

# Reynolds at LAKE OCONEE



Envisioning Session  
October 3-5, 2007  
Greensboro, Georgia



## FOREWORD

**fore'-word:** 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.





**“The American city should be a collection of communities where every member has a right to belong.**


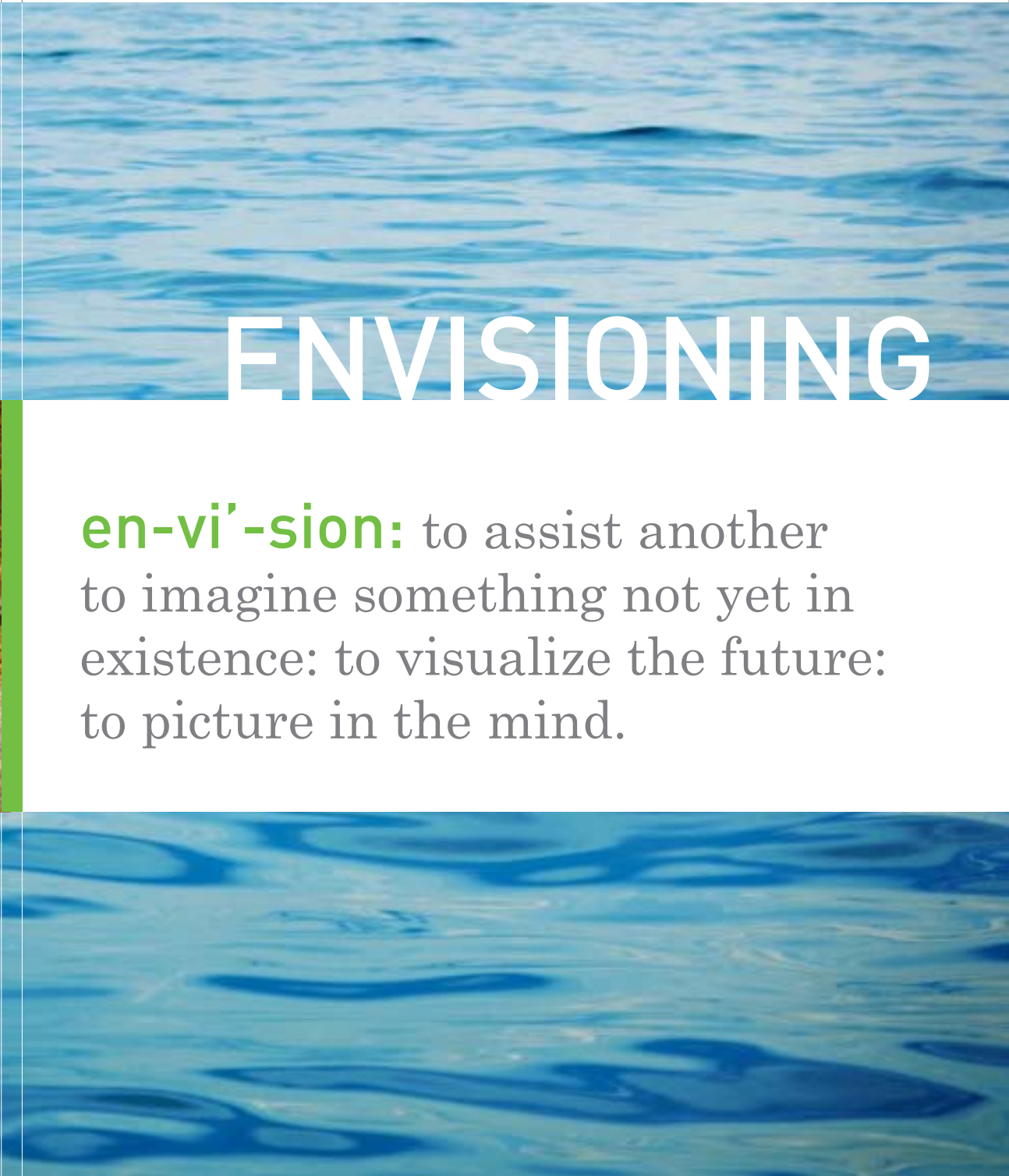
It should be a place where every man feels safe on his streets and in the house of his friends.

It should be a place where each individual’s dignity and self-respect is strengthened by the respect and affection of his neighbors.

It should be a place where each of us can find the satisfaction and warmth which comes from being a member of the community of man.

This is what man sought at the dawn of civilization.  
It is what we seek today.”

– LYNDON B. JOHNSON, 36th President of the United States

	 <h1 data-bbox="619 501 1542 623">ENVISIONING</h1> <p data-bbox="438 748 1480 1064"><b>en-vi'-sion:</b> to assist another to imagine something not yet in existence: to visualize the future: to picture in the mind.</p>	<p data-bbox="1814 196 2057 1562">“Tell me a fact, and I will learn. Tell me a truth, and I will believe. Tell me a story, and it will live in my heart forever.”</p> <p data-bbox="2155 1010 2194 1562">- NATIVE AMERICAN PROVERB</p>	<ul data-bbox="2355 145 2869 1576" style="list-style-type: none"><li>2 Our Purpose Here</li><li>2 What Came Before</li><li>2 Reynolds Plantation</li><li>2 What Stands Today</li><li>2 The Reynolds Family</li><li>2 Agenda</li><li>2 Participants &amp; Presenters</li><li>2 Cornerstones</li><li>2 Extraordinarys</li><li>2 Lake Oconee Overview</li><li>2 The Neighborhoods</li><li>2 Aspen &amp; The Power Of Four</li><li>2 About the Partners</li><li>2 About E+S</li></ul>	<p data-bbox="2918 609 3020 1126">CONENTS</p>
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## OUR PURPOSE HERE

From the afternoon of October 3rd through the end of the day on October 5th, a small, key group of people –storytellers, developers, architects, resort operators, marketing mavens and community planners – will gather in The Barn on the Veazey Tract to imagine the future of a lakefront community. Reynolds at Lake Oconee is composed of four neighborhoods in various stages of creation: Reynolds Plantation, Reynolds Landing, Reynoldsboro and Lake Oconee Village, once complete, will cover 14,000 acres and 90 miles of shoreline, expanding upon the reputation of Reynolds Plantation as the premier community along Lake Oconee.

We will contemplate what it means to be a complete community, and how we can make these four mesh into a greater whole. We will explore elements of the vast acreage outside Greensboro owned

by Linger Longer. In our collective mind’s eye, we will travel into the future and visit the complete community of Reynolds at Lake Oconee; we will mentally take flight and soar over the area, examining it from a high angle, seeing which experiences happen where and which are yet to be discovered. We will range wide over the emerging trends and opportunities that are influencing life in the increasingly tight market of the Southeast, where the need for a distinguishing story, well-told, can help the bottom line.

What we need is the story that will bring visitors from far and near, the story our sales people tell prospects, the story that will make every guest feel instinctively, “I want to be a part of this community” and then consciously, “We have to live here.” And the story that will imbue in every Linger Longer employee the passion, “We have to make this happen.”

“We need to define and describe the community to people in a way they can grasp the enormity of it, yet scale it down to a personal level, make it something that they really want to participate in.”

