

ATTICO

LIFE, VIEWED FROM THE TOP

ISSUE 2 AUTUMN 2026

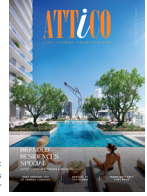
BRANDED RESIDENCES SPECIAL

LATEST LAUNCHES, TRENDS & INSIGHTS

GREG SPENCER, CEO
OF TIMBERS COMPANY

BENTLEY AT
TUTTO BENE

INSIDE MAYFAIR'S
"FORT KNOX"



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From Air Force Captain to Luxury Visionary

Rooted in military discipline and guided by a passion for authentic destination living, Greg Spencer, CEO of Timbers Company reflects on 18 years with the company, expanding into world-class markets, and crafting luxury real estate designed for multi-generational connection.

By Robbie Wilson

For Greg Spencer, true luxury isn't measured in rapid expansion or flashy amenities, it's found in the quiet execution of micro-details, an authentic sense of place, and the enduring strength of family traditions. Long before leading Timbers Company as CEO through strategic evolution, headquarter moves, and brand and property launches, Spencer's leadership foundation was forged as a Captain in the U.S. Air Force. Today, that military-grade focus on discipline and preparation translates into curating ultra-high-end residence clubs and destinations spanning from Tuscany to Kaua'i and Captiva Island. In this candid conversation, Spencer breaks down how the definition of "home" is shifting for the modern luxury consumer, why staying boutique requires strategic restraint, and why his ultimate measure of legacy comes down to a single emotion: connection.

You began your career as a Captain in the U.S. Air Force before transitioning into the corporate world. How did the discipline and high-stakes environment of military service shape your approach to leading a luxury hospitality brand?

My time in the Air Force shaped a leadership style built around discipline, preparation and accountability. In a military environment, details

matter, expectations need to be clear, and you have to be willing to make decisions quickly and decisively. I've carried that same mindset into business, setting a high bar, staying close to the work and maintaining a strong focus on execution and results.

In luxury real estate and hospitality, that attention to detail is especially important because excellence is often defined by the smallest things, whether a residence is prepared exactly as an owner prefers before they arrive, the team remembers a family's traditions from one visit to the next, or a need is anticipated before it ever has to be requested. At Timbers, we're constantly looking at how we can elevate the experience, anticipate what our owners and guests expect, and ensure we are delivering consistently across every touchpoint. For me, leadership means establishing that standard of excellence and continually pushing the organisation to meet and exceed it.

What drew you to Timbers over 18 years ago?

I knew I wanted to be in the luxury resort space from very early on. I had known about Timbers before starting my graduate degree, and while I was still in school, I came across an ad for the company in Worth Magazine and it felt like a sign.



Greg Spencer, CEO of Timbers Company

IN CONVERSATION

I was also drawn to the destinations where Timbers was developing at the time, places like Tuscany, Steamboat Springs and Virgin Islands. These were extraordinary locations, and the idea of building a career around creating distinctive residential resort experiences in destinations like this was incredibly appealing to me.

After graduating Columbia University, I had opportunities with more traditional real estate firms, but I was determined to work specifically in the luxury resort space. I took a chance and cold-called Timbers and was able to meet with our founder, David Burden. I left that meeting thinking there weren't any jobs available, but by the time I got

home I was receiving a call offering me a development project manager position, starting my Timbers journey.

What has been rewarding is seeing many of those early ideas continue to define the company today. Casali di Casole in Tuscany is a great example. It's a place where the residences, landscape, history, food and wine all come together to create an experience that could only exist in Tuscany. That commitment to finding extraordinary destinations and creating something authentic was what attracted me to Timbers in the beginning, and it remains a fundamental part of who we are as a company today.



Casali di Casole, Tuscany
Casale La Fonte di Barbena

Timbers moved its headquarters from Colorado to Winter Park, Florida. Beyond the logistical advantages, what did you see in the character of this community that aligned with the “soul” of the Timbers brand?

