

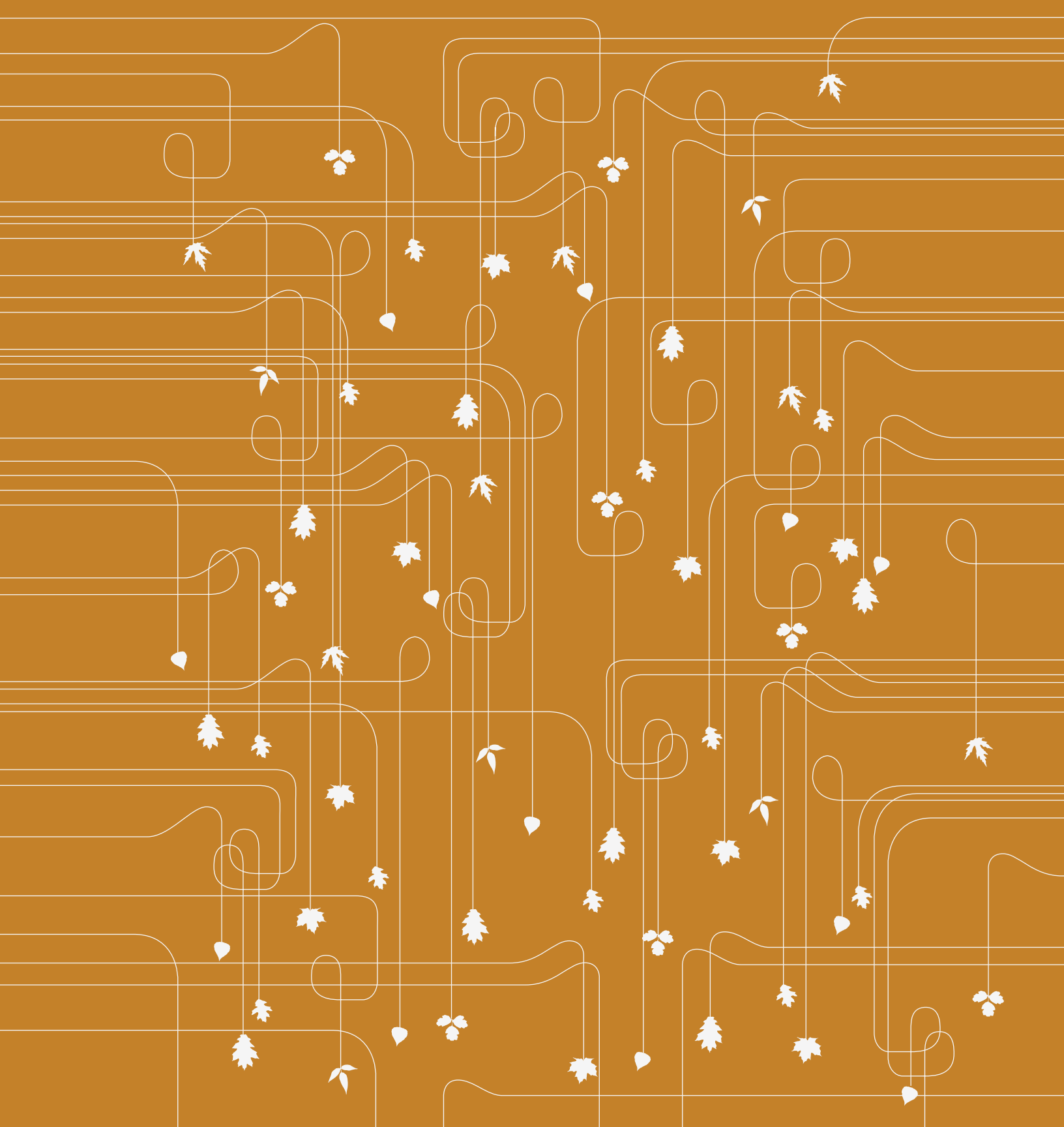
FOREWORD

Mount Washington Resort

ENVISIONING SESSION



OCTOBER ELEVENTH AND TWELFTH, 2006 • *Bretton Woods, New Hampshire*



Foreword

INTRODUCTORY REMARKS AT THE BEGINNING OF A DOCUMENT OR BOOK,
USUALLY *written by someone other than the author*. IN THIS INSTANCE,
A PREFACE CONTAINING *background information to be reviewed by
participants and presenters* IN PREPARATION FOR AN *envisioning session*.

An envisioning is a two-day process that stimulates all participants to visualize the future, to imagine, to picture in the mind, what this resort might become and how it will be experienced years hence.

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Re-setting the Gold Standard

From July 1 to 24, 1944, 730 people from 44 countries gathered for the United Nations Monetary and Financial Conference at the Mount Washington Hotel; their goals included finding a way to determine which disparate international currencies, each historic, were of how much value in relation to one another. They developed a new way of valuing money: the gold standard.

Though financially, the gold standard is past its prime, the use of it as a phrase to denote unparalleled excellence remains. For example, when the Mount Washington Hotel opened in 1902, it set the gold standard for grand hotels and resorts.

When, this fall, a select group of people gathers to determine the story that will guide the future of the Mount Washington Resort, we will once again be looking to set a gold standard, taking its early 20th-century grandeur and translating it into a magnificent, but approachable, 21st-century New England icon.

Where better to do this?



WELCOME TO THE WHITE MOUNTAINS

What is it about the White Mountains that draws people back, time and again?

IS IT THE OPULENT DISPLAY that bursts to life, tree by tree, in autumn (or, as locals call it, “foliage”) – the cacophony of vermillion, saffron, henna, mahogany, lemon, garnet, burnt sienna and a thousand more colors invented by Nature just for this year, just for this leaf? Maybe it’s sitting around a bonfire, swathed in flannel and wool, roasting marshmallows and telling ghost stories. Or hearing one’s boot crunch through the thin, icy layer of winter’s first snowfall. What about the shadow puppets created by clouds passing over the mountains, yet another example of Nature’s kinetic art? Perhaps it’s the plainspoken nature of the people: brusque though they may seem, their hearts are warm as summer, and you can always trust they’ll tell you what’s on their mind. Or is it standing atop Mount Washington on a clear day and being able to see – almost as perfectly as the song promises – forever: over Maine to the Atlantic, south to the Boston skyline, across the Green Mountains of Vermont to Quebec?

Whichever your appeal, it is here, five miles from the base of Mount Washington, the second-highest peak east of the Mississippi and the jewel in the White Mountains’ crown, that on October

11th and 12th, a small, key group of people – storytellers, developers, architects, ski experts, historians and other big thinkers – will gather to dream, wonder, play and, above all, imagine the possibilities for the Mount Washington Resort at Bretton Woods.

This envisioning has been called by Celebration Associates to creatively find ways to address the myriad challenges involved in creating a cohesive identity out of disparate elements, from the storied grand hotel to the 100+ miles of Nordic ski paths to the magical new village at the base of the mountain and much more in between. What we will learn, most of all, is how to define this place and how to help the owners and operators realize its potential.

To attain our objectives, we will draw upon the ideas, the New England memories and the expertise of a select group of highly qualified individuals who can, together, discover and reveal the true calling of this regional treasure and New Hampshire icon. Through eye-opening presentations, we will delve deep into what this place is and has always been, as well as what it will be ten years hence. We will listen to the land and to inspiring presentations

on a variety of topics. And we will work in small groups to touch, and then articulate the deep Mount Washington Resort story.

That story is here. Thousands of stories are here, tens of thousands. Together, we will distill more than a century of resonant stories into one cohesive, foundational one that will guide this resort into the future.

The primary objective is to transform a historic, century-old Grand Dame mountain resort into a vibrant, year-round 21st century destination for New Englanders – a beloved icon for travel and tourism in New Hampshire. This will require successfully uniting the existing resort’s many disparate pieces to create an entity that has a single, distinctive “spirit of place.”

We will accomplish this by focusing on the following objectives:

1
To gain a clear understanding of how the many pieces of the resort will operate together and how the whole place will relate to the surrounding communities, the region and the state


2
To develop a look and feel that will tie the variety of architectures and experiences together

3
To articulate a compass — the story — that will help guide long-range planning and development of the resort

4
To create a lexicon for the resort that includes “pearls” of ideas, words and themes that will help inform the resort’s development

5
To provide inspiration for the many stakeholders in the project — from the development team to resort operations, and from New Hampshire’s tourism industry to specialized groups like the Appalachian Mountain Club

6
And, after the story becomes clear, to identify a single name for the resort (currently there is confusion between Mount Washington and Bretton Woods)



“I DON’T THINK THERE’S ANYTHING MORE IMPORTANT TO DO THAN THE PROCESS WE’RE ABOUT TO GO THROUGH, BRINGING PEOPLE WHO 1) *know a lot about this place* ALREADY, AND WE LEARN FROM THEM, AND 2) *bringing people from other experiences to participate*, TO HELP US TAKE IT TO THE NEXT LEVEL, OR HELP US IMPROVE THE LEVEL THAT WE’RE AT HERE, AND THEN 3) *bring in our own creative talent that we’ve been working on and assembling for years*, AND PULL IT ALL TOGETHER AND ROLL IT OUT IN A WAY THAT MAKES IT EASY FOR OTHERS TO UNDERSTAND AND *get excited about.*”

CHARLES ADAMS
CEO, CELEBRATION ASSOCIATES

A RIVER RUNS THROUGH IT

Three hours north of Boston and equidistantly south of Montreal, Bretton Woods lies in the northeast section of New Hampshire's White Mountains, in the Presidential Range (so called because the highest peaks are named for U.S. Presidents).

The adjoining 777,608-acre White Mountain National Forest, which extends eastward into Maine, is one of the country's most popular public lands, drawing more visitors each year than Yellowstone and Yosemite combined.

