

Anne Gatling Haynes, AIA, LEED

Professional Work Summary 1994-2012



Economic Development Corporation of New Haven

Chief Executive Officer



Organizational Leadership

Lead strategist for the four-year old public-private partnership between City of New Haven and Yale University whose mission is focused on business retention, growth and enhancing the economic climate in the city. Along with facilitating projects that catalyze neighborhood revitalization, workforce development, and long-term economic development planning efforts, the EDC customizes business development solutions to the diverse needs of businesses from start-ups to established companies.

Stewarding a \$1.6MM annual budget (operating & program funding) and directing a staff of seven, the CEO manages all aspects of the operation while reporting to a board of eleven members: City of New Haven (Mayor, Economic Development Administrator & Director of City Planning), Yale University, Yale New Haven Hospital, and the business community.

EDC Business Development & Long Term Strategic Plan

From inception, EDC assisted-businesses have secured in excess of \$19.2 million in financing, resulting in approximately 1,350 jobs created or maintained in New Haven. In 2011 there were approximately 250 business visits, 20 hosted events, representing 519 attendees or 181 companies. Due to EDC efforts, 2011 saw the arrival or start of approximately 10 new companies, and the growth of many more. Developed new and close relationships with additional sectors/companies, new potential financial support relationships, and most importantly the new State of CT leaders.

The EDC has adopted strategic plan for a sustainable and diversified funding stream that will both support core mission activities as well as implement new program and financial tools that will aid in business development financing and real estate development. The new plan represents 6 funding streams/programs to support business development and long-term planning.

Mill River Industrial Village Plan

A public-private partnership between the EDC, the City of New Haven and local businesses to create an economically viable and sustainable development framework for the Mill River light-industrial district. Representing a crucial component of the City's diverse job base, the goal is to promote growth in the light-industrial sector while simultaneously creating infrastructure that fits the environmentally sensitive location on the banks of the Mill River, which flows into New Haven Harbor. The study will also identify improvements to better connect residents and jobs, as well as neighborhoods better connected to each other and downtown.

The project is a phased analysis and implementation plan. The final project will include the development of site recommendations, new regulatory tools, and infrastructure improvements that incentivize the continued revitalization of and growth towards an urban industrial mixed-use district.

Medical District Plan

EDC is the lead convener among the City, Yale New Haven Hospital, and Yale University to advance the future of this critical growth district for the City. A national research and development leader, Yale is 14th in the country for US NIH funding grants, and represents about 80% of the State of Connecticut's total economic output from biomedical research and development.

The district includes approximately 80 acres adjacent to the main train station and downtown that have many underutilized parcels. The future development could double the impact of this district bring nearly 3.5 SF of development, 7,000 jobs, and approximately 1 B in net new taxes annually. The efforts in reviewing the district opportunities include formulating a land use plan, researching potential governance models for long term stewardship, and developing a tool kit of financing options for future infrastructure upgrades in the District.

Office of the Mayor, City of New York
Office of Capital Project Development
Design Director, Program Manager



Hunters Point South, Queens

Serving as Design Director of multi-agency development team 'client' for new 5,000 unity middle-income housing development in southwestern Queens along the East River. Role includes coordinating and reconciling often divergent agency goals, opinions and regulations in order to facilitate an efficient design process. The 30-acre site has been rezoned to include 11 acres of Waterfront Park. Development team is now directing a consultant team (Arup/Thomas Balsley/Weiss-Manfredi) in the design of the parks and infrastructure. Collaborating on the facilitating parcel development process through the City's Department of Housing Preservation and Development. Participated as City Hall Design Lead during the master plan process including ULURP and EIS approvals for the site.

(Lead Agency is Mayor's Office, with NYC Economic Development Corporation (EDC))



Penn Station Redevelopment

Participated as lead design representative from the Mayor's Office in coordinating and reviewing new construction and renovation plans for the Penn Station District. Projects include the original project at Farley (1999, 2006), 2007 potential relocation of Madison Square Garden and construction of new Penn Station and commercial development (SOM/HOK/Shop). More recently, led the 2008 City design/analysis effort to finalize new station program (railroad requirements) and outline options for a full renovation of Penn Station with MSG remaining in place (HOK). Developed design process schedules and workplans for multi-agency working group: Governor's Office, Amtrak, ESDC, MTA, NYS DOT, NYC Department of City Planning, Economic Development Corporation