– THE HON. MERCER REYNOLDS III

Chairman and Chief Executive Officer, Reynolds, Plantation, Linger Longer and Southeast LandCo

### Over the course of these two and a half days, we will:

Author the future experiential story for this entire area, determining how it will become truly complete on every level and thus, the most celebrated representation of the Linger Longer vision. To do this, we will:

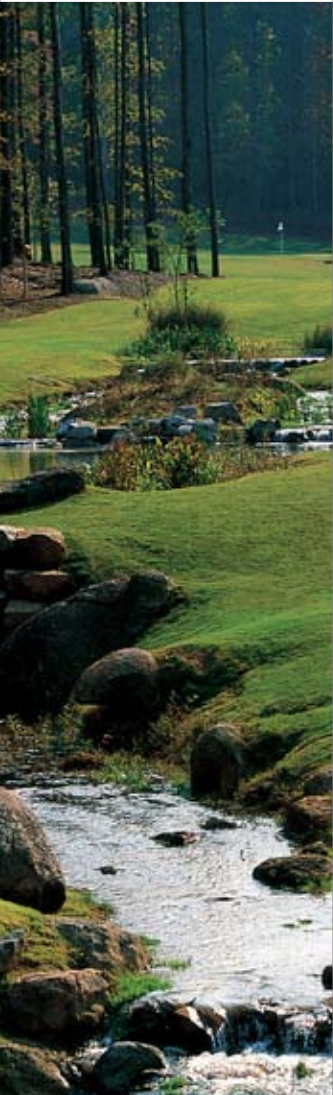
1. Establish the role of each neighborhood in this larger story, specifically how the product mix and experiences will align to core market segments and needs
2. Describe the makeup and character of the commercial experiences needed to support the various market segments and where those experiences should take place (e.g. Reynoldsboro or Lake Oconee Village)
3. Clarify how arts, entertainment and culture will support this community and the various segments within it. As appropriate, do the same for education, healthcare and employment
4. Determine the appropriate role Reynolds Plantation could and should play in this emerging story, its communication and realization

This is a massive venture, perhaps the single largest undertaking Linger Longer will ever endeavor to realize. You are reading this for a reason. You have been invited to this session for a purpose. You have been tasked with the hefty (but fun) responsibility of co-authoring the future vision for this flagship community.

We ask that you come to the envisioning with an open mind and a curious spirit.

Bring 100% of your personality and all of your experience, personal and professional. Leave your cell phone and other electronic accoutrements in the car or your jacket because we earnestly believe they get in the way of a good brainstorming. And get ready to roll up the sleeves of your imagination and put aside the language of business for the language of creativity. You’ll amaze yourself.





**COM·MU·NI·TY** [kuh-myoo'-ni-tee]  
—noun, plural -ties.

- 1. A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
- 2. An assemblage of interacting populations occupying a given area.
- 3. The community, the public; society: the needs of the community.

**NEIGH·BOR·HOOD** [nay'-ber-hood]  
—noun

- 1. The area or region around or near some place or thing; vicinity: the kids of the neighborhood; located in the neighborhood of Jackson and Vine streets.
- 2. A district or locality, often with reference to its character or inhabitants: a fashionable neighborhood; to move to a nicer neighborhood.
- 3. A number of persons living near one another or in a particular locality: The whole neighborhood was there.





### THOUGHT-STARTER ■■■

How will the residents of Reynolds Plantation interact with those of Reynoldsboro? Lake Oconee Village? Reynolds Landing?

past

## THOUGHT-STARTER III

How will the history of this region be experienced in each area of this community?

## WHAT CAME BEFORE



“Oconee” is from the Creek word “okoni,” which means “great waters.” The Creek were the first inhabitants of the region, living here until, in 1773, they ceded two million acres of Georgia land to a Briton named James Oglethorpe. The Scots-Irish moved in from Virginia and North Carolina, planting roots in a town they called Bethany, the first settlement in the future Greene County.

The county, named for Revolutionary War General Nathaneal Greene, was organized formally on February 3, 1786, with Greensboro as the county seat. This small town has five historic districts and seven individual sites listed on the National Register of Historic Places, including Bethany Presbyterian Church,

where Woodrow Wilson’s uncle, Rev. James Woodrow, stood trial for heresy after he taught the theory of evolution.

Greene County also has a significant African-American history. Dr. Martin Luther King Jr.’s great-grandfather, Willis Williams, was both a slave and a “great preacher” who reportedly spoke “with faith and moral fervor.” Abraham Colby, a one-time slave who became the first African-American elected to the House of Representatives (1868), was from Greene County.

There is much history in these gently rolling meadows, in the fragrant pine orchards, memories carried on the waves of hyacinth, lilac and dogwood, and there are stories buried deep in the land itself.

## WHAT STANDS TODAY

On May 25, 2007, Lake Oconee – and specifically, the area surrounding Greensboro – was featured in a New York Times article titled “Not on Every Map, but a Desirable Location Anyway.” Two days later, the Atlanta Journal-Constitution ran an article on the increasing popularity (and development) of the region, not only for retirees, but also for young professionals who can often telecommute to work. This is a hot spot that is coming into its own – right now.

Atlanta is the fastest-growing metropolitan area, and as hurricanes and other problems drive people out of Florida, Georgia is

becoming a popular destination for “half-backs,” or people from “away” who are now moving “half-back” to their home state... landing in Georgia.

The Southeast is one of the most competitive areas for real estate anywhere in the United States. Combine that with the flatness of today’s real estate market, and you have a strong need for differentiation in order to succeed. Something that engages people, mind, body and soul. Something that makes them feel, deep in their hearts, that Reynolds at Lake Oconee is the community for them. A story.



present



“History is the ship carrying  
living memories to the future”

-SIR STEPHEN SPENDER, poet, novelist and essayist



## THE REYNOLDS FAMILY

The story begins in the late 1800s, with a pair of cousins: Mercer Reynolds, Sr. and James Madison Reynolds. Both men were born in Greene County, Georgia. Mercer left the area at the turn of the 20th century to pursue business interests in Chattanooga, while James tended to the family’s wooded land, continuing to acquire more acreage.

By the 1920s, both men and their families took retreats to the family’s Rock House lodge, affectionately known as Linger Longer (reportedly because Mercer Sr. often told his family, “I think I’m gonna linger longer here...”).

During the 1930s, the combined Reynolds family property, 75 miles east of Atlanta and 70 miles west of Augusta, numbered

tens of thousands of acres. Both sides of the family continued to enjoy it as a retreat and safe haven in an often-tumultuous world.

In 1985, Mercer III and Jamie Reynolds III, respective grandsons of the founders, met to determine the best use of the land their family had enjoyed for nearly a century. They had a diamond in the rough, just an hour and a half outside Atlanta. They created a vision for a community of second homes – at the time, virtually unheard of in rural Georgia – and created Linger Longer.





A person is running on a dirt path that winds through a forest. The trees are covered in autumn foliage, with shades of yellow, orange, and green. The path is slightly misty or foggy, creating a soft, ethereal atmosphere. The runner is in the center of the frame, moving away from the viewer.

### THOUGHT-STARTER III

What single “next big thing” could set (I think we should think about the big things that will differentiate each community at OCO. Reynolds at Lake Oconee apart from all other communities in the Southeast?

# AGENDA

## WEDNESDAY OCTOBER 3RD, 2007

- 4:30pm Welcome at the Lake Club:  
Mercer Reynolds
- 4:45 Introductions:  
Malcolm Weinstein, E+S
- 5:15 The Envisioning Process  
and Objectives: Bill Baker  
& Ashley Willard, E+S
- 5:30 Dinner
- 8:00 Evening Concludes

## THURSDAY OCTOBER 4TH, 2007

- 8:00am Breakfast at the  
Plantation Clubhouse
- 8:30 Morning Welcome:  
Ashley Willard
- 8:35 Depart to view the Model  
of Reynolds Borough

- 8:45 Arrive at Model
- 9:20 Depart for Barn
- 9:30 Envisioning Ground rules:  
Malcolm Weinstein
- 9:40 Lake Oconee Presentation:  
Mike Kelly
- 10:10 Site Exercise
- 10:30 Break
- 11:00 Presentation #1  
Diana Permar
- 11:15 Exploration
- 12:00pm Lunch at the  
Sandy Creek Barn
- 1:00 Presentation #2:  
Terry Weaver
- 1:30 Exploration
- 2:00 Presentation #3:  
Patty Xenos

- 2:30 Exploration
- 3:00 Break
- 3:15 Envisioning Begins
- 5:00 Session Wrap-up and  
Homework Question
- 6:00 Reception
- 6:45 Dinner at the  
Sandy Creek Barn
- 9:00 Evening Completed

## FRIDAY OCTOBER 5TH, 2007

- 6:45AM Participant pickup  
at the Ritz
- 7:00 Breakfast at the  
Sandy Creek Barn
- 8:00 Review of  
Homework Question
- 8:30 Envisioning Begins

- 9:30 Presentation #4:  
Dave Corbin
- 10:00 Break
- 10:15 Exploration
- 11:00 Lunch
- 12:00 Envisioning Continues
- 1:15 Break
- 1:30 Envisioning Resumes
- 2:30 Session Concludes
- 2:45 Break
- 3:00 Envisioning Resumes
- 5:00 Session Concludes





# PARTICIPANTS

**LEE ARBERG**

Senior Vice President of Sales,  
Reynolds Plantation

After graduating from Princeton University, Lee enlisted in the U.S. Navy in the Naval Nuclear Power Program; during his military service, he earned his MBA from American University in Washington, DC. After leaving the service, he was responsible for sales and marketing for Hilton Head Plantation on Hilton Head Island, which led to his becoming involved in community development with New Albany in Columbus, Ohio, Arvida in Northern Florida and ITT Community Development at Palm Coast and Hammock Dunes Florida. He has been with Reynolds Plantation for the past eleven years.