The village of Bretton Woods, with its own zip code and post office, located in Mount Washington's grand hotel, is one-half the town of Carroll; the other is the village of Twin Mountain.

1 THE MOUNT WASHINGTON HOTEL

- 200 guest rooms
- Stickney's
- The Cave
- The Princess Lounge
- Formal Dining Room
- Bretton Woods Post Office
- Cabot's Gift Shop
- The Sweet Shop
- Massage Spa
- Meeting Rooms

2 BRETTON WOODS SKI AREA (also known as Bretton Woods Mountain Resort), the largest ski area in New Hampshire, which includes:

- 76 runs (28% Novice, 44% Intermediate, 28% Advanced/Expert)
- Longest run: 10,560'
- 1500' vertical
- 9 lifts
- A state of the art Base Lodge
- A Hobbits' area for children
- Night skiing
- Tubing
- Approx. 100 miles of Nordic ski trails, mostly in woods
- The Bretton Arms Country Inn
- The Lodge at Bretton Woods
- Darby's Pizzeria (at the Lodge at Bretton Woods)
- Townhomes at Bretton Woods - Half a dozen (or more) communities tucked away – single-family owned, but some are rented through the resort

6 FABYAN'S (converted train station, basic pub fare)

7 A PORTION OF THE AMMONOOSUC RIVER

8 THE WATER, SEWAGE AND CABLE COMPANIES FOR THE AREA

9 A STATE OF THE ART SPORTS CLUB

10 TENNIS COURTS (including the original site of the Volvo Tennis Classic)

11 AN 18-HOLE DONALD ROSS GOLF COURSE

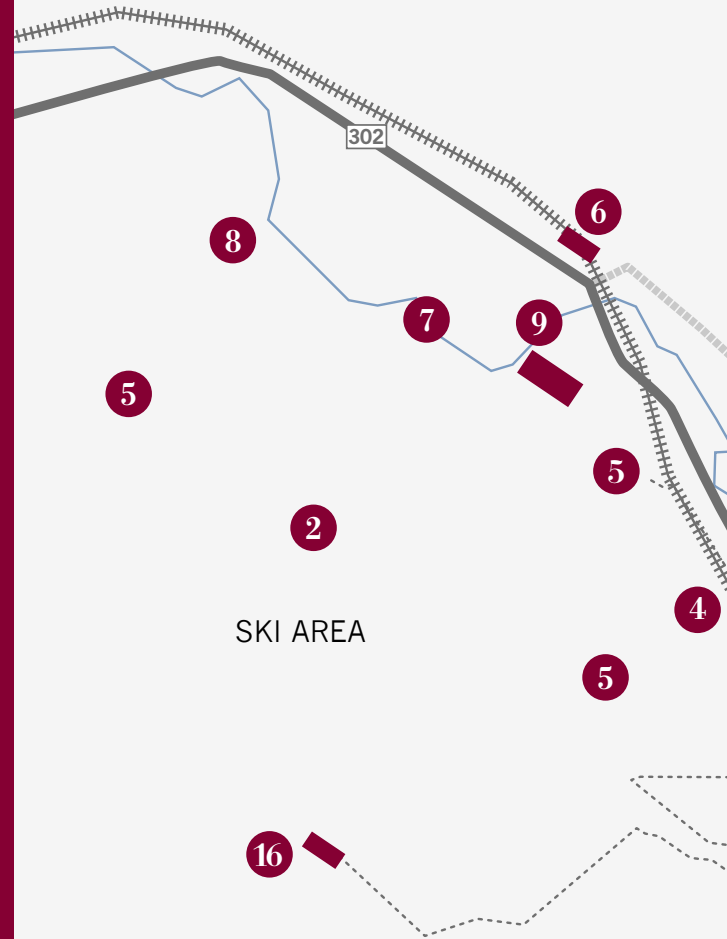
12 A 9-HOLE CORNISH & SILVA GOLF COURSE

13 AREAS FOR BADMINTON, CROQUET AND OTHER LAWN SPORTS

14 A VICTORIAN-ERA EQUESTRIAN CENTER, STABLES, PADDOCKS AND TRAILS

15 A WATER-POWERED PRINTING PRESS (currently out of operation)

16 GOLF AND NORDIC CENTER, TOP OF QUAD RESTAURANT



White Mountain National Forest

DECEPTION TRAIL SYSTEM

White Mountain National Forest

Cog Railway Base Road

Mount Washington Hotel

Bretton Arms

Tennis courts

GOLF 18

GOLF 9

Golf Clubhouse

Driving Range

AMMONOOSUC TRAIL SYSTEM

Mt. Clinton Road

STICKNEY TRAIL SYSTEM



302

302

5

5

5

5

14

1

10


14

3

13


12

11



“WHEN YOU GO TO A DINNER PARTY OUTSIDE OF BOSTON, AND PEOPLE ASK YOU WHERE YOU LIVE, *your home is in Bretton Woods. You’re proud to pick up your mail at the hotel, AND NOT AT TWIN MOUNTAIN OR CARROLL.*”

CHRIS ELLMS
DIRECTOR OF SKI OPERATIONS, MOUNT WASHINGTON RESORT



With the exception of the hotel, all these pieces have been annexed to the resort over the past 15 years – and will continue be constructed and renovated over the next 15. They vary widely in location, architectural style and naming protocol. This constellation of pieces is what we seek to unify in a in a single story and under a single identity.

Restoration is already underway. On a chilly morning in early autumn, as the sun rises over Mount Washington, carpenters and painters are hard at work on the verandah, replacing areas of dry rot, touching up places where ancient paint has peeled away, restoring the long, long expanses of verandah to former grace without changing the essence of its architecture or charm.

The Hayter Firm, the company of landscape architects that has been commissioned to use their considerable skills to begin using plantings, gardens, orchards, water features and lighting to establish a more unified sense of place, has already mapped out a new entranceway – one that heightens the sense of anticipation and grandeur.

The rest – the experiences, the stories, the future memories this place will create – is up to us.

Planned additions include:

A village at the base of the ski hill



Construction of 1000 condos
(buildout time frame 10-15 years)



Conference Center annexed to hotel



Spa annexed to hotel



Expansion of ski operations (scope not yet defined)



Renovation of the Donald Ross golf course



Expansion of the Cornish & Silva nine-hole course
to 18 holes



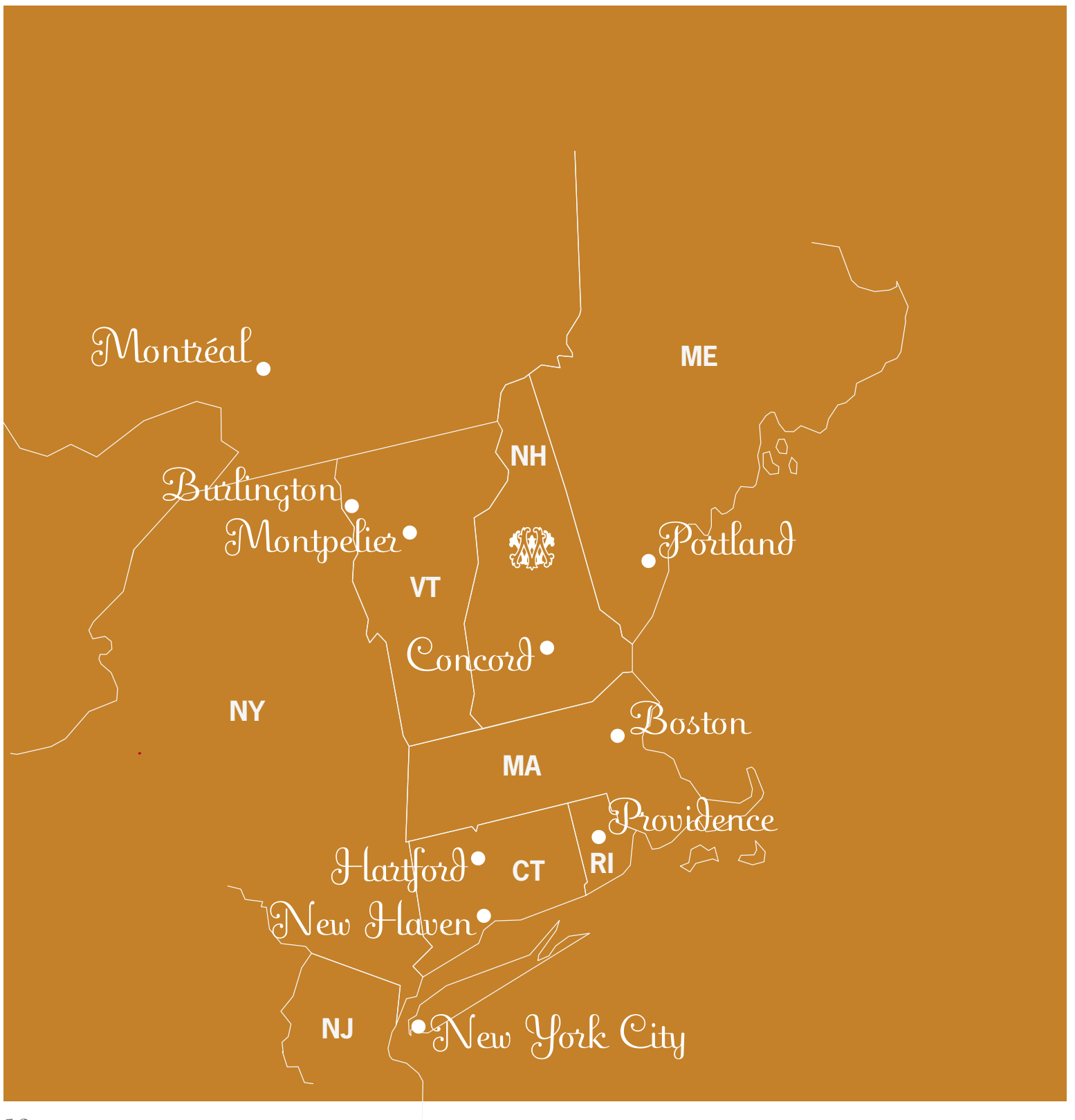
A Tourism New Hampshire overlook on the
property (the federal government has given
\$385K to develop)



An expanded Hobbit ski area for kids







A CAPSULE HISTORY

The history of the Mount Washington Hotel and its related properties is far too great to explore in depth here, but rest assured, we will address the topic in depth at the session. In the meantime, here's a quick overview:

WHEN THE MOUNT WASHINGTON Hotel opened for business on July 28, 1902, it was the embodiment of new technology, with the first-ever steel superstructure, heating system, indoor heated swimming pool, and state-of-the-art electricity – with its own power plant – designed by the Edison Company (and, some say, by Thomas Edison himself, who was a friend of the Hotel's visionary founder, Joseph Stickney).

