



The Evolution of Place

NTBA FALL ROUNDTABLE and

# PRE-ROUNDTABLE TOUR /October 20 - 23, 2016



Carlton Landing



The 2016 NTBA Fall Roundtable and Pre-Roundtable Tour will take place October 20-23, in Oklahoma City and Carlton Landing, Oklahoma. Grant Humphreys, Town Founder of Carlton Landing, Oklahoma and Blair Humphreys of the Wheeler District in Oklahoma City, will be our hosts. American Fidelity is our major sponsor.

"The Evolution of Place" is the theme for the Roundtable, a familiar topic for these two young developers who are exploring new territory for Oklahoma: creating a new lakeside resort town from scratch with Carlton Landing on Lake Eufaula and recreating an urban waterfront neighborhood with Wheeler District in Oklahoma City. These two new projects are ripe for exploration about public/private partnerships, how place can create lifestyle, the ins and outs of community building, and how to carefully execute a plan to build market momentum and take the project from 0 to 60.

The Pre-Roundtable will examine Oklahoma City, district by district, to discover how this fascinating city is transforming itself – an incredible story you won't want to miss. See you in OKC!

Thank you to our sponsor:



Page 3

## THE 2016 NTBA PRE-ROUNDTABLE TOUR

# OKC: Districts of Revitalization

Thursday at 3:00 PM, October 20 - Friday at 3:30 PM, October 21, 2016



Registrants for the 2016 Roundtable have the option to register for a Pre-Roundtable
Tour which precedes the Roundtable by one day. Please note there is an extra fee to
participate and we are limited to a maximum of 32 participants. The Pre-Roundtable
Tour may not be purchased separately. The Pre-Roundtable registration includes all tours
and presentations, bus transportation, and lunch on Friday. All other expenses are on

your own. An Early Bird registration discount of 10% is offered to those who register before October 1.

## PRE-ROUNDTABLE AGENDA

## Thursday, October 20

1:00 PM NTBA Board of Directors Meeting in the Perle Mesta Suite

Prior to 3:00 PM

Arrive and Check-in to the Skirvin Hilton Hotel (1 Park AVE, Oklahoma City, OK) You will need accommodations for Thursday and Friday if you attend both events (Pre-Roundtable Tour and Roundtable) or Friday if you attend only the Roundtable. We will overnight at Carlton Landing on Saturday night (Rate TBD). The room block is limited; first come, first served. Call 1-800-HILTONS and mention the National Town Builders

**Association** or group code **NTBA** or click <u>HERE</u> to book your rooms at the special NTBA nightly rate of just \$159 per night.

#### 3:00 PM Bricktown District

Gather in the lobby of the Skirvin Hilton Hotel on Thursday to begin the Pre-Roundtable with our guides, Steve Lackmeyer, Shane Hampton and Chad Huntington. After a short walk to Bricktown, we'll board a <u>Water Taxi on the Bricktown Canal</u> to learn more about the story of Oklahoma City's MAP's Program and the evolution of Bricktown – downtown Oklahoma City's premier entertainment district!

## 4:30 PM Deep Deuce District

Next, we'll walk up the historic Walnut Street Bridge where Martin Luther King once led protest marches during the Civil Rights Movement into the Deep Deuce District, located just north of <u>Bricktown</u>. This was the heart of Oklahoma City's African-American



neighborhood from the 1920's to the 50's. It was home to jazz legends Charlie Christian and Jimmy Rushing or literary greats like Ralph Ellison, author of "The Invisible Man".



Today, Deep Deuce is a popular urban housing district following the first wave of downtown housing in the late 1990's and early 2000's. Also, Deep Deuce boasts several neighborhood hangouts like the Wedge Pizza, WSKY Lounge, Slaughter's Hall, Urban Johnnie's and Anchor Down.

## Block 42 / Mosaic / OKSea

After a brief tour of Deep Deuce, we'll head upstairs to the <u>Champagne Penthouse</u> at Block 42. Developers Grant Humphreys and Richard McKown will share the inside story of three projects that played a pivotal role in the redevelopment of Deep Deuce, including Block 42, a LEED certified condo project which incorporates townhomes, flats and a wide range of unit sizes and price points into one diverse project; OKSea, a mixed use development that utilizes 17 stripped and refurbished shipping



Champagne Penthouse (top) and OKSea (below)

containers; and Mosaic, which offers trendy apartment living in this booming district.

## 5:45 PM Schedule an UBER Pickup

Partner up in groups and schedule an UBER pickup (in advance, if possible) to pick you up at 345 NE 4<sup>th</sup> Street in OKC to take you to Fassler Hall for the next presentation.

## 6:00 PM Behind the Curtain: The Story of the Midtown Renaissance

UBER over to Midtown, Oklahoma
City's cozy urban neighborhood just
north of the central business
district. Midtown features shopping,
restaurants, bars, housing, lodging,
and many professional services.
The community is known for its
historic preservation, local and
independent merchants, as well as
diverse, welcoming neighbors.



Midtown Community

We'll gather at <u>Fassler Hall</u> (located at 421 NW 10<sup>th</sup> Street), a German-

inspired beer hall with an expansive beer garden and stunning views of the downtown skyline. This is where we'll be treated to development insights by Mickey Clagg and Chris Fleming, two of Midtown's successful developers. Drinks are Dutch Treat!

#### 7:30 PM Midtown Dinner with New and Old NTBA Friends

We move over to <u>Stella</u> for a modern Italian dinner. (Stella is located at 1201 N Walker Ave, OKC.)

Drinks and dinner are Dutch Treat!



#### Post-Dinner Experience the Midtown Community

After dark, Midtown comes alive! Enjoy Midtown – Dust Bowl bowling, pubs, food truck courts – there is so much to see! Make your way back to the Skirvin when you're ready.



## Friday, October 21

## 8:30 AM Cutting Edge Financing Developments – AT LAST!

Corey Aber will start the day in the Skirvin Hotel meeting room with a not-to-be-missed presentation about finance. Learn about the multi-year effort (initiated by NTBA!) to address long-standing impediments for development finance in low-rise/mixed use settings, recent research products, progress on efforts to update federal program regulations, and continuing activities in this area.

Corey will cover Freddie Mac Multifamily's commitment to affordable and workforce housing supporting sustainable communities, particularly through its capacity to finance mixed-income development, its ability to provide financing for properties prior to stabilization through moderate rehab, preservation rehab, and lease up offerings, and its recently announced Green Advantage, a comprehensive suite of offerings to promote and reward green building practices. To learn more about Green Advantage, here's a link to the press release and web page.

