

Anne Gatling Haynes, RA MBA anne@annegatling.com +1 203.645.1263

Entrepreneurial urban strategist with 25+ years of leadership experience in catalytic, economic and community development, strategic investment, architecture and planning. Demonstrated success in organizational strategy, program and partnership development, project management and in developing original research as a MIT Sloan School of Management Fellow in Innovation and Global Leadership. Enthusiastic world-traveller with a passion for cities and building innovative and inclusive communities.

professional experience

2018-present **Houston Land Bank.** <http://www.houstonlandbank.org>

Chief Executive Officer: Developed new vision, organizational systems and strategy for the turnaround chapter of a 20-year old local government corporation to further transform historically disinvested communities in the City of Houston. Built a diverse team of eight and facilitated an innovative and collaborative team culture within the organization and with our key stakeholders. With over 500 lots (70+ acres) in its existing inventory in various degrees of development, the organization is tasked with maintaining and overseeing development of property, compliance, and acquiring \$10 million of property in the City in order to support the Mayor's aggressive affordable housing goals and supportive community amenities. Developed strategic acquisition and neighborhood development framework, working closely with the Housing and Community Development Department and a Board that spans City, County and Houston Independent School District to develop new programming, a strategic plan, and assure effective operations.

2014-2018 **MassDevelopment Finance Agency (MDFFA)** <http://www.massdevelopment.com/tdi>
(left for opportunity to lead a startup/turnaround in a dynamic growing city in a diverse geography)

Founding Director of Transformative Development: Designed and implemented a new cross-agency program, the Transformative Development Initiative [TDI], for the economic development finance agency of the Commonwealth of Massachusetts. TDI is a place-based district development strategy designed to catalyze a culture of co-investment and robust economic prosperity in second-tier markets--piloted in ten of the Commonwealth's network of Gateway Cities. As the agency's 'Innovation Lab,' the program deploys new economic development capacity and strategic investments, real estate to small grants, while building on community-driven planning. By leveraging additional finance tools, real estate services, 37+ partner agency resources, TDI provides the momentum to create systemic, equitable and sustainable growth.

As of May 2018, managed a staff of 17 and oversaw work of more than 10 cross-agency staff.

- The program has deployed over \$13 million in technical assistance, real estate investments, grants, and new staff, and has leveraged more than \$80m of local public and private funds and investments.
- Built diverse team, hired and managing three cohorts of 14 interdisciplinary Real Estate/Planning professionals, TDI Fellows, three-year full-time terms in cities.
- Piloted unique new grant programs such as TDI Cowork, TDI Places, launched as state-wide programs, TDI Local small business development tools.
- Oversaw and led various technical assistance scopes of work such as the district implementation strategies, formation of new Business Improvement Districts or District Increment Financing districts, and placemaking and public realm improvement strategies.
- Developed new real estate acquisition and property management strategy for small catalytic investments designed to leverage private investment and build local development capacity. Deployed \$6.5m of a \$45m capital authorization, 4 direct investments, and participated in financing for another 10

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- Developed two unique analysis tools: a unique data-collection and visualization technology pilot, in order to demonstrate early indicators of long-term prosperity.
- Partnered with statewide, a local bank/philanthropic organizations to develop new tools to further expand program related activities including new local loan pools.
- Developed program from legislation/policy creation to program rollout in less than 7 months, and successfully piloted program through new Governor transition, new Board, securing an additional \$10 million for continued operations.

2012-present **Economic and Community Development Ventures** *(ongoing advising and development)*
Co-Founder memeconnects (MIT 100K semifinalist)
Consultant/Advisor for two crowd-based platforms—technology accelerator and fintech for infrastructure investment. Contributing to business strategy, research, and software development.
Business Plan Competition Judge & Mentor: Startup Chile, World Bank WeMENA

2010-2012 **Economic Development Corporation of New Haven (EDC)**
(left to pursue MBA at MIT Sloan School of Management)

Chief Executive Officer: Lead strategist for the early-stage public-private partnership between City of New Haven and Yale University whose mission was focused on business retention, growth, redevelopment and planning, in order to enhance the economic climate in the city. Stewarded a \$1.6M annual budget and directed a staff of seven, reporting to eleven directors: City of New Haven (Mayor, Economic Development Administrator & Director of City Planning), Yale University, Yale New Haven Hospital, and the business community.

Managed staff of 7 and oversaw work of employees in various City departments working on cross agency projects led by the EDC, with working groups of up to 20 people.