(Lead Agency is NY State Governor's Office and the Moynihan Station Development Corporation/ESDC)



World Trade Center,
Performing Arts Center

Directing two consultant teams to revise original feasibility study for new 200,000 GSF Performing Art Center on the WTC Site, including coordinating and facilitating below grade infrastructure with the PANYNJ. As it is the last piece of the WTC district development, the City's interest is to preserve the opportunity/feasibility of this cultural facility on the site. Leading stakeholder team that includes Department of Cultural Affairs, Department of City Planning and the Joyce Theater in order to direct Gehry Partners in preliminary revised Concept Design. Additionally directing HOK and related engineers on extensive multi-stakeholder below grade infrastructure coordination to preserve the PAC viability with 8 various PANYNJ stakeholders.

(Lead Agency is Mayor's Office, with NYS Lower Manhattan Development Corporation/ ESDC)



PlaNYC,
Green Codes Task Force

Directing efforts to assess cost and practical feasibility for the I15 code proposals as developed by the multi-stakeholder Green Code Task Force as convened by the Mayor's Office of Long Term Planning and Sustainability.

(Lead Agency is Mayor's Office of Long Term Planning and Sustainability with Urban Green (formerly NYC USGBC))



Cooperative Arts & Humanities High School, New Haven, Connecticut
Anne Gatling Haynes

Cooperative Arts & Humanities High School

160,000 GSF, \$70 MM
Pelli Clarke Pelli Architects,
2002-2006

New landmark facility for the New Haven Board of Education in the last years of a 1.5 Billion investment in the Public Schools. This inter-district magnet school's curriculum specializes in the performing and visual arts. Enrollment is projected at 650 students, and the building program includes 350-seat multi-purpose theater, a black box, related arts rehearsal spaces for music, dance, drama, and chorus, an exhibit gallery and the complement of traditional high school facilities.

In addition to the full design services, we initiated and led a significant public site selection process studying more than 35 sites with more than 50 criteria. Working with various stakeholders (School, Downtown Arts & Business Communities, Yale Arts Facilities, and Yale University) we reviewed and studied the best match between program and location. Culminating in the presentation of a comprehensive matrix (40'x8' tall) to a public forum this process was the tool by which relative consensus for a downtown facility was achieved. Our site map became the basis for most of the economic development analysis for the corresponding years of tremendous growth.

DESIGN TEAM LEADER:

Design Lead: Developed curriculum program, Facilitated multi-site feasibility analyses, Initiated design concepts, Led design presentations at all client and public meetings, Organized public and stakeholder presentation documents, Directed design team production: model making and technical drawings **Management Lead:** Coordinated proposal, Organized & coordinated project consultant team (including energy modeling), Facilitated fee negotiation & led ongoing contract management, Facilitated all prime and sub contracts, Developed and maintained schedule, Managed budget, and Managed all public approvals. **Phases:** Site Selection & Feasibility, Programming, Basic Services through Construction Documents.





