



Real Estate Development and Consulting
Innovative Projects Sustainable Foundations

Have you talked to McMullen?



Welcome to McMullen Development.
Real Estate Development and Consulting

It's with good reason that developers, lenders and real estate professionals seek and recommend McMullen's counsel.

The McMullen Development Team has been successful developers and marketing and sales innovators to some of the nation's most prestigious properties, and resort brands. Our development and hospitality experience spans more than 50 major projects, worldwide, since 1977. The resume, the awards and endorsements of the resort hotels, master planned communities, branded timeshare clubs, luxury fractional and mixed use festival villages each demonstrate the value and effectiveness of working with McMullen.

Let us assist you either as a partner or a consultant, because either way our expertise, our process and our network of professional teams will enhance and reinforce your development's foundation. Our results have proven that whether developing a mixed use resort, driving increased sales in master planned communities or brokering unique real estate we develop Innovative Projects with Sustainable Foundations. Simply put, we deliver.

We invite you read on to discover the full McMullen story.

When you finish, **Let's Talk!**



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What We Do

Many potential partners and clients inquire about what we do. They want to know what areas of the development process we have been involved in and how we might fit in with their team members. Because we are first and foremost successful resort lifestyle real estate developers in our own right, who also consults to qualifying clients, we have expertise that is unrivaled in critical areas such as Development and Design, Entitlement, Finance and Operations Management. We are a team player, many times joining forces with an established visionary in an effort to enhance the overall success of a particular property.

We view our expertise and the processes we employ with the same importance as the building blocks of a strong foundation and implement those into each project. Fail to properly monitor these areas and your project's foundation will suffer, leading to larger more costly long term business problems. Our experience helps our partners avoid pitfalls and together we develop long term success stories. A few of these stories are highlighted here on these web pages. From designing proper feasibility studies, to cash flow forecasting, to a well managed budget, to creative branding and marketing and sales programs, we never rest and our projects are always designed for long term operations.



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Our Expertise

Development Expertise

A cornerstone of our success has been our commitment to knowing the customer and what it is that will be most appealing to them for a given property, product or promotion. A poorly researched feasibility analysis can target the wrong customers or fail to communicate the right message to the best prospects. Lack of a detailed construction schedule can add costs and put closings at risk, two critical imperatives of our planning process.

Legal documents that are not drafted and registered properly will cause substantial problems at closing. An information system that cannot properly handle owner services will lead to promise delivery failures. If your team is compensated incorrectly your performance could be effected or worse you could lose them.

All of our expertise listed above and more are dynamically interrelated and must be considered for any development to be successful. McMullen Development has been there, has succeeded and has the tattoos to prove it!

Financial Expertise

Are you keeping your lenders up to date with proper and timely finance cash flow models? Do you have solid relationships with your consumer lenders and their appraisers? Do you have a handle on what capital leases will be needed for your hospitality operations?

Do you fully understand the financial impact of converting part or all of a resort to fractional or timeshare? Can your consumers get financing and if so how might the terms affect your sales velocity?

McMullen Development can help you understand these interrelated dynamics and enhance your execution.

Operations Management Expertise

Keeping the promise requires a steady approach, trained staff with good technology support along with realistic and well managed budgets. McMullen Development takes the long term view with hospitality operations and property management so that each development continues to be successful several decades from now.

Our Process

Project Evaluation

We cannot do our job unless we know your priorities; therefore the McMullen Process begins with our Project Evaluation. Your entrustment and education during this process allows us to understand your current position and objectives. Maybe you have a site and a dream or maybe you are deep into a development, attempting to recapitalize your efforts. The more McMullen understands about your position, objectives and resources, the better we can share our experience and the better partner we can be.

Business Plan Development

The second step in our process is our Business Plan Development, or what we would do if we found ourselves in your position. This is where McMullen differs from most consultants who typically follow the mantra; “If you aren’t part of the solution, there’s good money in prolonging the problem.” Bottom line, clients come to the McMullen team recognizing our reputation for creating executable strategic plans and financial frameworks for projects that most real estate consultants cannot deliver.