In 1944, the Hotel was host to the United National Monetary and Financial Conference, popularly referred to as the Bretton Woods Conference, which literally set the gold standard. Over the next 40 years, while other grand hotels were becoming, in the words of historian Dick Hamilton, “first-class bat roosts,” the Hotel went into decline, surviving mismanagement and multiple owners, but still, somehow, surviving. In 1986, the Mount Washington Hotel and the Bretton Arms Country Inn, originally the Stickneys' home while the Hotel was under construction, were designated National Historic Landmarks.

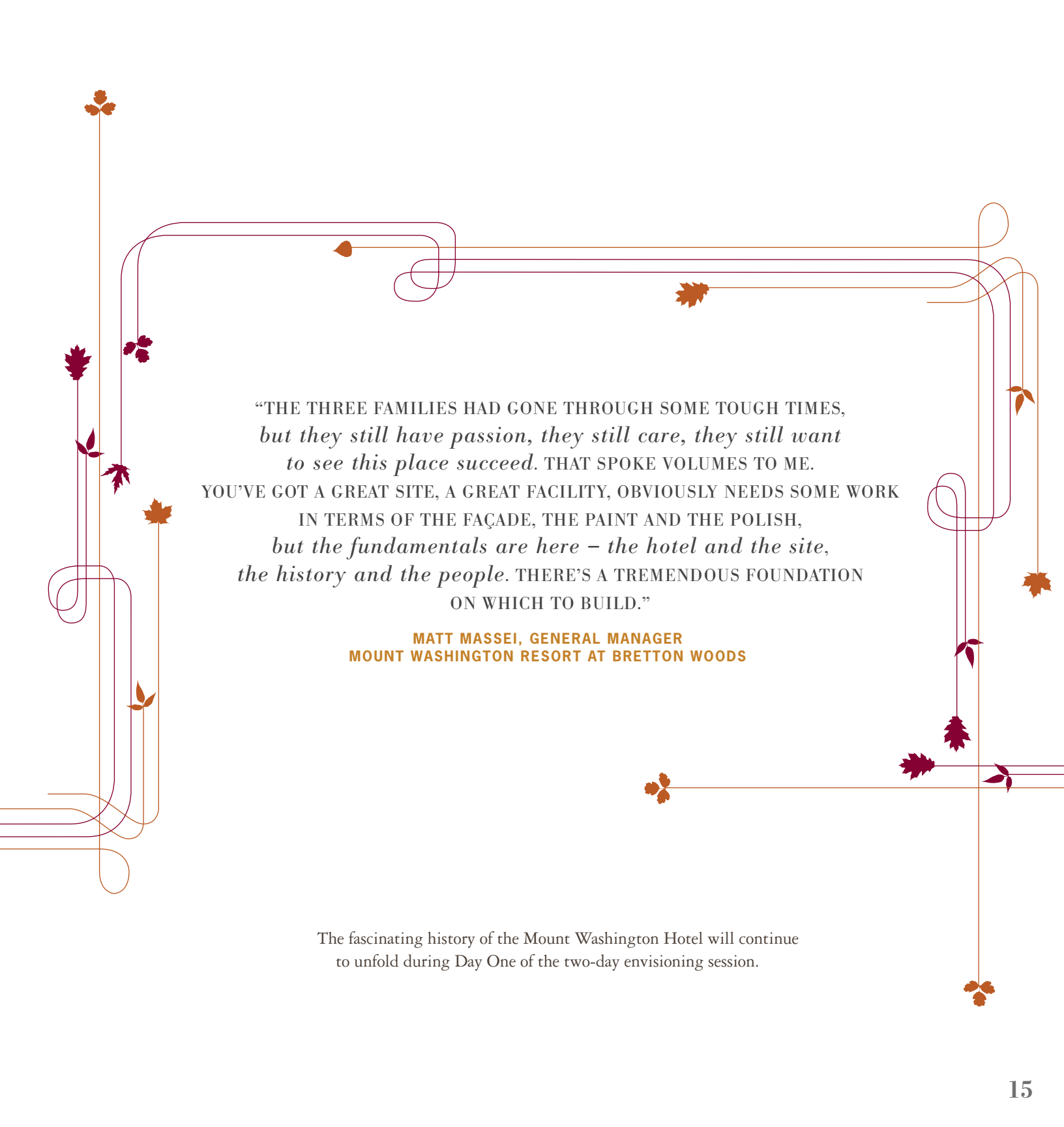
Then came the decline. In 1990, the Hotel went into receivership, and the FDIC invested \$1 million in renovating the hotel before putting it

– and everything in it – up for auction a year later. Though numerous hotel chains expressed interest, it was three local families – the Eameses, Presbys and Bedors – who won with a bid of \$3.1 million (and a down payment of only \$50,000 each).

The three families poured their hearts, souls and wallets into restoring the Hotel. From tatters and ruins, they brought it to a serviceable state – elegant enough to host Citicorp's international banking conference in 1994. Throughout the 1990s, the owners acquired numerous properties surrounding the hotel, including golf courses, the Ski Area, the Sports Club and other assets.

In 1999, the hotel remained open for its first winter season; the owners' goal was to make the Hotel the anchor of a top-tier, four-season resort. Much work remained to be done, however, and by 2005, with visions of a pedestrian village and more developments dancing in their heads, the owners realized their pockets weren't deep enough to help the resort realize its potential.

Enter CNL Income Properties and Celebration Associates, who formally acquired the resort on June 23, 2006.



“THE THREE FAMILIES HAD GONE THROUGH SOME TOUGH TIMES,
*but they still have passion, they still care, they still want
to see this place succeed.* THAT SPOKE VOLUMES TO ME.
YOU’VE GOT A GREAT SITE, A GREAT FACILITY, OBVIOUSLY NEEDS SOME WORK
IN TERMS OF THE FAÇADE, THE PAINT AND THE POLISH,
*but the fundamentals are here – the hotel and the site,
the history and the people.* THERE’S A TREMENDOUS FOUNDATION
ON WHICH TO BUILD.”

**MATT MASSEI, GENERAL MANAGER
MOUNT WASHINGTON RESORT AT BRETTON WOODS**

The fascinating history of the Mount Washington Hotel will continue
to unfold during Day One of the two-day envisioning session.

Captured Moments

ASIDE FROM ITS GRANDEUR, ITS HISTORY AND ITS LOCATION, WHAT IS IT EXACTLY THAT MAKES THE MOUNT WASHINGTON HOTEL A PLACE UNLIKE ANY OTHER?

Thumb-worn copies of paperbacks – Robert B. Parker mysteries, Stephen King chillers and other bestsellers – on the white wicker tables that line the verandah.



A five-year-old boy in suits, accompanied by his sister, wearing a pale pink dresses with matching headband, sitting down at the formal dinner table with their father (in a bowtie and navy crested blazer) and mother (in a Talbot's outfit, espadrilles and a single string of pearls).



The view of smoke rising from the Cog Railway, as it makes its way down the mountain.



The water-powered printing press, silent since 1999, that looks just the way the operator left it – albeit musty and with floorboards sagging.



Faint, almost invisible, water stains at the bottom of the columns in the lobby, perhaps from that night, just a few years ago, when a fierce storm literally blew the roof off the Hotel.



“Chief” Fred Hollis, the lanky, witty head of security – who has worked at the hotel forever and a day and who also happens to know all the secrets within its walls (and not a few tall tales).



The ghosts – of the Princess and of the unknown six-year-old girl in a red party dress – seen by employees and guests alike.



The grand staircase, at least a dozen feet wide, that once was the entrance for ladies to promenade in their finest gowns and tiaras.



The octagonal dining room that was built to ensure that nobody would ever have a corner table, and the former orchestra “pit” on its balcony.



The Tiffany glass on almost every door in the Hotel (except the suites, of course), glass that still retains its strength and beauty after more than a century.




New Hampshire's Lost Face

“MEN HANG OUT THEIR SIGNS INDICATIVE OF THEIR RESPECTIVE TRADES: *shoemakers hang out a gigantic shoe; jewelers, a monster watch; and the dentist hangs out a gold tooth;* BUT UP IN THE MOUNTAINS OF NEW HAMPSHIRE, GOD ALMIGHTY HAS HUNG OUT A SIGN TO SHOW.”

**DANIEL WEBSTER
19TH-CENTURY AMERICAN STATESMAN**

The icon to which Webster referred was the Old Man of the Mountain. Discovered in 1805, this man in granite profile was a miracle of nature and the icon of New Hampshire for just shy of two centuries, until it succumbed to gravity in 2003. The Old Man of the Mountain has passed, and New Hampshire is without an icon. How can we make the Mount Washington Resort the icon of New Hampshire and New England, a must-visit destination for all who venture to the Northeast?



