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2022 AIA Fellowship

Candidate Peter Hendee Brown
Organization Fifth Business Consulting
Location Minneapolis, Minnesota
Chapter AIA Minnesota; AIA Minneapolis

Category of Nomination

Object 5 > Alternative Career

Summary Statement

Advocating through multiple channels as architect, planner, author, and teacher, Peter Brown proves that we implement better designs for our communities through improved understanding, communication, and respect amongst all stakeholders in the city-building process

Education

2004 Ph.D. in City and Regional Planning, University of Pennsylvania (4 years)
2003 Master of Arts in City and Regional Planning, University of Pennsylvania (incl. in Ph.D.)
1999 Master of Governmental Administration, University of Pennsylvania (2 Years)
1985 Bachelor of Architecture, Cornell University (5 years)

Licensed in:

1989 Licensed Architect, Pennsylvania (#RA011098X)
2003 Licensed Architect, Minnesota (#42949)

Employment

Professional

2005-Present Fifth Business Consulting d/b/a Conurbation LLC, Minneapolis, MN, Owner and Principal Consultant
2008-2010 Nelson, Tietz & Hoyer, Minneapolis, MN, Project Manager/Owner's Representative
2004-2005 RMF Group, Minneapolis, MN, Real Estate Development Project Manager
1996-2000 City of Philadelphia, Capital Program Office, Philadelphia, PA, Project Director.
1993-1996 EwingCole (Architecture & Engineering), Philadelphia, PA, Project Manager
1988-1993 The Kling-Lindquist Partnership, Philadelphia, PA, Project Manager and Project Architect
1986-1988 Samuel Crothers Associates, Architects, Philadelphia, PA, Architect and Designer
1980-1986 SWBR Architects, Rochester, NY, Designer and Intern Architect during and after Architecture School.

Academic

2020-Present Affiliated Faculty, Humphrey School of Public Affairs, University of Minnesota
2008-Present Adjunct Instructor, Humphrey School of Public Affairs, University of Minnesota
2005-2007 Fellow and Adjunct Instructor, Metropolitan Design Center, College of Design, University of Minnesota
1990-1995 Adjunct Instructor, College of Architectural Engineering, Drexel University

KIERANTIMBERLAKE

BILLIE FAIRCLOTH FAIA
STEPHEN KIERAN FAIA
MATTHEW KRISSEL AIA
RICHARD MAIMON FAIA
JASON SMITH FAIA
JAMES TIMBERLAKE FAIA

JASON CIOTTI-NIEBISH AIA
ANDREW CRONIN AIA
KATE CZEMBOR AIA
MARK DAVIS AIA
DAVID FEASTER AIA
LAURENT HEDQUIST AIA
RICHARD HODGE AIA
JON McCANDLISH AIA
JOHANN MORDHORST AIA
FATIMA OLIVIERI-MARTÍNEZ AIA
TIM PETERS AIA
MARILIA RODRIGUES AIA
COOPER SCHILLING AIA
RYAN WELCH
ZINAT YUSUFZAI AIA

30 September 2021

AIA College of Fellows
1735 New York Avenue NW
Washington, DC 20006-5292

re: Peter Hendee Brown'AIA - Candidacy for elevation to AIA Fellowship

To the AIA College of Fellows Committee:

I am writing to enthusiastically and fully support Peter Hendee Brown's candidacy for elevation to AIA Fellowship. I have known Peter personally and professionally for 35 years; since the earliest years of Stephen Kieran's and my partnership. Through his education, professional development and accomplishments, advocacy, consultancies and leadership, teaching and writing, Peter represents the very best example of an architect and leadership resource the AIA could possibly imagine among its ranks.

Peter is a polymath that has gone beyond theory to practice and implementation. He has a remarkable ability to bridge and weave disconnected elements delivering great benefit to architects and the realm of design at large. At every step of Peter's career he has used his considerable intelligence and wide-ranging curiosity to understand how to make complex projects happen. As an independent consultant, he helped lead the implementation of eight major urban public realm projects that have reshaped downtown Minneapolis. Peter has brought his unique perspective to two critically acclaimed books, *How Real Estate Developers Think* and *America's Waterfront Revival*, as well as articles and reviews on sustainable urban development. Peter strengthens cities by focusing his wide-ranging expertise as an architect, planner, author, and teacher by creating conversations among designers, officials, developers and the public facilitating a collaborative design process resulting in successful urban experiences.

Over nearly 40 years, Peter has woven together these strands of practice to advocate for improvement to, and how, we live in and use cities, locally and globally. In the past decade as an Owner's Representative to the City of Minneapolis, he has facilitated several major projects downtown, including Nicollet Mall, Peavey Plaza, the Commons, Orchestra Hall, and US Bank Stadium, as well as numerous private and nonprofit endeavors. Peter's leadership successfully transformed the public realm in the urban core of Minneapolis by attracting and coordinating the best national, and international talent.

Peter has taught for 24 years at Drexel University, the University of Pennsylvania and the University of Minnesota. As a nationally recognized expert on urban redevelopment, he has shared his ideas as an invited speaker around the country for the Design Futures Council, AIA, APA ULI, NAIOP, and other organizations, as well as in leadership positions, such as past President of AIA Philadelphia.

I can attest that Peter Brown is affable, approachable, engaging, inspiring and a deeply positive force for everything architecture and design. His work is not only of value inside the architectural profession, but a great credit to the field when viewed broadly from outside.

Elevate him. His candidacy is well-deserved and well-earned. The AIA, and College of Fellows, will be elevated by his induction as well.

Respectfully and sincerely,



James Timberlake, FAIA

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Peter Hendee Brown, AIA, FAICP, Ph.D.

Advocating through multiple channels as architect, planner, author, and teacher, Peter Brown proves that we implement better designs for our communities through improved understanding, communication, and respect amongst all stakeholders in the city-building process.

Practice: Peter Brown founded his own consulting practice in 2005 to specialize in leading large, complex, and significant urban projects. Over the past decade, as owner's representative to the City of Minneapolis he has led or facilitated nine major urban public realm projects in the square mile of downtown Minneapolis including Nicollet Mall, Peavey Plaza, the Commons, Orchestra Hall, and US Bank Stadium, as well as numerous other private and non-profit projects. Consolidating his experience in architecture, government, real estate development, project management, and owner's representation, as well as degrees in architecture, government administration, and city planning, Brown's unique qualifications allow him to lead projects from the consultant selection process and the development of project principles, budgets, schedules, and work plans, through entitlements, design, community engagement, funding, construction, occupancy and planning for ongoing operations. Brown's leadership successfully transformed the experience of the public realm in the urban core of Minneapolis by attracting the best local, national, and international designers to a series of major, interconnected projects that he personally saw through to completion.

Research & Writing: Brown has integrated his professional and academic experience in how cities really get built and his knowledge that there is a better way to ensure successful urban projects into a singularly productive research program with a comprehensive perspective that combines theory and practice into writing that is accessible and useful to practitioners. He is widely published on the subject of urban redevelopment and the author of two books, *How Real Estate Developers Think* and *America's Waterfront Revival*, both published by Penn Press; a third digital book published by the University of Minnesota Libraries; four chapters in edited volumes, a half-dozen book reviews; and two research reports. Uniquely qualified in his understanding of all aspects of urban redevelopment, Brown reviews other authors' manuscripts for Penn Press, Cambridge University Press, and other publishers, and he currently serves on the editorial board of the *Journal of the American Planning Association (JAPA)*.

Teaching & Speaking: Brown applies the same extensive base of project experience and theories of urban redevelopment that drive his real projects to successful completion to his popular and highly rated courses in Private Sector Development and Planning and Design for the Urban Public Realm, which teach graduate students how to effectively implement real-world projects in their future roles. Brown has taught as an adjunct for 24 years, at Drexel University, the University of Pennsylvania, and the University of Minnesota, where he is currently affiliated faculty. A nationally recognized expert on urban redevelopment, Brown promotes his ideas as an invited speaker around the country and in the Twin Cities for the Design Futures Council, AIA, APA ULI, NAIOP, and other institutions and organizations; and through his leadership positions in professional organizations, including as president of AIA Philadelphia and president of Lambda Alpha International/LAI MN. In recognition of his contributions to practice, research and writing, and teaching, speaking, and mentoring, Brown was inducted into the College of Fellows of the American Institute of Certified Planners (FAICP) in 2020.

Impact: Brown's own community has served as a test bed for the development of his ideas, resulting in the successful rebuilding of Minneapolis's downtown public realm through his work on nine major, interconnected building, park, plaza, and street projects, and he has successfully promoted these ideas nationally and internationally. His critically acclaimed and commercially successful books and writings are accessible to broad audiences and have been translated into multiple languages including Spanish, Korean, and Lithuanian. He continues to be invited to speak throughout the country on the importance of understanding what "good design" means to the whole team of city-builders — architects as well as developers, owners, users, and clients. And he has trained a generation of city builders who are now in leadership positions in design, planning, non-profit housing, government, and consulting, in the Twin Cities region and throughout the US. Over nearly 40 years, Brown has woven together these strands of practice, research and writing, and teaching and speaking, to advocate for his highly productive approach towards industry-wide collaboration as a way to improve the urban fabric that shapes how we live together in cities.

2.0 Significant Work — Accomplishments

Those roles which, being neither those of Hero nor Heroine, Confidante nor Villain, but which were nonetheless essential to bring about the recognition or the denouement, were called the Fifth Business in drama and opera companies organized according to the old style; the player who acted these parts was often referred to as Fifth Business

— Robertson Davies, *The Fifth Business*



Leadership in Practice

Founder, Owner, and Principal Consultant, Fifth Business Consulting.

Peter Brown founded Fifth Business Consulting in 2005 to specialize in leading large, complex, and significant urban projects. Brown combines his experience and knowledge of urban redevelopment to ensure the successful completion of urban projects, serving as a trusted advisor to his clients while providing a broad suite of services including development, programming, planning, design, construction, and project management/owner's representative services to governments, non-profit organizations, and private property owners. Since 2005, Brown has been retained by private and public sector clients including the City of Minneapolis, Departments of Community Planning and Economic Development, Public Works, and Finance and Administration, and the Minneapolis Public Housing Authority, to lead major urban public-private-partnership-driven projects, from start to finish.

Project Director, City of Philadelphia, Capital Program Office, (1996–2000).

Peter Brown played a leadership role in the start-up, organization, and management of a new city department of over 100 staff. Brown led a team of 18 architects, engineers, and construction inspectors in the management of over 100 municipal projects and 500 design and construction contracts worth over \$200M, providing a dozen city departments with new and improved facilities and eliminating a backlog of nearly 70 capital projects. Brown served on the City's Real Estate Committee and he directly led major capital projects including a new \$12M Police Station, a \$12M Police Forensic Sciences Laboratory, the first phase of the \$125M exterior renovation of Philadelphia's historic City Hall, and the \$62M public-private One Parkway Building renovation, which piqued his interest in public authorities and led him back to graduate school to study large-scale urban redevelopment.