Project Execution

The third step in our process is our Project Execution, which is all about diligence during tactical execution of the strategic business plan. It’s about being accountable to the process. This is the step that is often a “weak link,” and can dilute the integrity of even the best laid plans. From market research to strategic planning to record-breaking sales techniques, no stone is left unturned to ensure successful outcomes for the client, and seamless progress along the way. Simply put, McMullen delivers with precision and exemplary attention to detail.

Executing the plan. Measuring the results.

Our Partnerships

Innovative Projects with Sustainable Foundations are not built by McMullen alone. Since 1977, McMullen Development has been networking and partnering with an enviable arsenal composed of some of the most powerful resources in the resort development industry. Financial magnates, land planning gurus, award-winning architects, construction specialists, technical experts, economic tacticians, and the industry’s most stellar sales and marketing professionals—these are the key players whose combined forces make the McMullen difference.

To win in today’s complex business environment it takes special teams, great coaching and hard work.



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ED JR.



CLINT



ED SR.



MALCOLM

The Pioneer

Edwin H. 'Ed' McMullen, Sr., RRP

Senior Partner

Recognized as one of the industry's most prolific visionaries, Ed McMullen, Sr. has been a leading force in the resort development and vacation ownership industry since 1977 when he founded the American Resorts Group of Companies.

He and his team have pioneered some of the most innovative design, marketing, sales, financing and operational systems employed by the vacation ownership industry worldwide. Under his guidance, The American Resorts Group merged with Marriott Corporation in 1984 to form Marriott Ownership Resorts, Inc., bringing the first international hospitality company into the vacation ownership business. From 1984 to 1991, Ed served as Executive Vice President of Marriott (MORI) and was responsible for strategic planning, product development, marketing, and sales. During this time, MORI developed resorts in the U.S., the Bahamas, and Spain, and became the world's leader in vacation ownership sales. MORI's leadership position continues today with vacation ownership and private residence clubs with annual sales exceeding 2.1 billion dollars in 2007 and even 1.4 billion dollars in 2008.

In 1992 Ed, and his company E.H. McMullen and Associates, along with the Mariner Group formed Hilton Grand Vacations Company, a 50/50 joint venture with Hilton Hotels Corporation. From 1992 to 1996, he served as Managing Director of Hilton Grand Vacations Company (HGVC) and developed a system of seventeen resorts. Ed sold his interest in HGVC to Hilton Hotels Corp. in June 1996.

In 1997 Ed and E.H. McMullen and Associates created a 50/50 partnership with Shell Vacations LLC. With Ed as a Managing Director, this organization developed mixed use resorts in Hawaii, California, Arizona, and Canada. E.H. McMullen and Associates sold its interest in Shell Vacations in August 2000.

From 2001- 2004, E.H. McMullen and Associates, was engaged by the Ginn companies to aid in their marketing and sales planning efforts including the design creation of Fractional and Timeshare Club products to be developed within their master planned

communities. At the time, Ginn chose not to execute our recommended plan because their whole ownership sales and marketing efforts were going along so successfully and the fractional plans were more capital and labor intensive.

In late 2004 through 2009, E.H. McMullen and Associates partnered with Legendary, Inc. to develop the Emerald Grande at Harbor Walk Village in Destin, FL. It is the largest and most successful single site High End Fractional project, to date.

In late 2009, Ed rebranded his company, McMullen Development, and is currently focusing on three main areas including (Mixed Use Resort Lifestyle Real Estate, Fractional, Private Residence Club and Vacation Ownership Projects), (Active Adult Resort Lifestyle Retirement Communities) and (brokering unique real estate properties and projects). McMullen Development is also assisting various resort developers and their debt holders on workout strategies, worldwide.

Ed is Past Chairman of the American Resort Development Assn. (ARDA), and serves as a Founding Director and Vice President of the ARDA International Research foundation. Currently Ed is active in the leadership of the American Hotel and Lodging Assn. and is a member of the Urban Land Institute, serving on its Recreational Development Council as well. He is also past Vice Chair of the International Committee of the Urban Land Institute. Ed is a board member of the African Collection, Ltd., a safari and lodging company headquartered in Johannesburg, South Africa, with resorts in 26 game parks throughout Africa. He is a frequent speaker at both national and international conferences and events.

Among Ed's numerous national and international awards is ARDA's coveted "Lifetime Achievement Award," ARDA's highest recognition, bestowed in honor of Ed's long distinguished service and accomplishments in the resort development industry.