**DON BECK**

President, Beck Architecture

Leaving Indiana to earn Bachelors of Community Planning and Architecture degrees, Don was drawn to Cincinnati's hills, wonderful neighborhoods and historic architecture. He was an early participant in the renewal of the Prospect Hill Historic District where he lives and works. Gaining first-hand knowledge of adaptive design and construction, he later expanded his architectural practice to include new homes and commercial projects. Residences

designed by Beck Architecture, both new and remodeled, are praised for their level of detail, thoughtful design and unique old world feeling. Their current commissions include lakefront and hillside homes, a golf clubhouse and several unique restaurants. When not immersed in his work, Don enjoys cooking, gardening and travel, including frequent trips to a vacation home in Key West.

**TODD CIAVOLA**

Vice President of Business Development,  
Linger Longer Development Company

Todd has been involved in the commercial real estate industry for 20 years. He has spent the past six years working in various capacities for LLDC including: planning, development and sales of Lake Oconee Village, bulk land acquisitions and dispositions, advising on the development of Reynoldsboro, and consulting on potential Selco acquisitions. Todd is also leading the vertical integration of LLDC to include ancillary businesses, such as, commercial development and brokerage, residential brokerage, telecommunications, utilities, self-storage, and retirement living options. Prior to joining LLDC, Todd was Ernst & Young's Corporate Real Estate Practice Leader for the Southeastern U.S., where he was responsible for advising Fortune



**THOUGHT-STARTER**

What experiences and identities are associated with Reynolds Plantation and Reynolds Landing? What will they be for Reynoldsboro and Lake Oconee Village? How can we leverage the power of these differentiated and integrated communities.