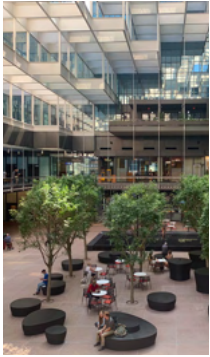
Leadership in Research and Writing

Peter Brown has developed a unique, independent research and writing program that combines his multidisciplinary background and experience in the public, private, non-profit, and academic sectors to educate practitioners, students, and lay people on how cities really get built and how we can all collaborate in a way that leads to better designs and projects for our urban communities. Brown's program has led to two critically acclaimed books, one digital textbook, four book chapters, and seven book reviews for academic journals including *Economic Development Quarterly (EDQ)*, *Journal of the American Planning Association (JAPA)*, and *Journal of Planning Education and Research (JPER)*. He speaks around the country on his ideas and writing and uses his books and articles as teaching tools in his work as an adjunct instructor at the University of Minnesota, connecting practice and teaching. Brown is a recognized expert on urban redevelopment and he is highly sought after for his opinions from the business media and to review other authors' books, articles, and manuscripts for academic journals and academic publishers including the University of Pennsylvania Press and Cambridge University Press, and he serves on the editorial board of the *Journal of the American Planning Association (JAPA)*. Brown's research program has had an international influence and his writing has been published in Italian, Korean, and Lithuanian.

Leadership in Teaching

Peter Brown began teaching architectural drawing at Drexel University in Philadelphia in 1989 and he has been an adjunct instructor for 24 years. As a member of the Affiliated Faculty and an instructor at the University of Minnesota's Humphrey School of Public Affairs and College of Design and at the University of Pennsylvania, Brown has taught Private Sector Development, Planning and Design for the Urban Public Realm, Urban Design, and Site Planning. Since 1989, Brown has taught and mentored 600–700 students of planning, architecture, landscape architecture, historic preservation, public policy, and business, and he continues to work with and mentor many of his former students – now colleagues and friends – in his professional activities in the Twin Cities. Brown integrates practice and teaching, using his broad network to attract prominent guests to class, arrange field trips to major projects, and lead walking tours of the urban public realm. Brown teaches his students how projects really get done so that they can be more effective in their future city-building roles.

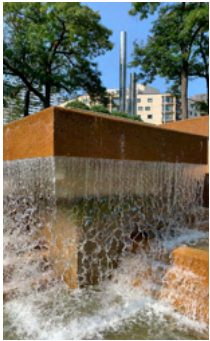
2.1 Significant Work — Projects



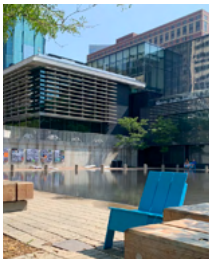
Crystal Court Revitalization, 2019–2021, Leader of historic consulting for the successful, on time, on budget, and publicly acclaimed \$5M renovation of the Crystal Court, the interior “grand central station” of Downtown Minneapolis’s skyway system and pedestrian experience, located in the base of Philip Johnson’s 50-year-old historic and iconic IDS Center



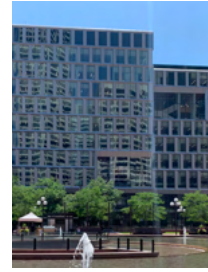
Nicollet Mall Redesign and Reconstruction, 2013–2021, Owner’s Representative to the City of Minneapolis leading the \$50M redesign and reconstruction of Nicollet Mall, “Minnesota’s Main Street,” in the heart of downtown Minneapolis, from the initial design competition and the hiring and management of a world-class design team led by James Corner Field Operations, through stakeholder engagement, lobbying and fundraising, design, construction, and grand opening of a re-envisioned mile-long pedestrian and transit street that stimulated \$1.3B in new private investment in the downtown core



Peavey Plaza Revitalization, 2010–2021, Owner’s Representative to the City, leading the award-winning \$10M complete restoration of a historic, late modern/brutalist plaza adjacent to Orchestra Hall in downtown Minneapolis, including the reconstruction of fountains and addition of accessible ramps, from design team selection and management through fundraising, design, construction, and the successful rebuilding of trust between the City and the disabled and preservation communities through the facilitation of over 50 public meetings



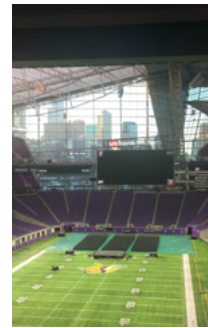
Orchestra Hall Revitalization, 2008–2010, Owner’s Representative to the Minnesota Orchestral Association leading the design team and acoustician selection processes, design team management through programming and schematic design, and facilitating relations with the City for a \$46M additions and renovations project that increased the public and lobby spaces, enhanced the patron experience, and boosted the orchestra’s ticket sales and rental revenue, and stimulated redevelopment efforts for adjacent Peavey Plaza and Nicollet Mall (as an employee of Nelson, Tietz & Hoye)



Minneapolis Public Service Building, 2017–2020, Consultant and advisor leading the stakeholder engagement process and concession procurement and advising on consultant selection and design review throughout design and construction for an iconic new, \$220M, Scandinavian-style, 11-story public office building designed to consolidate 1,300 City workers and a half dozen departments from six other buildings into a single new facility across from City Hall while serving as a model of sustainability for other new downtown projects



The Commons, 2014–2017, Owner’s Representative to the City of Minneapolis leading the consultant selection process, community engagement, planning, design, and construction of an all new, \$18M, two-block urban park that provides green space, program rooms, and event facilities and serves as an amenity to the new US Bank Stadium, together stimulating over \$2B in private investment in commercial development in the booming Downtown East neighborhood



US Bank Stadium, 2012–13, Community engagement consultant and advisor to the City of Minneapolis, leading from behind the scenes to support the Stadium Implementation Committee through the highly public and controversial, year-long review and approval process of the schematic design for a \$1B NFL stadium which, once completed, hosted Superbowl LII in 2018 and, together with the Commons, has stimulated over \$2B in commercial development in the rapidly growing Downtown East neighborhood

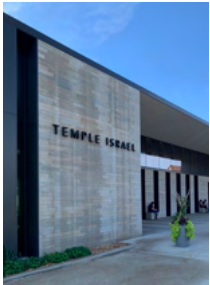
2.1 Significant Work — Projects *continued*



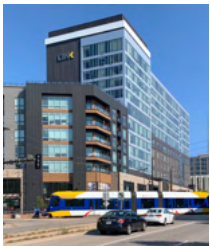
Hennepin Avenue Redesign and Reconstruction, 2017–2021, Owner’s Representative to City of Minneapolis, leading the \$38M redesign of mile-long Hennepin Avenue, from a car and bus-centric commuter artery to an enhanced multi-modal, pedestrian and bicycle friendly street through downtown Minneapolis’s historic theater and entertainment district, and including new public realm improvements, custom lighting, and public art



Minneapolis Public Housing Authority, 2015– Consultant advising the MPHA’s leadership and development team on strategic planning, consultant selection, project planning and implementation, and staff recruitment, as the agency expanded its mission beyond property management to include new development and redevelopment, including the first new townhome project in decades for people experiencing homelessness and the first RAD conversion of two mid-rise towers in the state



Temple Israel Expansion Project, 2014–2016, Owner’s Representative and advisor through planning, design, and construction for a \$26M additions and renovations project for Temple Israel’s campus in the Uptown Neighborhood of Minneapolis, providing expanded and improved public spaces, amenities, and daycare facilities for an urban congregation of 2,600



Link at Prospect Park, 2016–2018, Advisor to the owners and developers of five properties surrounding a key intersection adjacent to a new light rail station in the Towerside District, adjacent to the University of Minnesota campus, and including a major mixed-use student housing project with 258 market-rate apartments, a 120-room hotel, a 30,000 SF Fresh Thyme grocery store, a 1,100 SF liquor store, and 8,400 SF of retail and restaurant space



Block 1 Liner Parcel/Air Rights Plane, 2013–2014, Real estate consultant to the City leading the developer selection process for the future development of the land and air rights adjacent to and above a new parking ramp built to serve US Bank Stadium on game days and new commercial office buildings in Downtown East during the week



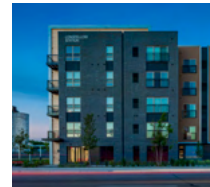
Target North Campus Development Strategy, 2013–2014, Consultant to Target Corporation leading the master-developer selection process for the development of a large surplus land area on the company’s Brooklyn Park campus into a light-rail served, mixed use community combining Target offices, and other commercial, retail, and hotel uses



Tubs Inc., 2013–2014, Leader of a feasibility study for building re-use, including design and economic analyses to the owners of an old warehouse, now Inbound Brewery



Brunsfeld North Loop, 2012, Leader of the community engagement and entitlements process for a 47–unit, Snow-Kreilich-designed apartment building in Minneapolis’s North Loop Neighborhood



The Soap Factory, 2010–2014, Owner’s Representative to a non-profit visual arts organization for the renovation of a historic warehouse building

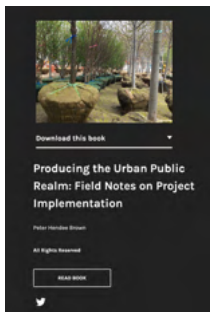


Longfellow Station, 2010, Consultant to Urban Works Architecture leading the concept design, site planning, and entitlements process for a 200-unit TOD apartment project adjacent to a new light rail station stop

The Penfield Condominiums, 2005–2008, Partner and Senior Project Manager leading the start-up of a new real estate firm created to develop large-scale multi-family residential and mixed-use projects on urban sites and project manager leading all aspects of the land acquisition, entitlement, design, construction, and marketing and sales for The Penfield, a \$170 million, 33-story, 313-unit condominium tower

Track 29, Uptown Row, Emerson Townhomes, and The Village at Mendota Heights, 2004–2005, Development Project Manager leading design and construction for \$75M worth of residential and mixed-use projects for RMF Entities

Books



2019 *Producing the Urban Public Realm: Field Notes on Project Implementation*, digital book, Minneapolis: University of Minnesota Libraries Publishing, 2019



2015 *How Real Estate Developers Think: Design, Profits, and the Community*, book, University of Pennsylvania Press



2009 *America's Waterfront Revival: Port Authorities and Urban Redevelopment*, book, University of Pennsylvania Press



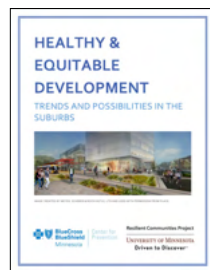
Brown's books are well-regarded in the field. Professor Richard Peiser, who co-directs the Master in Urban Planning at Harvard with me, has commented that they really stand out among books on the edge of planning and real estate for their thoughtful assessments. I should also note that it is really very rare for a practitioner to have not one but two books published by a major academic press.