Overture Center for the Arts, Phase I , Madison Wisconsin
Anne Gatling Haynes

Overture Center for the Arts, Phase I

380,000 GSF, \$205 MM (Total Project)
Cesar Pelli & Associates, Inc
2000-2004

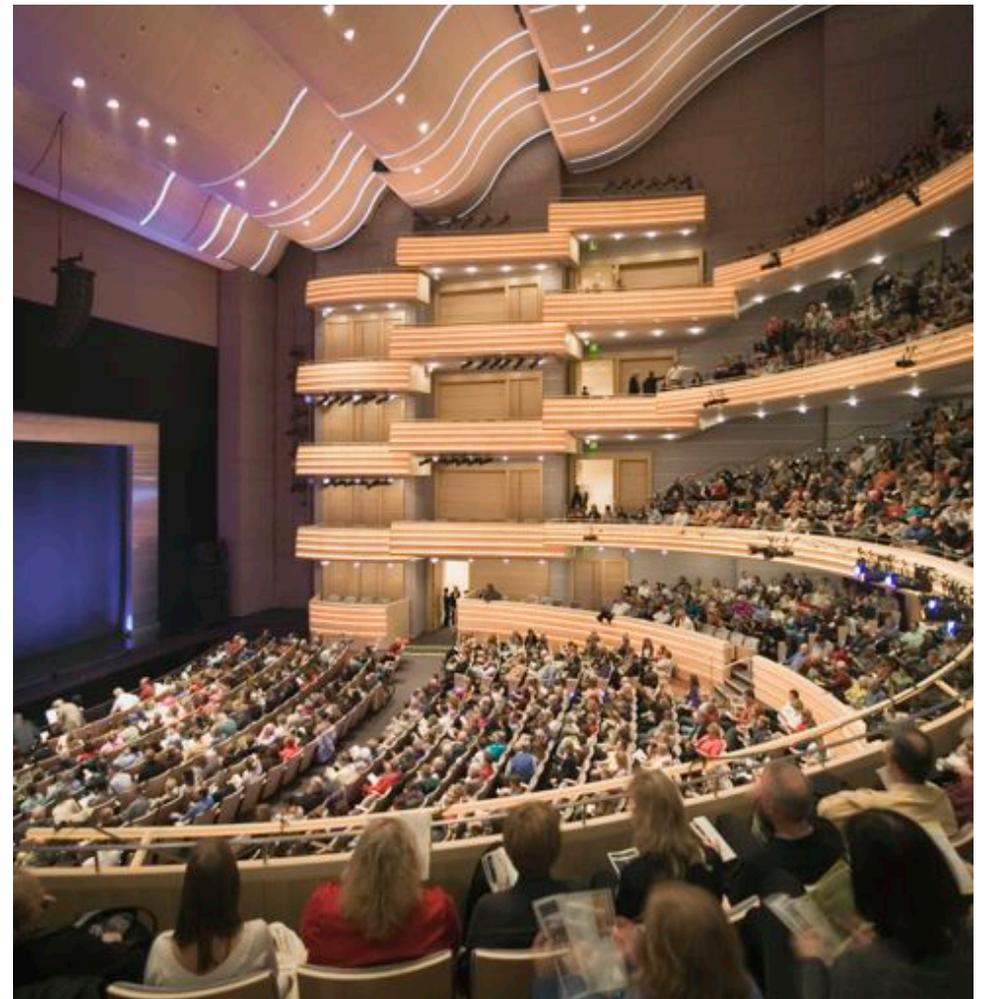
A comprehensive city block in downtown Madison Wisconsin, organized along the primary pedestrian corridor of State Street that links the University of Wisconsin to the Capitol on the isthmus of Madison. This project was developed by a private donor and turned over to the City of Madison—therefore was designed in a highly public forum, yet personalized way to create the donor's legacy to the city.

As an expansion of the city's cultural offerings downtown, the facility provided new and improved spaces for over 8 resident performance companies and a contemporary art museum. Phase I included a 2250-seat multi-purpose theater, a suite of rehearsal/performing spaces, public and institutional galleries, children's amphitheater, gracious public spaces

This one project included a rich building program, experience with multiple city agencies including landmark/restoration review, complex fast-track construction, a multitude of consultant and project team members, and a very intense relationship between client and design team requiring extraordinary services throughout the process.

DESIGN TEAM LEADER (2001-2004)/SENIOR DESIGNER (2000-2001):

Design Lead: Initiated Design Concepts, Directed design team production: model making and drawing production, Organized public and stakeholder presentation documents, Coordinated with vendors on special fabrication components, Led materials research and construction feasibility. Led construction administration and coordinated with Executive Architect including extensive design mock-ups **Management Lead:** Facilitated fee management, Initiated add services fee negotiation, Facilitated all prime and sub contracts, Primary coordinator of consultant team, Managed budget coordinating with CM and Owner's Rep, and Coordinated with Executive Architect on all public approvals. **Phases:** Concept Design, Basic Services through project completion.





Overture Center for the Arts, Phase 2, Madison Wisconsin
Anne Gatling Haynes

Overture Center for the Arts, Phase 2

380,000 GSF, \$205 MM (Total Project)
Cesar Pelli & Associates, Inc
2000-2006

Phase 2 included a new 70,000 GSF facility for the Museum of Contemporary Art., located on the iconic corner of State Street facing west. (prior page). Facility included new gallery spaces, storage and conservation space, public lobby an amenity space, cafe/restaurant and roof terrace. A significant portion of this project included a gut rehabilitation of a 1800 seat 1920's Broadway-style movie house to seat a more comfortable 1200 seats, reconstruction of centralized block pedestrian passageways, as well as the reconstruction of a 350 seat thrust-style theater, and a warren of back of house spaces to support the entire facility.