	<div><p>500 companies on maximizing the value and utility of their real estate portfolios.</p><p><b>DAVE CORBIN</b> Vice President, Planning and Development, Aspen Skiing Company</p><p>Dave is presently responsible for overseeing planning and development on real estate and land use matters, working with other private developers, the U.S. Forest Service and local government agencies on entitlement and permitting issues and representing and promoting the Aspen Skiing Company’s interests relating to land and real estate needs, assets, and development. Aspen Skiing Company is the owner and operator of the four skiing and snowboarding mountains and related facilities of the renowned mountain resort community of Aspen, Colorado. Dave brings 20 years of ski resort specific planning and development experience from Beaver Creek and Vail for private developers, Vail Resorts Development Company, and Booth Creek Ski Holdings. Some of his major accomplishments and projects on which he has worked include master planning at Lionshead in Vail, the development of Golden Peak at Vail, the Beaver Creek Lodge, the Inn at Beaver Creek and the</p></div>	<div><p>master planned re-development of the Northstar resort, including single family lot, mixed-use and commercial development.</p><p><b>JOHN A. GRISWOLD</b> President, Harbor hotel Investors</p><p>John has more than 30 years of senior management experience primarily related to hotel and resort development, operations and management. He founded HHI in April 2007 to develop and invest in full service hotels and resorts. HHI is currently a member of the proposed re-development team of Linger Longer Communities. John is a minority investor and assisted in the development, market study, building programming and management contract negotiations for the Ritz Carlton Lodge at Reynolds Plantation in Georgia. Previous to his HHI endeavor, John was President and COO of CNL Hotels &amp; Resorts, Inc., one of the nations largest real estate investment trusts in the lodging industry owning 130 hotels across the U.S.. John also served as president of Tishman Hotel Corporation which is responsible for major developments including: Walt Disney World Swan and Walt Disney World Dolphin Resorts, Sheraton Chicago Hotel and Towers, the Westin Rio Mar Beach Resort and Country Club and the Westin New York at Times Square. He has been a speaker at many industry events including the NYU Hospitality Investment Conference,</p></div>	<div><p>The Lodging Conference in Phoenix, ALIS Investment Conference in Los Angeles, Cornell University’s School of Hotel Administration and the University of Central Florida Hotel School. He and his wife Debra live in Windermere, Florida and Harbor Springs, Michigan and have two daughters.</p><p><b>MICHAEL J. KELLY</b> Executive Vice President of Planning &amp; Development, Linger Longer Communities</p><p>Mike has honed his hospitality and operations experience with a wide variety of projects, ranging from opening 35 Ramada hotels to consulting, through Highland Associates. He first came to Reynolds Plantation in 1989 to run all aspects of resort operations, and then returned in 1999 as Executive Vice President of Reynolds Lodges to develop the Ritz-Carlton Lodge. Mike has been running the planning, development and construction operations for the company’s lake holdings and is now serving in this capacity for all Linger Longer Communities. Formerly, Mike was the General Manager of The Boulders Resort Club Operations in Carefree, AZ. He is a graduate of Michigan State Universities Hotel School and participates in a number of civic activities.</p></div> <div><p><b>ROB MITCHELL</b> President and Chief Operating Officer, Linger Longer Communities and Southeast LandCo.</p><p>Prior to joining Reynolds Plantation in 1999, Rob spent 21 years with the Walt Disney Company, holding numerous executive positions in areas including: design and engineering, project development, facilities management, and resort management. Rob left the Disney organization to become Chief Operating Officer for the Kessler Enterprise in Orlando. With Kessler, he was responsible for the operation of a chain of upscale boutique hotels. In 1999, Rob became a partner with Celebration Associates, which is how he came to Reynolds. Rob is a U.S. Navy veteran, and participated in the 1972 Munich Olympics as a member of the kayaking team.</p><p><b>RABUN NEAL</b> President, Reynolds Plantation and Reynolds Landing</p><p>A Georgia native, Rabun began his career with Georgia Power and, over 20 years, worked in a variety of divisions, including engineering, construction, customer service and public relations. He joined Reynolds Plantation in 2002 as Vice President of Administration &amp; External Affairs. A natural connector, Rabun has been Chairman of the Board of</p></div>	
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	<div><p>Greene County Chamber of Commerce, Lake Oconee Area Development Authority, Athens Technical College, Greensboro Better Home Town Program, and the Greene County Development Authority. He, along with his wife Kay and their two daughters, have made Reynolds Plantation their home since 1989.</p><p><b>ANDREW O’CONNELL</b> Senior Vice President and Chief Financial Officer, Linger Longer Development Company</p><p>With 30 years of experience and a CPA, Andrew is responsible for all accounting and finance functions of LLDC and involved in the approvals and due diligence of all real estate development projects prior to commencing on such projects. In addition, he oversee the Ritz-Carlton hotel to ensure it performs and the development of Lake Oconee. Prior to joining Reynolds six years ago, Andrew was the Vice President and Chief Accounting Officer for WCI Communities, the largest real estate developer in Florida, controlling over 40,000 acres of land and 576 holes of golf through out Florida. He also gained experience as Chief Financial Officer for Orlando’s largest land development company and for Weyerhaeuser Company’s diversified business groups.</p></div>	<div><p>Diana Permar, President, Permar Inc. Diana has more than 30 years of real estate and resort marketing experience, working for clients including the Crescent Resources, Kiawah Development Partners and Linger Longer Development Company. She is active in the Urban Land Institute (ULI), and a frequent speaker at ULI and at other industry events and seminars. Diana and Mark, her architect husband of 37 years, have worked together since 1979. Her passions include family and work, biking, hiking, traveling and reading. She is an avid, often irrational, University of Michigan football fan.</p><p><b>GREG RANCONI</b> Senior Vice President of Marketing, Reynolds Plantation and Linger Longer Communities</p><p>Greg provides strategic oversight of the marketing, future messaging, positioning and branding of Linger Longer Communities, including Reynolds Plantation. He will also develop marketing, strategic corporate partnerships and public relations initiatives in support of Linger Longer Communities’ rapidly expanding presence, which includes Reynolds Landing and the newly-acquired Achasta. Previously,</p></div>	<div><p>Greg served as vice president of marketing and development for the Georgia Aquarium where he helped grow a \$200 million gift by leading fundraising efforts that helped launch the world’s largest aquarium. Prior, he served for more than eleven years as Vice President of Trade Shows for the Atlanta Convention &amp; Visitors Bureau. A Milwaukee native, he began his hospitality career in sales management with Hilton Hotels. Greg, his wife and their two daughters are long-time members of Reynolds Plantation.</p><p><b>JAMES M. REYNOLDS, III</b> Vice Chairman, Reynolds Plantation, Linger Longer Communities and Southeast LandCo.</p><p>Jamie has been active in real estate investment, banking and the timber industry since his graduation from the University of Georgia in 1974. One of the developers and principal shareholders of Reynolds Plantation, he now serves as Vice Chairman and Secretary. His other business interests include American Real Estate Investment Co., for which he’s a managing partner, and BankSouth where he has been a Director since 1981. He was extremely active in both presidential campaigns for President George W. Bush, serving as Georgia Finance Chairman for the 2004 Campaign and</p></div> <div><p>as Georgia Chairman for the Republican National Committee.</p><p><b>MERCER REYNOLDS</b> Chairman, Reynolds, DeWitt &amp; Company; Chairman and Chief Executive Officer, Reynolds Plantation; Chairman, Sena Weller Rohs Williams Inc.</p><p>A Tennessee native , U.S. Army veteran and MBA graduate, Mercer has been a principal investor and/or board member of a number of privately held companies. He founded the investment firm Reynolds, DeWitt and Company in 1979 which operates as a merchant banker and has acquired or invested in businesses in real esate, insurance, manufacturing, financial services amongst others. Mercer’s current investments and board positions also include Restaurant Management, Inc. (one of the largest Arby’s franchisees), Synergistics, and U.S. Playing Card Company. In 2001, Mercer was appointed Ambassador to Switzerland and Lichtenstein where he spent two years. He is a member of the Advisory Board of the Center for Strategic &amp; International Studies and is involved in numerous civic activities including being actively involved in the the campaign for the election of President Bush. Mercer has also been an investor in a number of sports</p></div>	
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	<div>franchises including currently being a majority owner of the St. Louis Cardinals. Mercer and his wife, Gabrielle, have five children.</div> <div> <div>BEN SHANLEY</div> <div>Vice President, East Region, Coca-Cola North america Foodservice &amp; Hospitality Division</div> <div>Ben leads the Foodservice &amp; Hospitality sales organization with responsibility for 20 East Coast states. During his 24 years with Coca-Cola, he has held positions of increasing responsibility including, Managing Director of Cold Drink Development and Director of Chain Sales. Ben is a member of the Board of Directors and the Executive Committees for both NYC and Company and the Atlanta Convention and Visitors Bureau. He is married with two sons and enjoys coaching hockey in Atlanta.</div> <div> <div>ROMAN TERLECKYJ</div> <div>General Director of Arts and Culture, Linger Longer Communities, Reynolds Plantation, Reynolds Landing and Achasta</div> <div>Roman recently made central Georgia his home from Washington, D.C where he held the position of Vice President for Artistic Planning at the John F. Kennedy Center for the Performing Arts. It was at the Center that he oversaw the development and coordination of</div> </div> </div> <div> <div>more than 3,000 performances, presentations and exhibits each season as well as developing cooperative programming with the other major cultural institutions in our nation’s capital. Roman has spent the last 30 years working in arts administration, with a special focus in opera production, festivals and international arts presentation. He has produced the last six annual Spring Galas for the Kennedy Center, which have raised more than \$11 million to support educational programs.</div> <div> <div>TERRY RUSSELL</div> <div>Executive Vice President, Linger Longer and Reynolds Construction</div> <div>Text to be inserted</div> </div> <div> <div>PAUL VAN LEEUWEN</div> <div>Chief Operating Officer, Southeast LandCo. Paul spent the majority of his career with The Walt Disney Company. As champion of Resort expansion, he spent three years in Paris on the startup team for the \$4 billion Euro Disney. Paul has also served in executive roles at PRG-Schultz,; the John H. Harland Company; and Silver Dollar City. An MBA graduate of the Harvard Business School, Paul lives in Duluth, Georgia, with his wife of 22 years and their two children.</div> </div> </div>	<div> <div>BOB WALKER</div> <div>President and General Manager, WXIA-TV</div> <div>As President &amp; General Manager of WXIA-TV and WATL-TV, Gannett’s NBC affiliate and MyNetworkTV affiliate in Atlanta, Walker is responsible for the management, operation and strategic direction of both stations and other digital businesses affiliated with the stations . Walker holds a BS degree in Business from the University of Colorado, Boulder. Walker was born in Lincoln, Nebraska in May of 1960. Today he resides in Atlanta and is married with four children. He serves on the Executive Committee for the Atlanta Convention and Visitors’ Bureau, Chair and a member of the Executive Committee for the Alliance Theatre Board of Directors, the Metro Atlanta Red Cross Board of Directors, The Board of Directors for the local Chapter of The First Tee, the Junior League Advisory Committee and the 11Alive Community Service Awards Board of Governors. In his free time, Bob enjoys time with his family and golf.</div> <div> <div>TERRY WEAVER</div> <div>President and Founder, Marketing &amp; Sales Institute</div> <div>In response to numerous calls from planned</div> </div> </div> <div> <div>communities, Terry formed the Master Sales Institute in 1987 and re-named and re-positioned the company as Marketing &amp; Sales Institute in 2003. MSI provides sales and management training along with marketing consultation to amenity communities nationwide. Terry also formed the ACES Academy (Amenity Communities Excellence in Selling), which is attended each year by more than 500 sales and management professionals from over 90 planned communities. Recently, Terry co-founded with his son Jason, Executive Search &amp; Placement Inc. (ESP) in 2007 to provide management placement for developers/builders. Terry is a member of the National Speakers Association and the Urban Land Institute and author of Secrets of Selling from Real Estate Masters plus Audio Version,</div> <div> <div>JASON T. WILL</div> <div>Vice President, National Condominium Sales Manager, Wells Fargo Home Mortgage</div> <div>Jason is responsible for overseeing all facets of the national condominium sales platform. He joined Wells Fargo in 2001 and has advanced into his current position overseeing annual production in excess of \$10 billion. In addition to managing retail sales</div> </div> </div>	
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	<div> <div> <p>efforts, Jason works as a committee member managing projects with Wells Fargo Agency Relations, Credit Policy, Capital Markets and Industry Relations. He is an active member with multiple builder associations, serves on the National Association of Home Builders Multifamily Leadership Board and the Builders Marketing Society Governing Board. Jason is originally from Vancouver, Canada, was raised in Okalahoma City, attended the University of Central Oklahoma and currently lives in Tampa, Florida.</p> </div> <div> <p><b>PATTY XENOS</b>            Founder, <i>Patty Xenos Design Inc.</i></p> <p>Before Patty founded PXDi in 1993, Patty had the privilege to work on many prestigious international developments such as First Canadian Place in Toronto, the retail master plan for Canary Wharf in London and Battery Park City in New York. Since then she has assisted Intrawest in developing the successful signature commercial villages such as Tremblant and Sandestin, and has gone on to lead the Intrawest Commercial Standards. Her passion for fine cuisine, design and fascination with human behavior contributes to the vision, and quality of all retail experiences she embraces. Patty lives in Montreal with her husband Gilbert and fearless terrier Zoro.</p> </div> <div> <p><b>BILL BAKER</b>            Chief <i>Strategic Officer</i></p> <p>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 &amp; Saatchi and Grey. In addition to his management responsibilities at DDB, Bill spent substantial 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.</p> </div> <div> <p><b>PAUL BELSERENE</b>            Senior <i>Strategic Storyteller</i></p> <p>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.</p> </div> <div> <p><b>SARAH CHAUNCEY</b>            Strategic <i>Storyteller</i></p> <p>For the past two decades, Sarah has been a writer and producer for print, television</p> </div> </div>	<div> <p>and multimedia. In addition to helping companies combine big dreaming with strategic thinking, she recently contributed an essay to an anthology benefiting disaster relief agencies (Stories of Strength). A native of Princeton, New Jersey, Sarah is a summa cum laude graduate of George Washington University. She also studied at Sarah Lawrence College, the Yale School of Drama and participated in the Goddard College MFA writing program. She lives approximately five miles outside the box.</p> </div> <div> <p><b>STACEY ENNIS</b>            Envisioning <i>Project Manger</i></p> <p>With a degree in Business Administration and a background in organizing IPO road shows, Stacey brings together all the elements necessary for a successful envisioning – everything from planning the research trip to making sure the session runs smoothly. Post-session, Stacey guides the delivery of the Emergent Findings and the final strategic Storyline. A lifelong British Columbian, Stacey’s life recently turned upside-down (in a good way) with the addition of Marley, a field retriever puppy with a seemingly impossibley amounts of energy and affection.</p> </div> <div> <p><b>MALCOLM WEINSTEIN</b>            Facilitator</p> <p>With a Ph.D. in clinical and organizational psychology, Malcolm has transcended his academic background to establish a thriving corporate psychology consulting practice to clients in a range of industries across the US and Canada. For the past 30 years, he has focused on helping individuals and organizations “turn their intentions into results”. He has been a facilitator for E+S envisioning sessions since 1999. Malcolm is passionate not only about his work, but also about his family, golf, and travel.</p> </div> <div> <p><b>ASHLEY WILLARD</b>            Vice <i>President, Real Estate</i></p> <p>World-wise and street-smart beyond her years, Ashley comes to E+S after six years immersed in business, sales and marketing strategy for Intrawest. Now on the side of the storytellers, this Torontonion turned Vancouverite will massage the balance of magic and logic in E+S storytelling tools, and set a new standard for client happiness among the company’s worldwide clientele. On weekends, she, her husband Dave and new puppy Charley experience everything the West Coast mountains and oceans have to offer.</p> </div>	
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# CORNERSTONES & EXTRAORDINARYS