PLAINSPOKEN: THE APPEALS AND CHALLENGES

Generally speaking, *the Mount Washington Resort at Bretton Woods* is already both viable and successful. *The most recent owners did an exceptional job of bringing the hotel back from the brink of extinction and surrounding her with stunning properties.* Our task is to elevate the resort to a whole new level, which means not only recognizing the myriad existing appeals, *but also acknowledging the challenges.*

The ski area, the hotel and the related amenities already add value to each guest's visit. *When we are done, however, it will also add value to the community of employees and guests as well as the surrounding communities by bringing in even more business year-round.*

Appeals

🌿 As of 1999, the hotel is operational year-round; it has three spectacular seasons of natural draws: skiing, foliage and hiking. Spring is brief but beautiful – the budding of lilacs and the scent of fresh mud in the pasture as a mare nurses her foal.

🌲 Few resorts have a “breathtaking” factor to the extent of Mount Washington. From the sense of arrival to the mountain in the background, no one can argue that the resort is anything but grand in every sense of the word.

🌿 Visiting Mount Washington is a ritual that is passed down through generations: Many guests at Mount Washington first came to the resort as children, with their parents and grandparents, and now they’re returning with their children (and grandchildren). This resort is a family tradition, or as Pat Corso puts it, “A giant cottage.”

🌲 The community, too, includes multiple generations of employees. One current painter’s great-uncle was an Italian mason who carved marble for the dining room back in 1901. Lee Brownell began working at the resort because both his mother and grandmother worked there. And for “Chief” Fred Hollis, head of security, Mount Washington is a family affair: his wife and both children work at the resort. Though, in true New Hampshire fashion, he is quick to point out that while he made introductions, they all had to land the jobs on their own merits.

🌿 Many current residents, both of Bretton Woods and of the surrounding communities, purchased homes because they visited so often that they were tired of the commute – so we already have proof that repeat visits encourage real estate purchase.

Challenges

🌲 Bretton Woods Ski Area is the largest in New Hampshire, but it is far from the most challenging. Despite nearly 100 runs, the vertical drop is only 1,500’, and the longest run is barely more than two miles.

🌲 Northern New Hampshire is bustling with ski resorts and developments, many of which are experiencing a decline in skier days; owners are struggling. To what extent does this concern us, and what might we do to “slump-proof” Mount Washington Resort?

🌿 New England, and New Hampshire in particular, is virulently resistant to change. How can we build in such a way as to evoke the sentiment, “That store? That’s always been there!” How can we embrace the essence of New England and allow it to guide us as we develop?

🌲 The Mount Washington Hotel certainly creates anticipation of delight among those who drive towards it. How can we ensure the entire resort delivers on that visual promise?

There is little argument that Mount Washington (the mountain) is New Hampshire’s greatest standing icon. And most New Englanders, if you ask, will say, sure, we’ve been up there once or twice. But the name recognition for Bretton Woods follows a different pattern: thanks to the 1944 monetary conference, it is better known outside the United States than within.

The State of New Hampshire is considering privatizing nearby Cannon Mountain, once home to the Old Man of the Mountain and still an historic and popular four-season destination (its property includes the New England Ski Museum). What impact, if any, might this have on our resort?





APPALACHIAN MOUNTAIN CLUB

We believe that the mountains and rivers have an intrinsic worth and also provide recreational opportunity, spiritual renewal, and ecological and economic health for the region. We encourage people to enjoy and appreciate the natural world because we believe that successful conservation depends on this experience.

FROM THE APPALACHIAN MOUNTAIN CLUB MISSION STATEMENT

THE APPALACHIAN MOUNTAIN CLUB (AMC) is one of New England's oldest and most respected organizations. Founded in Boston in 1876 by 34 outdoors enthusiasts, the organization has grown to more than 90,000 members who "promote the protection, enjoyment, and wise use of the mountains, rivers, and trails of the Appalachian region."

With 12 chapters and dozens of lodges, camps and huts from Maine to New Jersey, AMC is the premier organization for nature-lovers of all ages and skills.

AMC's Highland Center, located in Crawford Notch – named for the region's 'founding family' and original hoteliers, the Crawfords, and just a few minutes from the Mount Washington Hotel – is the group's newest four-season lodge. Exemplary

for its green building, exceptional healthy fare and relatively luxurious quarters, the Highland Center has long been a "cup of sugar" neighbor to the Hotel and Resort: Sometimes, groups larger than the Highland Center can accommodate will sign up for AMC outings – in which case, they are referred to the Hotel, which is better equipped to handle large groups. Other times, AMC members want to stay at the Hotel but find it a bit pricey for their range. Enter the Highland Lodge, with allergy-free rooms, bedding and towels by L.L. Bean, a community room with a gigantic fireplace and educational placards at every turn.

What possibilities could emerge from a strategic partnership between the AMC and the resort?



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Activities offered through Highland Center

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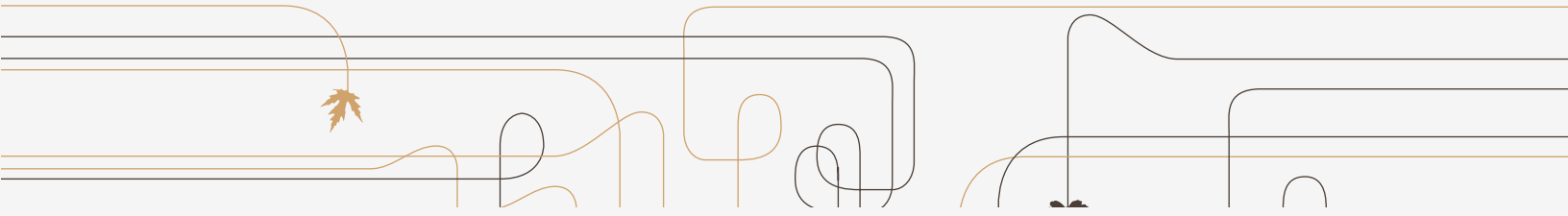
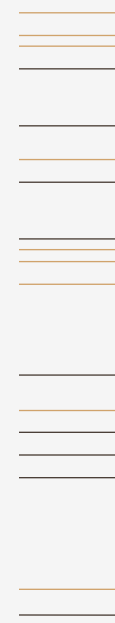
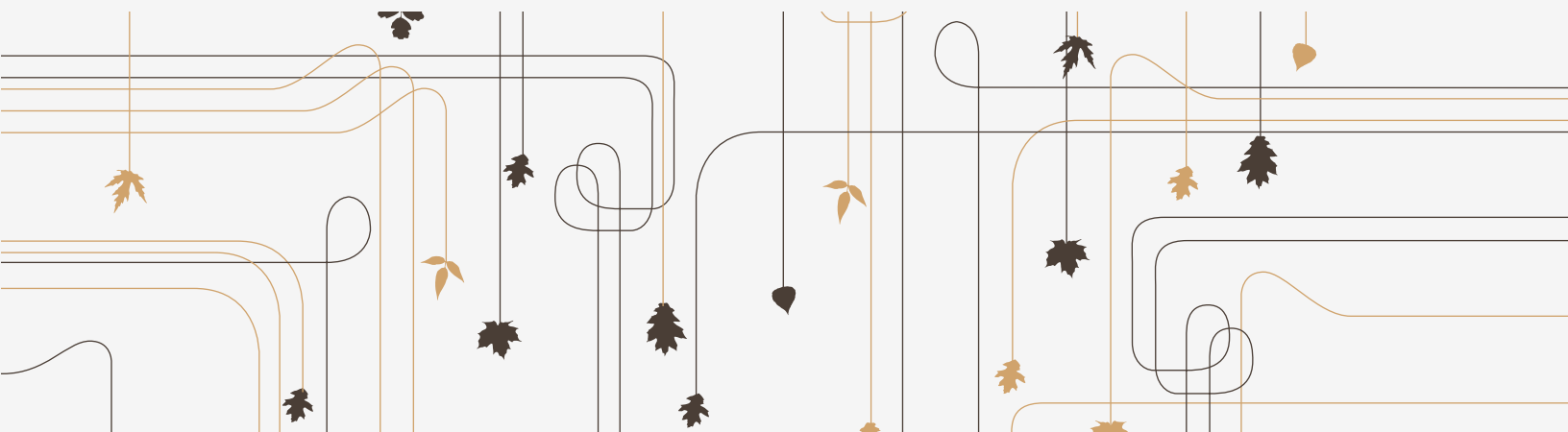
Hiking, Interpretive walks, Snowshoeing, Animal tracking,
Wildlife watching, Outdoors skills, Kayaking, Wilderness First Aid, Canoeing,
Green technology tours, Bird watching, Rock climbing, Ice climbing, Moose hikes,
Astronomy, Rappelling, AMC Outdoor Adventures, Mountain Classroom

AGENDA

Wednesday October 11th, 2006

- AM** 7:30 Continental Breakfast in the Dining Room
8:30 Welcome & Introductions, David Gouthro
9:00 Welcome & Introductions to Envisioning, Charles Adams, Celebration Associates
9:30 Envisioning Objectives & Expectations, Bill Baker, Envisioning + Storytelling
9:45 Break
10:00 Site Tour
- PM** 12:30 Chowder Lunch at Bretton Arms Inn
1:30 Site Tour Impressions
2:00 An Afternoon of Inspirational Presentations + Thought-Provoking Explorations
3:00 Break
3:15 Presentations Continue
5:15 Wrap-Up
6:15 Rock Salt Happy Hour at Stickney's Outdoor Patio (bring your sweater)
7:00 All-American Lobster Bake Dinner, Stickney's

Thursday October 12th, 2006

- | | | |
|-----------|--------------|--|
| AM | 8:00 | Continental Breakfast, Rosebrook Room |
| | 8:45 | Depart for The Base Lodge (bring your sweater) |
| | 9:00 | Review Homework Question |
| | 9:45 | Envisioning Begins |
| | 10:30 | Break |
| | 10:45 | Envisioning Continues |
| PM | 12:00 | New Hampshire BBQ Lunch |
| | 1:00 | Envisioning Resumes |
| | 3:00 | Break |
| | 3:15 | Envisioning Continues |
| | 4:30 | Wrap-up |
| | 5:00 | Session Concludes |
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PARTICIPANTS

All twenty participants have been selected for their specialized backgrounds and the expertise they bring in contributing to this session. Contributors include those with a wealth of experience and insight into destination resort creation, designing mountain villages, golf and winter sports technology, and trends and innovation, amongst others. There is no shortage of great thoughts. Or great thinkers.