## 9:30 AM Street Design: The Secret to Great Cities and Towns

Don't miss this session from Victor Dover, the co-author of *Street Design: The Secret to Great Cities and Towns.* Victor will share insights on how good street design can unlock economic value, increase happiness, improve health and reknit neighborhoods. Discover how to fix America's neighborhoods, cities, and towns: make them walkable again. That begins with great streets where people want to be, where they feel comfortable, safe, and charmed by their surroundings.

#### 10:45 AM The Plaza District

Hop on the bus for a quick trip to the Plaza District. Over the last 19 years, the district has risen out of intolerable crime and disrepair into a hub of creativity and a haven for local business.

A neighborhood once threatened is now a thriving example of carefully implemented tactical urbanism,



grassroots community building, historic preservation and fine grain incremental urbanism. Through a strong commitment from the city arts community, the patient cultivation of a strong sense of community and strategic place-making initiatives, this district has blossomed as it has attracted significant private investment, incubated 32 thriving local

businesses, posted rapidly appreciating property values, and drove the crime rates down drastically.

We'll begin with a walking tour to see the Plaza Walls, Carey Place, and St. Francis of Assisi, among other landmarks. Then, we'll gather at the District House to hear the story of the Plaza District. Presenters include Ashley Terry, Steve Mason, and Cayla Lewis. Pizza will be served.

## 1:00 PM Uptown 23<sup>rd</sup> Street

We're back on the bus and headed to the Uptown 23<sup>rd</sup> District, an up and coming business and entertainment district that is in the midst of a significant urban revival. Uptown is housed along the historic Route 66 with many iconic landmarks such as the Tower Theater, the Gold Dome, and the historic Milk Bottle. It's located in the middle of several different ethnic districts, and connects Oklahoma City University with the State Capitol complex. Together, this creates a vibrant culture complete with locally-owned restaurants, eclectic boutiques, outstanding entertainment and community projects.

At the Tower Theater, we'll be treated to developer presentation about pivotal projects, including small scale, branded urban redevelopment, and one-off projects. Speakers include David Wanzer, Ben Sellers, and Jonathan Dodson.

## 3:00 PM Bus Departs for Skirvin Hotel

On the way back, we'll peek "through the windows" for a quick view of the Asian District, Gold Dome, 21C, and Film Row.

#### 3:30 PM Pre-Roundtable Ends

## THE 2016 NTBA FALL ROUNDTABLE

## The Evolution of Place

Friday at 4:30 PM, October 21 – Midday on Sunday, October 23, 2016

Registration for the 2016 NTBA Fall Roundtable is \$550 per person. It does not include the Pre-Roundtable Tour which is available as an add-on for Roundtable registrants, space permitting. Registration includes all tours and presentations; bus transportation; some refreshments; dinner on Saturday evening; and breakfast on Sunday morning. All other expenses are on your own. An Early Bird registration discount of 10% is offered to those who register before October 1.

## ROUNDTABLE AGENDA

## Friday, October 21

#### Prior to

## 4:30 PM

Arrive and Check-in to the Skirvin Hilton Hotel (1 Park AVE, Oklahoma City, OK) You will need accommodations for Thursday and Friday if you attend both events (Pre-Roundtable Tour and Roundtable) or Friday if you attend only the Roundtable. We will overnight at Carlton Landing on Saturday night (Fee TBD). The room block is limited; first come, first served. Call 1-800-HILTONS and mention the National Town Builders

Association or group code NTBA or click HERE to book your rooms at the special NTBA nightly rate of just \$159 per night.

## 4:30PM 2016 Fall Roundtable Begins

Meet in the lobby of the Skirvin Hilton Hotel. We will walk as a group to the <u>Myriad Botanical Gardens</u> where we will be met by Kirk Humphreys, the former Mayor of Oklahoma City, and Maureen Heffernan, Executive Director of the Myriad Gardens Foundation.

Myriad Gardens, Oklahoma City's premier public park, offers visitors a 15-acre natural escape in the very heart of downtown Oklahoma City. A children's garden, an off-leash dog park, the Park House restaurant, splash fountains, as well as paths for walking and jogging provide guests young and old with a place in which to find solitude with nature or seek community and the company of others. Thanks to a multi-million-dollar renovation partially funded by the city, as well as a general revitalized interest in a vibrant downtown, Myriad Gardens has become an integral symbol of the new Oklahoma City and was the winner of the 2015 ULI Urban Open Space Award, a highly competitive international design competition.

## 5:30 PM Opening Reception at 21c Hotel

MUSEUM HOTEL

Lieutenant Governor Todd Lamb welcomes NTBA members to OKC! Join us for the opening reception of our 2016 Fall Roundtable at the 21c Hotel, located at 900 W Main Street on the West End of downtown, along Film Row, and occupying the historic Ford Motor Company Assembly Plant. 21c Museum Hotel Oklahoma City is a 135-room boutique hotel, contemporary art museum, cultural civic center,

and home to Mary Eddy's Kitchen x Lounge. Cash bar; Hors d'Oeuvres will be served.

## 7:00 PM



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w District is among the hottest neighborhoods in town, yet few people are aware of its unique history. This portion of downtown Oklahoma City once housed the offices of major Hollywood film studios like Paramount Pictures, Warner Bros, MGM, and more. It's even more thrilling to learn that the same stars and starlets that graced cinema screens in Oklahoma theaters also walked these city streets!

Today, Film Row has been reborn from a love of its amazing past, and development and new construction abounds. The creative presence at the heart of Film Row's Sheridan and Lee Avenues includes a plethora of artistic businesses, a movie house, law firms, locally-owned restaurants, and so much more. The future looks even better as more and more learn about Film Row and its amazing legacy, making it one of Oklahoma City's brightest stars!

Dinner is on your own tonight, so grab some fellow NTBA friends and enjoy dinner, then walk or Uber back to our hotel.

## Saturday, October 22

A light breakfast will be served.



David Scheuer



Lucas Stegeman, Judson University

## 8:30 AM 2016 NTBA Fall Roundtable Scholarship Presentation: Lucas Stegeman

Congratulations to Lucas Stegeman of Judson University! Mike Watkins will introduce Lucas as the first recipient of the NTBA's David Scheuer Scholarship Award. The NTBA David Scheuer Scholarship was initiated in memory of David Scheuer upon his passing in August 2015 from ALS. He was a founding member of the NTBA and remained an active board member through his last Roundtable in the Spring of 2015. David believed in the NTBA as a way to share ideas by inviting new urban real estate development professionals from across the country to come together and study existing and emerging great mixed-use town centers. David enjoyed the camaraderie of the NTBA, the exchange of lessons, and was always excited to implement ideas in his own projects.