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The Closer

Ed McMullen Jr. RRP

Partner

Since 2000, Ed McMullen Jr has played a vital role in the development and marketing of McMullen Development's most valued clients and associated firms, including Legendary, Inc., for which he headed up sales and marketing for the highly successful Emerald Grande at HarborWalk Village in Destin, Florida. In addition to sales and marketing, Ed is instrumental in company acquisitions, management profiles, exchange company affiliation negotiation, points-based clubs, RV resorts, and all levels of fractional ownership. Ed is well-known for developing custom vacation protection products for the timeshare industry, including credit life, disability, IUI, and vacation travel coverage among others.

As an equity partner and Regional Director of Shell Vacations Club, LLC, from 1997 to 2000, Ed developed the basis for and structure of the Shell Vacations Club, managed two Canadian resort sales operations producing more than \$28 million in sales, representing a 66% increase during his management. Ed was a member of Shell Vacations Club's executive committee, providing direction for company strategy and management policy. Prior to joining Shell Vacations Club, Ed served as an equity partner and Director of Sales and Marketing for HGVC, having created the timeshare brand for Hilton Hotels.

Other accomplishments achieved by Ed include developing the vacation club concept for Bancomer Bank with Conrad Hotels, the international brand for Hilton; creating the company platform and business-operating plan for their timeshare club; and developing sales-track, training, and marketing programs for Conrad. Ed developed CABINSHARE, the first lodging product for Thousand Trails Membership Camping Resorts. Ed has also held marketing positions with Vacation Internationale and Mariner Properties.

The Wizard

Malcolm W. McMullen

Partner

Malcolm began his career as a Certified Public Accountant and has more than 20 years of development, acquisition, finance, information technology, property management, and business planning experience in the hospitality, vacation ownership, and resort residential industries. He has served in various senior executive capacities with Branded and non-branded Vacation Clubs including Hilton Grand Vacations Club, and Shell Vacations LLC. Malcolm leads the finance and administration function for McMullen Development. His responsibilities include sales reporting, sales systems, contract administration, consumer finance, project budgeting, legal registration and compliance, and feasibility planning and analysis of the future developments. Malcolm is currently involved in consulting and development assignments including an unannounced non-equity club, a large new timeshare project/company start-up, boutique Private Residence Clubs, large Marina Club destinations, and several other significant development opportunities.

Malcolm spent five years as a public accountant before taking an entrepreneurial role in the McMullen family business and came to McMullen Group with investment banking experience as well. In 1990, Malcolm was integral in putting Fort Myers' Mariner Group together with E. H. McMullen and Associates to form Grand Vacations Company and subsequently the affiliation with Hilton Hotels to become Hilton Grand Vacations Company. After selling out to Hilton Hotels in 1995, Malcolm joined the Shell group in Northbrook, Illinois where his responsibilities included, among other things, systems (property management, reservations, and timeshare sales and marketing), financial analysis, project and corporate finance, and accounting.



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The Technician

Clinton G. Wallace, Esq
Principal

Clint Wallace manages an array of client needs, ensuring that McMullen's assets are focused on the client's objectives. A graduate of the University of Florida's Levin College of Law, Clint joined McMullen Development shortly after law school in 2005. He also earned a degree with honors in Decision and Information Sciences from the University of Florida in 2001.

His responsibilities include Project Director and Asset Manager for McMullen Development's 8,354+ acre J.K. Stuart Ranch Project in Central Florida, which is owned by the Stuart family of Bartow, FL. This is a complex property and project with over 50 years of history under the current ownership, over 230 Million tons of proven limestone reserves in just the first 50 feet. There are 5 Developments of Regional Impact surrounding the property which are in the permitting process with plans for over 28,000 residential units, all situated in the middle of Central Florida's Growth Triangle.

Clint also oversees several other McMullen Development projects, performs due diligence and is responsible for information systems investments and client management. His responsibilities continue to grow.



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A Case Study

Emerald Grande at HarborWalk Village by Legendary, Inc.

Destin, Florida 2004 – 2009

In August 2004, developer Peter H. Bos contacted Ed McMullen Sr. and requested assistance with Peter's Mixed Use, Timeshare and Whole Ownership project that was in development planning in Destin, Florida.

