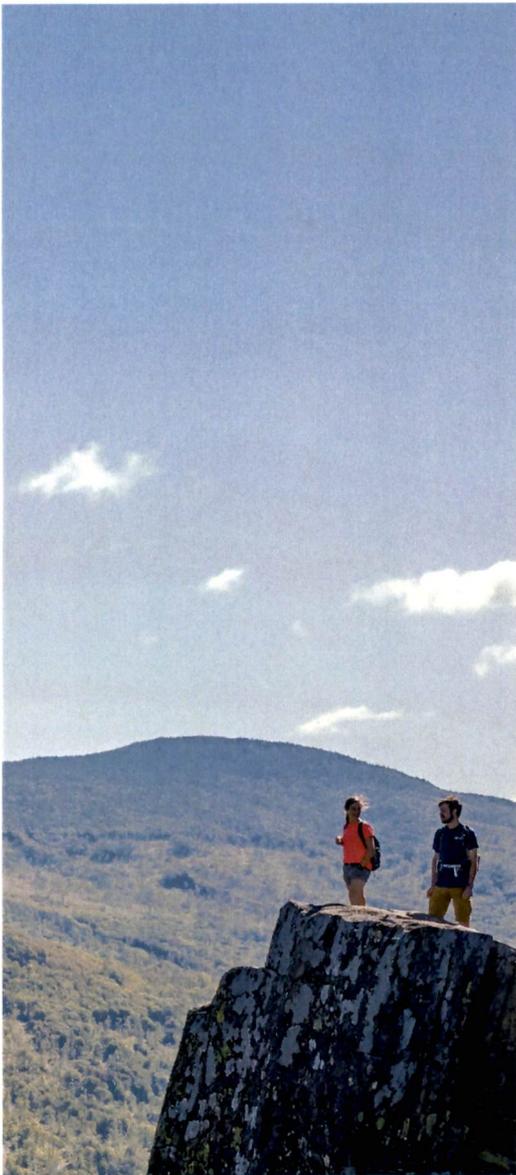
- Catalyst Program. (FY23–FY25)
- Supported 50+ projects across the six Northern Border counties.
- Managed a total of: \$34+ million from FY23 to FY25 funding.
- Prioritized: Infrastructure, workforce development, tourism, health-care, and business support Forest Economy Program. (Launched 2024)
- Supported forest-based business development, community, and workforce initiatives through Timber for Transit.
- Innovative use of regionally sourced timber in infrastructure:
  - Keene: \$1.75 million for downtown timber pavilion.
  - Sunapee: \$740,000 for timber bridge replacement.
  - Cheshire County: \$911,000 feasibility study.

### 6. NH APEX Accelerator, formerly NH Procurement Technical Assistance Center (PTAC)

- Through the state APEX Accelerator:
  - Supported 125+ companies.
  - Helped secure \$2 billion in federal contracts.
  - Worked with 406 clients, including 17 Primes. (e.g., BAE Systems, L-3 Insight Technologies)

### 7. Advanced Regenerative Manufacturing Institute (ARMI) and Tech Hub Engagement

- Advanced New Hampshire visibility through ARMI/Tech Hub and MITM events.



- ARMI Investment Summit scheduled Fall 2025 to attract biotech and R&D interest.
- Ongoing strategy to promote NH proximity to innovation clusters.

### KEY RESULTS (FY24–FY25) *cont.*

#### 8. Broadband Initiatives

- Managed over \$318 million in broadband funding through the Infrastructure Investment and Jobs Act (IIJA); the American Rescue Plan Act (ARPA of Broadband Equity, Access, and Deployment (BEAD)
- By FY2025, \$122 million in ARPA funds to connect over 50,000 underserved locations, achieving 98% state coverage
- Completed New Hampshire’s five-year BEAD Implementation Plan
- Launched \$5.4 million Digital Opportunity Plan in partnership with UNH Cooperative Extension; program paused federally in May 2025
- (Boston/Cambridge) at BIO Boston 2025

#### 9. InvestNH

- Deployed \$100 million toward multifamily housing; anticipated completion by July 2026
- \$60 million Capital Grant Program (48% complete)
- \$40 million Municipal Grant Program, supporting municipal master plan updates, demolitions, per-unit housing grants
- InvestNH 2.0 launched with \$10 million in new state funding (FY25)
- Housing Champions Program incentivized municipalities to support affordable housing
- Awarded 11 municipal housing grants, totaling \$5 million.