David especially believed in education through experience and was committed to working to provide opportunities for those starting their careers to expand their horizons. The NTBA is honored to offer the David Scheuer Scholarship as an opportunity for recipients to experience a new place, meet leaders in the field, and adapt the lessons into his/her own future.

## 8:45 AM Public Charettes for Private Developers

Pulling from his experiences with Oklahoma City's Wheeler District and other projects, Victor Dover will describe how the charrette process has been used to positively impact private development by boosting political support, potentially streamlining entitlements and engaging a target market of buyers that feel like a part of the community from the onset.

## 9:30 AM Depart for The Wheeler District and Carlton Landing: IMPORTANT!!!!

Please be checked out of the hotel and have your luggage ready to place on the bus or in your personal vehicle. Box lunches will be available upon your departure from the hotel. Please enjoy!

Round trip bus transportation will be provided for those wishing to depart from Oklahoma City on Sunday at the conclusion of the NTBA Roundtable. The bus will make a stop at the Oklahoma City Airport and the Skirvin Hotel upon return to Oklahoma City on Sunday, at approximately 1 PM. If you are not planning to return to Oklahoma City on Sunday, please make your own transportation arrangements. Please inform Monica of your plans in advance.



## The Wheeler District

## 9:45 AM Tour of the Wheeler District

The Wheeler District is a 150+ acre urban development site located on the south bank of the Oklahoma River. The site is 1.4 miles south of the Oklahoma City CBD, with a quarter mile of river frontage and a half-mile of frontage framing both sides of Western Avenue (a major arterial) with direct access to Interstate 40.

The Wheeler District plan emerged from an open public planning process. In July 2014, members of the Wheeler District team, along with planners and engineers from Dover, Kohl & Partners and PATH engineering, spent a week compiling ideas submitted by the community during an interactive public design charrette attended by over 1,000 stakeholders, neighbors and friends. The resulting Wheeler Development Master Plan

provides an implementable and community-supported vision for a world class mixed-use, urban neighborhood. Blair Humphreys will lead our tour of this exciting new project.

## 10:45 AM Depart for Carlton Landing

Jump on the bus for a comfortable 2-hour drive to Carlton Landing, Oklahoma. Carlton Landing is an example of a new town built from scratch over the past 6 years. The original master plan was completed by DPZ in July, 2008 and first occupancy was granted in April, 2012. A detailed project timeline is provided in the back of this program.

With only 125 homes complete, Carlton Landing is still in its formative stages. So you will get the opportunity to see a new town project in the early stages. Some of the vision has been realized, but there's still much to be realized over the next 15-20 years. This is a great opportunity for the collective wisdom of NTBA to be offered up, received, and put to good use. So PLEASE give advice freely. Put your fingerprints on Carlton Landing with constructive criticism, warnings and wisdom. Help shape Carlton Landing's continued evolution as it grows on the right track — with a healthy dose of NTBA feedback/wisdom.

#### 11:15 AM

One Framework for Financial Viability (This presentation will be on our tour bus.) There are a thousand ways to structure a real estate deal and each deal has unique characteristics that the developer or town founder must recognize and respond to. The financial framework for Carlton Landing is but one way to skin the cat. Like all deals, it involved the standard ingredients of private equity and traditional construction debt, but it was also unique in that it pioneered a new approach of incorporating into an actual new public municipality, created a local tax increment financing (TIF) district, and is using a series of municipal bond offerings (general obligation and revenue bonds) to create public amenities and infrastructure to ultimately realize the total vision for Carlton Landing. During the bus ride, Grant Humphreys will pull back the curtain on how and why Carlton Landing was structured the way it was. Handouts will be provided. Any question is fair game. True to NTBA form, the Town Founder and development project are open books.

#### 12:00 PM Lunch is Served

Box lunches will be distributed while on the bus. If you are not riding the bus, please make sure you grab a lunch before the bus leaves the hotel.

### 1:00 PM Check-In to Carlton Landing

Pick up your welcome packet and drop off your bag in the vacation rental home you'll be staying in for one night. All homes are a short walk from the check-in point. Do drop your bag off but don't get too comfortable because the walking tour is next. We've got a long way to go and a short time to get there!

## 1:15 PM Walking Tour of Carlton Landing

Meet up at the Meeting House. After a brief overview of the maps and master plan by Grant Humphreys and Andres Duany, we'll do a walking tour through the community and look at several of the side stories, initiatives, issues, and themes that serve as vignettes in the overall story of Carlton Landing.

#### 2:45 PM Snack Break

A snack bar will be open in the NTBA Tent.

## 3:00 PM Creating Design that Inspires

Grant Humphreys will moderate a design panel consisting of Andres Duany (master plan), Jim Hasenbeck (Town Architect), Tom Low (Planning, Light Imprint) and Brett Mann (Landscape Architecture) as they discuss how design elements work together to create a built environment that inspires people to live a better life and become a better version of themselves.

#### 3:45 PM Snack Break

A snack bar will be open in the NTBA Tent.

## 4:00 PM Can We Build It? Yes, We Can!

Grant Humphreys will moderate a construction panel consisting of Mike Kerney, Jeff Click, and Clay Chapman as they discuss and compare different approaches to construction, the need for production models, the need for craftsmanship, and the wisdom to know which to choose for a given place, time, client and/or intended outcome.

## 5:00 PM Beer Tasting on the Lawn

Speaking of craftsmanship, enjoy some craft beer on the lawn from Choc Beer and Prairie Artisan Ales, brewed right in Pittsburg County, Oklahoma. For 3 years in a row, Prairie Artisan Ales has been named in the Top 100 brewers in the world (out of more than 22,000 entries! Zach Pritchard, owner of Prairie and Choc and 4<sup>th</sup> generation brewer, will be serving up his family's best brew.

#### 6:30 PM Dinner on the Lawn

If you're at the lake in Oklahoma, it just wouldn't be right for you not to eat some Oklahoma Bar-B-Q. Our cook for the night is Donny Teel, a respected cook and owner of Buffalo's BBQ in Sperry, Oklahoma. For more than 20 years, Donny has honed his craft — cooking BBQ and winning all levels of BBQ competitions. Most notable wins are Grand Champion American Royal Open 2004, Grand Champion Jack Daniels World Championship 2005, Reserve Grand American Royal Open 2005 & 06, Reserve Grand American Royal Invitational 2008, Grand Champion American Royal Side Dish Contest 2006, 07, 08, 09, 10, and 11. Dinner is included in your registration.

Prairie Artisan Ales: Zach Pritchard will be serving his award winning beers.

**Café Evoke:** Jason Duncan will be serving up any kind of coffee drink you wish from his mobile coffee shop.

## 7:30 PM Blue Grass Concert with "Springstreet"

"Springstreet" is a great bluegrass band that will play for us tonight. It will be so much fun to really experience the mid-west hospitality of Carlton Landing!