We offer this Mixed Use Project as a Case Study for your review, because this project required a wide spectrum of McMullen Development's skills and services and demonstrates how we integrated those with our partner's strengths. Note that our roles have been varied over a period of years and the following narrative has only captured some of those examples.

Case Study Summary

We began our assistance by conducting an initial Project Evaluation, our traditional first step, which involved entrustment and education by Legendary on their current position and objectives. We quickly pointed out areas that needed further study to confirm Legendary's initial assumptions. With Legendary's cooperation, we began our second step, Business Plan Development, which included a new and complete Market Study, designed by McMullen Development, and focused on determining what the consumers wanted in a Product Design Plan, including Unit Mix Programming, Amenity Programs and Resort Services. Based on the research, we quickly came to the conclusion that substantial modifications were required to Legendary's initial plan, necessitating the preparation of a new Economic Feasibility Analysis.

With a fundamental consensus between McMullen Development and Legendary as to the new Business Plan and its feasibility, McMullen Development reached an agreement to become an integral part of the Emerald Grande Project Execution team.



As key members of the execution team, McMullen Development assumed significant responsibilities for the creation of innovative Sales and Marketing Plans, the Resort's Fractional Use Plan and Legal and Regulatory Compliance through the creation of integrated legal documents and declarations for the Master Association and subsidiary Condominium Associations, the related budgets and disclosure documents. Then, in order to carry out the Sales and Marketing strategies for the project we took on the need to prepare and monitor detailed financial budgets, created the internal and external sales team's compensation structures (including the negotiation and documentation of Non-Exclusive Listing Agreements with the external broker community) and created the Information Systems, policies and procedures for the project Leads Tracking, Sales Reporting, Inventory Control and Pricing, Contract Administration and Compliance. For the Development and Construction of the project, we teamed up with Legendary's Construction Management Team, two Construction Firms, Design Architects at HHCP and Interior Designers at Raleigh Design, Edward H. Modzelewski and his team of Marine Engineers at Applied Technology and Management, a Landscape Design Group and many others, to ensure that the Project Vision was delivered. Ultimately, McMullen Development was instrumental in facilitating the Closing Administration process including working with banks and other lenders to get the project approved through underwriting while taking on the responsibility of meeting with and touring every property appraiser involved in the closing process to help ensure that they understood the unique features of the project which made Emerald Grande different from and more valuable than every other development project in the marketplace. This hands-on, active management style helped us to close more than 95% of our project presales in the very difficult financial and real estate markets beginning in the summer of 2006.



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Our History

A look back while looking ahead.

The history of McMullen Development begins in 1977 when Ed McMullen, Sr., founded the American Resorts Group.

American Resorts' first timeshare project was located in Sea Pines Plantation on Hilton Head Island in South Carolina. A total of five timeshare projects were developed by America Resorts on Hilton Head until The American Resorts Group merged with Marriott Corporation in 1984 to form Marriott Ownership Resorts, Inc., bringing the first international hospitality company into the vacation ownership business.

From 1984 to 1991, Ed McMullen Sr., served as Executive Vice President of Marriott (MORI) and was responsible for strategic planning, product development, marketing, and sales. During this time, MORI developed resorts in the U.S., the Bahamas, and Spain, and became the world's leader in vacation ownership sales. MORI's (now Marriott Vacation Club International) leadership position continues today with vacation ownership and private residence clubs with annual sales exceeding 2.1 billion dollars in 2007 and even 1.4 billion dollars in 2008.

In 1992 Ed McMullen Sr., Ed McMullen Jr., and Malcolm McMullen, reconstituted the family development business and teamed up with the Mariner Group to form Grand Vacations Company. Grand Vacations was approached shortly thereafter by Hilton Hotels to form Hilton Grand Vacations Company, a 50/50 joint venture with Hilton Hotels Corporation.

From 1992 to 1996, Ed McMullen Sr., served as a Managing Director of Hilton Grand Vacations Company (HGVC). Ed McMullen Jr., was an Equity Partner and Director of Sales and Marketing for Hilton Grand Vacations Company. Malcolm McMullen was also an Equity Partner and held many executive positions within HGVC and was responsible for sales reporting, sales systems, contract administration, consumer finance, project budgeting, legal registration and compliance, and feasibility planning and analysis of the future developments.