CHARLES ADAMS

*Co-Founder and Managing Partner,
Celebration Associates*

Charles earned his MBA at Harvard and made his mark on the Walt Disney Company as Vice President for The Celebration Company and Walt Disney Imagineering, where he was instrumental in the design and development of Celebration, Florida as well as EuroDisney. From 1997 to 2004, Charles worked for CNL Hotels and Resorts. Under his purview, Celebration Associates made national headlines by restoring the historic landmark Homestead Preserve, a 12,000-acre conservation-based development. He currently resides in Hot Springs, Virginia, with his wife Lauren, and their four children.

KENNETH W. BAER

*Founding Partner and Chief Financial
Officer, National Resort Management*

A veteran executive of the resort industry, Ken's credits include ClubResorts and Pinehurst, where,

in addition to his executive duties, he served on the Executive Committee of the 1999 and 2005 US Opens. His previous experience includes being Corporate Controller for the largest independent hotel and resort manager in the country, as well as Controller for the Keystone Resort in Colorado. An active advocate for education, Ken lives with his wife, Barb, with their two children in Pinehurst, NC.

KATIE BARR

*Vice President,
Lou Hammond & Associates*

For more than a decade, Katie has guided to success everything from individual hotels and resorts to television shows, golf tournaments, ski resorts, conference centers, cookbooks – and much more. She consistently secures top-level national print and television coverage for clients, be it in *The New York Times* or on *The Today Show*. Prior to joining LH&A, Katie worked at boutique public relations agencies representing a wide range of A-list clients.

MICHAEL BRUNETTI
*Director of Development,
Celebration Associates*

Mike oversees all real estate development, sales and marketing, homebuilding, and resort expansion and renovations for the Mount Washington Resort. After earning his Bachelor of Science in Landscape Architecture from West Virginia University, he spent seven years with LandDesign, Inc. and seven with Clear Springs Development Company. He joined Celebration in 2000 and has been Director of Planning for all company projects, including the Homestead Preserve in Hot Springs, VA.

BYRON CARLOCK
*President & CEO,
CNL Income Corp.*

Prior to his current position, Byron was an executive with Atlanta Post Properties and W.B. Johnson Properties (founder of Ritz-Carlton Hotels), as well as Managing Director, Capital Markets for Crow Holdings International. A graduate of Harvard Business School, Byron is a full member of the Urban Land Institute and both a cultural and business leader in his community. He is married with three children.

PATRICK A. CORSO
*Co-Founder and Managing Partner,
National Resort Management*

As President of Pinehurst, Inc., Pat oversaw the restoration and growth of one of the premier golf destinations in the world. An award-winning executive, he has served on the board of numerous regional and national tourism and economic development organizations, as well as Habitat for Humanity. In 2003, Pat was appointed by the Governor to North Carolina's Economic Development Board. He and his wife, Judy, have three grown children and are rapidly acclimating to the cooler climate of New Hampshire.

MICHAEL COYLE
*Chief Strategy Officer,
Intrawest Corporation*

Michael's unique ability to fuse vision and strategy has become well known. He played a key role in building Intrawest Placemaking, the company's destination resort development division now known globally for its expertise in creating resort villages. In addition, he has launched two successful companies for Intrawest – Playground and Storied Places. Michael has also recently led the development of Intrawest's future business strategy. He is an avid golfer, skier, tennis player and a collector of 18th and 19th-century Canadian antiques. He is married to Susan and they have one son, Conor.

JANICE CRAWFORD
*Executive Director, Mt. Washington Valley
Chamber of Commerce*

Janice fell in love with Mt. Washington Valley while visiting her grandparents at the age of 5. (One could say her interest in hospitality is genetic, as her grandfather, Ray A. Walker, created one of the first series of East Coast travel guidebooks.) Prior to beginning her nine years at the Chamber of Commerce, she was a marketing director and teacher. Yoga, snowshoeing, gardening, walking and reading are her activities of choice. Connecting with her daughter and practicing Native American spirituality helps to bring balance to her otherwise work-a-holic tendencies.

RONNI FRIDMAN
*Senior Vice President,
Human Capital Strategy,
Crosland*

Before joining Crosland, Ronni was Senior Vice President of Creative Management and Human Resources for Walt Disney Imagineering, where she led the creative management and human resources teams worldwide. A recipient of the

Gallup Corporation Builder Hall of Fame award for outstanding leadership in people development, she collaborated with *New York Times* best-selling author Marcus Buckingham on *First, Break All the Rules and Now, Discover Your Strengths*.

RICHARD HAMILTON
Chairman,

The Flying Yankee Restoration Group, Inc.

A native of the White Mountains, Dick served for 35 years as President of the White Mountains Attractions Association. Prior, he was the founder and Executive Director of Ski 93, an association of six ski areas near I-93. He also founded the NH Travel Council, a statewide tourism advocacy group and was a founder of NEUSA, an international promotion group for New England. Additionally, Dick wrote the law for NH Tourism's Joint Promotion Matching Grants and served as its chair for 30 years. He currently serves on the Littleton Chamber of Commerce, is a Trustee of the Mt. Washington Observatory and is deeply involved with many other NH resource- and economic-based organizations. A mere 70 years young, Dick has been married for 44 years and has three grown children and six grandchildren.

DON KILLOREN

Co-Founder and Vice President,
Celebration Associates

A founding Principal of Celebration Associates, Don serves as the Chairman and Chief Executive Officer of the Clear Springs Development Company, LLC and co-manager of the Homestead Preserve. Previously, Don was Vice President of Community Development for Walt Disney Imagineering and Vice President and General Manager for the Celebration Company. Among many other initiatives, he spearheaded Disney's environmental strategy for Disney. Don is the Vice Chair of the Urban Land Institute's Community Development Council.

THOMAS E. LITHGOW

Director of Investments,
CNL Income Corp.

With 30 years of experience in Alpine and Nordic ski operations, Tom is a veteran of every aspect of operations, construction supervision, management, operations analysis and resort appraisal. For the past 14 years, his focus has been appraisal of ski and mountain resorts of all sizes. He has evaluated more than a hundred resorts, literally from coast to coast. A lifelong New Hampshireite, Tom's most notable non-consulting foray to the east was as a member of the Lake Placid Olympic Organizing Committee for the 1980 Games.

TODD MANSFIELD

Chief Executive Officer,
Crosland

For 11 years, Todd served as Executive Vice President/General Manager of the Disney Development Company. He then spent two years in London as Managing Director of Security Capital Group in London before joining Crosland in 1999. Currently, his focus is directed towards optimal investment of Crosland's financial capital and development of its human capital. Todd recently chaired the Urban Land Institute's International Placemaking Conference.

MATT MASSEI

General Manager,
The Mount Washington Resort
at Bretton Woods

Born in Virginia, Matt moved to suburban Boston with his family at a young age and remained there until college graduation. For the past 16 years, he has moved through the golf ranks at Pinehurst, where he was most recently Director of Golf. He developed a love for the hospitality side of the business as well as the game. Along with his wife and three children, Matt already enjoys the activities offered by the great outdoors of Bretton Woods.

STEVE MAULDIN
Senior Vice President
Mixed/Multi-Use Development,
Crosland

Steve is responsible for strategic planning and operational management of Charlotte area mixed-and multi-use projects. Prior to joining Crosland, Steve was a partner at Crutchfield Capital, where he served as CEO of two portfolio companies, Insight Imaging and Aviation Mobility. Earlier in his career, he established himself in various operating and leadership positions in the corporate, capital markets and multifamily areas of Security Capital Group.

STEVE MILLER
Executive Vice President
and Chief Marketing Officer,
Biltmore Estate

Steve serves on the Biltmore's Executive Committee to manage the strategic direction, marketing, and corporate planning for the company's numerous business divisions. He has chaired or been president of virtually every top-level tourism association in North Carolina, as well as being active in the business community. A Phi Beta Kappa graduate of the University of North Carolina, Chapel Hill, Steve is now an adjunct professor at UNC's Kenan-Phlagler Business School. Steve is an avid golfer and the proud father, with his wife, Debbie, of two grown daughters.

CATHY J. PATE
Partner,
National Resort Management

Cathy is responsible for sales and marketing at NRM. From January of 1991 through May of 2001, she was Vice President of Sales and Marketing for ClubResorts, owned by ClubCorp, a collection of prestigious destination resorts including Pinehurst and The Homestead. Cathy has worked with several other resort/hotel companies, marketing activities

including golf, spa services, tennis, equestrian sports and skiing. She and her husband, Gregg, have three grown children and live near Austin, Texas.

DAVID PERRY
Senior Vice President,
Aspen Skiing Company

David's career has covered the spectrum from marketing to real estate to mountain operations and heli-skiing. A Canadian by birth, David spent 25 years in the Canadian ski industry, most notably at Whistler/Blackcomb, where he created a marketing strategy that increased skier visits to 30% over a three-year period. After moving south, he became the eighth President and CEO of Colorado Ski Country USA, the trade association representing the Colorado ski industry. David and his wife, Kathy, have two mountain girls.