Sund ay, Octo ber 23

8:30 AM



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Cardell will be serving a breakfast buffet.

## 8:45 AM 2016 Annual Meeting

Ward Davis, President, will facilitate the annual meeting of the NTBA and discuss plans for 2017.

## 10:00 AM It's a Wrap!

The bus will depart at 10:30 AM SHARP to head back to OKC's airport and the Skirvin Hotel. Please check out and have your luggage ready in advance.

For those of you who may not be departing on the bus back to OKC and would like to join us, you are invited to attend the 10:00 a.m. worship service at the Carlton Landing Community Church.

## A BIG SHOUT-OUT TO OUR FALLROUNDTABLE HOSTS!





**Grant Humphreys** 

## PROJECT TIMELINE

**2007:** June: Land search begins as a hunt for a grass landing strip at Lake Eufaula.

August: While driving across the land, the idea of a New Urbanist lakefront community is born.

2008: June: Remaining land parcels assembled by Carlton Landing development entity.

July: DPZ completes master plan affecting 950 acres of Carlton Landing property.

**2009:** May: Eight architects (4 from Oklahoma, 4 from New Urban Guild) participate in an architectural design charrette to determine the architectural vernacular for Carlton landing and create the initial collection of home plans.

May: Planners (Tom Low, Guy Pearlman) and civil engineers (Tim Johnson, Peter Borelli) conduct an intensive design charrette to develop a plan for Carlton Landing's stormwater management system according to "Light Imprint New Urbanism". The resulting plan provides an environmentally conscious approach to stormwater management and land hydrology.

**September:** Initial staking and land clearing activity commences.

**2010:** January: Infrastructure development commences.

**March:** The Carlton Landing Builders Guild is established with 6 homebuilders serving as the founding members.

April: The Farm at Carlton Landing is cleared, tilled and put under cover crop.

May: Memorial Day Weekend – First on-site marketing event held in Carlton Landing.

**September:** Steve Mouzon completes the First Edition of "The Living Tradition – Design Code for Carlton Landing".

2011: January: Homebuilding activity commences.

**April:** Carlton Landing Drive and Ridgeline Road are completed to provide 3 miles of paved access from Highway 9A to the Town Center.

May: In response to Carlton Landing's request to modify the Shoreline Management Plan, following an Act of Congress, the U.S. Army Corps of Engineers agrees to complete an Environmental Impact Study on the entire Lake Eufaula project area.

May: Land development activity halted by the Oklahoma Dept. of Environmental Quality.

**July:** First residential lot sold.

**November:** Approval granted for new public magnet school, Carlton Landing Academy.

**December:** New public water district formed to serve Carlton Landing – Rural Water, Sewer, and Solid Waste Management District No. 20, Pittsburg County, Oklahoma.

Through End of Year 2011: First phase of infrastructure (180 taps) nearing completion.

**2012: February:** Groundbreaking for Carlton Landing Academy.

**February:** Oklahoma Dept. of Environmental Quality authorizes the continued construction of utility systems. Land development activity resumes.

**April:** First phase of infrastructure completed and open for service.

**April:** First occupancy granted in Carlton Landing to Grant and Jen Humphreys.

August: First day of classes at Carlton Landing Academy.

## Through End of Year 2012:

- 13 homes completed.
- 11 homes sold or rented and occupied. 2 completed homes remain on the market.

**2013: January:** Architects and planners participate in a Town Center planning charrette to refine the vision for the mixed-use town center and conference facilities.

**March:** After 2 years of scheduled environmental assessment process costing \$3.5 Million, the U.S. Army Corps of Engineers completes the Lake Eufaula Environmental Impact Study.

**March:** All federal lands adjacent to Carlton Landing rezoned from "Fish and Wildlife Conservation" to "Public Recreation High Intensity".

October: Town of Carlton Landing officially incorporated into a new municipality

**November:** Carlton Landing Academy ranked #1 statewide out of 1,782 schools assessed by the State Department of Education.

## Through End of Year 2013:

- 18 homes completed this year.
- 31 homes completed to date.
- 29 homes sold or rented and occupied. 2 completed homes remain on the market.

2014: January: Town Trustees pass a 3% local sales tax.

May: First harvest of the Carlton Landing Farm. CSA starts with 31 members.

**September:** To encourage economic development, the Town of Carlton Landing decides to begin the process of creating a Tax Increment Financing ("TIF") District.

## Through End of Year 2014:

- 35 homes completed this year.
- 66 homes completed to date.
- 64 homes sold or rented and occupied. 2 completed homes remain on the market.

**2015:** February: 100<sup>th</sup> residential lot sold.

March: The TIF Review Committee votes to approve the TIF Economic Development Plan.

**June:** Long-term ground lease on 420 acres of waterfront land executed with the US Army Corps of Engineers

August: Carlton Landing Comprehensive Plan accepted by the Planning Commission

August: Town Trustees pass resolution to annex additional 900 acres of land

**September:** Town Trustees create a 235-acre Tax Increment Financing District which will generate up to \$80 million in public investment over the next 25 years

## Through End of Year 2015:

- 44 homes completed this year.
- 110 homes completed to date.
- 105 homes sold or rented and occupied. 5 completed homes remain on the market.

**2016: February:** Carlton Landing voters approve a self-imposed 15 mil property tax increase to fund a \$9.5MM General Obligation Bond Initiative, providing civic structures, cultural facilities, sports facilities, street lighting, stormwater management infrastructure and parks and trails.

**April:** Carlton Landing Academy Charter School is approved as the first public rural charter school in Oklahoma

May: Trail construction begins in the Carlton Landing Nature Center in the Corps lease land.

June: First Annual KCBS Sanctioned "Smoke on the Water" BBQ Competition.

July: Carlton Landing featured in a 5-page story in Southern Living magazine.

August: Carlton Landing Academy kicks off its first day of classes as a public charter school.

September: Construction commences on Phase 1 of the Residence Club at Carlton Landing.

## Through End of Year 2015:

- homes completed this year.
- homes completed to date.
- homes sold or rented and occupied. \_\_\_ completed homes remain on the market.