## DIVISION OF TRAVEL & TOURISM DEVELOPMENT

**MICHELLE CRUZ**, *Director*

**AMY BASSETT**, *Deputy Director*

25 full-time staff

The Division of Travel and Tourism Development (DTTD) collaborates with New Hampshire’s seven tourism regions to increase visitation, travel, and visitor spending with the goal of expanding business and job creation in all corners of the state. DTTD leads and coordinates domestic and international advertising and public relations; brochure and guidebook publication and distribution; grant administration; and research to measure the impact of travel and tourism on New Hampshire’s economy.

In addition, DTTD oversees a wide range of programs and initiatives that strengthen New Hampshire’s tourism economy, including industry research, administration of the Joint Promotional Program, support for elevation of new air routes for Manchester-Boston Regional Airport as well as Portsmouth International Airport at Pease, advancement of the state’s creative economy, and Wildly Responsible, the program encouraging



residents and visitors to preserve and protect New Hampshire's natural resources. The DTTD also focuses on destination development, which encompasses workforce recruitment efforts and the strategic capture and use of regional promotional assets.

### KEY RESULTS (FY24–FY25)

#### Promote New Hampshire as a premier year-round destination.

- Increased Meals and Rental Tax revenue.
- Collaborated with, and support, the state's tourism industry and partners.
- Promoted safe and sustainable tourism.
- Unified New Hampshire under the tourism strategy and brand.
- Improved reporting, analytics, and data-driven optimization of marketing efforts.
- Addressed critical industry needs such as workforce, supply chain, and sustainability.

#### Accomplishments

- \$15 return on investment in Meals and Rentals Tax revenue for every advertising dollar spent.
- \$7.5 billion in visitor spending.
- 14.6 million visitors to the state.
- \$45.5 million in state tax revenue generated.
- Strengthen collaboration with industry partners across the state.

#### Joint Promotional Program (JPP)

- Over \$2 million in matching funds awarded to support statewide tourism marketing initiatives.
- FY24: 21 organizations received \$1,038,644.
- FY25: 23 organizations awarded 39 grants totaling \$1,023,498.

#### Consumer and Trade Engagement

- Represented New Hampshire at major travel shows, including the Big E (Springfield, Mass.), and in Montreal and New York.
- Participated in eight domestic and international trade events, conducting approximately 400 meetings with tour operators, planners, and partners.
- Hosted the annual New Hampshire Tourism Summit, providing networking, learning, and strategy alignment for tourism industry partners.
- Represented New Hampshire at the Discover New England (DNE) Annual Tourism Summit and International Marketplace in New Hampshire.
  - Attended by more than 300 international tour operators, receptives, and local suppliers.
  - Conducted 36 one-on-one appointments with international buyers.
  - Coordinated pre- and post-summit familiarization tours for more than 120 buyers and in-country representatives.



## KEY RESULTS (FY24–FY25) cont.

### 2024 Solar Eclipse

- Supported communities in welcoming thousands of visitors along the path of totality.
- Distributed 115,000 eclipse glasses to lodging properties statewide.
- Solar Eclipse website landing page received 43,000+ views between April 5-8, 2024.

### EDA Grant-Funded Projects

- Wildly Responsible: Launched a statewide outdoor recreation safety and sustainability initiative.
- Air Service Marketing: Targeted campaigns in Florida markets (Fort Myers, Orlando, Tampa) to promote new non-stop flights to New Hampshire.
- Convention and Visitors Bureau (CVB) Analysis: As one of just two states without a CVB, DTTD commissioned research on the viability of creating a statewide bureau.
- Workforce Development Campaign: Developed digital outreach and marketing assets to support tourism workforce recruitment and retention.
- Made in NH Brand Strategy: Initiated development of a strategic brand promoting New Hampshire-made goods, from tech innovation to artisan products, connecting visitors with local producers and entrepreneurs.
- Media Valet Digital Asset Platform: Deployed to provide tourism partners access to professional images and video for marketing
- NH Ice Cream Trail: Took over statewide promotion of this popular initiative, featuring 50 ice cream shops and farms across all regions

## OFFICE OF PLANNING & DEVELOPMENT



### HEATHER SHANK, *Director*

11 full-time staff

The Office of Planning and Development (OPD) provides technical assistance, training, and data to municipal boards and planning commissions they use to guide decisions regarding short and long-term growth across New Hampshire.