The McMullen's sold their interest in HGVC to Hilton Hotels Corp. in June 1996 after developing fourteen resorts.

In 1997 the McMullen's created E.H. McMullen and Associates and formed a 50/50 partnership with Shell Vacations LLC. Ed McMullen Sr., was a Managing Director, Ed McMullen Jr., was an Equity Partner and Regional Director and Malcolm McMullen was an Equity Partner and held various senior executive positions. Shell developed mixed use resorts in Hawaii, California, Arizona, and Canada and E.H. McMullen and Associates sold its interest in August 2000.

From 2001- 2004, E.H. McMullen and Associates, was engaged by the Ginn companies to aid in their marketing and sales planning efforts including the design creation of Fractional and Timeshare Club products to be developed within their master planned communities. At the time, Ginn chose not to execute our recommended plan because their whole ownership sales and marketing efforts were going along so successfully and the fractional plans were more capital and labor intensive. Note that as part the current Ginn restructuring process they are re-evaluating the Fractional and Timeshare Club products for development within their projects.

In late 2009, E.H. McMullen and Associates rebranded the company McMullen Development and is currently working in three main areas including (Mixed Use Resort Lifestyle Real Estate, Fractional, Private Residence Club and Vacation Ownership Projects), (Active Adult Resort Lifestyle Retirement Communities) and (brokering unique real estate properties and projects). McMullen Development is also assisting various resort developers and their debt holders on workout strategies, worldwide.



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Marriott's Beach Place Towers
Ft. Lauderdale, Florida

Marriott's Cypress Harbour
Orlando, Florida

Marriott's Desert Springs Villas
Palm Desert, California

Marriott's Grande Ocean
Hilton Head Island Resorts, South Carolina

Marriott's Harbour Club
Hilton Head Island Resorts, South Carolina

Marriott's Heritage Club
Hilton Head Island Resorts, South Carolina

Marriott's Imperial Palm Villas
Orlando, Florida

Marriott's Monarch
Hilton Head Island Resorts, South Carolina

Marriott's Mountain Valley Lodge
Breckenridge, Colorado

Marriott's Royal Palms
Orlando, Florida

Marriott's Sabal Palms
Orlando, Florida

Marriott's Stream Side
Vail, Colorado

Casa Ybel Resort
Sanibel Island, Florida

The Charter Club of Marco Beach
Marco Island, Florida

The Cottages at South Seas Resort
Captiva Island, Florida

Eagle's Nest Beach Resort
Marco Island, Florida

HGVClub at the Las Vegas Hilton
HGVClub at the Flamingo - Las Vegas

HGVClub at Hilton Hawaiian Village
Hawaii

Plantation Bay Villas at South Seas Resort
Captiva Island, Florida

Plantation Beach Club at South Seas Resort
Captiva Island, Florida

Plantation House at South Seas Resort
Captiva Island, Florida

Sanibel Cottages Resort
Sanibel Island, Florida

HGVClub at SeaWorld International Center
Orlando, Florida

Shell Island Beach Club Resort
Sanibel Island, Florida

South Seas Club at South Seas Resort
Captiva Island, Florida

HGVClub at the Las Vegas Hilton
Las Vegas

Caribe Royale Timeshare
Orlando, Florida

The Emerald Grande at HarborWalk Village
Destin, Florida

Jekyll Island
*Linger Longer Communities, LLC
Jekyll Island, Georgia*

J.K. Stuart Ranch
Sumter County, Florida

Orange Lake Resort / Holiday Inn

Vacation Club
Brownsville, Vermont

Carriage Hills Resort
Canada

The Donatello
California

The Suites at Fisherman's Warf
California

Inn at the Opera
California

Kauai Coast Resort at the Beachboy
Hawaii

Kona Coast Resort
Hawaii

The Legacy Golf Resort
Arizona

Orange Tree Golf Resort
Arizona

Paniolo Greens
Hawaii

Starr Pass Golf Suites
Arizona

Waikiki Marina Resort
Hawaii



Have you talked to McMullen?

McMullen Development has been developing, brokering and consulting on resort lifestyle real estate since 1977. We would love to share the stories, insights and aquired knowledge we have gathered over the years with you.



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