The Linger Longer Cornerstones and Extraordinarys emerged from the Reynolds Corporate Envisioning held in Jackson Hole, Wyoming in February 2007. These are the foundational principles upon which the strategic story of Linger Longer rests and the elements that differentiate a Linger Longer community from any other. In the context of Lake Oconee, this is the experiential map that guides all decisions we make: now, at the envisioning, and in the future.

These **CORNERSTONES** are those values that guide community creation in every Linger Longer property. Though they are tailored to each community, the Cornerstones do not change. This is the company’s DNA.

**TRANSFORMING SPACES INTO  
MEANINGFUL PLACES**

We have demonstrated ability to turn wide-open spaces into places where magical experiences happen. Ours are places that are authentic to the history and culture of the region, and that celebrate the natural beauty that surrounds them. Here, we embrace the stories of the past, present and future.

**GOING BEYOND THE BEYOND**

There is quality in all that we do. We make the ordinary extraordinary. From the landscaping of the golf courses to the thread count of the cotton sheets at our inn, to meandering tree-lined streets, infinity edge pools that enhance view lines, to personalized service that elevates Southern hospitality to a whole new level.

**LEAVING A LEGACY**

This applies not only to the Reynolds family, who have been stewards of the land for four generations, but also to employees, owners and investors of Linger Longer, who become a part of the family and its legacy. At all Linger Longer properties, every team member takes pride in the sense of community they have created and seeks ways to contribute to its future well being.

**REVERING NATURE**

We adhere to the concept of minimal disturbance in our master-planning process. We believe that nature is transformative, that the quality of life is increased dramatically when people live in proximity to nature. Humans and nature are inextricably linked; we are part of nature, and it is a part of us.

**HAVING SERIOUS FUN**

In keeping with the “soft” programming that Reynolds Plantation took to new heights, each Linger Longer community will place a premium on people gathering, laughing and smiling, having fun and playing games, whether golf or sailing, fishing, tennis tournaments, campfires, wine and cheese gatherings, summer barbeques, concerts under the stars and more.



Whereas the Cornerstones are internal drivers for individuals and the community, the **EXTRAORDINARYS** are tangible outcomes that sales people and citizens of Reynolds at Lake Oconee can discuss and use for promotion.

**WE'RE IN IT FOR KEEPS** We plan each community. Design it. Build it. And, unlike most developers who then move on, we remain active, contributing members of the community by operating it. Our communities are “constantly becoming,” because we are forever searching for ways to add to the quality of life within each community.

**WE CREATE COMPLETE COMMUNITIES** We are more than developers – we are community creators. We create full-spectrum communities where someone can, if they choose, literally spend a lifetime and all generations of a family could live together. We actively seek to engage our residents and our guests physically, mentally, emotionally, spiritually and socially – to make life more meaningful for them.

**WE BELIEVE IN OUR CITIZENS** Residents are more than residents – they are citizens of our communities, and we ensure that they have a voice in the planning, design and ongoing life of their community. They are at the heart of each neighborhood, the soul of each community. Citizenship is a right and a responsibility.

**WE'RE PRIMARILY SOFTWARE, NOT HARDWARE** Our focus is on the soft touch rather than the heavy hand, the experiential versus the commodity, the community instead of the development, the long-term vision as opposed to the short-term gain, and the giving back, rather than the taking.

**WE BELIEVE IN MANAGEABLE GROWTH** We are committed to bringing the best of local culture and small-town values to as many people as possible. In order to accomplish this, we approach development “one person at a time, one community at a time.”



THOUGHT-STARTER ■■■

What single “next big thing” could set (I think we should think about the big things that will differentiate each community at OCO. Reynolds at Lake Oconee apart from all other communities in the Southeast?