— Dr. Ann Forsyth, Professor of Urban Planning, Harvard University

Research Studies



2021 *Minneapolis Rent Stabilization Study*, Co-author, with Center for Urban and Regional Affairs (CURA), University of Minnesota

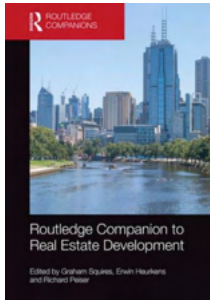


2017 *Healthy and Equitable Development: Trends and Possibilities in the Suburbs*, Faculty Advisor, Center for Urban and Regional Affairs (CURA), University of Minnesota

Peter Brown is an invaluable resource for this metropolitan area and this University. He understands land development and the way developers think and operate as few others do outside the industry. My Center relied heavily on him for our report on the potential local impacts of rent stabilization. He was able to get industry actors to speak frankly about their concerns and potential reactions, and was able to model investor behavior with enough specificity for us to produce a credible and comprehensive set of findings related to the projected impact of rent controls. Our report would have been gapingly incomplete without his expertise. I know of no one else who combines development know-how with the analytical/scholarship skills the way he does.

— Edward G. Goetz, Director, Center for Urban and Regional Affairs and Professor, Humphrey School of Public Affairs, University of Minnesota

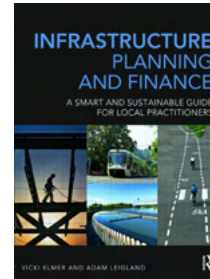
Chapters



2018 “Actor perceptions of good design for real estate development,” a chapter in *Routledge Companion to Real Estate Development*, Squires, Heurkens, and Peiser, editors, New York: Routledge Press



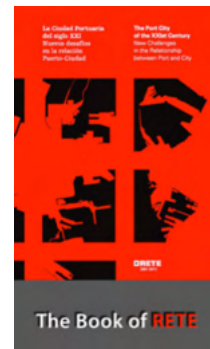
2015 “Design from the Developer’s Viewpoint,” *DesignIntelligence*, by Peter Hendee Brown, September/October 2015



2013 “Ports and Waterfronts” (with Peter V. Hall), a chapter in *Infrastructure Planning and Finance: A Smart and Sustainable Guide*, Elmer and Liegland, editors, Routledge Press



2013 “The Delaware River Port Authority,” a chapter in *The Encyclopedia of Greater Philadelphia*, Mires, Gillette, and Miller, editors

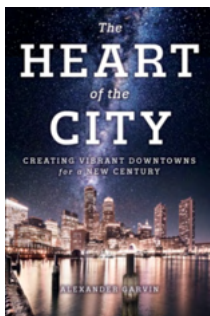


2011 “The Diversified Waterfront and the New Port Authority,” a chapter in *The Port City in the XXI century*, Bruttomesso and Alemany, editors, Venice: RETE (English and Spanish)

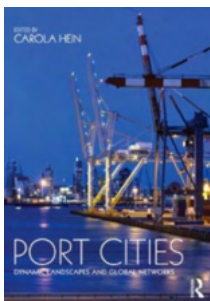
Book Reviews



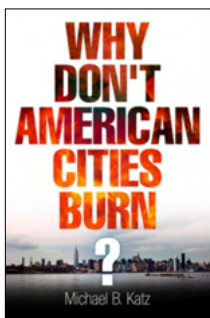
2020 *Portland's Good Life: Sustainability and Hope in an American City*, by R. Bruce Stephenson, Lexington Books



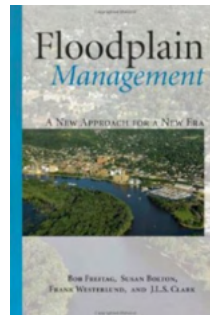
2019 *The Heart of the City: Creating Vibrant Downtowns for a New Century*, by Alexander Garvin, in *Journal of the American Planning Association (JAPA)*



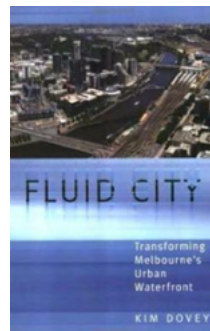
2012 *Port Cities: Dynamic Landscapes and Global Networks*, by Carola Hein, editor, in *Journal of the American Planning Association (JAPA)*



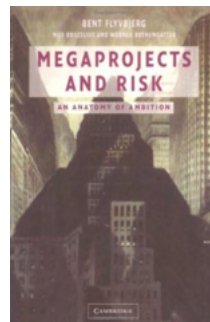
2011 *Why Don't American Cities Burn?* by Michael B. Katz, Philadelphia: The University of Pennsylvania Press



2010 *Floodplain Management: A New Approach for a New Era*, by Bob Freitag, Susan Bolton, Frank Westerlund, and J. L. S. Clark, in *Journal of Planning Education and Research (JPER)*



2006 *Fluid City: Transforming Melbourne's Urban Waterfront*, by Kim Dovey, in *Journal of Planning Education and Research (JPER)*



2005 *Megaprojects and Risk: An Anatomy of Ambition*, by Bent Flyvbjerg, Nils Bruzelius, and Werner Rothengatter, in *Economic Development Quarterly (EDQ)*



Peter brings a unique set of skills and attributes to the Editorial Board of the Journal of the American Planning Association as a practitioner who publishes books and a designer who understands planning. As a reviewer he engages authors in a conversation about how to truly communicate. I value him as a board member.

— Dr. Ann Forsyth, Professor of Urban Planning, Harvard University

2.1 Significant Work — Teaching

Brown has brought all of his enthusiasm for urban redevelopment to his 24 years of teaching and to the two courses he currently teaches, combining his own practical experience with technical training in economic analyses and theories of urban redevelopment to teach students how projects get done in the real world so that as graduates they will be successful in their own future city-building roles. Brown uses rigorous teaching tools ranging from Harvard Business School case studies of real estate development projects to his own books and articles to give students a deep understanding of how to analyze projects. He brings real life to the courses by relying on his deep network to attract elite guests to class and arrange behind the scenes tours and site visits of major projects from the \$1B Vikings Stadium to Robert A.M Stern's new condominium tower on the Mississippi river. Brown bases his teaching on famous physicist and educator Alfred North Whitehead's three-stage rhythm of learning, which begins with "romance," or an interest in the subject; then leads to "precision," and learning the techniques and methods required to understand the subject; and ends with "generalization," and applying what you have learned in other areas.

Experience — Academic

- 2020– Affiliated Faculty, Humphrey School of Public Affairs, University of Minnesota
- 2005– Adjunct Instructor, Humphrey School of Public Affairs and College of Design, University of Minnesota
- 2016– Consultant and study co-author, CURA, the Center for Urban and Regional Affairs, University of Minnesota
- 2012– Penn IUR Scholar, University of Pennsylvania Institute for Urban Research (IUR)
- 2005–07 Fellow and Adjunct Instructor, Metropolitan Design Center, College of Design, University of Minnesota
- 1990–95 Adjunct Instructor, College of Architectural Engineering, Drexel University



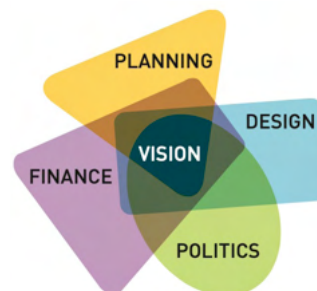
Courses designed and taught

- 2018– Planning and Design for the Urban Public Realm, Humphrey School of Public Affairs, University of Minnesota
- 2008– Private Sector Development, Humphrey School of Public Affairs, University of Minnesota
- 2005–06 Urban Design, College of Design, University of Minnesota (with Ann Forsyth)
- 2001–03 Site Planning and Summer Urban Design Studio, College of Design, University of Pennsylvania
- 1990–95 Architectural Drawing, College of Architectural Engineering, Drexel University



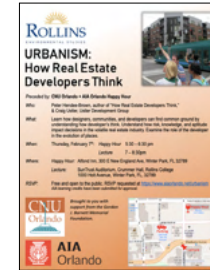
Peter took the extra time and effort to personally counsel me on my career; now, I see him not only as a mentor but also as a colleague and a friend. This experience was not unique to me. Peter stimulated the interest of the entire class — resulting in lively and provocative class discussions — while also covering the fun aspects of real estate, sharing his first-hand experiences with developers across the nation and their multibillion dollar projects.
— William Boulay, Project Manager, Dominion

Absolutely one of my most favorite and useful courses I attended within the Humphrey Institute's MPA program.
— Scott A. Ehrenberg, Housing Policy and Development, City of Minneapolis — Community Planning and Economic Development



2.1 Significant Work — Speaking

Brown is an invited speaker around the country, where he brings his enthusiasm for the city and deep commitment to improved communications among city builders to a broad array of professional and community audiences, addressing subjects including urban redevelopment, waterfront redevelopment, good design for development, and real estate developers as entrepreneurs. Since 2000, Brown has given over 50 presentations, lectures, papers, and talks, and organized, and participated in numerous panel discussions for professional and academic audiences of architects, planners, developers, elected officials, and the public and for professional and trade groups including the American Institute of Architects (AIA), American Planning Association (APA), Congress for the New Urbanism (CNU), Design Futures Council, Urban Land Institute (ULI), the Commercial Real Estate Development Association (NAIOP), the Association of Collegiate Schools of Planning (ACSP), and the Policy History Conference of the Journal of Policy History (JPH).