SENIOR DESIGNER (2000-2001)/ DESIGN TEAM LEADER(2002-2006):

Design Lead: Initiated Design Concepts, Directed design team production: model making and drawing production, Organized public and stakeholder presentation documents, Coordinated with vendors on special fabrication components, Directed materials research and construction feasibility, Directed construction administration by staff and Executive Architect. **Management Lead:** Facilitated fee management, Initiated add services fee negotiation, Facilitated all prime and sub contracts, Coordinated consultant team, Managed budget, and Coordinated with Executive Architect with all public approval agencies. **Phases:** Concept Design, Basic Services through project completion.





Weber Music Hall, University of Minnesota-Duluth, Duluth, Minnesota
Anne Gatling Haynes

Weber Music Hall

University of Minnesota

SENIOR DESIGNER:

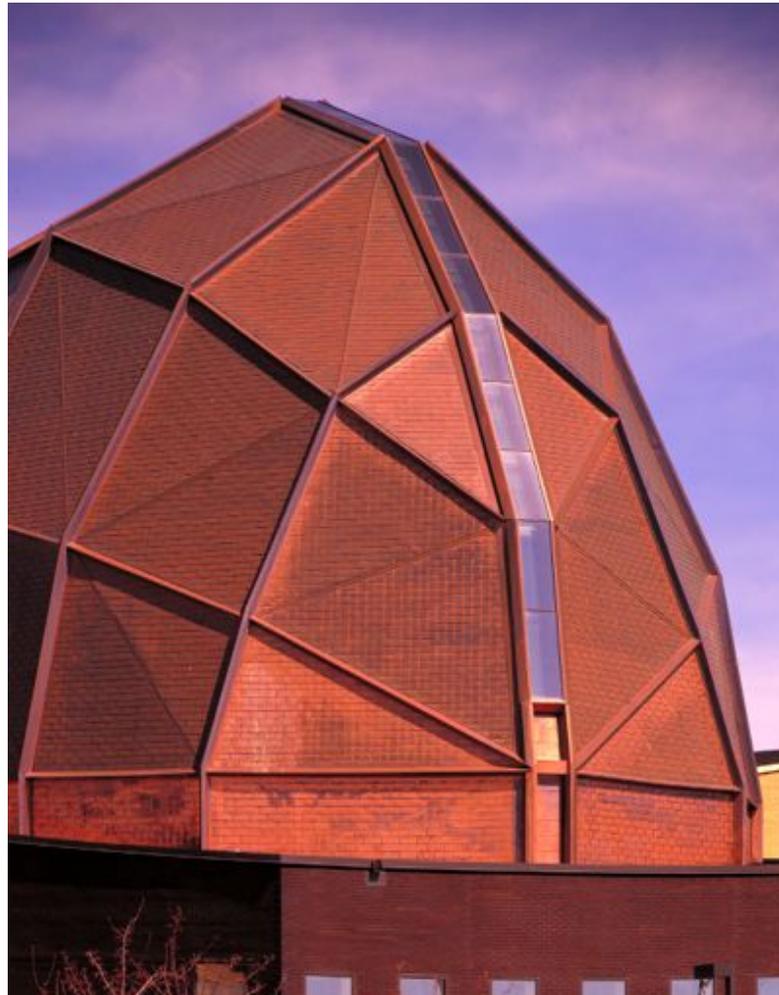
22,000 GSF, \$9 MM

Cesar Pelli & Associates, Inc
1999-2001

New construction of a 350/410 –seat music hall for the University’s music department as part of the Duluth campus growth. The prior 1960’s commuter campus was growing due to increased demand at the UM system, and the increased in professional degree programs (including Music). This facility was located within the ‘arts triangle’ of the campus, and was inserted to fit as a ‘knuckle’ between two existing campus buildings, but also to create an iconic presence at the front door of the campus.

To get this project thru UM approvals in a tight state budget climate included numerous conversations with fiscal management professionals about the value of the arts, especially providing a music-specific facility for an emerging (and not established) professional degree. Despite its location on an academic campus, this facility has become a regional destination for tourists, but more importantly music offerings (especially choral groups that consider this a prime facility for recording.

Design Lead: Initiated design concepts, Produced design documents, Organized public and stakeholder presentation documents, Conducted materials research, Coordinated design intent into construction documents and construction administration with Executive Architect **Management Support:** Coordinated consultant team, Managed budget, and Coordinated with all university approval agencies. **Phases:** Basic Services through project completion.