## By the Numbers:

- 2,070 acres in Carlton Landing. This includes 1,650 acres owned by Carlton Landing's development entity and 420 acres leased by the Town of Carlton Landing from the U.S. Army Corps of Engineers
- 102,000 surface acres of Lake Eufaula, the 9<sup>th</sup> largest man-made lake in the country
- \$31.8 Million Average annual home construction volume from 2015 through 2020
- 80 annual home construction once construction capacity is established
- 2,500 number of homes to be built within Carlton Landing master plan area (not including the 700 acres not included in the master plan area).
- 30+ years to build-out of Carlton Landing
- \$80 Million projected public investment through the Carlton Landing TIF District
- \$9.5 Million projected public investment through the 2016 Carlton Landing GO Bond Initiative
- \$2.5 Billion projected private investment in the Carlton Landing



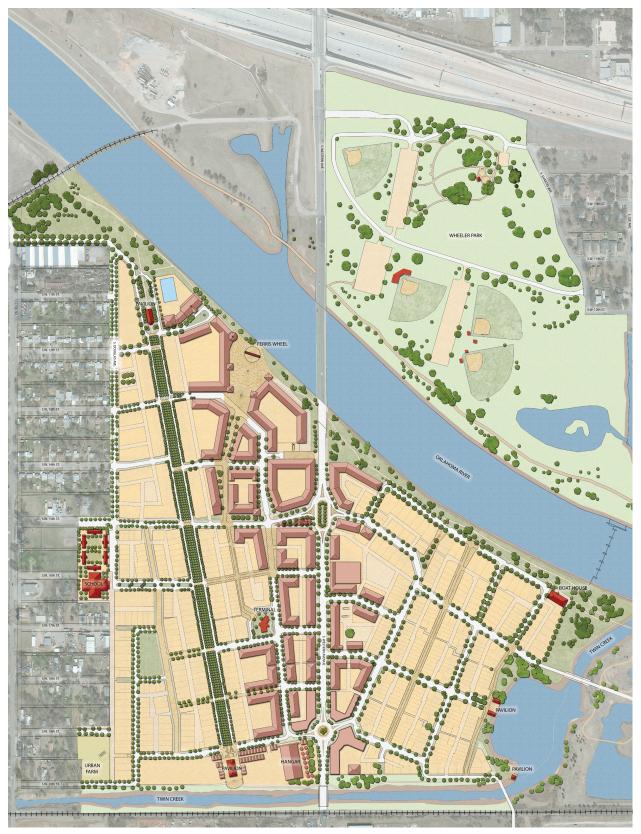


Blair Humphreys, Wheeler District

## Wheeler District Fact Sheet

- Located on the southern side of the Oklahoma River along Western Avenue, the former Downtown Airpark boasts spectacular views of Downtown Oklahoma City.
- The site, owned by the Humphreys Company, is envisioned as a new urban village, growing over time that takes advantage of the long-range and history of Oklahoma City.
- The site includes the former Downtown Airpark, which operated from the 1940s until 2005 when the airpark declared bankruptcy. The 90-acre Airpark was purchased by the Humphreys in 2006.
- Located across from historic Wheeler Park, which once housed the Oklahoma City Zoo, the future Wheeler District is to be a walkable, bikeable neighborhood that focuses on family and has a range of housing options.
- The site is 1.4 miles south of the Oklahoma City CBD, with a quarter mile of river frontage and a half mile of frontage framing both sides of Western Avenue—a major arterial—with direct access to Interstate 40.
- The Wheeler District plan emerged from an open public planning process. In July 2014, members of the Wheeler District team, along with planners and engineers from Dover, Kohl & Partners, spent a week compiling ideas submitted by the community during an interactive public design charrette hosted in Capitol Hill and attended by over 1,000 stakeholders, neighbors, and friends. The resulting Wheeler Development Master Plan provides an implementable and community-supported vision for a world class mixed-use urban neighborhood.
- The Wheeler District anticipates significant mixed-use development to be developed in multiple phases over a 15- to 20-year period.

- The district anticipates over 2.5 million square feet of total development, blending main street style retails and commercial space, with over 2,000 houses and apartments.
- Wheeler utilizes approximately 50% of the total land area for open space and infrastructure, including streets, alleys, parks, plazas, trails, pocket parks, and community gardens.
- Wheeler is the first to expend the modern development footprint South of the Oklahoma River. Its layout encourages walking or riding to school, work, church, dining, the park, the river, the Ferris Wheel and beyond.
- Wheeler is envisioned to play an integral part in the everyday life of Oklahoma City. First and foremost, Wheeler aims to be a great place for people, offering a range of housing, public spaces, civic services, retail and entertainment uses.
- Soaring more than 100 feet over the Oklahoma River, the nine-story-tall former Santa Monica pier Ferris Wheel kicks off the start of development at Wheeler. The Riverfront Plaza provides a new destination public space for South Oklahoma City.
- The Wheeler Ferris Wheel opened July 4<sup>th</sup>, 2016 drawing more than a thousand visitors to the Wheeler Riverfront Plaza. Located on the South Bank of the Oklahoma River, the Riverfront Plaza enhances the riverfront park and trails system with programing, public art, recreation, and refreshment options.



Wheeler District

## A BIG THANK YOU TO OUR SPONSOR!

# AMERICAN FIDELITY a different opinion

When it comes to helping protect your employees by offering supplemental benefits, it's best to partner with a company who has the expertise in your field and understands your needs. We consider it a privilege that thousands of employees have put their trust in us. Consider American Fidelity for a different opinion.

## SERVICES OFFERED BY OUR MEMBERS



## SPEAKER BIOGRAPHIES



## Corey Aber

Corey Aber leads Freddie Mac Multifamily's Community Mission design efforts to expand access to housing finance; promote affordability, opportunity, and mobility; and enable and support sustainable communities. Mr. Aber has been with Freddie Mac for 11 years. He is a graduate of Brown University, where he studied History, Literature, and Architecture History. Apart from his work at Freddie Mac, Mr. Aber is a writer and a painter.

Freddie Mac was established by Congress in 1970 to provide liquidity, stability and affordability to the nation's residential mortgage markets. Freddie Mac supports communities across the nation by providing mortgage capital to lenders. Today Freddie Mac is making home possible for one in four home borrowers and is one of the largest sources of financing for multifamily housing. For more information, please visit www.FreddieMac.com and Twitter @FreddieMac.



## Alex Chang

Alex Chang is a Vice President for Risk Distribution and Credit with Freddie Mac Multifamily. He leads a team that oversees the credit quality of the company's risk distribution activities in addition to setting the credit standards by which the Multifamily division's loans are originated. Prior to Freddie Mac, Alex underwrote commercial real estate loans for 5 years in New York and New Jersey. He holds a BA in Finance and East Asian Studies from the University of Virginia and a MS in Finance from American University.

Freddie Mac Multifamily helps keep rental housing available and affordable across the United States. Since 1993, our efforts have created rental homes for millions of households, strengthened communities nationwide, and delivered positive returns for those who invest in our business — including U.S. taxpayers.