Presentations

- 2021 AIA MN Annual Conference, proposer, organizer, and panel moderator, “The Adjacent Possible In Architecture: How Thinking Like a Generalist Leads to Better Projects for our Communities”
- 2021 APA MN Planning Conference, proposer, organizer, moderator, and presenter, “The Return of the Eggheads: More Practical Uses of Philosophy in Your Planning Career”
- 2021 Lambda Alpha International (LAI), Moderator, “LAI History: Richard T. Ely, Homer Hoyt, and Structural Racism,” a discussion with Dr. LaDale Winling, author of *The Road to Redlining* (forthcoming)
- 2020 Arizona State University, W. P. Carey School of Business, Master in Real Estate Development program, Phoenix, AZ, guest lecture and class visit, “How Real Estate Developers Think”



- 2020 APA Upper Midwest Annual Planning Conference, proposer, organizer, moderator, and presenter, “Five Eggheads Talk About Big Ideas: Some Practical Uses of Philosophy in Your Planning Career”
- 2019 AIA Minneapolis Luncheon, panel moderator, “Architect-Led Development: A Scaled Approach”
- 2019 APA MN Annual Conference, presenter, “Developers and Planners: Partners in City-Building”
- 2019 Rollins College, Winter Park, FL, Department of Environmental Studies, speaker and panelist, “District-Scale Thinking for Real Estate Development”
- 2019 Minnesota Real Estate Journal (MREJ) — Property Redevelopment and Reuse Summit, panel moderator, “Design & Construction Trends for Redeveloped Properties”
- 2018 AIA MN Annual Conference, proposer, organizer, and panel moderator, “Good Design: The Developer’s Perspective”

2.1 Significant Work — Speaking *continued*

2018 Minnesota Real Estate Journal (MREJ) – Historic Properties Summit, panel moderator, “Development and Construction Trends of Historical Properties”

2018 APA MN Annual Conference, proposer, organizer, and moderator, “Not So Easy Street: Planning and Engagement in the Contested Right-Of-Way,” and presenter for two short talks, “The Technician” and “The Philosopher”

2018 ULI North Florida Chapter, Jacksonville, FL, speaker, “Design, Profits and Community: How Real Estate Developers Think”

2017 APA MN Annual Conference, presenter, “Good Design: The Developer’s Perspective”

2017 APA MN Annual Conference, presenter and panelist “Healthy and Equitable Development: Trends and Possibilities in the Suburbs”

2017 The Water Bar & Public Studio, panelist, “Give & Take — Art, Environment and City,” Minneapolis

2017 ULI MN, moderator, “Tomorrow’s Developer: The Community Spark”

2017 Works Progress Studio, presenter, Give and Take Program: “Art, Environment, and the City,” Minneapolis

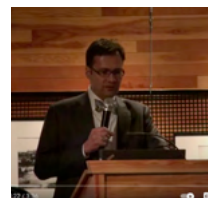
2016 SWBR Architects, Rochester, NY, “How Real Estate Developers Think”

2016 AIA MN, Annual Conference, proposer, organizer, and moderator, “Learning from Landscape Architects: Public Realm Design”

2016 AIA MN, Annual Conference, moderator, “Emerging Voices in Real Estate”

2016 AIA MN, Annual Conference, proposer, organizer, and moderator, “How Real Estate Developers Think”

2016 Minneapolis Riverfront Partnership, panelist, “The Upper River: Our Next Big Opportunity?”



2016 University of Pennsylvania, College of Design, guest speaker, “Good Design...Is Not Good Enough: Design For Incrementalism, Risk Management, And Implementation”

2016 University of Minnesota, Humphrey School of Public Affairs, book talk and panel discussion, “How Real Estate Developers Think”

2016 The Design Futures Council, La Jolla CA, keynote speaker, “Developers and Design Trends,” and organizer and moderator of a panel discussion, “Innovation, the Future, and Design: The Developer’s Perspective”

2015 APA MN Annual Conference, proposer, organizer, panel moderator, “How Real Estate Developers Think: Architects and Good Design”



2.1 Significant Work — Speaking *continued*

- 2015 The Related Group, book party and moderated discussion in Miami with Peter Brown, Developer Jorge Pérez, and Rodolphe el-Khourey, Dean of the University of Miami Architecture School
- 2015 NAIOP MN, presenter and panelist, “A Closer Look: Minneapolis Riverfront Transformation”
- 2015 AIA Philadelphia, Penn Press, and the Penn Institute for Urban Research (IUR), speaker, “How Real Estate Developers Think: Design, Profits, and Community”
- 2015 Penn Design, University of Pennsylvania, speaker, “Good Design...Is Not Good Enough: Design For Incrementalism, Risk Management, And Implementation”
- 2015 Always Mod, book talk, “Teapots and Towers,” a talk on the relationship between architects/buildings and industrial designers/housewares, Minneapolis
- 2015 Urban Works Architects, inaugural book talk upon the publication of Brown’s new book, *How Real Estate Developers Think*, Minneapolis
- 2014 APA MN Summer Seminar, organizer and presenter of an all-day continuing education session, “What DO Developers Think?” including lectures and a panel discussion of developers
- 2013 Urban Works Architects, “Real Estate Development for the Rest of Us, How Developers Think, Third Grade Arithmetic, and Risks, Rewards, and Motives,” Minneapolis

I learned more about real estate development in one day at this seminar than I did during an entire semester-long course in urban land planning.

— Patrick Boylan, AICP, Metropolitan Council

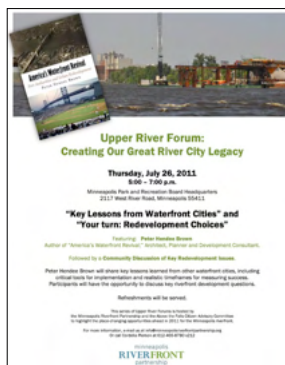


- 2013 (Re)Claiming the New Westminster Waterfront project, a public-private partnership between the City of Vancouver and Simon Fraser University, guest speaker as a part of Riverfest, “Ports and Urban Transformation,” Vancouver

- 2011 Minneapolis Riverfront Partnership, speaker, “Key Lessons from Waterfront Cities”

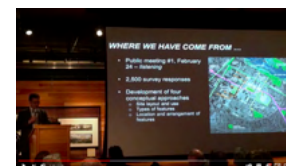
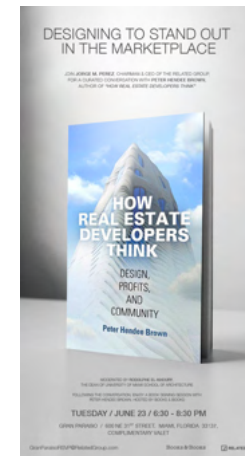
- 2009 AIA MN Luncheon, book talk and panel discussion of “*America’s Waterfront Revival*,” with Peter Brown, AIA MN President Chuck Liddy, Saint Paul Port Authority President and CEO Louis Jambois, and Saint Paul on the Mississippi Design Center Director Tim Griffin

- 2009 Penn Institute for Urban Research (IUR) and AIA Philadelphia, book talk and panel discussion, upon publication of Brown’s new book, *America’s Waterfront Revival*



2.1 Significant Work — Speaking *continued*

- 2008 ULI MN Young Leader's Group, book talk, "America's Waterfront Revival and Commercial Real Estate"
- 2004 American Collegiate Schools of Planning (ACSP) 46th Annual Conference, paper, "Port Authorities and Urban Redevelopment: Evolving Institutions on a Changing Waterfront"
- 2004 2004 Policy History Conference, St Louis MI, paper, "Public Authorities and Institutional Change: The Port of New York Authority Precedent and Four Ports Today"
- 2003 Panorama, The Journal of the University of Pennsylvania's Department of City and Regional Planning, article, "Two Cities, One Waterfront: The Vision of a Two-Sided Waterfront Destination for Philadelphia and Camden"
- 2003 University of Pennsylvania, lecture, "Public Authorities and Public Finance"
- 2003 Drexel University, lecture, "Public Authorities and Urban Redevelopment"
- 2002 American Collegiate Schools of Planning (ACSP) 44th Annual Conference, paper, "Mission Change at the Delaware River Port Authority: Tourism and Economic Development on the Philadelphia/Camden Waterfront"
- 2000-03 University of Pennsylvania, "Public-Private Development: The City's Side of the Story"



2.2 Significant Awards, Honors, and Recognition

Brown brings his deep commitment to city living, his experience realizing major projects, and his emphasis on communication, understanding, and mutual respect among diverse groups of people, to the many volunteer organizations he has worked with during his long career. Significant achievements include leadership of AIA Philadelphia, including Chapter President in 2002. Since moving to Minneapolis in 2002 Peter has organized panels and presentations and spoken at numerous AIA MN conferences and other events and at programs for the APA, NAIOP, and the ULI. In 2020 Brown was elevated to the College of Fellows of the American Institute of Certified Planners – FAICP – for his leadership in practice, research and writing, and teaching, speaking, and mentoring. Brown is currently the 2020–2022 president of the Minnesota Chapter of Lambda Alpha International, the Land Economics Society. As a community member, Brown has served as the president of the North Loop Neighborhood Association in Minneapolis and on the neighborhood’s planning and zoning committee, on his own condominium board, and on Mayor’s Blue-Ribbon task forces in Minneapolis and Philadelphia.

Service

- 2016– Lambda Alpha International, Minnesota Chapter (LAI), the Land Economics Society
 - 2020–2022 President
 - Board member since 2019
 - Member since 2016
- 2012– Penn IUR Scholar, University of Pennsylvania Institute for Urban Research (IUR)
- 2005– ULI — the Urban Land Institute
 - Mentor program since 2005
 - Member since 2005
- 2004– American Planning Association (APA)/
American Institute of Certified Planners (AICP)
 - Chair, FAICP Nominating Committee, Minnesota Chapter, 2021
 - FAICP — Elevation to the College of Fellows, 2020
 - Mentor program since 2018
 - Member since 2004
- 1993– American Institute of Architects (AIA)
 - President, AIA Philadelphia, 2002
 - Board member, AIA Philadelphia, 1998–2003

Other Honors and Community Service

- 2019– Editorial Board Member, *Journal of the American Planning Association (JAPA)*
- 2019– Treasurer, BSA Scout Troop 33, Minneapolis, MN
- 2007 Member, Mayor’s Riverfront Blue Ribbon Task Force, Minneapolis
- 2005–07 Fellow, Metropolitan Design Center, College of Design, University of Minnesota
- 2004–07 President 2004–05, North Loop Neighborhood Association, Minneapolis MN
- 2004 Vice President 801 Washington Lofts Homeowners Association, Minneapolis, MN,
- 2002 Philadelphia Business Journal, Philadelphia, PA, “40 Under 40 Award”
- 2001 Member, Mayor’s City Hall Redevelopment Blue Ribbon Task Force, Philadelphia



2.3 Outreach and Media

Peter Brown has enthusiastically promoted his projects and his ideas as a regular commentator in the media. He is sought out by journalists and valued for his leadership, knowledge, and expertise. Brown has been interviewed on TV and radio, and quoted regularly in the print and digital media, locally and nationally, on issues ranging from the projects he has led to his academic work, ideas, books, teaching, and speaking events.