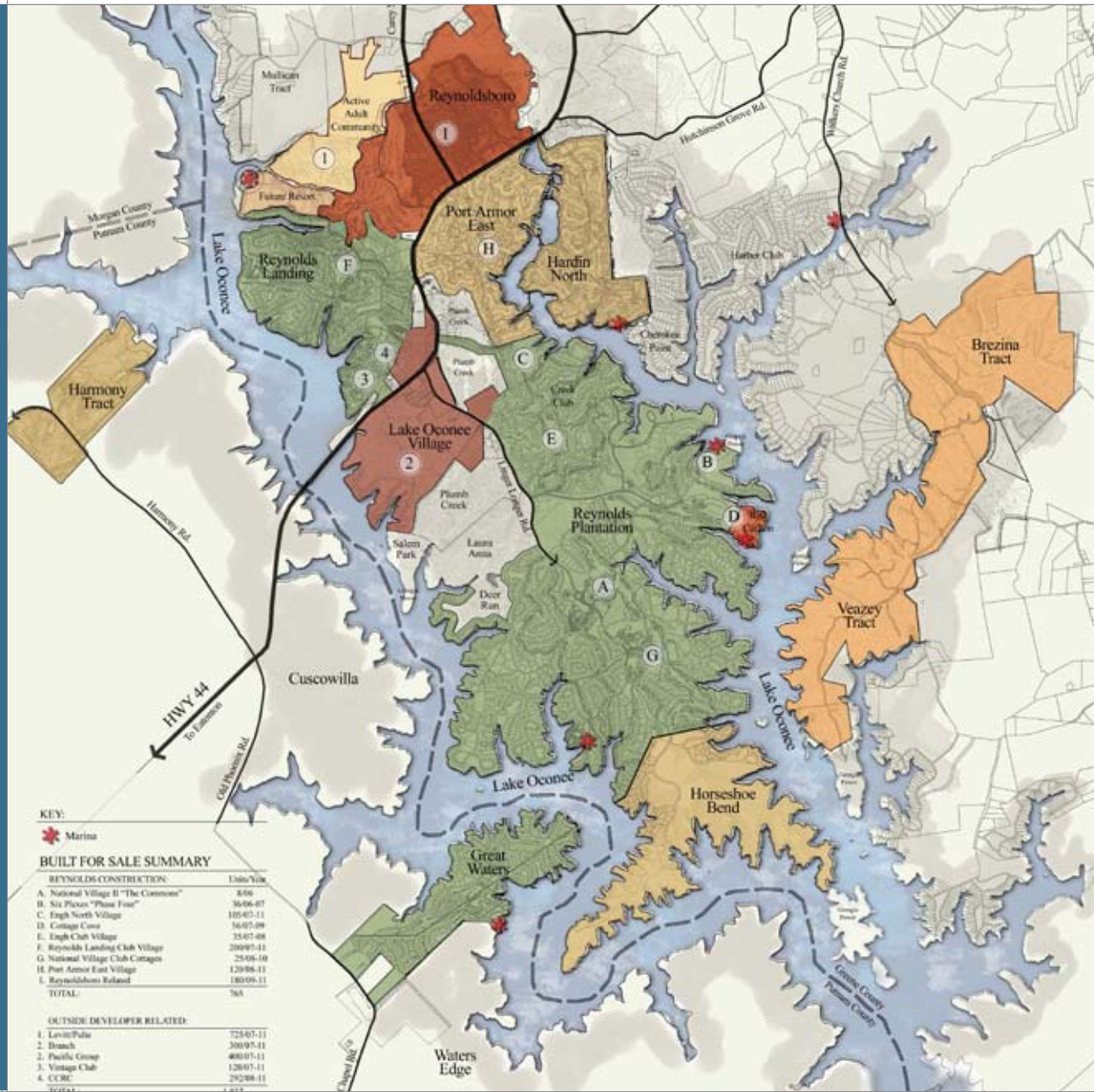
### THOUGHT-STARTER III

How will the Linger Longer Cornerstones guide the creation of Reynolds at Lake Oconee? How will the Extraordinarys be experienced here?





“...A community needs a soul if it is to become a true home for human beings. You, the people must give it this soul.” -POPE JOHN PAUL II



# LAKE OCONEE OVERVIEW

At 19,000 acres, and with 374 miles of shoreline, Lake Oconee is Georgia’s second-largest lake. Fed by the Oconee and Appalachian Rivers, Lake Oconee was “born” in 1979 when the Georgia Power Company completed the Wallace Dam. Atlanta, Augusta, Athens and Macon – four of the state’s largest cities – are within a 75-mile drive of this scenic haven. With more than 430 pounds of fish per acre, Lake Oconee is considered by many the foremost fishing lake in the Southeast. Though Lake Oconee crosses four counties, the majority of the acreage resides in Greene County, where Georgia Power operates two 85-acre recreational areas and a 1,450-acre wildlife preserve.

Of the hundred-odd developments sprinkled around the edges of Lake Oconee, Linger Longer communities make up the largest, and certainly the most notable, bunch. As mentioned earlier, when all is said and done, the Linger Longer communities in the area

will cover more than 14,000 acres and 90 miles of lakefront. Picture the acreage owned by Linger Longer in the Lake Oconee area as a blank canvas, framed by the corporate Cornerstones and Extraordinarys. Each neighborhood is a different color: each occupies a different piece of land; each provides different, complementary experiences; all work together to create one overarching community, Reynolds at Lake Oconee.

In keeping with Linger Longer’s Extraordinary commitment to Software, not Hardware, we will focus on the experiences rather than the “bricks and sticks” of it all (except inasmuch as the architecture affects the experience). Once we have established the experience, the strategic story, the built forms, soft programming, amenities and more will automatically fall into place. Still, to envision a place – especially one this large – you need to know the lay of the land, literally and figuratively.





REYNOLDS PLANTATION

With 99 holes of golf by five all-star designers (Jack Nicklaus, Tom Fazio, Rees Jones, Jim Engh and Bob Cupp), 80 miles of lakefront and approximately 14,000 acres, Reynolds Plantation is Linger Longer’s “golden goose,” the most gilded star in the Linger Longer galaxy.

25 years in the making, and still growing, it is currently the benchmark by which all other Linger Longer communities are evaluated and created. More than 2000 residents, or citizens in Linger Longer language, occupy approximately 1500 homes and cottages. About 50% of the community remains to be built, though at the rate Linger Longer acquires property, the percentage rate drops almost weekly. Citizens can choose from dozens of formal and informal groups based on interests (there are currently three separate book clubs) and amenities galore. The average age of buyers at Reynolds Plantation is 52; the price of a home site ranges from \$120,000 to \$2.5 million; the resale price of a home ranges from \$280,000 to more than \$4 million, with an average of \$685,000.



“Every time I return, I have a feeling of tranquility. It is as though I have left the hustle and bustle of the real world behind and I can be on vacation forever...”

– ELLIE MCGILL,  
Owner at Reynolds Plantation

Ritz-Carlton Lodge

Reynolds Plantation also features a AAA Five-Diamond Ritz-Carlton Lodge, the highest-rated Ritz in North America and second-highest rated in the world (behind Bali), which features lakefront dining, a private beach and a 26,000-foot spa.

Guests can play at four of the five Reynolds Plantation courses or at the Reynolds Landing course. The Ritz is a gateway for visitors to become repeat guests, who often in turn become buyers at one of the Linger Longer communities.

Currently, the Ritz has only one ballroom that can be used for executive meeting space. In order to accommodate more meetings (and therefore more executive guests), plans are underway to expand guest capacity from the current 251 rooms to approximately 325. How this expansion will happen is still up in the air, although the growth will almost certainly involve resident (the Ritz Residences), whether fractional or whole, with a rental component.



THE VEAZEY TRACT

The Veazey tract is currently approximately 1500 acres located directly across the lake from The Ritz-Carlton Lodge. It has the opportunity to grow by several thousand acres with potential future acquisitions. Earmarked as a high-end neighborhood on the same level as Reynolds Plantation, the exact composition of Veazey is yet to be determined. Preliminary ideas include

the possibility of larger size lots (one to three acres); a lodge comparable to, but smaller than, the Ritz; a wellness facility; a community center; and perhaps an equestrian component. The property may include conservation easements, and it has yet to be decided whether residents will have reciprocal access, for a fee, to Reynolds Plantation amenities.



REYNOLDS LANDING

Reynolds Landing, across Highway 44 from Reynolds Plantation, is 1200+ acres of property which will eventually feature some 400 homes, of which roughly 200 have been built. Formerly known as Port Armor, the very first golf resort on Lake Oconee, Reynolds Landing is being constructed from the ground up, with homes including the Reynolds Landing Cottage Collection

by Southern Living and a brand-new 23,000-foot clubhouse. The amenities at Reynolds Landing are designed with whole families in mind. The community features less lakefront than Reynolds Plantation (ten miles) and only one golf course (by Bob Cupp). Home site prices range from \$65,000 to \$1 million, and homes range from \$400,000 to \$1 million+.



THOUGHT-STARTER ■■■  
How can we protect the reputation of Reynolds Plantation while leveraging its renown to bring families of all ages and incomes to Reynolds at Lake Oconee?

THOUGHT-STARTER ■■■  
Ritz Residence owners will have access to all hotel facilities and amenities. Should they have access to exclusive amenities, as well? If so, what might be most appealing?

“These communities are all there for different reasons, and collectively, they make the place.”

