



STRATEGIC LEISURE®



Michael McCall, President, Strategic Leisure

Michael McCall: Leading, Strategizing, Creating, Managing & Communicating

Leading:

Cross-functional leadership, management & collaboration | Strategic alliances, business relationships & legal documentation | CapEx and pro forma budgeting & scheduling | Organizational & team structuring | Casting & hiring employees | Casting, scoping & contracting external resources | Financial reporting & compliance | Governmental, regional, community & industry relations | Multi-cultural business experience on five continents

Strategizing:

Addressable market definition | Primary objectives & intended secondary benefits | Consumer, market, competitive and product research & SWOT analysis | Product positioning & rapid hypothesis prototyping | Use case scenarios & consumer journeys | Leading qualitative and quantitative strategy/product testing | Feasibility & sensitivity analysis | Leading marketing strategy, brand archetype, brand voice & mark

Creating:

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

Managing:

Budgeting & scheduling | Contracting and contract management | Public entitlements | Design, mockups, materials and color reviews | Leading design and pre-construction meetings | Leading construction & pre-opening operations | Launch operations

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



President 1992 – present

Strategic Leisure (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 for special projects. Clients and projects include The Walt Disney Company, Sony, Fair Oaks Farms, Inner Arbor Trust, Ponte Fresco, Yorkshire Forward, Red's Rec Room (Brunswick), Sears Tower, WonderCamp, 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. A few roles & results are described below.

Chief Strategy Officer 2017 – 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 furnishings of a bespoke Marriott hotel, featuring original architecture and room types, interior design and art, and on time & on budget delivery; and 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 three industry sponsors, including the Swedish based DeLaval International AB.
- Led the strategy, budgeting, contracting, retail and F&B for 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, where industry is literally in a park. Hired acclaimed landscape architect and sculptor to design the shared stormwater management and parkland, with a site-wide sculpture branding the land: and led the conceptual design of a community center, all serving to enhance the quality of life and attract the workforce.

President and CEO 2012 – 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 to receive the land, and secured \$10 Million in State, County and Columbia Association funding.

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 contractors. Led extensive quantitative concept testing and demand research. Led the creation, presentation and the unanimous approval of the Merriweather Park at Symphony Woods. Recorded the 85 mylar sheets of the Site Development Plan, making it the plan the law of the Park land.



Ponte Fresco Developer 2006 – 2007 *(via Strategic Leisure)*

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.

Yorkshire Forward Advisor 2002 *(via Strategic Leisure)*

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 programme for delivering the latest industry training and qualifications to meet employers' needs."

Red's Rec Room Developer 1996 *(via Strategic Leisure)*

Edmonton, Alberta, Canada

In only eight months, strategically defined, designed and led the on time and 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. Led and conducted for another eight months the extensive ex post facto consumer research, analysis and business planning.

Vice President 1982 –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 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 the Grand Opening.
- Led the team in a two and half year, profitable joint venture with The Walt Disney Company, providing cross-functional leadership and working with and navigating between Disney's Strategic Planning, Imagineering (including Disney Development) and the Operating divisions; strategizing, researching, scenario writing, and economically & physically designing prototypes of urban entertainment.
- Led high margin, multi-cultural strategic development consulting in the Pacific Rim, Europe and the United States; including Japan; Singapore; Australia; England; Spain; Newark, New Jersey; and Chicago, Illinois.

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.