- 2021 “A sign of hope? Crystal Court renovations evidence that corporations still believe in downtown Minneapolis,” in the *Minneapolis Real Estate Journal*, by Dan Rafter, July 28, 2021
- 2021 “‘A Turning Point:’ Local Leaders Mark Completion of IDS Center Renovations,” in *Twin Cities Business*, Dan Niepow, July 22, 2021
- 2021 “After modern renovations, IDS Center’s Crystal Court reopens,” in *Finance & Commerce*, Kelly Busche, July 22, 2021
- 2021 “Spiffed-up atrium at IDS Center reopens with ‘more serenity,’ cozier places to lounge as workers trickle back to Downtown Minneapolis,” in the Minneapolis *Star Tribune*, by Dee DePass, July 21, 2021
- 2020 “9 Best Books on Real Estate Development,” in *Millionacres/Motley Fool*, Aly J. Yale, October 11, 2019
- 2019 “Peavey Plaza reopens with a splash on Nicollet Mall, in Minneapolis *Star Tribune*, by Miguel Otárola, July 18, 2019

- 2018 “Architect Peter Hendee Brown offers insight onto development world,” in the *Jacksonville Daily Record*, by Jay Schlichter, August 24, 2018
- 2018 “Urban Development,” on *First Coast Connect*, NPR affiliate in Jacksonville, Florida, by Kevin Meerschaert, August 16, 2018
- 2018 “Relationship between Developers and Cities – Peter Brown,” on *PlanIt* podcast, episode 14, by Raya, Esmaili, April 25, 2018
- 2016 “Why does downtown Minneapolis still have a lot of surface parking lots? It’s complicated,” in *MinnPost*, by Peter Callahan, June 23, 2016



2.3 Outreach and Media *continued*

- 2016 “Renowned Architect Peter Brown Inspires Students with High-Profile Project Expertise,” *University of Minnesota Humphrey School News*
- 2016 “Valet-parking lot planned at site of Market St. industrial building,” in the *Philadelphia Inquirer/Philly.com*, by Jacob Adelman, April 25, 2016
- 2016 “Revamped design for Nicollet Mall swaps pavers for concrete,” in the *Minneapolis Star Tribune*, by Kristen Leigh Painter and Eric Roper, February 10, 2016
- 2015 “Portland’s waterfront clash a familiar struggle,” in *Island Institute*, by Stephanie Bouchard, September 25, 2015
- 2015 “Finessing downtown Minneapolis park’s design delays public input,” in *Finance & Commerce*, by Karlee Weinmann, August 6, 2015
- 2015 “Donald Trump: Honesty is for Chumps,” in *Politico Magazine*, by Jack Shafer, June 23, 2015
- 2015 Q&A: Peter Hendee Brown, *Architecture* magazine, by Caroline Massie, June 9, 2015
- 2015 “Schafer: New book confronts perception of real estate developers,” in the *Minneapolis Star Tribune*, by Lee Schafer, May 2, 2015



- 2014 “Revised Nicollet mall redesign is unveiled,” in the *Minneapolis Star Tribune*, by Kristen Leigh Painter, December 12, 2014
- 2014 “The latest on the Nicolet mall redesign,” *MPR News*, December 12, 2014
- 2014 “The Nicollet Mall Redesign,” *KARE11 TV News*, December 12, 2014
- 2014 “The Nicollet Mall Project,” *Minneapolis Insider Podcast*, Episode 2, Meet Minneapolis, 2014

You see a really subtle, really simple, really sophisticated, and really thoughtful design — it makes this place much better by reflecting and strengthening on all that’s already great about the Crystal Court – without leaving any fingerprints at all.

— Peter Hendee Brown, *Finance & Commerce*

3.0 Exhibit List

3.1
Peavey Plaza



3.2
Orchestra Hall



3.3
Nicollet Mall



3.4
The Commons



3.5
US Bank Stadium



3.6
The Crystal Court
at the IDS Center



3.7
Minneapolis
Public Service
Building



3.8
*How Real Estate
Developers Think*



3.9
*America's
Waterfront
Revival*



3.10
Private Sector
Development



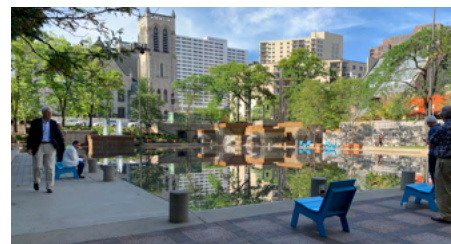
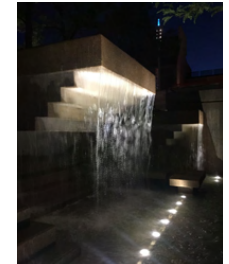
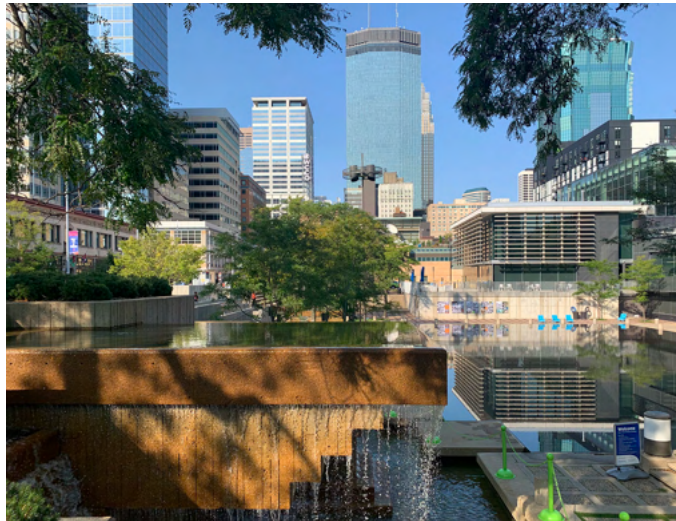
Peavey Plaza

Role

Peter Brown led the landscape architect selection process and the hiring and management of award-winning Coen+Partners to design this \$10M revitalization project, and then he led the project, as owner's representative and acting as the face of the City, through 50 public meetings, negotiations with the State Historic Preservation Office and local Heritage Preservation Committee, fundraising, bidding, construction, and the completion and start-up of the project. Brown's involvement with Peavey Plaza began in 2008, when he was working on Orchestra Hall, and continued when the City hired him in 2011 to direct the project. Ten years later, Brown and the downtown councilwoman were the only two original project leaders who were present at the ribbon cutting and grand opening in 2019. Following the stalling of a previous design, Brown led the selection and hiring of preservation architects Miller Dunwiddie and he managed the completion of their Historic Structures Report, with input from a technical advisory committee comprised of members of the preservation and disabled communities, which formed the basis of Coen's final plan.

Challenge

In 1975, a new, late modern, "brutalist" concrete plaza designed by renowned landscape architect M. Paul Friedberg on a one-acre, half-block site, opened next door to Hardy Holzman Pfeiffer's new Orchestra Hall, which had just been completed the year before. Peavey Plaza was a stepping, concrete, sunken plaza with cascading fountains and a reflecting pool, but by the mid 2000s it was in disrepair, the fountains no longer worked, and its many levels were inaccessible. The City first envisioned replacing the plaza with a completely new design, which led the preservation community to seek listing on the National Register of Historic Places. Following that bruising controversy, the challenge was to restore Peavey Plaza in a way that satisfied members of both the preservation and disabled communities, whose interests often appeared to be in direct conflict with one another.



Outcome

The challenge of making Peavey Plaza ADA accessible was solved by raising the original reflecting pool up and replacing it with a flush black granite surface covered with a ¼ scrim of water that can be drained in 15 minutes and used for events and performances, and by carefully inserting two new ADA ramps with designs that matched Friedberg's original board-formed concrete walls. The bigger political challenge was reestablishing trust with the preservation community and its regulators and involving them at every step along the way in these design decisions. The project's success can be measured by the award it received from The Cultural Landscape Foundation, previously the City's greatest critic.

Declaration of Responsibility

I have personal Knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: Project under direction of nominee

Jen Swanson

Interagency Coordinator, Minneapolis Department of Public Works
Project Director and Client

Awards

- 2019 Stewardship Excellence Award, The Cultural Landscape Foundation, Washington, DC
- 2020 Award of Excellence, General Design, American Society of Landscape Architects, Minnesota
- 2021 Heritage Preservation Award: Historic Restoration, Rehabilitation or Adaptive Reuse, AIA Minneapolis, Minneapolis Heritage Preservation Commission, and Preserve Minneapolis

Testimonials

The successful rehabilitation of M. Paul Friedberg's Peavey Plaza emphatically demonstrates how sympathetic change can be managed through site-specific design solutions that insure both continuity of expression and wise stewardship.

— Charles A. Birnbaum, President & CEO
The Cultural Landscape Foundation

Peter's practical and academic experience contributed to effective problem solving. At a particularly critical point in engaging the historic preservation community after a bitter fall-out with City Hall over historic designation of Peavey Plaza, Peter helped craft an approach that developed objective information about the Plaza's deteriorating physical condition that proved to be the basis for a successful design.

— Steve Cramer, President and CEO, Minneapolis Downtown Council

In 2019 I was honored to speak at the City's grand re-opening of Peavey Plaza, which was an old, sunken, mid-century modern plaza in the heart of downtown that had fallen into disrepair. Peter started working on it for the city ten years ago, through two different designs, three mayors, a lawsuit, fundraising, and a lot of other ups and downs, and he saw it through to the end and was there for the ribbon-cutting. Between Peavey Plaza, the Commons, Nicollet Mall, and other downtown projects, Peter has had a direct hand in improving the physical experience of our downtown for residents, workers, and visitors.

— Jacob Frey, Mayor, City of Minneapolis



Orchestra Hall

Role

Peter Brown led the RFQ/RFP/interview process and contract negotiations with KMPB architects of Toronto and acoustician Bob Essert of London, and then he led the design team through the completion of programming and schematic design for this \$46M Orchestra Hall Expansion and Renewal project. (As an employee of Nelson, Tietz & Hoye.)

Challenge

When City leaders built a new Orchestra Hall in 1974, they prioritized an acoustically superior hall, but the original lobbies, public spaces, offices, and backstage areas were undersized and inadequate. In 2008, the Orchestra initiated plans to improve this situation with a \$46M expansion and improvement project. Fitting additional square footage on a landlocked urban site challenged the architects and structural engineers, and a limited budget required the architects to integrate amenities required to support the orchestra's aspirations for a more profitable operating model while satisfying financially conservative board members and state legislators.



Outcome

Brown led meetings of the orchestra's consultant selection committees and presented at meetings of the executive committee, musician's committee, the Conductor, the CEO, and individual board members and donors. Brown also served as liaison between the Orchestra and the City, leveraging his relations with city officials as the two organizations successfully applied jointly to the state legislature for \$15M in bond funding for the renewal of the entire city block, including the adjacent historic, City-owned Peavey Plaza. For the Orchestra Hall project, the architects created a series of careful additions surrounding the building, expanding to the property line, and adding square footage to provide enlarged and enhanced public spaces and a vastly improved concert-going experience while completely revitalizing the building's exterior. The design also modified the hall's capacity and acoustics and added a new performance space, the "City Room" – now one of the city's most desirable event venues, as well as expanded concession and toilet facilities. The project was an economic success, increasing revenue from event use, ticket and subscription sales, and concessions. Completed in 2013, the project stimulated the redevelopment of Peavey Plaza, and Nicollet Mall. After Brown left to lead the Peavey Plaza project he continued to collaborate with the orchestra hall team to ensure mutual success for the two integrated projects.