Campus Planning & Feasibility Projects

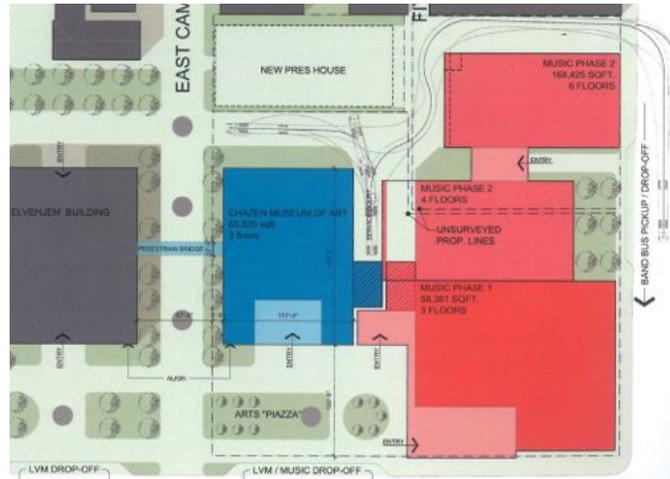
DESIGN TEAM LEADER:

Design Lead: Presented concepts and progress to client, Facilitated development of architectural program and project budget/program objectives, Initiated design concepts, Directed design team production: model making and drawing production. **Management Lead:** Coordinated Proposal, Organized & coordinated project consultant team, Facilitated fee negotiation & management, Authored all prime and sub contracts, Coordinated consultant team, Developed and maintained schedule, Led cost/program budget evaluation.

2004-5

University of Wisconsin-Madison
East Campus Arts Facilities

Feasibility review for a 60,000 GSF addition to the Elvehjem/Chazen Museum of Art and a new facility for the School of Music that will include an 800-seat concert hall, 350 seat recital hall, student/faculty rehearsal spaces, and classrooms. This project was initiated to assess/assign these projects into the University of Wisconsin capital budget.



1999

Universidad Siglo 21
Cordoba, Argentina

New campus for existing Private university specializing in business. A 20,000 SM project on a 35 Hectare campus area. Our studies provided initial programming, campus planning and phasing, as well as general design guidelines for the future execution of the buildings.

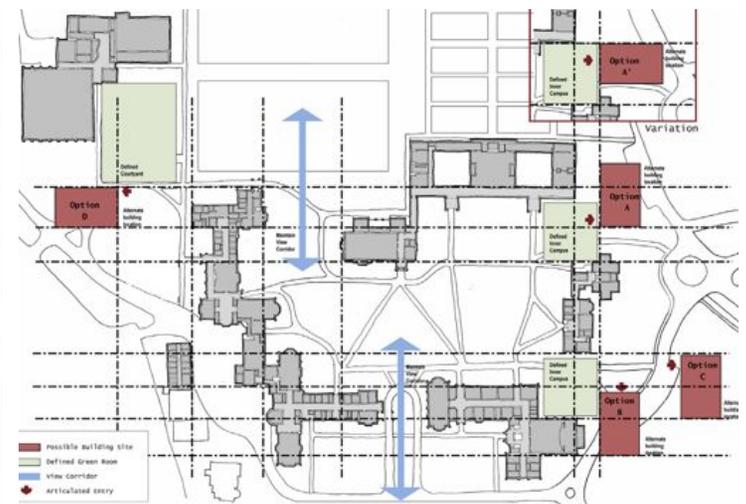


1999-2000

Yale University Science Hill Facilities

1998

Emma Willard School, Troy NY
Existing Facility Survey & New Project Feasibility



Project Catalyst: CitySeed, Inc.

CO-FOUNDER AND MEMBER, BOARD OF DIRECTORS

What started as a simple concept to bring fresh local tomatoes to my neighborhood in the 'little italy' section of New Haven CT, developed into a successful farmers market, and led to the formation of a non-profit entity to manage the markets and initiate other food policy/education and local development initiatives--all within a 6 month period in 2004. After initial success with the first market, CitySeed has since expanded to four market sites across the city, creating four new micro-climates of economic development and availability of local and organic food. CitySeed was the first in the State of CT to take EBT/ WIC coupons for food redemption, and the first in the State to operate a year-round market.

I founded and co-developed the market and organization, and helped create and launch the brand. I have continued to work on market expansion, helped the organization transition into new office space, and am currently assisting to further develop the markets in the city, including the potential creation of a year-round public market.