## Clay Chapman, Hope for Architecture



## Mickey L. Clagg

Mickey L. Clagg is President of Midtown Renaissance. Mickey and his partners Bob Howard and Chris Fleming started buying Midtown properties in 2006. Midtown Renaissance has purchased 45 + properties and currently owns 35 buildings in Midtown. Ten of these buildings were certified historic rehabilitations and are listed on the National Register of Historic Places. Mickey currently volunteers as President of Midtown Redevelopment Corp. and as a board member of the Medical Business District, Automobile Alley, Inc., Oklahoma Historical Society, Oklahoma Health Center Foundation and the Downtown

Business Improvement District boards. He is also a member of the Urban Land Institute of Oklahoma City executive committee.

Mickey was recently recognized by Downtown OKC, Inc. with the 2016 Neil Horton Award for his leadership in the renaissance of a Downtown District. Oklahoma City Beautiful honored Mickey with its Pendleton Woods Lifetime Achievement Award for 2016.

Mickey is Regional Planning Committee Chairman for the Oklahoma *FIRST®* Robotics Competition (FRC). FRC stages short games played by autonomous and remote-controlled robots. The robots are designed and built in 6 weeks (from of a common set of parts) by a team of 15 to 25 high-school-aged young people and a handful of engineers-mentors. The students remotely control the robots in competition rounds on the field. FRC is one of Oklahoma Creativity's keystone projects. In 2007 before Oklahoma had a Regional Competition there were 9 Oklahoma teams and for the 2015 competition there were 48 Oklahoma teams with a total of 61 teams competing in Oklahoma City's Cox Center. The 2017 FIRST Robotics Regional Competition will be the 10<sup>th</sup> Anniversary.

Mickey graduated from the University of Central Oklahoma with a Bachelor of Science degree in accounting (1976). He and his wife Debbie live in Norman.



#### Jeff Click

Since its start in 1998, Jeff Click Homes, L.L.C. has built nearly 400 new homes in Edmond and Oklahoma City. An Oklahoma State Certified Professional Builder, and one of the youngest independent builders in Oklahoma, Jeff brings a fresh, modern perspective to the business of building, and a bold sense of style that trademarks each home.

In addition to leading the team at Jeff Click Homes, L.L.C., Jeff has been an industry leader, having served as the 2013 President of the Oklahoma State Home Builders

Association and 2009 President of the Central Oklahoma Home Builders Association. He's also owner/partner in Ocean Development, specializing in unique commercial office developments like The Main Street Business District and Port164. Jeff is also an owner/partner in Traditional Craft Homes, L.L.C., the in-house building company in Carlton Landing, a 25-year master planned new urbanist lake resort community at Eufaula Lake in eastern Oklahoma.

Given his expertise in the technology field, Jeff has become known as a specialist not only in modern and contemporary design, but also in hi-tech new homes. He's been the subject of numerous print and television feature stories for technological innovation, contemporary and modern home design, and energy efficient homes. He's also served as a speaker and panelist for numerous seminars on the home

building industry, housing policy, and the use of new media and social media in marketing.



#### Jonathan Dodson

Jonathan Dodson is with Pivot Project, a development company focused on cultivating community through thoughtful design. The company was founded two years ago by three partners, a former designer, appraiser, and banker. Currently, Pivot Project is developing four historic tax credit projects along with a myriad of other infill sites.



#### Victor Dover

Victor Dover, cofounder of Dover, Kohl & Partners Town Planning
A revolutionary makeover is underway to promote walking and cycling and appeal to a new generation of creative, demanding citizens. Victor Dover, urban designer and co-author of *Street Design: The Secret to Great Cities and Towns* (Wiley, January 2014), is an expert on how to fix our streets, and, in the process, shape enduring cities that people really love.

For 25 years, Dover has been designing walkable, sustainable development. His work spans five continents and ranges from revitalizing historic downtowns to retrofitting suburbia. His projects include Plan El Paso, hailed as "America's Best Smart Growth Plan," and the Columbia Pike revitalization plan and code. Victor is a Fellow of the American Institute of Certified Planners. He served as the national chair of the Congress for the New Urbanism from 2010 – 2012.



## Andres Duany

Andres Duany, architect, urban designer, planner and author, has dedicated over three decades to pioneering a vision for sustainable urban development and its implementation. He has influenced planners and designers worldwide, redirected government policies in the U.S. and abroad, and produced plans for hundreds of new and renewed communities of enduring valude. Duany's leadership can be credited with the plan and code for Seaside, the first new traditional community; the Traditional Neighborhood Development (TND) zoning ordinance; the development of the SmartCode, a form-based zoning code, adopted by

numerous municipalities seeking to encourage compact, mixed-use, walkable communities; the definition of the rural to urban Transect and Agrarian Urbanism; as well as inventive affordable housing designs, including Carpet Cottages and Cabanons.

Duany is the author of many essays and articles, and co-author of several books, including Suburban Nation: the Rise of Sprawl and the Decline of the American Dream. The SmartCode, The Smarth Growth Manual, Garden Cities: Agricultural Urbanism, and The New Civic Art.

Duany's work has been recognized with numerous awards, including the Richard Driehaus Award, the Jefferson Medal, The Vincent Scully Prize and several honorary doctorates.



## Chris Fleming

Since 2006 Chris Fleming has served as Executive Vice President of REHCO, LLC, a private investment company with a portfolio comprised of real estate, private equity, and oil & gas. Chris is also Executive Vice President and partner in Midtown Renaissance, a real estate company founded in 2006 that has purchased 45+ properties, has redeveloped over a half-million square feet of mixed-use buildings, and has assembled 760,000+ square feet of developable land in the Midtown District of Oklahoma City.

Chris serves on the Board of Directors for the YMCA of Greater Oklahoma City, the Myriad Botanical Gardens, and The Downtown Club of Oklahoma City. He is also member of the Board of Advisors for the Urban Land Institute of Oklahoma City and OU's Price College of Business Professional MBA program, and he is a judge for the annual Donald W. Reynolds Governor's Cup Business Plan Competition

He earned a Bachelor of Business Administration degree in 2002 from the University of Oklahoma, and also graduated from OU with his MBA in 2005.



## Shane Hampton

Shane Hampton leads projects focusing on placemaking, district planning, and transportation as the director of the University of Oklahoma Institute for Quality Communities. Shane manages collaborations with OU faculty and students, as well as professionals in local government, design fields, and the non-profit sector. He is a member of the Congress for New Urbanism, Urban Land Institute, Placemaking Leadership Council, and American Planning Association. He holds a master's degree in Regional & City Planning and a bachelor's degree in Public

Affairs and Administration from the University of Oklahoma.