RUSSELL RANSON
Vice President,
Crosland

For the past 15 years, Russell has had primary management responsibility for new land selection and acquisition for Crosland's Land Development Division, including negotiating to acquire land and contracting with builders to sell developed lots, preparing feasibility studies, coordinating conceptual planning and all associated logistics. Married nine years with two children, Russell is an outdoors enthusiast whose hobbies include hunting, fishing, golf, skiing, boating and tennis.

PAUL SMITH
Founding Partner,
Envisioning + Storytelling

Paul is caught up in both the past and future. On one hand he's a dedicated collector of antique cars, 18th and 19th century decorative arts, and Native American art. On the other, he is a member of the World Futurists' Society and, through envisioning



E+S TEAM

BILL BAKER***Executive Vice President***

Prior to joining E+S, Bill was Managing Director of the Vancouver office of DDB. His experience spans the continents with multinational agencies including Saatchi & Saatchi and Grey. In addition to his management responsibilities at DDB, Bill spent much time helping organizations articulate the strategic vision and direction for their brands. He also worked with DDB Worldwide to develop, refine and deploy its suite of strategic planning tools. He attended college in New England and spent a summer working at The Balsams.

PAUL BELSERENE***Senior Strategic Storyteller***

Paul is in love with the way words are able to change people, and how people are able to change the world. A poet, creative writing teacher, meditation instructor and chemistry major, Paul commits every aspect of his life to helping others see around corners, finding words for unspoken ideas, and connecting what can be felt to what can be done.

SARAH CHAUNCEY***Strategic Researcher/Storyteller***

For the past two decades, Sarah has been a writer and producer for print, television and multimedia. In addition to helping companies dream big, she recently contributed an essay to an anthology benefiting disaster relief agencies (*Stories of Strength*). Sarah spent most of her formative years in New England, including the requisite summers in Maine. She lives approximately five miles outside the box.

GEOFF DUYKER***Vice President, Real Estate***

As Vice President, Real Estate for E+S, Geoff manages the fine balance between magic and logic for each and every project. Deadlines and deliverables are top-of-mind for Geoff, but so is uncovering and sharing the most authentic story possible.

STACEY ENNIS***Envisioning Project Manager***

With a degree in Business Administration and a background in organizing IPO road shows, Stacey understands that an inspiring location is essential to the success of an envisioning. As logistics coordinator for the envisioning team, Stacey is responsible for finding these amazing sites and ensuring that everyone has the resources they need, from scribbling notebooks to outstanding food.

DAVID GOUTHRO***Facilitator***

Drawing on 20 years of experience – working in a wide range of organizations on three continents – enables David to provoke leaders to question, challenge and change the way they work. Two years as a Performance Consultant with Wilson Learning and six years at Apple Canada led him to incorporate The Consulting Edge: Movers & Shakers, Inc. in 1988. Since then he has been helping people in organizations change the way they lead, manage, think, create and collaborate in support of achieving personal and organizational success. And becoming a first-time parent at the tender age of 48 has provided him with four-going-on-five years of refreshing new insights into the way life really works!





HOW GRAND IS GRAND?

Many hotel operators would like to refer to their properties as “grand hotels.”

MANY ERRONEOUSLY DO, based either on sheer size or starred luxury. So what, exactly, is a grand hotel? According to Dick Hamilton, Chairman, The Flying Yankee Restoration Group, a grand hotel is “any operation that can function by itself.” In yesteryears, this often meant complete self-sustainability, including produce and dairy farms, telephone companies, post offices, water provision, forestry and maintenance departments – even their own sewer companies.

Clearly, few hotels ever met that exacting standard, and fewer still maintain it to this day. The Mount Washington Hotel, was, is and always will be a grand hotel by Hamilton’s definition. Even the most self-sustaining property, though, must be viewed in various contexts.

North Star or Node?

The Mount Washington Hotel is the centerpiece of the resort, but it is also perceived as the least accessible property. For years, the Hotel was as exclusive as it looks; locals never figured they were welcome up on the road, much less in the lobby (and a guardhouse confirmed that feeling). Today, a small sign invites the public to explore, but old habits and feelings die hard. The public is also confused about what amenities are part of the resort and what aren’t. Many skiers who come to Bretton Woods have no idea that the Hotel is part of the same property. **Is the hotel the star around which the other elements of the resort revolve, or is it an equal part of the whole constellation?**

Jewel of New England

The Mount Washington Hotel is one of only three grand resort hotels that still stand in the White Mountains, and it is one of only a handful in New England. When the *New York Times* named the top remaining grand hotels in the country, Mount Washington and The Balsams were the only ones east of the Mississippi to make the grade (the others were The Ahwahee in Yosemite National Park; Grand Hotel on Mackinac Island, Michigan; El Tovar, at the Grand Canyon National Park in Arizona; and Paradise Inn, in Mount Rainer National Park).

Globally Grand

As far as we know, there is no international registry of grand hotels, but under the microscope of Hamilton’s definition, perhaps only a few hundred grand hotels remain worldwide. In this elite context, The Mount Washington Hotel, and other American grand hotels, are but babes in the mountains: Some European grand hotels began as castles or villas three, four, five centuries ago. Not all are as expansive as North American grand hotels: the Manor House Hotel, a 14th-century castle-turned-grand hotel set on 365 acres in Castle Combe, Wiltshire, England, has only 48 rooms, each one distinct. **While remaining true to Mount Washington’s New England heritage, what can we learn from other, older, grand hotels worldwide?**





The Cave

Now a tavern, The Cave was originally a speakeasy and place of gambling during Prohibition (1917-1933). With its stone walls and mossy ceiling, it was the perfect hideaway for a gentlemen's game of poker. Though it was an open secret, the law required local police to raid The Cave once per year. On the occasions of those raids, a few hours in advance, the guard house at the entrance to the Hotel would receive a phone call politely notifying them that New Hampshire's finest would be stopping by. Of course, that gave everyone in The Cave time to put away the booze and cards and appear a sober, law-abiding gathering place. It was all very civil.

Literary New Hampshire

IT HAS BEEN SAID – OFTEN – THAT THE THINGS NEW HAMPSHIRE GROWS
BEST ARE STONES AND POEMS. THE STATE HAS A LONG, PRODIGIOUS
AND ONGOING LITERARY TRADITION. AMONG THE WRITERS WHO HAVE
LIVED AND CREATED HERE ARE:

Robert Frost, Former U.S. Poet Laureate and unofficial New England Poet Laureate Emeritus



J.D. Salinger, reclusive author of *Catcher in the Rye*



Willa Cather, Pulitzer Prize-winner author of *My Antonia*



E.E. Cummings, award-winning poet



Bill Bryson, acclaimed travel writer (*A Walk in the Woods, I'm a Stranger Here Myself*)



Donald Hall, newly appointed U.S. Poet Laureate



Jane Kenyon, former New Hampshire Poet Laureate and Hall's late wife



John Irving, Academy Award™ winner and author of 11 novels including
The Cider House Rules and *A Widow for One Year*



Theodore Geisel, a/k/a Dr. Seuss



Hans and Margret Rey, creative “parents” of the mischievous monkey Curious George



Eleanor Porter, creator of Pollyanna



Grace Metalious, author of the controversial (certainly in the 1950's) *Peyton Place*





MT. WASHINGTON
COG RAILWAY

A vintage cog railway train is shown in a forested area. The train consists of a green coal hopper car filled with dark coal, a red and black engine, and a green passenger car with wooden window frames. The text "MT. WASHINGTON COG RAILWAY" is painted in yellow on the side of the coal hopper. A person is visible through one of the windows of the passenger car. The background is a dense forest of green trees under a clear sky.

OVER THE RIVER AND THROUGH THE WOODS

Beyond the grand verandah of the Mount Washington Hotel, on the other side of the Ammonoosuc River, past the expanse of the Bretton Woods Ski Resort, lie attractions and organizations that both create the character of the area and reflect it like the sun off an ice-covered branch.

HOW MIGHT THE RESORT BENEFIT, and how might the larger community benefit, from a partnership with one or more of these?

The Cog

One of the oldest attractions in the White Mountains, the Cog Railway was the brainchild of Sylvester Marsh, who came upon the idea in 1852, after becoming lost near the mountain's summit. People laughed at Marsh, telling him he "might as well build a railway to the moon." Along with Herrick and Walter Aiken, a father and son team from Franklin, they drove oxen hauling wood for 25 miles to Bretton Woods, and another six miles through dense forest to the base of Mount Washington.

On July 3, 1869, the first Cog, "Old Peppersass," climbed to the summit. It became an immediate hit, offering those who didn't have the wherewithal to climb the mountain to attain the heights

nonetheless. A newsletter, "In the Clouds," daily congratulated those who had summited, regardless of their technique (by foot, horse carriage or Cog).

The Cog is actually two pieces, an engine and a car, that are not physically connected. On the ascent, the engine uses coal and water to nudge the passenger car up the rails. (Take heed of local advice if you ride the Cog, and don't wear light-colored clothing). On the descent, the engine's role is to regulate gravity and prevent the car from careening down the mountain in under three minutes (the rumored record, from back when racing was allowed). A single round trip takes approximately three hours and uses one ton of coal and 10,000 gallons of water.

As of the 2004-05 ski season, the Cog carries skiers partway up the mountain: first, to a beginners' run, and then, further up, to a more advanced one. It's not quite Cat-skiing, but the rich charm and cozy warmth of the Cog car are undoubtedly a welcome break from the harsh cold of the lifts.