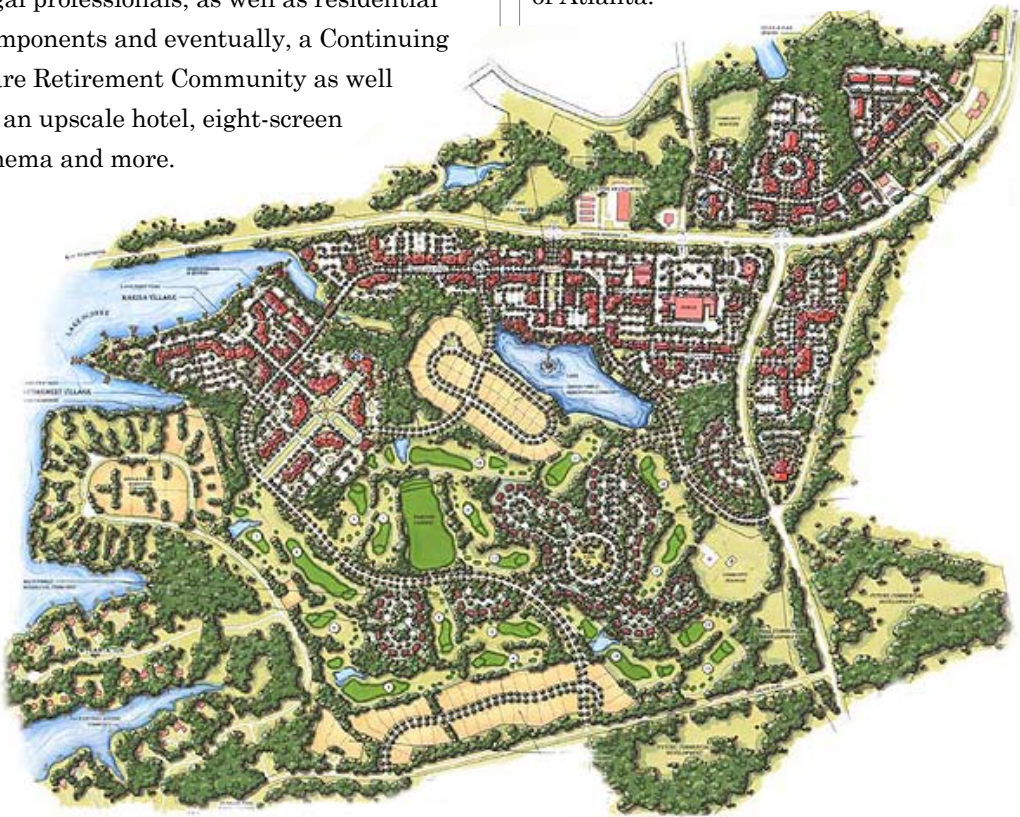
– MICHAEL J. KELLY, Senior Vice President of Planning & Development, Reynolds Plantation and Linger Longer



# LAKE OCONEE VILLAGE

Lake Oconee Village is a \$351 million, 609-acre, seven-phase project spanning the crossroads where Interstate 44 meets Linger Longer Road, just in front of the Reynolds Plantation gates. A joint venture with American Real Estate, the Village encompasses retail, offices for small businesses including medical and legal professionals, as well as residential components and eventually, a Continuing Care Retirement Community as well as an upscale hotel, eight-screen cinema and more.

Linger Longer’s corporate headquarters will move to Lake Oconee Village, allowing it to be more central to all the communities. The fourth phase (the medical campus) has just been completed, and our focus will be on future experiences at the Village, as well as the first single-family residential component, a partnership with Branch Properties of Atlanta.



## THOUGHT-STARTER III

How can we encourage business and cultural leaders to share their expertise through learning, development and arts programs, throughout all the Lake Oconee neighborhoods?

# REYNOLDSBORO

Reynoldsboro is a new, 1800-acre town that will be built from the ground up, combining old-fashioned values with cutting-edge technology. Built around a town square that harkens back to a lost era, Reynoldsboro will take advantage of sustainability measures including geothermal heating/ventilation/air conditioning and hybrid cars along with contemporary essentials like wireless Internet access throughout the town. As a pedestrian-oriented village, Reynoldsboro will place an emphasis on walking and fitness.

“It’s an urban setting with a small-town feel. A town square. Green space. Safety. You can walk to school or walk to the downtown, so it’s small enough in scale to allow you to feel like you’re part of a community. And it is attractive in its look and its feel, compared to urban sprawl that you see elsewhere.”

– The Hon. Mercer Reynolds III,  
Chairman and Chief Executive Officer,  
Reynolds Plantation, Linger Longer  
and Southeast LandCo

“It’s imperative that we put together a strong strategic plan for how we’re going to brand, market and sell these products in ways that are complementary and not cannibalistic, or that don’t undermine the brand equity, the credibility and the market awareness that we’ve created to date.”

– ROB MITCHELL  
President,  
Linger Longer

NEEDS FINAL CONTENT  
W/"OLD" RENDERING &  
PHOTO OF MODEL



## THOUGHT-STARTER III

How do we match the right customer to the right neighborhood?



LAKE OCONEE ACADEMY

The cornerstone of Reynoldsboro is a Lake Oconee Academy, a charter school, approved by the Georgia State Board of Education, which opened for Kindergarten this fall in its temporary home at Lakeside Church on Lake Oconee (a permanent home is in the works on Carey Station Road).

Each term or year for the next ten years, one grade will be added, until the Academy is a fully functioning K-12 school, fostering “an environment of high achievement and accountability in our students,” according to Rabun O’Neal.

In the upper grades, Lake Oconee Academy will focus its high academic standards on college preparation. Advanced Placement courses in various subjects will augment the curriculum and students will be encouraged to participate in job shadowing opportunities, internships and mentorships.

Although the school will be open, on a limited basis, to those who live outside district boundaries, the most important aspect of Lake Oconee Academy with regard to Linger Longer is that it will enable younger families, including employees of Linger Longer, to live in the area affordably, in both apartments and homes.



THOUGHT-STARTER III  
How can we encourage business and cultural leaders to share their expertise through learning, development and arts programs, throughout all the Lake Oconee neighborhoods?

OCONEE PERFORMING ARTS SOCIETY

Formed with the support of Linger Longer to bring top-quality live music and dance to the residents of Greene, Morgan and Putnam Counties, the non-profit Oconee Performing Arts Society is dedicated to promoting artistic excellence that will enhance the cultural landscape of central Georgia. Showcasing a wide range of concerts in a variety of regional venues, the Society will present classical, contemporary and cutting-edge work, and commission new pieces that shine a spotlight on the community. Education and outreach programs will complement each season, reaching thousands of young students annually through Concerts in Schools, the Georgia String Competition, the Gospel Mass Choir and other programs.

In December 2007, Oconee Performing Arts Society will unveil its first public production, Amahl and the Night Visitors, a favorite worldwide for audiences of all ages, and one which will become an annual tradition, repeated each season. Next, in 2008 will be performances by country, jazz and popular artists, highlighted by a special program celebrating the Grand Opening of the historic Festival Hall. The

American Pops Festival in April 2009 will be the jewel in OPAS’s crown, with 10 days of extraordinary entertainment under the artistic direction of the legendary Marvin Hamlisch. With a star-studded cast of Broadway, opera, ballet, gospel and classical music artists backed by the American Pops Orchestra & Chorus, the annual festival will also include a bevy of social festivities.

In addition to the town square, the school and the OPAS, Reynoldsboro will feature at least one church, a retail village and an amphitheatre. Del Webb is currently constructing an Active Adult (55+) community on Reynoldsboro land.



THOUGHT-STARTER III  
How do we match the right customer to the right neighborhood?





## ON THE PERIPHERY

Only two other gated communities, and one low-price lakefront condo development, provide competition for Linger Longer in Greene County. Or, through a different lens, we could look at these developments as potential feeders to the Linger Longer communities, as they both offer rentals, and guests will likely use Lake Oconee Village and Reynoldsboro to meet their amenity needs. Tim Hong, quoted earlier, is one of many resident owners who began as a visitor.