- Launched and managed comprehensive development feasibility plans for the Mill River Industrial and Medical Districts, leading a consultant team and communities through market analysis, physical infrastructure and building planning, new governance structures and formed public-private partnerships, as well as development scenarios and acquisition strategy.
- Led business attraction efforts for industrial and technology companies with City and State officials, connecting and managing relationships between businesses, site selectors, real estate developers and brokers, state agencies and financial resources.
- Supported the capacity building of neighborhood commercial corridor business improvement districts and related small business support programs
- Implemented redevelopment public financing tools/programs such as Federal HUD Neighborhood Stabilization Program; New Market Tax Credit, Initiated feasibility for EB-5, and State tools such as Tax Increment Financing, Historic Tax Credits, and Brownfields.
- Actively engaged 20% New Haven businesses, secured \$19.2m in financing for companies through public and private sources, which retained or added approximately 1350 jobs.
- Catalyzed new institutions such as MakeHaven, The Grid, and Gateway Food Incubator through engaging strategic organizational partnerships and identifying funding.

2007- 2010 **City of New York, Office of Mayor Michael Bloomberg**
Office of the Deputy Mayor for Economic Development, Capital Project Development
(recruited to lead EDC New Haven in 2010)

Design Director, Program Manager: Advisor to the Deputy Mayor for Economic Development on design, construction, real estate and finance for priority capital projects. Directed multi-agency coordination efforts with representatives from City, State and Federal Economic Development, HUD and Transportation agencies, as well as real estate and community stakeholders.

Regularly convened and project managed multi-agency groups of 25-50 persons on various projects.

- Increased city involvement in landmark state/federal projects, maintained city's key objectives in land use and managed financial and related resource contributions.
- Negotiated multi-agency funding agreements, state redevelopment contracts, federal grant distribution, land transfer agreements, and consultant procurement contracts.
- Managed consultant teams and stakeholders for programming, conceptual design, infrastructure coordination, economic feasibility, and regulatory processes for Penn Station, World Trade Center, Javits Convention Center, as well as 30 acre park and green infrastructure design and implementation for the 5000 workforce housing development for Hunters Point South, Queens.
- Built constituencies for these legacy projects with public and private sector, managed overall project schedule and consultant contracts, as well as cross-agency coordination, and modeled unique public-private partnerships.
- Developed and implemented process to review impact of green codes proposed through the City's PlaNYC sustainability blueprint on the City's real estate assets as well as private development. Convened review committees and analyzed potential costs.

2004-2012

CitySeed Inc. New Haven, Connecticut www.cityseed.org

(concurrent to working at Pelli Clarke Pelli)

Co Founder, Member of the Board of Directors

Established the 501-3c organization to develop and manage 5 farmers markets in New Haven in order to catalyze economic and community development, and lead statewide food policy.

- Created initial concept to provide critical neighborhood need (fresh food), supported by related community development opportunities/organizations, located site, secured permits, and developed founding team/board.
- Identified and organized stakeholders to facilitate multiple site activities, identified sites, secured permits and crafted new legislation, co- developed organizational strategy.
- Stewarded organization through board growth, executive director transition, relocation (leading real estate review and negotiation) and development of budgetary monitoring.

1994-2006

Pelli Clarke Pelli Architects: New Haven, Connecticut www.pcparch.com

(recruited to City of New York Mayor's office in 2006)

Senior Associate Project Architect: Directed all aspects of design and project management, serving as primary client contact from scoping, contract negotiation, design through construction on urban district development, and mixed-use institutional projects for public and private clients.

- Designed complex institutional and commercial buildings, and facility/campus master plans, such as Universities, Public Schools, Performing Arts Centers, Clinics and a Courthouse
- Led site selection teams - identifying sites and review parameters, worked with municipal leaders, development and real estate communities, and developed mapping tools for clients.
- Identified additional scope for programming and scheduling future building to assure efficient and functional building on budget, with sustainable features.

1990-1991

Pei Cobb Freed & Partners, Inc. Architects: New York, New York. Design Intern

education

2012-2013

MIT Sloan Fellow Program in Innovation and Global Leadership, MBA

- Conducted original Research Thesis: "Connective Development: Recognizing the Networked City in Forming a Progressive Urban Economic Development Strategy." Identified strategies

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for developing second-tier city markets by engaging networks of talent and capital resources and by leveraging and multi-locational corporate anchors to increase investment.