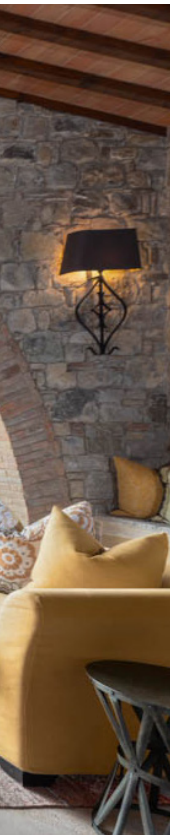
Looking at the broader competitive landscape, it became clear that Florida is where growth and demand are continuing to increase. The state brings in over 118 million annual visitors, and there’s a strong market for luxury resort experiences. Strategically, we wanted to position ourselves in a destination where our customers already are and where they’re heading.

Beyond the numbers, Winter Park offered a sense of character and community that aligned closely with the Timbers brand. Coming from the Aspen area, we have always believed in the importance of being rooted in a state with a distinct identity. Winter Park offers our team that in addition to placing us at the center of a region experiencing significant momentum, particularly in the last five years, where lifestyle, travel and resort living have taken on even greater importance.

In 2021, you introduced Timbers Company alongside Timbers Resorts, creating a broader platform for growth and ultimately launching Soleil Hotels & Resorts. What was driving that evolution, and where did you see an opportunity for a new brand focused on whole-ownership and more urban destinations?

The introduction of Timbers Company reflected our ambition to scale the business while preserving what had made Timbers Resorts successful for more than two decades. Timbers Resorts remains central to who we are, but we were seeing opportunities in the luxury market that extended beyond the traditional resort and private residence club model. Timbers Company gave us the ability to pursue those opportunities more strategically, and Soleil was a natural extension of that vision. It allowed us to bring our development and hospitality expertise to whole-ownership and more urban, lifestyle-driven projects, while creating a distinct brand experience for that customer. Together, this created room for us to grow in new ways without changing what Timbers Resorts represents.

That vision is now beginning to take shape. We have a potential Soleil project in the pipeline that brings the concept to life in a compelling way; more urban in character, close to the water and, for us, a little closer to home. We’re not quite ready to share the details, but it’s an exciting example of what we envisioned when we created Soleil and where we see Timbers Company continuing to grow.



One Steamboat Place
Steamboat Springs, Colorado



Timbers has long been a leader in the fractional ownership and private residence club model. With the rise of “work-from-anywhere” lifestyles, how have you seen the definition of “home” change for your owners in the last few years and how does it resonate with today’s luxury consumer?

The meaning of “home” has definitely evolved over the past few years. For many Timbers owners, it is no longer defined as a single primary residence, but a place, or in some cases, multiple places, that supports how they and their families want to live, build community, work and spend time together.

We see that reflected across our portfolio because there isn’t one definition of the ideal second home. For some owners, it might be the private club and golf lifestyle they find at Timbers Jupiter, close to West Palm Beach. For others, it’s

the understated coastal environment and connection to the outdoors at Timbers Kiawah in South Carolina’s Lowcountry. What they have in common is the desire to feel connected to a place and to have a home that becomes part of how their family spends its time together.

We are also seeing an increased appreciation for our private residence club model. There is a strong desire for products that feel both personal and exclusive, without the burden of traditional vacation home upkeep and maintenance. Today’s luxury consumer values the freedom to arrive and immediately feel at home, knowing everything has been thoughtfully taken care of. That ease of ownership allows our owners to focus less on the responsibilities of a second home and more on actually enjoying it.

At Hōkūāla on Kauaʻi, you’ve overseen the continued buildout of both the private residence club and a collection of estate homesites within a destination deeply connected to its natural surroundings and Hawaiian culture. How do you balance creating a high-end residential experience with preserving the natural environment, cultural heritage and authentic sense of place that make Kauaʻi so special?

At Hōkūāla, we’ve always believed that the natural beauty and character of Kauaʻi are among the greatest luxuries we can offer. It is an extraordinary 450-acre setting, and as we’ve continued to build out the private residence club and homesites, we’ve been very intentional about how each new phase fits within the larger destination, preserving open space, respecting the landscape and ensuring that what we create feels authentic to its surroundings rather than imposed upon them.