Awards

2017 Architectural Record, Good Design is Good Business Award

Declaration of Responsibility

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Marianne McKenna

Founding Partner, KPMB Architects, Architect and Partner-in-charge



Nicollet Mall

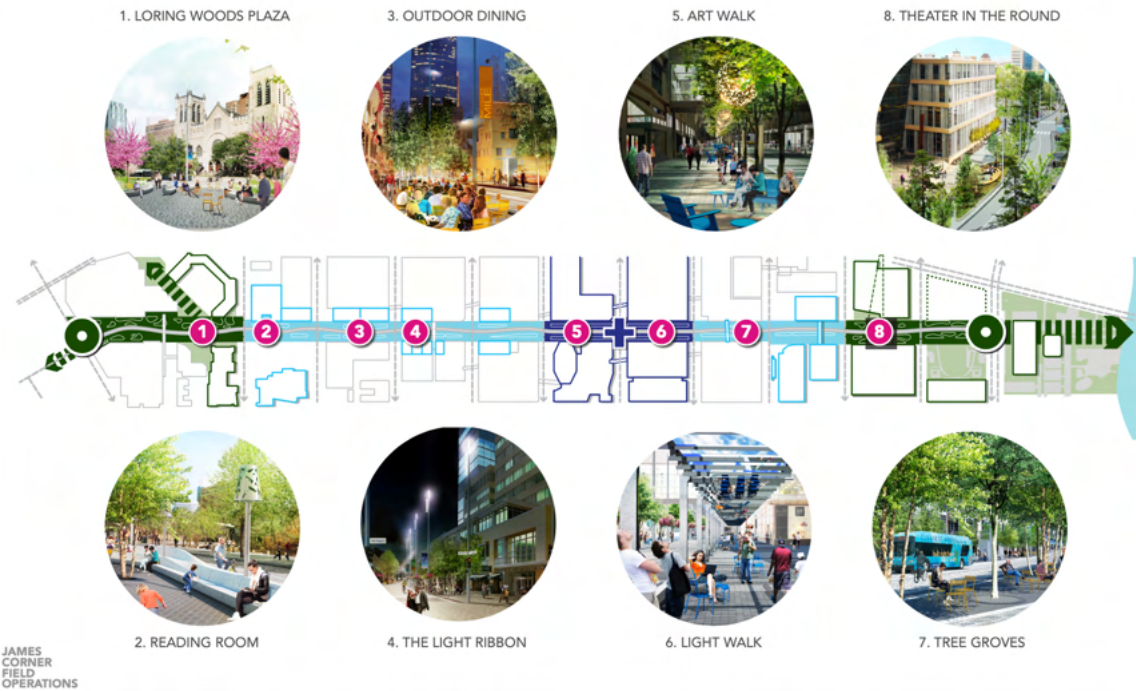
Role

Minneapolis Mayor RT Rybak recruited Peter Brown in 2013 to lead the Nicollet Mall redesign and reconstruction process and serve as the face of the project for the City. Brown planned and led a multi-stage RFQ/ RFP/Competition designed to generate broad support for the project, that was won by the internationally renowned firm of James Corner Field Operations. Following the success of the competition, Brown led JCFO and the city's project team through the entire design process and participated actively throughout construction and closeout in 2021. Over eight years, Brown's role included everything from drafting the initial design principles and administering the design competition to managing the design team, facilitating stakeholder meetings, leading public presentations, presenting to the City Council, managing the project's 10-member, public-private implementation committee, liaising with the business community and elected officials, and lobbying for state bond funding at the Minnesota state capitol.

Challenge

Minneapolis's primary downtown pedestrian and transit street, the twelve-block, mile-long Nicollet Mall, was designed by renowned landscape architect Lawrence Halprin in 1965 and included a unique serpentine street layout. Nicollet Mall was renovated in 1990 but by 2013 it was in need of replacement again. The project was expected to cost \$50M and would require partial funding from the Minnesota state legislature, which had already rejected a previous bonding request for lack of vision. The challenge was to create and implement a compelling vision for a 21st century mixed-use downtown destination as "Minnesota's Main Street" that would attract public and political support, including funds from the state and from the business community in the form of special assessments.

NICOLLET



PRE-BID MEETING
AUGUST, 2015



Outcome

The competition and the community engagement and design process that followed generated overwhelming support from all partners. The state provided half the funding for the project while the other half came from special assessments on 7,000 property owners, only two of whom appealed. Completed under budget in 2018, this redesign and reconstruction project created a significantly greener and more pedestrian-friendly mall with custom lighting, street furniture, seating and wayfinding features, bike facilities, and public art, and a continuous and evolving experience, connecting the Mississippi River to Loring Park, through the center of the downtown commercial core. The project also contributed to and strengthened the larger vision for downtown Minneapolis's revitalization, attracting over \$1.3 B in private investment in housing, commercial office and retail, while creating a place where people want to live, work, and play. Nicollet Mall was completed in the fall of 2017, in time to host many of the events and activities surrounding Super Bowl LII in 2018.

Testimonials

Peter helped Minneapolis Public Works get better at urban design for public projects in an era of rapidly changing constituent demands. Within our team and our department, he has helped bridge between the cultures of transportation planners and engineers. He connects with different people and disciplines: Architects, planners, engineers, landscape, lighting, artists, media, construction, local businesses. Peter thinks strategically and understands process and how government works, and he helps our designers understand those things too, so that together we can design and build better projects and public places.

— Don Elwood, P.E., Director of Transportation Engineering and Design, City of Minneapolis, Department of Public Works

The practice of urban redevelopment is not “cookie-cutter” work, particularly when it comes to projects which have a high public profile and require government officials and private sector parties to align their interests. Peter’s multi-disciplinary background is extremely well-suited to exactly these projects, as demonstrated by his instrumental role in Nicollet Mall, Peavey Plaza, the Commons and Hennepin Avenue. Minneapolis is better off for his involvement, and on a personal basis I have valued working closely with Peter over these last several years.

— Steve Cramer, President and CEO, Minneapolis Downtown Council

Peter has been a stalwart leader; not simply a facilitator but a pro-active, creative, and strategic leader who made the project a reality in the face of numerous obstacles. This type of project is difficult under the best of circumstances and the fact that it has been completed successfully was in no small part due to how Peter ran it. Peter cares deeply about good urban design and place-making, but he also understands time, money, politics, and the realities of implementation and, as a result, he is one of those rare people who can successfully see a complex multi-disciplinary project through, from inception through completion.

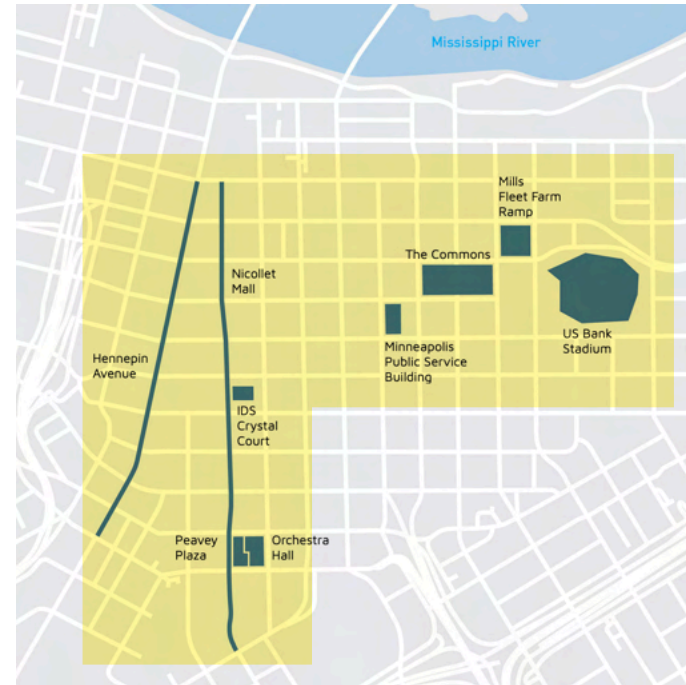
— James Corner, FASLA, James Corner Field Operations





Map of Downtown Minneapolis

This map represents the square mile of downtown Minneapolis and the nine major projects that Peter Brown has led or facilitated, including Nicollet Mall, which serves as the spine that connects many of these places into an integrated urban public realm



Declaration of Responsibility

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Don Elwood

Director, Transportation Engineering & Design
Minneapolis Public Works, Project Director and Client

The Commons

Role

Peter Brown led the process to hire the award-winning landscape architecture firm of Hargreaves Jones and then managed the design team from site analysis and community engagement through fundraising, construction, and the grand opening of a new, five-acre, two-block, \$18M urban park. Brown was the face of the project for the City in many community engagement and other public meetings, as well as private meetings with representatives of the Minnesota Sports Facilities Authority and the Minnesota Vikings, both of whom had contractual rights to the Commons for event and game day use.

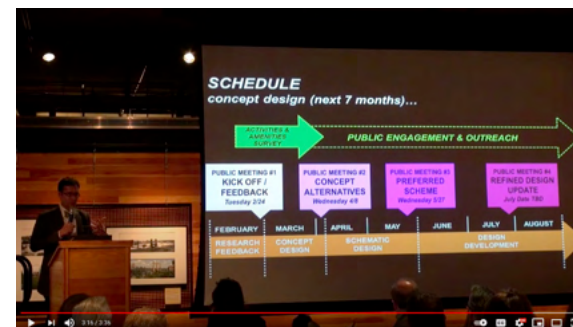
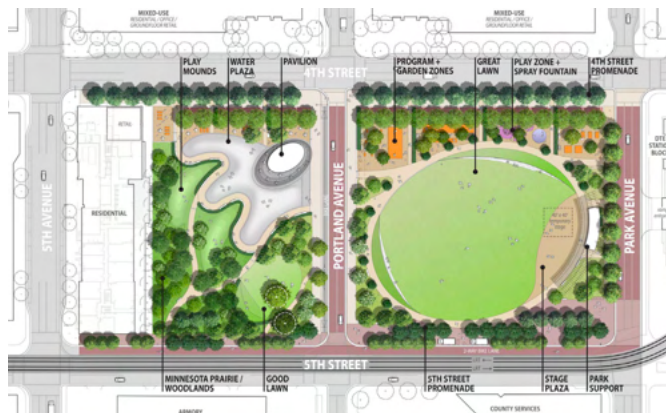
Challenge

When city and state leaders began to advance a plan to build a new stadium in Minneapolis for the NFL's Minnesota Vikings, Mayor RT Rybak envisioned a big, new downtown park for the city on the site of several dilapidated buildings and surface parking lots across the street from the stadium site. The City, the Minnesota Sports Facilities Authority, and a private development company agreed on a plan that would lead to the redevelopment of the six-block area adjacent to the Stadium, in the heart of the rapidly growing Downtown East neighborhood. The Commons would be at the heart of the new district and would serve as an amenity for the Vikings Stadium and surrounding new commercial development including twin Wells Fargo office towers. As a public-private partnership tied to the stadium legislation, the completion of a basic lawn at the Commons was required by a date certain, however the City and business community's objective was to raise enough funds to create a much more significant public experience in the same time frame.