- Elected Class Communicator to facilitate network for 120 classmates, 90 from 37 countries. Initiating worldwide forums, hangouts, mailing list and regular reunions. Classmates hold leadership positions in leading technology, infrastructure, and development banks.
- Led Economic Development analysis (Harvard Kennedy) for the Boston Redevelopment Agency on feasibility of new Harbor Ferry to unlock investment in the Innovation District.

1995-1996

Fulbright Grant Graduate Student Fellowship, Italy

Independent Research Project "Urban Infrastructure in the Evolution of Italian Cities"

1994

Yale School of Architecture, Master of Architecture

Alpha Rho Chi Award, May 1994; Yale Urban Design Workshop 1993-4, Co-Director & Project Leader; New Haven Collaborative 1993-4, Co Founder; Elm-Ivy Award, 1994

1993

ILAUD International Laboratory for Architecture and Urban Design, UC Berkeley, Italy

1989

Denmark International Study Industrial Design Studio, Copenhagen, Denmark

1989

University of Virginia, Bachelor of Science in Architecture

writing

2020

"Designing a Site Chain Reaction: The Momentum of District Development;" Site Matters, second edition; Kahn, Andrea and Burns, Carol J., Editors; Routledge, London and New York; 2021

teaching, presentations & advising

2017-present

Advisory Board Member: Blue Hub Capital New Market Tax Credits, Eastern Bank Foundation's Business Equity Initiative, Boston Community Capital Loan Committee

2020

AIA Regional and Urban Design Committee: Austin National Convening, February "Accelerating the Economic Micro-Climate of an Urban District"

2018-2019

University of Houston School of Architecture in Morocco

Economic Development Studio Advisor: Led instruction on urbanization trends for 10 University of Houston architecture students through lectures and review of their projects, and developing unique course work to complement design studio Project, an urban design strategy for the Port in Casablanca. Developed unique pro-forma model to evaluate program decisions and potential economic and social impact.

2016-2018

Boston University, Metropolitan College, Department of City Planning and Urban Affairs
Adjunct Lecturer - Developed new courses as interdisciplinary approaches to development

- "Urban Policy, Planning, and Real Estate Development Process"—*Core Required Class*. Focused primarily on U.S. cities, the course considers the interface between public, private, and institutional actors active in planning and real estate development. The process of planning and land development is one of creating a physical environment that aligns with cultural norms and vision but, at its core, is about creating value for each of the various actors involved. *Developed Fall 2016*
- "Skills and Techniques in Planning" A workshop - based professional practice course designed to provide the early practitioner insight into the various skills necessary to have a successful urban development career. Workshops include research and analysis methods to communication and leadership skills. *Developed Fall 2017*

- 2016-2018 **National League of Cities/ULI Rose Fellowship Advisor-Long Beach & Sacramento CA**
- 2016-2017 **ULI Boston – Urban Design District Council**
- 2013 **University of Houston School of Architecture at Phnom Penh, Cambodia**
Economic Development Studio Advisor: Led instruction on urbanization trends for 14 University of Houston architecture students through lectures and review of their projects. The students designed unique projects in rapidly developing neighborhoods of Phnom Penh and Ho Chi Minh City, looking at the design of new and sustainable infrastructure systems, and unique programming to support localized economic and real estate development despite global manufacturing/industry influences.
- 2013 **Sustainable Cities Design Academy-11**, Advisor, American Architectural Foundation
- 2011 **Columbia University – Graduate School of Architecture Planning & Preservation**
Adjunct Associate Professor of Architecture and Urban Design, Urban Design Studio II
- 2004-2011 **Presentations/ Design Juries/ Lectures**
2011 Greater New Haven Chamber of Commerce, 2012 Business New Haven Annual Meeting
University of Pennsylvania, Yale, Columbia, University of Houston, University of Wisconsin
- 1988 -present **Additional Teaching Positions:**
Design Critic: Boston University, University of Houston, Yale School of Architecture, Harvard Graduate School of Design, Wentworth Institute of Technology, Columbia University
Teaching Assistant, University of Houston in Mexico, India & Brazil; Yale School of Architecture Professional Practice & Undergraduate Design Studios; University of Virginia
- travel** Morocco, Chile, Malaysia, Singapore, Thailand, Cambodia, Vietnam, Japan, Korea, Brazil, Argentina, Uruguay, Mexico, India, Japan, Europe (England, Norway, Italy, France, Denmark, Sweden, Finland, Spain, Germany), Canada
- language** Professional fluency in Italian, French. Developing Spanish proficiency through self study.