Within OPD are the following programs:

- Floodplain Management Program
- Council of Resources and Development
- Geographic Information System Program
- Municipal and Regional Planning Assistance Program
- State Data Center (US Census Data)

OPD oversees a range of programs and initiatives including floodplain management; gathering and analysis of population data; maintenance and promotion of geographic information system data and mapping, and collaboration with stakeholders and agencies regarding statewide planning issues.

Responsible land use and informed planning are the hallmarks of this office, with the goal of providing sound data for decision-making.



OPD is a leader and chief collaborator in efforts that:

- Support municipalities and planning commissions with technical assistance.
- Advances local/regional planning in land use, housing, natural resource management, and economic development.
- Offers targeted training to build planning capacity statewide.
- Provides funding to regional planning commissions to reinforce state and local objectives.
- Maintains and enhances GIS statewide data and coordinates state GIS activities.
- Provides technical guidance and education on the National Flood Insurance Program (NFIP).
- Collects, analyzes, and distributes US Census and state demographic data.
- Represents BEA on statewide boards and commissions focused on planning, land use, housing, transportation, and more.

## KEY RESULTS (FY24–FY25)

### Floodplain Management

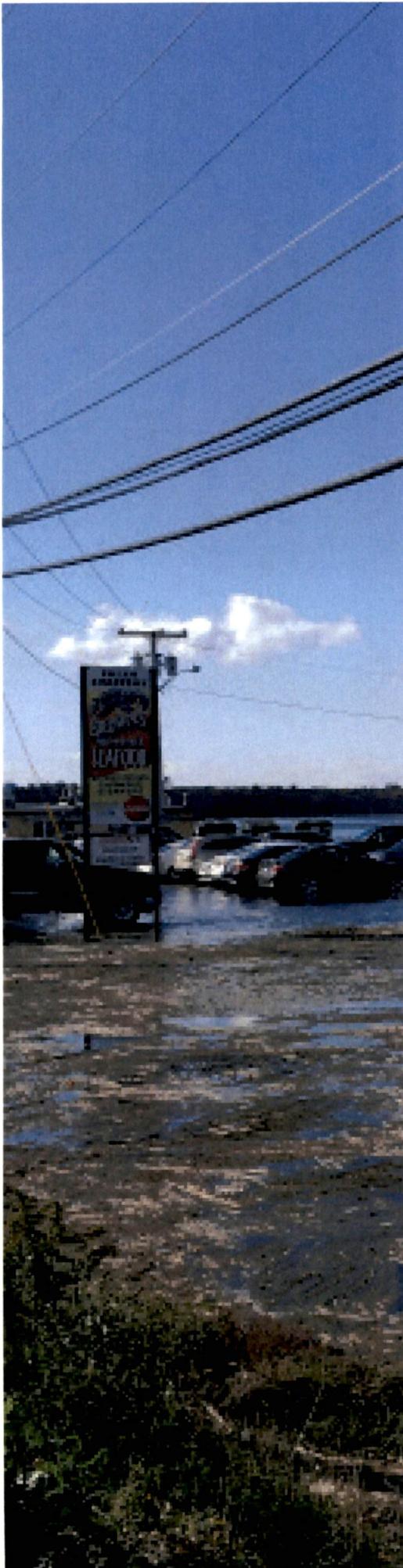
- Supported adoption of new FEMA flood maps for Grafton County (Pemigewasset Watershed).
- Co-authored Flood Hazard Handbook with New Hampshire Homeland Security/Emergency Management.
- Conducted nine training events with more than 125 participants, representing 63 communities and partner agencies.
- Provided technical assistance for more than 40 New Hampshire Department of Transportation (DOT) flood zone projects.
- Assisted with five FEMA audits to retain community eligibility.
- Published quarterly Floodlines newsletter.
- Rebuilt program staffing during full turnover in FY24–25.

