



# Michael McCall:

## Leading, Strategizing, Creating, Managing & Communicating

### **Leading:**

Hospitality development | Retail development | Leisure development | Entertainment development | Real estate transactions | Cross functional leadership & collaboration | Strategic alliances, business relationships & legal documentation | CapEx and pro forma budgeting & scheduling | Organizational & team structuring | Casting & hiring employees | Scoping, contracting & supervising third party consultants | Financial reporting & compliance | Governmental, public & community relations

### **Strategizing:**

Addressable market | Product positioning, objectives & KPIs | Consumer, market, competitive and product research & SWOT analysis | Rapid hypothesis prototyping | Use case scenarios & consumer journeys | Leading qualitative and quantitative strategy/product testing | Feasibility & sensitivity analysis | Leading marketing strategy, brand archetype, brand manifesto, brand voice & brand mark

### **Creating:**

Ideation & conceptual development | Casting, scoping & contracting of design and engineering resources | Leading storyboarding, POVs & renderings | Large-scale masterplanning & site planning | Space programming, demand & capacity analysis | Art directing | Leading and managing architectural & interior design, materiality, lighting, landscape, FF&E & special systems and features

### **Managing:**

Blue Sky to CD design management | Pre-Development & entitlements | Project management & construction management | Negotiating construction and FF&E contracts | Contract management | Pre-opening & launch operations | Casting and managing legal resources | Supervising internal team

### **Communicating:**

Written, visual & numeric strategic communications | Community engagement | Copywriting, storytelling & narratives | Visual design & art directing | Executive presentations & communications | Internal communications & organizational engagement | Public speaking | Project evangelizing

**Software:** Apple Mac & iOS: Pages, Numbers & Keynote | MS Word, Excel, PowerPoint | Omni Suite

**President** April 1992 to present

**Strategic Leisure** ([StrategicLeisure.com](http://StrategicLeisure.com))

Founded and lead a strategic, creative and implementation consultancy, targeting a range of client needs and often acting as the owner's representative. Clients and projects include The Walt Disney Company, Sony, Fair Oaks Farms, Inner Arbor Trust, Ponte Fresco, Yorkshire Forward, Red's Rec Room (Brunswick), WonderCamp, Pigeon Falls Village, Amazon Audible, Yuba County Recreation (Forsythe), Shimmin Canyon Vineyard (Forsythe), Select Milk Producers, Navy Pier, Lambs Farm, Field Museum of Natural History, and the City of Scottsdale. ***Some of these engagements are described below.***

**Chief Strategy Officer** *February 2017 – August 2020 (via Strategic Leisure)*  
*Fair Oaks Farms, Fair Oaks, Indiana*

CSO of Fair Oaks Farms agritourism destination in the Chicago market, reporting to the CEO of the parent company, Dallas-based Select Milk Producers (which sold Fairlife to Coke in early 2020).

- Led and managed the strategy, creative concept, design, art direction, contracting, budgeting and scheduling, construction and furnishing of a bespoke Marriott hotel, featuring original architecture and room types, interior design and art, and on time & on budget delivery, resulting in 50%+ occupancy in the first quarter of operations.
- Authored the repositioning strategy for the 15-year old Agritourism Attraction to become a Country Destination; and budgeted, cast, contracted, and led consumer and business research, marketing strategy, and rebranding, providing the foundation for the evolution of Fair Oaks Farms.
- Led the strategy and physical planning of the manifestation of the Country Destination strategy, cast the team, defined the space program and led the masterplanning of a 300-acre exurban resort community, designed to extract value from unused farmland.
- Led the strategy, casting, contracting, budgeting, scheduling, scripting, design and development of the Robotic Dairy exhibit and experience, attracting and negotiating contracts with three industry sponsors, including the Swedish based DeLaval International AB.
- Led the strategy, budgeting, contracting, merchandising, F&B, and operations of a 6,000 tree Apple orchard, increasing attendance by 4x.
- Strategized and led the design, engineering, budgeting, scheduling, branding and the largest rezoning in County history for a fully entitled, shovel ready, 530 acre Industrial Park, designed in a park setting. Hired an acclaimed landscape architect and sculptor to design the shared stormwater management and parkland, with a sitewide sculpture branding the land: and led the conceptual design of a community center, all serving to attract the needed workforce.

**President and CEO** *January 2012 – April 2017 (via Strategic Leisure)*  
*Inner Arbor Trust, Columbia, Maryland*

Authored the strategy and concept of the Inner Arbor Plan. Orchestrated the Columbia Association's enabling legislation that adopted the Plan that conveyed land control of the 50 acre Symphony Woods surrounding the legendary Merriweather Post Pavilion amphitheater in the heart of downtown Columbia. Formed the Inner Arbor Trust 501(c)(3) entity and recruited board members, secured \$10 Million in funding, and performed all fiduciary and compliance responsibilities as the executive officer of the corporation.