What makes Hōkūāla particularly special is that the experience extends far beyond the residences themselves. Owners have access to an incredible natural environment with oceanfront living, lagoons, miles of trails, golf and The Farm at Hōkūāla. There are so many opportunities to be outdoors and connected to the land and water, which becomes part of everyday life there. It’s a very different kind of luxury, one that is rooted in space, nature and the ability to slow down and experience Kauaʻi.

For us, luxury isn’t about building more; it is about building thoughtfully and creating an experience that could only exist in that particular place. That means being mindful of the land, respecting the culture and community, and making decisions with a long-term perspective. Our responsibility is to enhance what is already special about Hōkūāla while ensuring that the qualities that drew people there in the first place are preserved for generations to come.

In an era of rapid expansion, how do you resist the temptation to “over-scale” and maintain that boutique, intimate feel?

We’ve never set out to be the biggest company in our space. Growth for the sake of growth is not particularly interesting to us. We would rather pursue fewer opportunities where we know we can deliver at a very high level and where the market supports the kind of product we create. That discipline has always been an important part of how we evaluate new opportunities.

Maintaining that boutique feel also means resisting the temptation to apply the same formula everywhere. Tuscany should feel like Tuscany, Kauaʻi should feel like Kauaʻi; each destination should feel authentic to its surroundings rather



than shaped by a single formula. What remains consistent is the level of service, quality and attention to detail behind each of them.

Ultimately, we want Owners to feel known and connected, not only to the Timbers community, but to the destination itself. Being purposeful about scale allows us to preserve that intimacy as we grow. If you lose that sense of connection, you begin to lose an important part of what makes Timbers different.



Timbers Captiva Club & Residences
Osprey Penthouse Lanai Gulf View
Artist Conceptual Rendering of Timbers Captiva (Proposed)

IN CONVERSATION



Today's luxury traveller often values "access" as much as "amenities." How is Timbers Company evolving its concierge and membership services to provide experiences that money can't necessarily buy?

At Timbers, we are seeing a clear shift from traditional amenities toward more personalised, meaningful access. It starts by understanding the needs and wants of our clientele, and with each



Casali di Casole
Casale La Fonte di Barbena

owner having a different definition of what luxury means to them, our goal is to create tailored experiences.

Increasingly, luxury is about time, access and the ability to enjoy a destination without having to think about every detail. That can mean creating special family programming, opening the door to something unique to the destination, or simply anticipating what an owner needs before they have to ask. The real value of great concierge and membership service is that level of thoughtfulness, taking care of the details so our owners can be fully present with the people they came to spend time with.

As Timbers celebrates over 25 years in the industry, what do you want your legacy as CEO to be? When people think of a "Timbers property" a decade from now, what is the one emotion you hope they feel?

My goal at Timbers has always been to help create environments for cherished moments. That is the reason I got into the luxury resort space in the first place and what continues to drive me today. If we continue doing our jobs right, Timbers will be creating places where families spend meaningful time together, form lasting connections and build traditions that carry from one generation to the next.



Our newest endeavor, Timbers Captiva, is a great example of what that looks like for us today. As the first new luxury residential offering on Captiva Island in more than 30 years, it's a rare opportunity to create something new while respecting the character and sense of place that have made the island so special for generations. The residences are being designed around the way people experience Captiva, its connection to the Gulf and the bay, time spent outdoors and a relaxed island lifestyle, with an emphasis on creating a place families can return to year after year.



Increasingly, luxury is about time, access and the ability to enjoy a destination without having to think about every detail.

IN CONVERSATION

There is also a personal connection for me. My family has been visiting Captiva since I was a child, so I understand firsthand the emotional connection people have to the island and the traditions families build there over time. To now have the opportunity to help shape its next chapter through Timbers Captiva makes the project particularly meaningful to me.

I do not want my legacy to be tied to one particular project. I'd rather it be reflected in the relationships people build with these places and with one another, and in knowing that Timbers played a small part in creating those memories. A decade from now, I hope the feeling people associate with Timbers is connection; a connection to family, to a place they love and to the memories they have created there. ■A

Timberscompany.com

Images: Timbers Resorts



Timbers Captiva Club & Residences Aerial over marina and Gulf
Artist Conceptual Rendering of Timbers Captiva (Proposed)