

Anne Gatling Haynes 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 real estate, organizational and business strategy, program development, technology and social venture startups. Developed 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

2021-present **Rally Austin** <http://www.rallyaustin.org>

CXO | Chief Transaction Officer: Leading strategy, project and program development for the new start-up local government corporation focused on equitable real estate development on behalf of the City of Austin, Texas. Rally Austin is structured to manage a range of projects including property acquisition/disposition, development, asset management, public-private partnerships to achieve public infrastructure in private-led development, as well as other projects/programs to secure transformative and equitable development.

- Lead business strategist for fundamental services.
- Program manager and lead transaction structurer/negotiator for the newly launched Austin Cultural Trust. Investing in initial projects with 19.4M of initial funding to support 8 initial projects.
- Development agent for disposition of 2-acre/ \$110 million urban infill property in Austin's African American Heritage Cultural District

2018-2021 **Houston Land Bank.** <http://www.houstonlandbank.org>
(left to launch local government corporation focused on community economic development)

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 partnership with the Houston Community Land Trust. Worked with the Housing and Community Development Department and with a Board that spanned City, County and Houston Independent School District. With over 500 lots (70+ acres) in its existing inventory the organization secures development of property and single-family affordable housing.

- Acquired \$10 million/8 acres of property in the City in order to support the Mayor's aggressive affordable homeownership production goals
- Developed new digital asset management systems and deployed data-driven property intelligence tools to increase productivity.
- Launched comprehensive housing strategy for Houston's densest district, Gulfton, identifying financial and implementation strategies focused on preservation of naturally occurring affordable housing, while providing improved housing for refugees.
- Successfully led efforts to establish bi-partisan supported new land bank legislation statute in the 87th Legislative Session.

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2014-2018 **MassDevelopment Finance Agency (MDFA)** <http://www.massdevelopment.com/tdi>
(left for opportunity to diversify professional experience in a sun-belt city market)

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. As the agency's 'Innovation Lab,' the program deployed new economic development capacity and strategic investments, real estate to small grants, while building on community-driven planning. As of May 2018, managed a staff of 17 and oversaw work of more than 10 cross-agency staff.

- The program deployed over \$13 million in technical assistance, real estate investments, grants, and new staff, and leveraged more than \$80m of local public and private funds and investments in the local markets.
- Built diverse team, hired and managed 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, TDI Local small business development tools, then launched as state-wide programs.
- Oversaw and led various technical assistance scopes of work such as the district implementation strategies, formation of new Main Streets, Business Improvement Districts or District Increment Financing districts, and urban realm design.
- Developed new real estate acquisition and property management strategy for small catalytic investments designed to support district redevelopment. Deployed \$6.5m of a \$45m capital authorization, 4 direct investments.
- Developed two unique analysis tools: a data-collection and visualization technology pilot, in order to demonstrate early indicators of long-term prosperity as well as an economic impact model to demonstrate the return on investment for public investments.

2012-2018 **Economic and Community Development Advisory** (concurrent with other roles)
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 Mentor: Startup Chile, World Bank WeMENA, Mentor Capital Network

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.

- Launched and managed comprehensive development plans for the Mill River Industrial and Medical Districts, leading a consultant team and communities through market analysis, physical infrastructure 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

- 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.

- 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, planning, 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 in Queens.
- 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), located site, secured permits, and developed founding team/board.
- Identified and organized stakeholders to facilitate multiple site activities, crafted new legislation to permit markets, 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 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**

board of director

- 2022-present **Beyond Walls, Lynn, Massachusetts**
Co-Chair Board of Directors, Epic Street Art and Community Development non-profit
- 2017-2022 **Advisory Board Member:** Blue Hub Capital Loan Committee, formerly participating in Blue Hub Capital New Market Tax Credits, Eastern Bank Foundation's Business Equity Initiative
- 2004-2012 **CitySeed:** Co-Founder & Board of Director (see above)

teaching

- 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 reviews. 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
- *UA 664 "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 must align physical with cultural norms and vision but, at its core, is about creating value for each of the various actors involved. *Developed Fall 2016, Retought Spring 2017*

- UA 523 “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, including 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. Developed unique programming to support localized economic and real estate development conversations.
- 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

w r i t i n g s p e a k i n g c o n s u l t i n g

- 2022 Book Review of “The Fight to Save the Town” by Michelle Wilde Anderson. [American Bar Association Journal of Affordable Housing.](#)
- 2022-3 Yale School of Management- Inclusive Economic Development Lab –Class & Website
Case Study: Austin Cultural Trust 2022 <https://iedl.yale.edu/neighborhood-trust/austin>
- 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
- 2018 “Transforming Local Economic Development in Massachusetts Older Industrial Cities,” [Brookings Institution Blog](#), September 2018
<https://www.brookings.edu/blog/the-avenue/2018/09/21/transforming-local-economic-development-in-massachusetts-older-industrial-cities/>
- 2017 “Transforming Growth for our Gateway Cities,” [Banker & Tradesman](#). January 29, 2017.
<https://www.massdevelopment.com/news/transformative-growth-for-our-gateway-cities>

t r a v e l 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), Australia, Canada

l a n g u a g e Professional fluency in Italian, French. Developing Spanish proficiency through self study.