Outcome

Brown managed the project's difficult but necessarily fluid process, where funds were being raised as the design was being developed, completing construction on time and on budget and successfully honoring contractual obligations made to the state, the MSFA and the Vikings, while far exceeding the original vision of a simple "green carpet" of grass. Brown led the design team and the public in crafting a compelling vision for what the Commons could be, supporting a fundraising committee co-chaired by the mayor and a local business leader that raised \$18M, allowing for the development of a much richer public space that includes large and small lawns, groves of trees, a splash pad, climbing structure, outdoor program rooms, custom lighting, furniture, and infrastructure for live performances. The Commons has been a huge success, attracting informal and formal use year-round and hosting a broad range of activities and events ranging from Super Bowl LII, regular Vikings Game Day events, the NCAA Final Four, and the X Games to community programs ranging from fundraising brunches to movies in the park. Together, the on time and on budget completion of both the Commons and the Stadium in 2017 have stimulated over \$2B in public and private investment in the surrounding Downtown East and Elliott Park neighborhoods and the ongoing transformation of what was once a 40 square block area of surface parking lots into a whole new urban community centered on the Commons.



Awards

2021 American Society of Landscape Architects (ASLA), MN Chapter, Merit Award



Declaration of Responsibility

I have personal Knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: Project under direction of nominee

Miles Mercer

Manager of Business Development, Minneapolis Community Planning and Economic Development, Project Director and Client

US Bank Stadium

Role

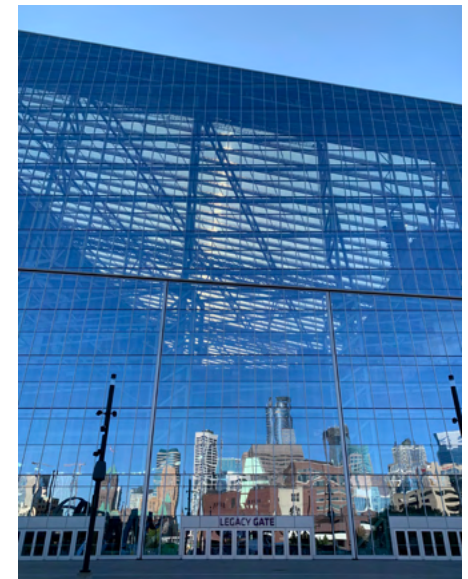
Leading from behind the scenes, Peter Brown worked closely with the City's Community Planning and Economic Development Director to craft and implement a strategy and agenda that would lead to the on-time approval of the design for a \$1B NFL football stadium.

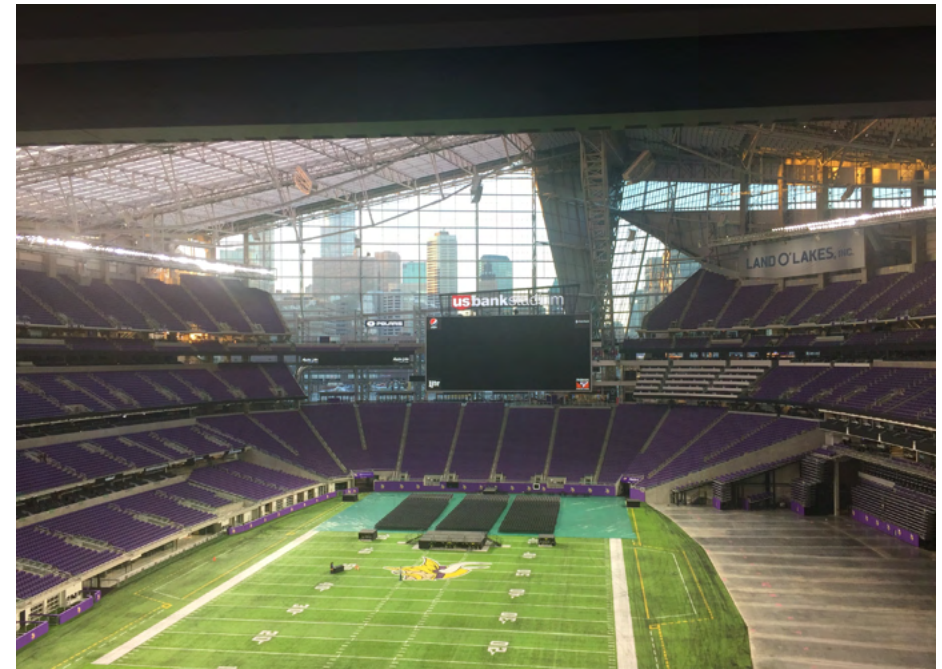
Challenge

In May 2012, the Minnesota State Legislature passed the Minnesota Vikings Stadium Act, funding a new stadium for the Minnesota Vikings in Minneapolis. However, the act required that the schematic design be approved by a mayor-appointed Implementation Committee of 27 members within one year, with no schedule contingency for disapproval. The challenge was to guide the City's Implementation Committee towards a vote of approval for a large, costly, and politically controversial project over the course of twelve, monthly, public meetings.

Outcome

Brown leveraged his experience, network, and credibility as a local architect with government and real estate experience to facilitate backchannel communications among the Stadium Implementation Committee co-chairs and the 27 committee members and other stakeholders, maximizing the chances of design approval. Brown played a lead role in successfully convincing the Minnesota Sports Facilities Authority, the Minnesota Vikings, and their architect, HKS, to meet informally with key members of the Committee who represented the architecture community in Minneapolis, to build trust and rapport and exchange feedback throughout the design process, away from the glaring light of televised public meetings. The Minnesota Sports Facilities Authority hired HKS as stadium architect in August 2012, and twelve months later, on August 25th, 2013, the City's Implementation Committee voted unanimously to approve their schematic design. Construction was completed in 2016 and the new US Bank Stadium hosted Superbowl LII in January 2018, followed by the NCAA Final Four in 2019. Located in the heart of the downtown core, just two blocks from City Hall, and connected to the region via light rail, US Bank Stadium is the most urban NFL stadium in the country. The stadium's development also led to over \$2B in public and private investment in the surrounding Downtown East Neighborhood, including the creation of the new 5-acre "Commons" park, adjacent to the stadium, another project Brown played a leadership role in.





Awards

2019 AIA Dallas Chapter, Built Awards, Juror Citation, Large Projects Category (and nine other awards)

Testimonial

Peter is strategic, and he never loses sight of the goals we need to achieve. He gets politics. Project leaders in a political environment must be nimble and understand that the path to completion often takes several hard right turns. That frustrates the best of us at times. But Peter helped me think through difficult dilemmas that resulted in successful outcomes.

— Charles T. Lutz, Deputy Director, Minneapolis Community Planning and Economic Development



Declaration of Responsibility

I have personal Knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: Project under direction of nominee

Chuck Lutz

Deputy Director, Minneapolis Department of Community Planning and Economic Development, Project leader for the city and client

The Crystal Court at the IDS Center

Role

Peter Brown led the process of researching and evaluating the historic significance of the Crystal Court and developing design principles for use by the owner and their architects, Perkins+Will, for this \$5M revitalization project. Brown also facilitated behind-the-scenes conversations with city officials and representatives of the local historic community to ensure that any changes would be sympathetic and would not trigger historic review processes. Brown served as a trusted advisor to the client throughout the design process, on media and communications issues, and he spoke at the grand opening representing the design to multiple media outlets. (As Acting Principal for New History.)

Challenge

Completed in 1972, Philip Johnson’s iconic IDS Center in Minneapolis became an instant classic as the first modern high-rise in America anchored by a large, indoor, public courtyard. Minneapolis’s “grand central station” of street and skyway pedestrian network, the Crystal Court has long served as the City’s meeting place. Virtually unchanged since 1972 and last renovated in 1997, by 2019 the Crystal Court was tired and in need of revitalization to support the building’s tenants and provide 21st century amenities. The building’s owners wanted an impactful project with a big wow effect, but they also wanted any new design features to respect the original historic design.

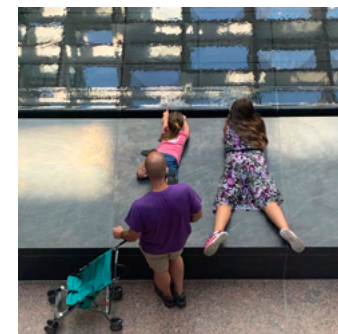
Outcome

The project was completed on time in 2021 and on budget, to glowing reviews and no historic issues. The design was able to thread the needle, creating a greatly improved public experience while changing the original character and design intent of the space very little.

Testimonial

A project such as the IDS Center Crystal Court renovation could not be accomplished without the vision and guidance of trusted advisors. Peter’s expertise in navigating through the review and approval process of design and scope became invaluable to both me and our entire team. I appreciated Peter for not only sharing our vision, but for his steady guidance throughout this entire project. He has truly been a mentor to me.

— Deb Kolar, General Manager, IDS Center



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Deb Kolar

General Manager, IDS Center, Accesso Services, LLC, Building Owner/ Manager and Client

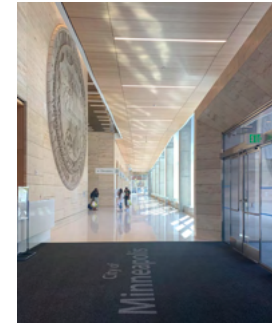
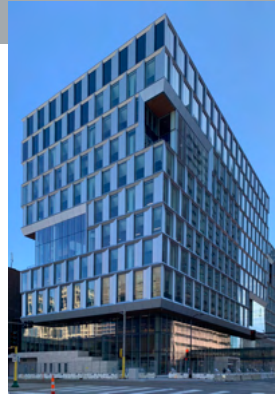
Minneapolis Public Service Building

Role

Peter Brown served on the architect selection panel and then led the community engagement process for the design of this \$220M, 11-story office building to house 1,300 City employees and a half-dozen departments. Brown continued to advise the city and its architects throughout design and construction and led the process of procuring a food vendor and planning and designing a café space. Brown also served as a trusted advisor to the City Coordinator throughout the entire project.

Challenge

By the early 21st century the city of Minneapolis's workforce had expanded beyond its 115 year-old City Hall to occupy a half dozen substandard leased and owned facilities. The City embarked on a plan to consolidate all staff and functions from those facilities into new central office building on the site of a parking garage across the street from City Hall, creating a two-building campus. City leaders endeavored to design and build a durable yet iconic building that would serve for another 100 years, while setting new standards for best practices for daylighting, energy and water sustainability, and space use, and creating an example of what downtown office buildings should strive for. The City required public support from two surrounding neighborhood associations, one business association, and the larger downtown business community.