### Municipal and Regional Assistance (MRA)

- Responded to more than 500 technical assistance requests.
- Reached 210 municipalities (90% of the state) through webinars and in-person events.
- Received more than 5,000 YouTube views of recorded planning webinars.
- Released the Fiscal Housing Calculator (May 2025) for municipal budgeting and housing analysis.
  - Published statewide land use surveys, housing reports, and statutory guides.
  - Supported Planlink listserv for peer learning and resource sharing.

### Key Partner Engagements:

- NH Municipal Association (NHMA).
- Regional Planning Commissions.
- NH Housing, UNH Cooperative Extension, and St. Anselm College.
- Economic development organizations and others.



## KEY RESULTS (FY24–FY25) *cont.*

### State Data Center and GIS Coordination

- Provided annual population estimates and building permit surveys for all municipalities.
- Conducted specialized surveys (e.g., meals and rooms tax, group quarters, housing units).
- Fielded more than 50 custom data requests, primarily from state agencies.
- Over 6,000 unique visitors to the State Data Center website during the biennium.
- Maintained and expanded GIS datasets of:
  - Public water access locations.
  - Economic development overlays: ERZs, RSA 79-E, TIF districts, CEDRs, Opportunity Zones, SBA HUBZones.

### Boards, Committees and Interagency Planning

OPD represents BEA on numerous boards and working groups to integrate state priorities with local and regional planning, including:

- Climate Action Plan and Wildlife Action Plan.
- Wetlands Council.
- Council on Resources and Development.
- Department of Natural and Cultural Resources Trails Committee.
- DOT Complete Streets Committee.
- Fish & Game Lakes and Rivers Advisory Committee.
- Agricultural Lands Preservation Committee.
- Aquatic Resources Mitigation Fund Committee.

### Highlighted Initiatives:

- Published changes to Planning & Zoning Laws: A Guide for Municipalities (in partnership with NHMA).
- Produced Local Solutions to the State's Housing Crisis webinar series with over 500 attending.
- Contributed to NH Food & Agriculture Strategic Plan (May 2025).
- Supported Groundwater Protection Ordinance (with Department of Environmental Services).
- Coordinated Preserving Community Character Handbook update (with NH Preservation Alliance – release date Fall 2025).
- Co-led Council on Housing Stability Regional Workgroup.
- Partnered on NH Zoning Atlas, an interactive tool showing zoning patterns and housing constraints statewide.

# Agency Funding

## APPROPRIATION TABLES

The official FY2024–2025 Biennium Budget Book (Agency Volume) contains BEA's appropriation tables.

[https://www.das.nh.gov/budget/Budget2024-2025/2024B01\\_budget\\_book\\_Agency.pdf](https://www.das.nh.gov/budget/Budget2024-2025/2024B01_budget_book_Agency.pdf)

## FISCAL PROFILE SUMMARY

### BEA Core Function

BEA is New Hampshire's lead agency for economic development, tourism, and statewide planning. Its responsibilities span business support, international trade, visitor marketing, housing and planning, and broadband infrastructure.

### Core Divisions & Functions in FY24–25 include:

- **Division of Economic Development** – business retention/expansion, export assistance, incentive programs.
- **Division of Travel & Tourism Development** – statewide marketing and visitor economy research.
- **Office of Planning & Development** – housing, zoning, and statewide planning resources (e.g., Housing Toolbox, Zoning Atlas).
- **NH Broadband Initiative**– broadband planning and grants administration.
- **Office of Workforce Development** – training, upskilling, re-employment, and career services to workers and business support and strategic partner outreach.
- **Office of the Commissioner** – overall leadership, coordination, and management support.

### Executive Summary

BEA is the State agency that leads economic development, travel & tourism development, statewide planning/housing resources, and broadband planning/grants.

- The SFY 2024–2025 state operating budget was just over \$15 billion with BEA being .42% of the overall budget. The state general fund portion was just over \$3.7 billion with BEA being .93% of the budget. BEA is one of the smaller agency line items within the Resource Protection & Development category.