Led the selection, scoping, contracting, design, art direction, and project management of an internationally acclaimed team of designers, architects, engineers, market research & economic consultants, and fabricators and contractors. Led extensive quantitative concept testing and demand research. Led the creation, presentation and the unanimous approval of entitlements for Merriweather Park at Symphony Woods. Recorded the Site Development Plan (schematics). Led the design, construction and on-budget delivery of the parametrically designed, award winning Chrysalis Amphitheater | Sculpture | Pavilion.

**Consulting Developer / Developer** *April 2004 – December 2008 (via Strategic Leisure)*  
*Pigeon Falls Village, Pigeon Forge, Tennessee*

Strategy, programming and masterplanning of \$600 Million, 180 acre Entertainment Resort Village (entertainment, retail, food & beverage, hotel and condominiums) in Pigeon Forge, TN. Fully entitled the development with the Corps of Engineers, Tennessee Department of Environment & Conservation, Tennessee Valley Authority, and the Cherokee Nation. Secured a partnership with the City of Pigeon Forge for funding of \$120 Million of public infrastructure via Sales Tax Increment bonding. Secured land control. Signed Co-Development Agreement with Charlotte-based mixed-use developer, Crosland.

**Consulting Development Director** *October 2005 – April 2006 (via Strategic Leisure)*

**Ponte Fresco Chicago, Illinois**

Authored the "Spa Kitchen" brand strategy, authored the "You Are What You Eat" product positioning, conceived and art directed the environmental brand graphics, led the design, contracting, budgeting, and scheduling; and managed the on-budget construction and non-kitchen FF&E of Ponte Fresco, the adaptation of the client's original fast casual restaurant in Puerto Rico.

**Strategy Consultant** *June 2002 – December 2002 (via Strategic Leisure)*

**Yorkshire Forward, Leeds, England**

Yorkshire Forward, an economic development arm of the British Government, sought to rejuvenate Sheffield and the surrounding region by developing a "Digital Content Hub." In furtherance of the client's objectives, proactively authored the executive briefing on Apple and the strategy for attracting Apple, introduced Yorkshire Forward to Apple, and arranged and led successive meetings with Apple in New York, Cupertino and London. Just over a year later, Yorkshire Forward announced, "Apple...has chosen Yorkshire and Humber to collaborate on a groundbreaking program for delivering the latest industry training and qualifications to meet employers' needs."

**Consulting Development Director** *January 1996 – September 1997 (via Strategic Leisure)*

**Red's Rec Room, Edmonton, Alberta, Canada**

In only eight months, strategically defined, designed and led the on time, on budget delivery of the 107,000 sq. ft. Red's Rec Room for Brunswick Corporation. Art directed the brand, brand marks and all collateral materials. Led and managed the environmental design, store layout, FF&E, F&B, live music, and gift store merchandising. Red's featured bowling, billiards, games, a restaurant, brew pub, nightclub, cigar bar, and gift store in the West Edmonton Mall, Alberta, Canada. Subsequent to opening Red's, led and conducted extensive ex post facto consumer research, analysis and business planning.

**Vice President** *April 1982 – April 1992*

**The Enterprise Development Company, Columbia, Maryland**

Worked for mentor, renowned developer and Presidential Medal of Freedom recipient, James W. Rouse; best known for Boston's Faneuil Hall, Manhattan's South Street Seaport, Baltimore's Harborplace, the 100,000 person community of Columbia, Maryland.

- Led high margin, multi-cultural strategic development consulting in the Pacific Rim, Europe and the United States; including Japan; Singapore; Australia; England; Spain; Newark, NJ and Chicago.
- Led the team in a two and half year, profitable joint venture with The Walt Disney Company, providing cross-functional leadership with and navigating between Disney's Strategic Planning, Imagineering, Disney Development, and the Parks & Resorts (operating) divisions; strategizing, researching, scenario writing, and economically & physically designing prototypes of urban entertainment.
- Led all aspects of the development of two retail/entertainment Festival Marketplaces, including the legal transaction, budget, merchandising plan, merchandising & design of anchor tenants, architectural, and environmental design, branding, leasing, construction, marketing, and opening.

**Educational & Professional**

BA in Economics from St. Cloud State University; graduate of Leadership Minneapolis; recipient of Certificate of Recognition from Howard County, Maryland; past member of the ULI, ICSC, and IAAPA; past member of the Purdue University Northwest Society of Innovators Executive Roundtable and the Northwest Indiana Forum's "Ignite" Regional Economic Development Strategy. Married to Barbara McCall, and together they are the proud parents of an Eagle Scout, who works in Cupertino.