#### Jim Hasenbeck

Jim is Town Founder of Carlton Landing and Managing Partner of Studio Architecture in Oklahoma City, Oklahoma. His leadership, problem-solving skills, and desire to see people be the best they can be has allowed Jim to help build Studeio Architecture into one of the top design firms in the region with a unique culture of design mentoring for young talent. In his role, Jim ensures the client's interests, needs, and desires are met throughout every phase of the design process.

As one of the founding partners of Studio Architecture, Jim has served as Principal-in-Charge and Project Manager on many award-winning projects. He has also had the opportunity to give back to his roots by working with clients such as the City of Woodward, the City of Oklahoma City, and the State of Oklahoma. When not at Studio Architecture, Jim spends time with his family. He also works to bring art to the public through volunteering for the Oklahoma City Arts Council and as a commissioner on the Oklahoma Arts Commission.

Jim has been involved in Carlton Landing from the beginning and was responsible for introducing the Humphreys to Andres Duany before the idea of Carlton Landing even existed. In 2008, Jim participated on the original Carlton Landing design team and then, in 2009, he worked with Steve Mouzon to assemble a collection of local Oklahoma architects as well as members of the New Urban Guild to define the Oklahoma vernacular design and establish the Carlton Landing design standards. In 2012, Jim led a Town Center design charrette and in 2015 he joined Andres Duany, Tom Low and others to revise the Carlton Landing master plan. Jim splits his time between Oklahoma City and Carlton Landing.

#### Maureen Heffernan

Maureen Heffernan is the Executive Director of the Myriad Gardens Foundation, the nonprofit organization that operates and manages the Myriad Botanical Gardens. Maureen joined the organization in September of 2011 to manage the creation of the public/private partnership that supports and operates the 15-acre downtown public garden and conservatory. She is charged with creating a beautiful, educational and active public garden and park space for the downtown. In 2015, Myriad Botanical Gardens was selected to receive the top award for an Urban Open Space from the Urban Land Institute.

She has a B.A. from Fordham University in New York City and studied horticulture at The Ohio State University in Columbus, Ohio. She is the author of several gardening books including: *Seed Starter, Hershey Children's Garden: A Place to Grow, Native Plants* and *Fairy Houses of the Maine Coast* and is a contributing writer to *The Oklahoma Gardener* magazine.

Maureen lives in downtown Oklahoma City.



## Blair Humphreys, Humphreys Company / Wheeler District

Blair Humphreys works for Humphreys Company, overseeing the design and development of Wheeler – a 150-acre mixed-use urban infill project on the Oklahoma River near downtown Oklahoma City – and serves as a Director of The Humphreys Fund. He has a Master in City Planning and Urban Design degree from the Massachusetts Institute of Technology and a BBA in Entrepreneurship from the University of Oklahoma. He is a founding member of the Urban Land Institute Oklahoma District Council, currently serving as Governance Co-Chair of the statewide organization.

Blair and wife Maggie live in Oklahoma City's Historic Gatewood Neighborhood with their sons Bonn, Naaman and Theodore, and dog Stella.



Grant Humphreys, Humphreys Company / Carlton Landing
Grant Humphreys is a real estate developer, investor and home builder. As the
Town Founder of Carlton Landing, a master-planned lakefront resort town in
Oklahoma, Grant has worked to create a model for economic, social and

ecological sustainability. Grant is also Founder and Principal in Traditional Craft Homes, a homebuilding company providing custom and spec production homes. He is a Principal in the family business, The Humphreys Company, which is based in Oklahoma City and manages The Humphreys Fund, a diversified real estate fund owning investment grade properties in the Midwest, South and Southeast.

Grant received a Bachelor's Degree in Real Estate from Baylor University. He worked with Trammell Crow in Dallas and Oklahoma City before going into business for himself. Grant and Jen have been married 17 years. They have 3 sons, 2 daughters and 2 chocolate labs. Grant is an instrument rated pilot and enjoys travel and the great outdoors. The Humphreys are members of Carlton Landing Community Church and reside full time in Carlton Landing, Oklahoma.



## Kirk Humphreys

Kirk Humphreys is Chairman of The Humphreys Company. Kirk was twice elected as Mayor of the City of Oklahoma City, serving from 1998 through 2003. He currently is a director of OGE Energy Corp., a trustee of the Urban Land Institute and a member of the Board of Regents at The University of Oklahoma. Kirk also co-hosts Flash Point, a weekly televised commentary and debate on issues of local and national interest. He and his wife, Danna, have been married for 43 years and have 3 children and 10 grandchildren. They live in Oklahoma City and Carlton Landing, Oklahoma.



## Chad Huntington

Chad Huntington has served as General Manager of Water Taxi, LLC since 2002. Though he was born and raised in Wichita, KS, his Oklahoma roots run several generations deep on both sides of his family. Those roots brought him "back" to the Oklahoma City metro in 1986. Chad worked as an advertising account executive in newspaper and radio and in the technology industry until discovering his true passion; the management of downtown-oriented redevelopment and promotional organizations, and eventually Water Taxi. He found this first through volunteer efforts; serving on the board of the Historic

Automobile Alley Main Street Program, as chair of its Design Committee, and then as the organization's Executive Director. This role transitioned into one with the then newly-formed Downtown Oklahoma City Incorporated, as its first Director of Marketing. During his time at Water Taxi Chad has also been involved with other ventures, including as a founding partner Oklahoma's Red Dirt Emporium, a pioneering Bricktown retailer. Besides his time on the Automobile Alley board, Chad was a longtime board member of both the Bricktown Association and the Frontier Country Marketing Association. Chad is a member of the Urban Land Institute and currently serves on the Bricktown Planning and Operations Committee.



## Michael Kerney, Director of Development, Carlton Landing

Mike Kerney's responsibilities focus on the design, approval and implementation of a wide range of projects both nationally and internationally. His experience ranges from direct on-site supervision to corporate level management. He has an

extremely diverse level of work experience in all facets of development from site selection through operations. In addition to his role at Carlton Landing, Mike is a Partner at Traditional Craft Homes, LLC and Vice President and Director of Construction of Landmark Land Company.



## Steve Lackmeyer

Steve Lackmeyer is a reporter, columnist and author who started his career at The Oklahoman in 1990. Since then, he has won numerous awards for his coverage, which included the 1995 bombing of the Alfred P. Murrah Federal Building, the city's Metropolitan Area Projects, the rebuilding of north downtown, the rebirth of the Skirvin Hotel, the rise of Bricktown, Midtown and Automobile Alley, and the city's courting of the NBA.