Mount Washington Observatory

The first meteorological observations on Mount Washington predated even the Weather Bureau. That organization's predecessor, the U.S. Signal Service, conducted regular observations on the mountain from 1870 to 1892. In 1932, the Mount Washington Observatory took up full-time residence atop the mountain, famous in winter for having the "worst weather in the world." It comes by this claim honestly: three different weather fronts approach from different sides of the mountain; the mountain then forces the air upward, where the fronts collide to make a "perfect storm" of weather misery (or fascination, depending on your perspective). In April 1934, a wind gust of 231 miles per hour was clocked, which to this day remains a world record.

The Observatory is a private, non-profit educational and scientific institution, its mission "to advance understanding of the natural systems that create the Earth's weather and climate, by maintaining its mountaintop weather station, conducting research and educational programs, and interpreting the heritage of the Mount Washington region."

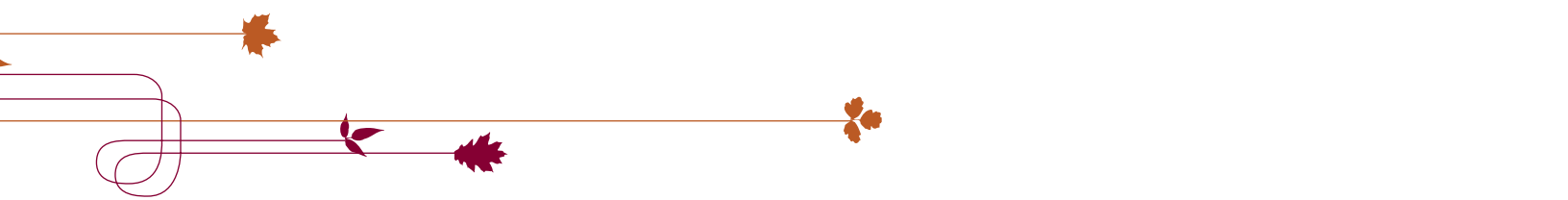
Educational opportunities offered by the Observatory include a Summit Museum, a nationally syndicated radio program ("The Weather Network," not to be confused with the cable channel), annual symposia, courses in the sciences and humanities, and interactive outreach programs for schools and groups.

The White Mountain National Forest

Literally and figuratively, the White Mountain National Forest is the Resort's single largest off-property amenity; it gives new meaning to the phrase "room with a view." The Forest offers guests and owners the opportunity to get off the verandah and into nature – which in itself is one of the main reasons people visit the area. At nearly 800,000 acres, extending across northern New Hampshire and into southwestern Maine, the Forest offers endless recreation for all ages and ability levels, from guided nature walks to deep backcountry ice climbing.

Among the most significant mountain ranges in the WMNF are the Presidential (in which the Resort lives), the Franconia, Twin, Bond, Sandwich, Willey and Carter ranges. The Forest features 48 mountains that rise above 4000', making it a popular destination for hikers and "peak-baggers." At 6,288', Mount Washington is the tallest. Of the 1,200 miles of hiking trails, 160 are part of the Appalachian Trail.

On an environmental front, the Forest includes five Congressionally designated (protected) wilderness areas total 115,000 acres: the Presidential Range/Dry River Wilderness (27,380 acres), the Great Gulf Wilderness (5,552 acres), the Sandwich Range Wilderness (25,000 acres), the Caribou/Spotted Mountain Wilderness (12,000 acres), and the Pemigewasset Wilderness (45,000 acres). Within these areas are 12,000 acres of wetlands; 4,750 miles of streams; 67 lakes and 35 watersheds, making the Forest a singular destination for naturalists from all over New England, as well as some from the mid-Atlantic and eastern Canada.



“IF IT WERE A CUISINE, *New Hampshire Fall* would combine
curry powder, maplesyrup, garlic, tutti-frutti, basil, scallions,
chocolate black as the human heart, chile relleno, fresh pineapple,
and Coleman’s mustard - CHOPPED AND MASHED TOGETHER, MAYHAP,
IN THE CUISINART OF THE MIDDLE DISTANCE.”

DONALD HALL
UNITED STATES POET LAUREATE AND FORMER NEW HAMPSHIRE
POET LAUREATE SEASONS AT EAGLE POND



The Willeys

You know the phrase (usually said while shivering), “Ooh, that gives me the willies.” Well, the correct spelling is “Willeys,” and locals love to tell the story of its origins, just a stone’s throw from the Mount Washington Resort.

In 1826, the Willey family lived in Crawford Notch. To protect themselves from landslides, they built a shelter just down the mountain from their home. One summer morning, following an epic storm, the Willeys heard the rumble of a landslide up above. They closed up their house and hid in the shelter. In a tragic twist of irony, however, a large boulder behind the main house diverted the landslide into two fierce-flowing rivers of rock and scree that neatly circumvented the Willey house, leaving it unscathed.

The shelter, however, was not so sturdy, and the entire family perished as their ‘safe house’ was destroyed.”

Animal-watchers have plenty to keep them busy, here, too: Moose, white-tailed deer, ruffed grouse and black bears are just a few of the animals that make their home in the Forest, along with 184 species of birds. 110 are exclusive to summer, 35 are migrant (or winter) species, and 38 live in the Forest year round.

The Frost Place

“THERE IS NO OTHER *poetic institution in the United States that feels more consecrated* TO THE POEM ITSELF.”

**DONALD HALL
UNITED STATES POET LAUREATE**

Robert Frost and his wife, Elinor, lived on the property full-time from 1915 to 1920, and then for 19 summers. Frost attempted to be a farmer, but he was more gifted with words than with animals. His single cow, for example, was required to adhere to the schedule of Frost’s muse, often enduring milkings at noon and midnight. After Elinor died in 1938, Frost could not bear the painful everyday reminders of his lifelong love, and he moved to Vermont.

Hidden among the wildflowers of Franconia, The Frost Place became a museum and retreat in 1976. For the past 30 years, the Frost Place has awarded a fellowship each summer to an emerging American poet, offering the opportunity to live and write in the house for several months. Additionally, the Frost Place sponsors an annual Festival and Conference on Poetry, with a faculty of well-known writers. This conference has recently expanded to include a “young poets” conference for high school students, a teachers’ conference and an advanced poetry seminar.

Curious George Cottage

The Curious George Cottage in Waterville Valley is the former summer home of Hans and Margret Rey, creators of the loveable monkey, Curious George. In addition to their legacy of writing and illustration, the Reys were active in their concern for the environment (including calls for renewable energy), astronomy, natural history, photography, concern for animals, gardening, walking, bicycling and – passionately – experiential learning for children.

Following this heritage, the Cottage is a multigenerational center for learning and exploration, mixing art and science, physical and intellectual, young and old and – of course – encouraging endless curiosity.

North Conway

Bretton Woods may not have its own shopping destination (yet), but it is only 30 miles from one of the best-kept secrets in New England: the outlet stores of North Conway. While outlet stores are sprinkled throughout the region, New Hampshire’s lack of sales tax makes this the ideal place for thrifty New Englanders to stock up on Ralph Lauren, Liz Claiborne, Brooks Brothers, Bass, J. Crew, L.L. Bean, Rockport and, for the gadget-minded, Brookstone (among others).



BUYERS IN THE BACK YARD

Though areas in northern New England are sparsely inhabited, much of the region is densely populated.

IF ALL SIX STATES (Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire and Maine) were merged into one, New England would rank 20th in landmass, behind North Dakota. Its population, on the other hand – more than 14 million – would rank fifth, behind Florida. New England is home to some of the United States’ wealthiest, best-educated and outdoorsiest folks, all of whom are potential visitors and buyers for Mount Washington. And then there’s New York, which singlehandedly almost doubles the number.

Greater Boston area

Once called “The Athens of America” for its concentration of universities and scholars, Boston is the largest city in New England and a major hub for industry, education and technology. Fewer than 20% of the greater area’s residents live in Boston proper, preferring the sprawling green of the surrounding rural areas. Bostonians pride themselves on being down-to-earth. So they might go to the opera in jeans and a polo shirt. It doesn’t mean they don’t have money; in cultural context,

it means they do. They also seek an authentic, intellectual experience as much as a physical one – say, discussing Nietzsche while bagging peaks.

Southern New Hampshire

Though those who live in the north country take pride in doing so, New Hampshireites from all areas are still the quintessential New Englanders: terse yet good-hearted, well-educated, outdoorsy and wary of outsiders. Because the southern part of the state is more densely populated, the White Mountains are a natural (and quick) escape for those who wish solitude and time with nature – not to mention hiking, canoeing and all those other activities. Southern New Hampshire is a region rich in culture and education (not unlike the Boston area). What can we offer these near-neighbors that they don’t have at home?

Pithy Proverbs of New England

AS ONE PROVERB GOES, “AN OUNCE OF EXPERIENCE IS WORTH A POUND OF THEORY.” ONE CAN TALK ENDLESSLY ABOUT THE PERSONAL CHARACTERISTICS OF NEW ENGLANDERS, BUT SUCH DISSERTATION WOULDN’T BE TRUE TO THE SUCCINCT NATURE OF THE PEOPLE. INSTEAD, HERE ARE SOME QUINTESSENTIALLY NEW ENGLAND PIECES OF WISDOM THAT REVEAL THE PURITANICAL RESIDUE THAT LINGERS IN THE REGION’S COLLECTIVE CONSCIOUSNESS

:

“Use it up, wear it out, make it do, or do without.”



“One demonstrates class by not showing it.”



“He who feels the benefit should feel the burden.”



“The world is your cow. But you have to do the milking.”



“Money is flat and meant to be piled.”



“Dogs have so many friends because they wag their tails instead of their tongues.”



“Cut your sail according to your cloth.”