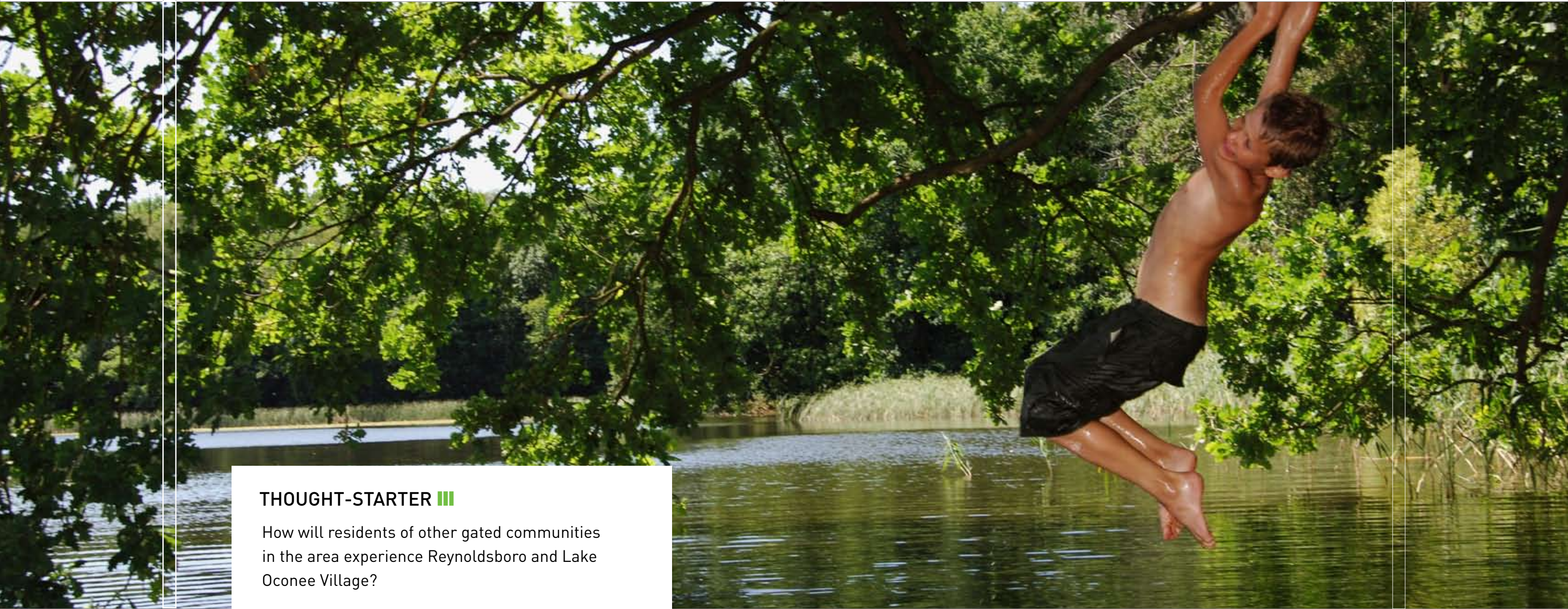
**CUSKOWILLA** – Set on 700 acres, Cuscowilla will ultimately have 555 homes. It features a single golf course, designed by Masters champion Ben Crenshaw, along with architect Bill Moore; the course has received numerous accolades from Golfweek and Golf Digest. It is negligibly closer to Atlanta than the Linger Longer communities and has minimal amenities in comparison.

**HARBOR CLUB** – With home lot price points between \$70,000 to \$700,000, Harbor Club is low-to mid-market. Their golf course was designed by Tom Weiskopf and Jay Morrish and touches the lake at six points. Aside from croquet grounds and a 15,000-square-foot clubhouse, it offers few amenities, encouraging members to go outside the gates.

**SOUTH BAY** – These 114 condos on the lakefront aspire to be the low-price (\$400K-\$600K) destination at Lake Oconee, thus potentially competing with Lake Oconee Village and Reynoldsboro for buyers. 60 units have been sold, an equal measure of second-homers and telecommuters. Its main amenity will be a large marina.







**THOUGHT-STARTER** ■■■

How will residents of other gated communities in the area experience Reynoldsboro and Lake Oconee Village?





# ASPEN & THE POWER OF FOUR

Aspen, a recognized luxury brand in the destination business, capitalizes on the four distinctly different personalities of their four mountains – something that could have been a deterrent to visitors – by branding the whole area “The Power of Four.” Visitors choose between the four mountains based on what kind of experience they’re seeking on a given day. And those who heavily favor one mountain see themselves as having an identity tied to that experience.

THOUGHT-STARTER ■■■

What experiences and identities are associated with Reynolds Plantation and Reynolds Landing? What will they be for Reynoldsboro and Lake Oconee Village? Veazey?

1

ASPEN SNOWMASS

is the upscale mountain with the Intrawest village at its base and another village higher on the mountain.

**Experience:** Not that Snowmass devotees need coddling, but the lifts are gondolas and people come here as much for the 64,000 square feet of retail and après-ski drinks with the locals as they do the trails. **Identity:** Monied.

2

BUTTERMILK

is a study in contrasts. On one hand, it is the site for ESPN’s annual X-Games. On the other, it has the easiest mountain terrain.

**Experience:** The people who ski and board Buttermilk tend to be the young crowd – either as part of a family or, slightly older, looking for the next big thrill...maybe even training for the Olympics. **Identity:** 1) Über-cool. 2) The family mountain.

3

ASPEN HIGHLANDS

comes by its name honestly, with a peak of 12,500 feet and oodles of off-piste powder.

**Experience:** People come here for a challenge and a breathtaking experience. This is the locals’ favorite mountain – good thing, as you’ll need their guidance. **Identity:** Locals and experts in the know.

4

ASPEN MOUNTAIN

is packed with double black diamond and tree runs, is the quirky one at the heart of downtown Aspen.

**Experience:** Over the expanse of its 3,267-foot rise, one can find hidden shrines to John Denver, Elvis Presley, Jerry Garcia and Marilyn Monroe. **Identity:** Upscale, offbeat and New York-esque.





# ABOUT THE PARTNERS

## LINGER LONGER

Linger Longer was formed in 1985, when cousins Mercer and Jamie Reynolds III had a vision of a community on Lake Oconee, Georgia’s second largest lake, where families would enjoy the natural surroundings and reconnect with one another, much as their family had done for generations. Drawing from that spirit, Linger Longer was formed to devise and develop Reynolds Plantation.

In 2007, Linger Longer (“development company” was dropped) was reinvented as a company that “creates complete communities,” whether around Lake Oconee or elsewhere in the Southeast. Through award-winning communities with world-class amenities and a casually elegant lifestyle, Linger Longer provides a uniquely enjoyable, relaxing and social environment that encourages families to “Linger Longer” in their retreat.

## SELCO

Southeast LandCo Acquisition Fund, LLC is a newly organized private investment vehicle formed to raise debt and equity funds in order to identify, purchase, develop, market and sell property. The Fund will be managed by Southeast LandCo, LLC, and will raise a minimum of \$100 million and a maximum of \$200 million in equity, which will be supplemented by appropriate levels of debt. The Fund will investigate and, where appropriate, invest in land primarily in the rapidly growing southeastern United States.





## ABOUT E+S

Envisioning + Storytelling, based in West Vancouver, British Columbia, assists clients around the world in creating foundational, transformational and brand stories that empower teams of decision-makers to guide unique, specialized projects such as Reynolds at Lake Oconee into being. Ours is a world in which teamwork and consultation outclass hierarchy and control by using ‘story’ to build consensus, provide clarity and identify the champions who will realize the team’s shared vision.

“I want to look back in ten years and say,  
‘We hit a home run.’”

–RABUN NEAL, President, Reynolds Plantation and Reynolds Landing





“Don’t ask yourself what the world needs. Ask yourself  
what makes you come alive and then go do that.”

- HAROLD THURMAN WHITMAN