### Appropriation Overview

BEA's FY2024–2025 appropriations are spread across four main areas:

- **Division of Economic Development** – business expansion, retention, incentives, workforce development and export promotion.
- **Division of Travel & Tourism Development** – funded largely by a statutory share of Meals & Rooms tax revenue.
- **Office of Planning & Development** – housing, zoning, broadband and statewide planning support.
- **Administrative functions.**

### Funding Sources

- **General Fund** – Core operations, personnel, certain grants, and program administration.
- **Federal Funds** – Broadband grants, Workforce programs, trade assistance, and pass-through programs.
- **Turnpike Funds** – operations of Welcome Centers on Turnpikes.
- **One-time Appropriations** – Programs, such as InvestNH housing fund and regional planning initiatives.

## Authorized Positions

The budget authorized full-time equivalent positions (FTEs) across BEA divisions. 4 unclassified and 75 classified for a total of 79 budgeted full time “permanent” position.

## Programmatic Notes (high-level – FY24–25 focus)

- **Division of Economic Development** – business retention and expansion, export assistance, industry cluster work (advanced manufacturing, life sciences), InvestNH program activity (where applicable). Funding mixes: general fund + one-time investments and broadband grants (varies year-to-year).
- **Division of Travel & Tourism Development** – marketing, destination development and the recipient of a statutory share of meals & rooms tax receipts; funding can vary with tax receipts and legislative changes.
- **Office of Planning & Development** – housing planning tools (Housing Toolbox), municipal planning grants and coordination of housing-related funds. Often funded through a combination of GF and grants.

## FY24–25 Key Initiatives & Reports

BEA undertook multiple initiatives and strategy efforts in FY24–25, including:

- **Industry Strategy Reports** – covering Advanced Manufacturing, Housing, Life Sciences, Workforce, Tourism, and Outdoor Recreation.
- **Business Resources** – incentives, planning tools, regional collaboration (CEDRs), and 10-year economic strategy guidance.
- **Broadband Expansion** – advancing planning and grants for rural internet access.
- **Housing & Planning Tools** – online Housing Toolbox and Zoning Atlas to assist local and regional planning bodies.

## Legislative Notes

- HB2 amendments created/renamed planning offices and provided specific appropriations for regional planning commissions.
- SB63-FN proposed changes to the Meals & Rooms allocation formula for Travel & Tourism (impact expected in later fiscal years).
- BEA’s budget includes a mix of ongoing operating funds and one-time appropriations for initiatives (InvestNH, broadband capital, program grants). One-time funds may create year-to-year volatility in totals.