Connecticut

Connecticut is a hybrid of New England and New York. On the one hand, the state has a distinctly New England composition, complete with small towns, village greens punctuated by church steeples, seaside attractions, countryside farms and leading-edge businesses. In the 1970s, though, many Manhattan businesses, particularly insurance companies, took advantage of Connecticut's lower tax rate and moved their headquarters north. In addition, many of its towns, function as suburbs of New York and are home to Manhattan executives who desire a bit of acreage in their home lives. Despite pockets of poverty, Connecticut is home to four of the wealthiest towns (median household income) in the United States.

New York

Generalizing New Yorkers is like trying to generalize about all people named Bob. Some who will be drawn to Mount Washington are from the old families of the Upper East Side (who, it should be said, have a bit more flair for the formal than their Boston counterparts). Others may be artists of all stripes from Greenwich Village and Soho (two

distinct areas themselves), looking for inspiration or maybe just a great hike. What they have in common is a culture that lives in fast-forward, verbosity, an introspection – and willingness to lay themselves bare – not generally found among New Englanders. That and a desire, a need, to escape the city. *Really* escape the city.

Montreal

Montreal is one of the world's most livable cities, rich in history, culture, intellect, architecture, nightlife and culinary experiences. So why would its residents head south? Montrealers are spontaneous, and they have an insatiable curiosity and zest for life, whether motivated by the urge to explore a shared (but different) Acadian history, to hike the White Mountains, or to sample the local food and beverages (Blueberry Pilsner, anyone?).

Although these are currently the primary markets for the Mount Washington Resort, a rebranded resort will draw in a broader range of visitors and, if history patterns hold, visitors often become buyers. Who is our ideal guest and/or buyer?

What is the experiential value of a home at Mount Washington? The middle class of this country is in a real estate slump, and the affluent can choose any place they like. Buyers now pay for the experiences they will have in and around their homes rather than the face value of the property. How will the location of these home, their accessibility to what owners value, add quality to buyers' lives?

THE OTHER SIDE OF THE MOUNTAIN

The good news, in terms of the competition, is that nobody else has Mount Washington in the back yard.

THE MOUNTAIN ITSELF IS A DIFFERENTIATOR, as is the hotel. And while few grand hotels remain in the area, each has its own unique set of attractions. The bigger competition, perhaps, is with Vermont and Maine. We'll learn more about the distinguishing characteristics of New Hampshire's sibling states in the session, but for now, here are nutshell descriptions of the places our target market is most likely to stray.

Wentworth-By-The-Sea

This Seacoast resort, once a 19th-century grand hotel and re-opened in 2003 by Marriott, is the destination of choice for Bostonians (or others nearby) who want a coastal vacation. Only an hour from Boston, Wentworth is just a few minutes from the vast shopping and dining experiences of downtown Portsmouth. Built as an inn and annexed outward, as many grand hotels were, Wentworth is now a hotel and spa, not a full-fledged resort.

The Balsams Grand Resort Hotel

Perhaps Mount Washington's greatest competitor, The Balsams is an equally old, storied grand hotel in Dixville Notch. Family-oriented activities and amenities of all kinds are offered directly from the hotel; its rich culinary legacy now includes cooking classes and signature recipes available online; and it is operated by Delaware North, a resort operator known for having created GreenPath, a sustainability model used in all their properties.

Mountain View, the Grand Resort and Spa

Another White Mountains grand hotel, Mountain View recently underwent a \$20 million renovation that many locals feel "went too far" and turned the classic into kitsch. Like Mount Washington, it is a majestic hotel with an expansive view and wide array of activities, from golf to horseback riding. It also went bankrupt and was shuttered for sixteen years. **What lessons can we take from the over-restoration of Mountain View?**



ANYTHING I CAN SAY ABOUT NEW HAMPSHIRE *will serve almost as well about Vermont*, EXCEPTING THAT THEY DIFFER IN THEIR MOUNTAINS. THE VERMONT MOUNTAINS *stretch extended straight*; *New Hampshire mountains curl up in a coil.*

ROBERT FROST
FROM "NEW HAMPSHIRE"



Vermont

When people think of New England, especially for foliage and skiing, their minds often turn first to Vermont. A well-branded state, Vermont is New Hampshire's strongest competitor and is currently the destination of choice for New Yorkers.

Frost pretty much said it all. The big difference in the twin states (Vermont looks like a funnel; New Hampshire looks like an old sleeping-cap) is that Vermont is well branded. It's not just Killington, Stratton and Stowe, though all three are popular ski destinations. Vermont is perceived as – and perhaps justly so – more friendly and welcoming than New Hampshire.

The Green Mountain State is known for its ski resorts in winter; its golf, fishing, hunting – as well as writing retreats, opera and theater festivals in summer; and its foliage in autumn. Add to that the 18th-century tradition of the Equinox Resort in Manchester and the year-round draw of the Woodstock Inn and Resort, and Vermont as a whole presents a formidable challenge.

In what ways can New Hampshire become more differentiated from Vermont, and Mount Washington from its neighboring competitors?

Maine

Maine is home to not only an extended coastline of "summahfolk," people who spend June, July and August at cottages, but also to Mount Katahdin, the northern terminus of the Appalachian Trail. With "Vacationland" on their license plates and a welcome sign that reads "The Way Life Should Be," Maine, like Vermont, has a strong identity as well. With 30-some state parks, Maine features more than 2,500 lakes and 5,000 streams, making it an ideal destination for hikers, hunters and fishermen.

TECHNICOLOR THOUGHT-STARTERS

How can we make the historical aspects of the resort interesting to younger visitors?

Given New Hampshire's rich literary and artistic traditions, what could we do to make the resort a destination for artists?

What is the role of the village in uniting the disparate pieces of the resort?



What one thing could be added to this resort to provide a truly transformative experience for guests?

How might we partner with local businesses and organizations in ways that are mutually beneficial?

How can we appeal to the brain trust of Boston and convince them that this is an unparalleled destination for intellectual, as well as physical, retreat?



THE PARTNERS

Celebration Associates

Celebration Associates is the Managing Partner of the resort and owns the developable real estate.

Partners Charles Adams and Don Killoren were instrumental in the design and development of Celebration, Florida, near Orlando, which was hailed as the “Most Advanced Community in the Country from 1996-1998” by The Guinness Book of World Records.

They are perhaps best known for The Homestead Preserve in Virginia, a 400-year-old property that solidified Celebration’s reputation for protecting the natural environment, as well as architectural and cultural authenticity, while simultaneously creating a comfortable, contemporary way of life.

Crosland

Founded in 1937, Crosland is one of the Southeast’s leading diversified real estate companies. Its expertise in retail, multifamily, office, land development and general contracting enables it to be an innovator in multi- and mixed-use development.

Headquartered in Charlotte, N.C., Crosland has offices in Raleigh, Orlando, Tampa and Nashville, and develops, builds and manages properties in the Carolinas, Florida, Tennessee and Virginia. The privately held company’s current portfolio has a market value exceeding \$1 billion. For more detail, visit crosland.com.

Crosland is also a financial partner in Homestead Preserve, and Crosland’s President and CEO Todd Mansfield was also directly involved in the development and success of Celebration, Florida. Crosland is Celebration’s financial partner in Mount Washington.

CNL Income Properties

CNL Income Properties, Inc. is an unlisted real estate investment trust (REIT) that acquires properties and leases them on a long-term, triple-net basis. CNL Income Properties invests in properties that we believe have the potential to generate long-term revenue based upon certain demographic data, associated concentrations of wealth and other underwriting criteria and models the company has developed. CNL is the owner of the Mount Washington Resort.

National Resort Management Group

National Resort Management Group is one of North America’s premier resort operations companies whose principals have held positions of leadership at some of the top resorts in the U.S. including Pinehurst, The Homestead, Firestone, Palmilla, PGA National, and Barton Creek. NRM is the operating partner of Mount Washington, reporting to Celebration.

About Envisioning & Storytelling

“THE SHORTEST ROUTE BETWEEN TWO PEOPLE *is a story*,” SAYS DIANNA CARR, A SENIOR STORYTELLER AT ENVISIONING + STORYTELLING, *one of the world’s most successful story management consultancies*. WE’RE IN THE KITCHEN OF THE E+S OFFICES IN WEST VANCOUVER, *a place of recycled-timber beams, high open spaces, walls of books and lots of Aboriginal and folk art*. THE KITCHEN SMELLS GREAT. COOKIE DOUGH AND COFFEE, I THINK, *though this might only be the story the country-kitchen table is subconsciously telling me*.

The heart of the E+S methodology, CARR EXPLAINS, *is the “envisioning” session, WHERE E+S TEASES OUT THE NARRATIVE STRANDS THAT MAY BE WOVEN TOGETHER into a compelling company or product “story.” A STORY THAT’S TRANSFORMATIVE TO THE CLIENT, TO BE SURE, but also transformative to the target consumers. BECAUSE STORIES DO COMPEL PEOPLE TO ACT. “People are looking for things that will touch them emotionally, that will help them connect,” CARR SAYS.*

[SEVERAL HOURS LATER] I STEP OUT OF THE OFFICES OF E+S *feeling exhilarated*. THIS KIND OF THING HAPPENS TO ME *after lively discussion WITH INTELLIGENT PEOPLE, which is what I’ve just enjoyed*. IT LIKEWISE HAPPENS *after a bit of practical human business – IN THIS CASE, THE highly refined strategies WE DEVELOP TO SELL THINGS – SEEMS TO CRACK OPEN AND reveal something of concern TO THE HUMAN HEART.*

TIMOTHY TAYLOR
FROM A FEATURE ARTICLE ABOUT E+S
ENROUTE MAGAZINE, 2006



“WHAT IS REQUIRED IS *sight and insight*
– *then you might* ADD ONE MORE: *excite.*”

ROBERT FROST

E+S