Lackmeyer spent two years visiting Main Street communities around the state, documenting their preservation efforts and the return of commerce to the heart of the state's small towns. This effort was recognized in 2007 with a "Friend of Main Street" award by the Oklahoma Main Street Center. That same year he also was honored with the B.H. Prasad Award given in recognition of his coverage of architecture by the Central Oklahoma Chapter of the American Institute of Architects. His coverage of downtown Oklahoma City was recognized with a first-time "Presidents Award" given to him in 2014 by Downtown OKC Inc.

Lackmeyer is author of five books about the city's history, "OKC Second Time Around," Skirvin," "Operation Scissortail" and "Cornerstone" (all co-authored by Jack Money) and "Bricktown." Lackmeyer also authored "Foraging in Oklahoma," a travelogue and recipe book about produce found at Oklahoma farms and ranches. In 2012 he authored a 1,500-word cover story about the history of development and architecture in Oklahoma City for the magazine Architectural Record.



## Todd Lamb, Lieutenant Governor, Oklahama

Oklahoma elected Todd Lamb as Lt. Governor on November 2, 2010. After a term in which Lamb successfully advocated for workers' compensation reform, higher pay for Oklahoma's Troopers, and growing Oklahoma's oil and gas industry, Lamb was reelected in 2014, winning in each of Oklahoma's 77 counties.

Lamb continues to focus on being the voice of Oklahomans in the capitol. Every year he visits each of Oklahoma's 77 counties. Appointed to the Governor's

cabinet, Lamb is the state's leading small business advocate and is currently pushing for reforms to the state's unemployment compensation system as well as other regulatory reforms to help entrepreneurs prosper.

An Enid native, Lamb played football at Louisiana Tech University, then returned to Oklahoma earning his bachelor's degree from Oklahoma State University and his law degree from Oklahoma City University School of Law.



## Cayla Lewis

Cayla Lewis, a resident of Oklahoma City and raised in Yukon, serves as Executive Director of the Plaza District. Cayla works as the primary advocate for district revitalization and the primary coordinator of the association's activities. Overall responsibilities include engaging the community, marketing the district, directing operations and place management. She is a graduate from the University of Oklahoma with her Bachelors of Fine Art, emphasis on Printmaking, also holding minors in Art History and Interdisciplinary Perspectives on the Environment. Active in her community, Cayla serves on the board for Classen Ten Penn

Neighborhood Association, co-chairs Oklahoma Visual Arts Coalition's Momentum OKC, as well as serving as Administration Chair for Midtown Rotary. She is also a past graduate of Oklahoma Arts Council's Leadership Arts program and has served as chair for her neighborhood's annual community festival, as well as volunteering for multiple organizations throughout the city.



## Thomas E. Low, AIA AICP CNU LEED NCARB

Tom Low is an expert on new urbanism, light imprint urbanism, town planning and traditional neighborhood development. Over the past 21 years, Tom has managed and completed more than 120 New Urbanism projects as a Principal and Director with Duany Plater-Zyberk & Company (Miami, FL and Charlotte, NC), through his sole practice in Charlotte, NC and through the non-profit organization he founded, Civic by Design.

Low is actively involved with projects, research, and education nationwide, but focuses most of his attention on providing solutions for urban challenges facing the Carolinas. He lectures on town planning, has taught at the University of Miami School of Architecture, and has been a visiting professor at the University of North Carolina-Charlotte School of Architecture, the College of Charleston, and Virginia Polytechnic Institute and State University. Through grants he received from the John Nolen Foundation he has completed a symposium on John Nolen's work. He is the author of *Civic By Design: John Nolen's Lessons for New Urbanism* and *Light Imprint Handbook: Integrating Sustainability and Community Design.* He has served for more than five years as chair of the Charlotte Region Civic by Design Forum, and has led forums on School Design.

In 2008, Tom served on the original Carlton Landing design charrette team and has since maintained an active role in the continued design evolution of Carlton Landing. Through Tom's involvement and direction, Carlton Landing has adopted Light Imprint New Urbanism as the primary means for storm water management and serves as one of the most complete examples of this design ideology realized in the single location.



#### Steve Mason

Steve Mason has remodeled and manages 21 historic buildings in Oklahoma City in Automobile Alley and the Plaza District with 48 retail, restaurant, and office

tenants. Steve was the president of Cardinal Engineering, Inc. from 1989 to 2014. He is currently president of Bluebird Consulting. He is a registered Professional Engineer in the States of Oklahoma, Texas, and New Mexico. Steve has worked full-time in the waste management and environmental industry for more than thirty years. Since 2010, Steve has served on the OKC MAPS 3 Transit/Modern Streetcar Subcommittee. He served on the board of directors for Greater Oklahoma City Chamber from 2005 to 2015. Steve was appointed Chairman of the Oklahoma State Capitol Repair Oversight Committee which is responsible for the \$120M renovation of the Oklahoma State Capitol in 2014. Steve currently serves on the board of directors for the City of Oklahoma City Business Improvement District, Last Frontier Council of the Boy Scouts of America, Girl Scouts of Western Oklahoma, United Way of Central Oklahoma, Automobile Alley, First National Bank of Oklahoma, Iguana Mexican Grill, and Earl's Rib Palace



#### Richard McKown

Richard McKown lives in Norman Oklahoma, he works as a developer, artist and community designer. He holds an MFA in Sculpture from Boston University and a BFA from the Kansas City Art Institute, and a Yale Fellowship in Painting, He lived in central France for four years, working as an artist. After returning to the states his focus has been on developing meaningful community open spaces, combining low impact development techniques, sculpture and narrative. McKown's interest inmixed use walkable communities has led him to the development of infill projects in downtown Oklahoma City. As development

Partner for City Center Development, LLC, McKown has recently completed LEVEL Urban Apartments, MOSAIC, OKSEA an assemblage of shipping containers, and the restoration of the Rock Island PLOW building in Brick town.



#### Ben Sellers

Ben Sellers is with Pivot Project, a development company focused on cultivating community through thoughtful design. The company was founded two years ago by three partners, a former designer, appraiser, and banker. Currently, Pivot Project is developing four historic tax credit projects along with a myriad of other infill sites.



## Ashley Terry

Ashley Terry serves as the Director of Public Life for the Wheeler District. As Director, she cultivates the public life experience in Wheeler, overseeing district-wide placemaking efforts and management of the public realm. In addition, Ashley serves as the President of the Plaza District Board of Directors and the Chair of the Urban Land Institute Young Leaders Group. Engaged in the local community, Ashley works to initiate change in Oklahoma City at a grassroots level by organizing local efforts with a focus on placemaking, walkability, and access to

public space.



## David Wanzer

David Wanzer is with Pivot Project, a development company focused on cultivating community through thoughtful design. The company was founded two years ago by three partners, a former designer, appraiser, and banker. Currently, Pivot Project is developing four historic tax credit projects along with a myriad of other infill sites.



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