## Looking Ahead

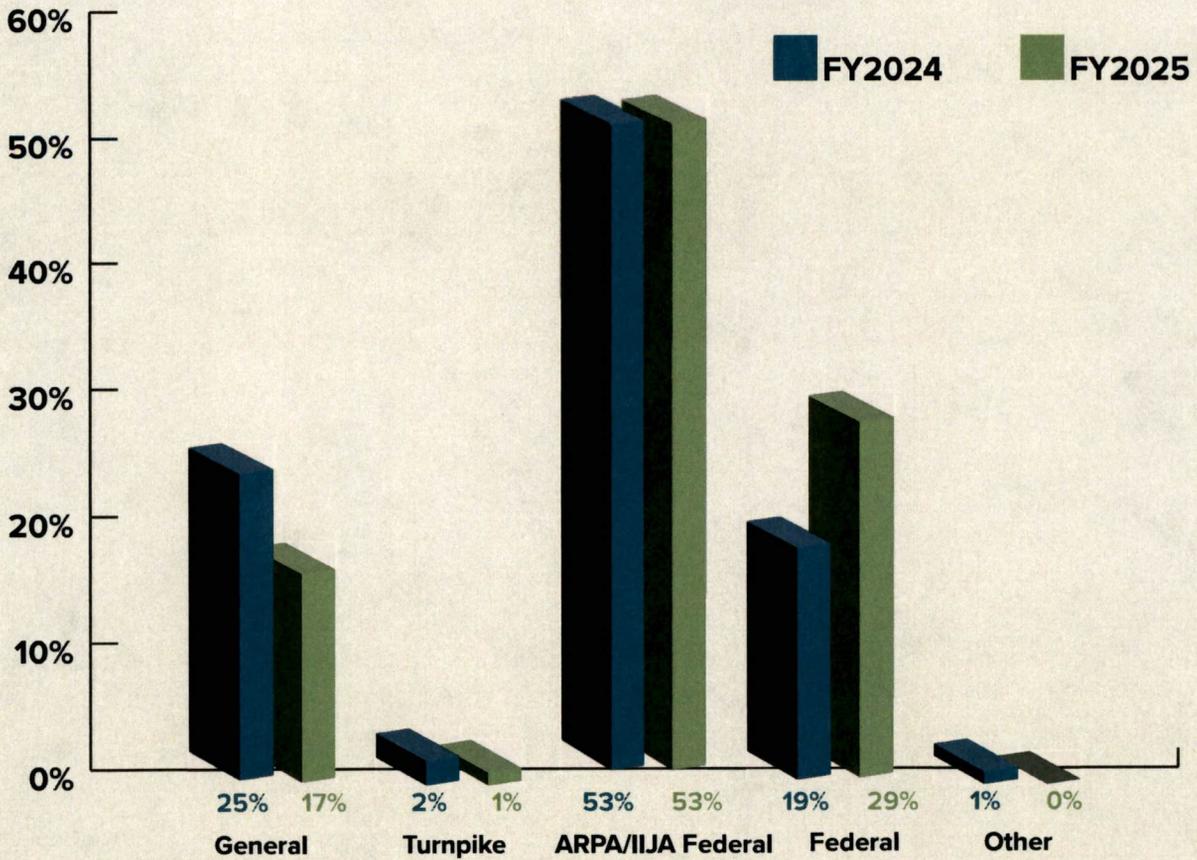
BEA worked in conjunction with the appropriate legislative bodies to establish the next biennium budget. BEA’s next cycle budget continues to include a mix of ongoing operating funds and one-time appropriations for initiatives.

## Notable Updates in HB2 Include:

- HB2 amendment to formalize the creation of the Division of Planning and Community Development within BEA to allow for more autonomy and collaboration between programs.
- Updates to WIOA language relative to changes in the federal funding act.

## FUNDING AND EXPENDITURES

Funding Percentage



## Funding and Expenditures

Expense Description	FY 2024	FY 2025
Full Time Saleries	4,606,199	4,891,400
Temporary Full Time Salaries	564,806	685,664
Part-Time Salaries	390,041	446,003
Benefits	2,722,780	2,939,246
Employee Training	679	3,166
In-State Travel	55,780	46,386
Out of State Travel	135,041	134,138
Current Expenses	176,627	205,271
Rent	495,764	489,826
Utilities	225,576	231,642
Organizational Dues	78,206	160,911
Transfers to DoIT	355,362	439,826
Intra-Agency Transfers	94,348	74,080
Equipment	244,674	57,182
Telecommunications	88,239	94,606
Indirect Costs	307,890	255,362
Audit Fund Set Aside	52,372	99,902
Contractual Maintenance	315,140	364,453
Inter-Agency Transfers	18,048	5,998
Workers Compensation	7,985	25,343
Training of Providers	125	55
Promotional Marketing	11,166,713	7,573,972
Grants - Federal	31,875,549	48,070,764
Grants - Non-Federal	92,960	112,711
Grants Subsidies and Relief	1,100,113	2,332,307
Contracts for Programs	11,346,946	33,727,644
Catastrophic Casualty Insurance	3,066	2,905
Interagency Xfr out of Fed Fn	3,477,269	2,540,433
<b>Total</b>	<b>\$69,998,298</b>	<b>\$106,101,796</b>
Funding Percentage		
General	25%	17%
Turnpike	2%	1%
ARPA/IJA Federal	53%	53%
Federal	19%	29%
Other	1%	0%
	100%	100%

# Conclusion

*The FY2024-2025 biennium reflects BEA's role in long-term planning and coordination of programs supporting the growth and development of New Hampshire-based businesses and in attracting businesses and tourists/visitors to the State of New Hampshire. With stable resources, the BEA guided and spearheaded initiatives that create opportunities for economic development in the state, municipalities, regional economic development areas, and other communities. BEA supported strategic priorities across community, economic, and tourism development.*