Outcome

The City hired award-winning Danish architects Henning Larsen in partnership with Minneapolis's MSR architects to design a striking, technologically sophisticated, 21st century building that is light-filled, amenity rich, and welcoming for city staff and the general public. The design included a large central stair and atrium connecting the lobby with the public service center and the City's skyway system. The building was completed and opened to city staff and the public in 2021.



Declaration of Responsibility

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Mark Ruff

Minneapolis City Coordinator, Project Leader and Owner, Client



How Real Estate Developers Think: Design, Profits, and Community

Publisher

University of Pennsylvania Press, 2015
 Published in hardcover, paper, Kindle digital, and Audible audio
 Pages: 336
 Copies sold: 5,967
 Translations: Korean, Lithuanian (forthcoming)

Role

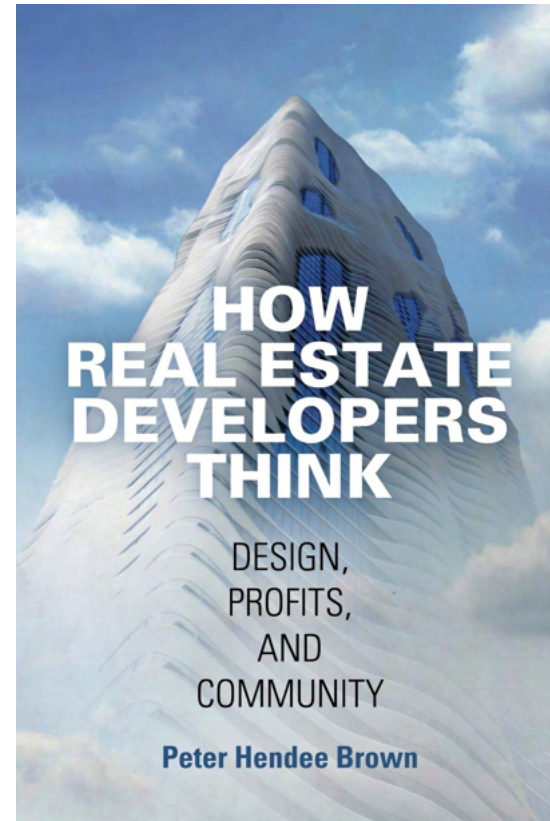
Author

Challenge

Brown has worked with developers as an architect, city official, and neighborhood president, and he has also worked as a developer and taught a graduate level course in private sector development. These combined perspectives convinced him that a lack of understanding of who developers are, what they do, and why they do it, often leads to missed opportunities for good architecture and good projects for urban communities. For this book, Brown interviewed over 100 developers, architects, city officials, investors, lenders, and community members in Miami, Chicago, and Portland, creating profiles and cases that illustrate in narrative form how developers think — and how good architecture adds value to their projects. The book’s ten chapters address the entrepreneurial mind, innovation, process, design, marketing and sales, financing, profits, politics, motives, and community engagement, all to illustrate how communication and collaboration, rather than distrust and blanket opposition, lead to better projects for all parties every time. Brown argues that private sector developers and their capital build our cities, and that we all need to work with them and come to a mutual understanding and respect for one another’s interests so that together we can make better projects for our urban communities.

Outcome

The book has been a critical and commercial success with over 115 reviews on Amazon averaging 4.7/5 stars, translations into Korean and Lithuanian, and adoption as a course text in graduate level real estate programs. The book has also led to many invitations to speak locally and around the country on the subject of good design for real estate development.



The Korean Edition

Awards

2020 Nine Best Books on Real Estate, Motley Fool/Millionacres

Reviews

Journal of the American Planning Association, Journal of Urban Affairs, Architect magazine, Planning magazine, Plan Canada, Choice, Midwest Book Review, The Minneapolis Star Tribune, and MinnPost

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Peter Agree

Editor-in-Chief, The University of Pennsylvania Press, Editor and Publisher

Reviews and Testimonials

If you are an architect or engineer working with developers, a municipal official responsible for reviewing and approving building proposals, a resident in a community with sites being considered for development, a member of a neighborhood or city zoning committee, a public-spirited citizen, or simply a person interested in expanding your understanding of how projects get built, you should read this book.

— Peter Piven, FAIA, Peter Piven Management Consultants

Peeking into the minds of real estate developers turns out to be riveting.

— Mary Margaret Jones, FASLA, FAAR, President and Senior Principal, Hargreaves Jones Landscape Architects

Peter Hendee Brown has written an engaging book that exposes non-developers to the world of development, illuminating the hard work, strident vision, and persistence required to be a success.

— Tim Chapin, Dean, Florida State University

I know of no other book on the subject like it, which is why I assign it to our Masters of Real Estate Development students.

— Mark Stapp, Professor and Director of Real Estate Programs, Arizona State University

And Brown makes the great point that less conflict and more cooperation should lead to far better buildings and cities that are better places to live and work in.

— Lee Schafer, Business Columnist, Minneapolis Star Tribune

An academic's guilty beach read!

— Amanda Johnson, Boise State University

I think Peter Brown's book is grand. The topic is fresh, and his approach to it is superb.

— Anonymous reviewer

*Peter has also been helpful to me personally, as a confidant and advisor. Not long after taking my seat as city council member, Peter gave me a copy of his book *How Real Estate Developers Think* — I think he thought it might be helpful to me in my new role. My ward included half of downtown and I had both pro- and slow-growth constituents in an area that was rapidly developing and on the verge of booming. I did read Peter's book and it was 100% relevant and incredibly helpful to me in thinking about how to talk about and promote development in my ward and throughout the City.*

— Jacob Frey, Mayor, City of Minneapolis

Amazon Reviews

The author has an excellent grasp of the concerns that laypeople in our neighborhoods have about RE Development, and his guidance is relevant and well-considered.

I've been recommending this book to fellow developers, architects, and anyone who cares about the built environment. It is full of great stories, profiles, and gives insight into our world to those who aspire to develop or want to understand how we think.

Although being a UK-based architect, I found the case studies/stories in the book equally applicable. I would recommend Peter's book as a 'must' read for every architect, who wants to understand better the perspective of real estate developers, which would ultimately make him/her a better service provider.

This book is a breakthrough in its readability and accessibility.

Truly a fantastic book.

Every Chapter is a blast to read!

THE BOOK IS OUTSTANDING!

amazon

Customer reviews

★★★★☆ 4.7 out of 5

114 global ratings

Customer reviews

★★★★☆ 4.7 out of 5

114 global ratings

5 star ██████████ 85%

4 star ████████ 6%

3 star ████████ 6%

2 star ████████ 2%

1 star ████████ 2%

Speaking Engagements and Media



MOTLEY FOOL/MILLION ACRES



A MOTLEY FOOL SERVICE

9 Best Books on Real Estate Development

Best real-life inspiration: *How Real Estate Developers Think: Design, Profits, and Community* by Peter Hendee Brown



ARCHITECT

Q+A
Q+A: Author Peter Hendee Brown on How Real Estate Developers Think

The former president of AIA Philadelphia discusses best practices for architects and developers to work together in his latest book, "How Real Estate Developers Think: Design, Profits, and Community."

By [CAROLINE MASSIE](#)



Design Futures Council, La Jolla, CA, 2016



ULI North Florida, Jacksonville, FL, 2019



The Related Group, Miami, FL, 2015

***America's Waterfront Revival:
Port Authorities and Urban Redevelopment***

Publisher

University of Pennsylvania Press, 2009
Published in hardcover
Pages: 240
676 Hardcover copies sold

Role

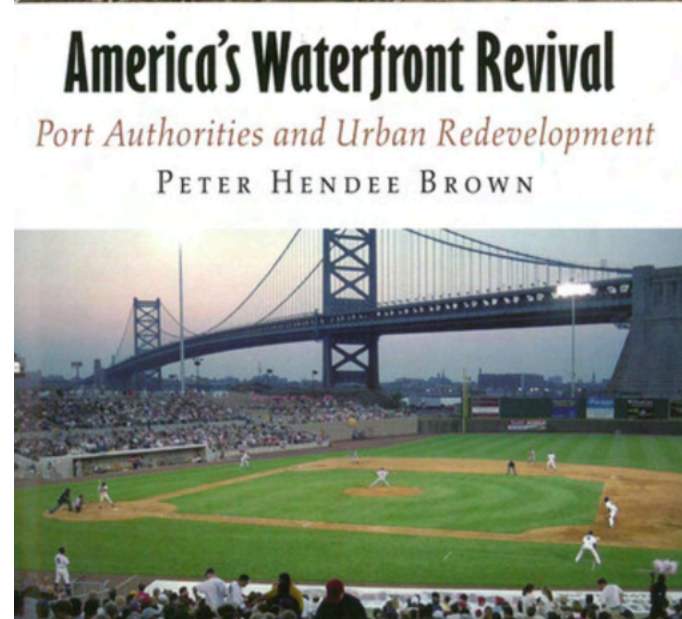
Author

Challenge

Peter Brown developed a fascination with the huge role quasi-governmental agencies play in funding urban redevelopment projects while he was leading a large public-private partnership project for the City of Philadelphia that was funded with revenue bonds sold by a "public authority." For this book, Brown studied four port authorities that had transitioned from single-purpose cargo operations into large-scale urban waterfront redevelopment agencies with a broad range of planning, design, and development activities ranging from sports facilities, convention centers, trolleys, and cruise terminals to apartments, retail, hotels, entertainment centers, and condominiums. Brown interviewed over 200 people and read over 3,000 documents and media reports, documenting 40 years of waterfront redevelopment in Tampa, San Francisco, San Diego, and Philadelphia/Camden, and summarizing in ten lessons how city agencies and special purpose governments can successfully plan for and implement large scale urban redevelopment projects.

Outcome

The book has been a critical success, with overwhelmingly positive reviews in a variety of academic journals including *Journal of Planning Education and Research*, *Journal of the American Planning Association*, *Urban Geography*, *Planning Magazine*, *Choice*, *Business History Review*, *International Journal of Maritime History*, and *Canadian Journal of Urban Research*.



Reviews

This is really a very impressive book — accessible, thorough, deep and compelling. Brown's research and insights should prove very useful to anyone interested in advancing complex urban projects.

— James Corner, Founder, James Corner Field Operations

Brown's skillful and well-documented book succeeds both as a work of scholarship and a provocative story.

— Richard Peiser, Harvard Graduate School of Design
Journal of the American Planning Association (JAPA)

These stories provide an excellent addition to earlier publications on urban waterfronts.

— Ann L. Buttenwieser, Columbia University School of Architecture

A well-written, well-edited and well-illustrated discussion of redevelopment concepts, strategies and cases.

— Anthony K.C. Beresford, Cardiff University

Brown's book is a very informed, well-crafted, and highly inspiring volume. I highly recommend it for readers (both academic and applied audiences) interested in the making and continued evolution of American waterfront development.

— Markus Hesse, University of Luxembourg



Declaration of Responsibility

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Peter Agree

Editor-in-Chief, The University of Pennsylvania Press, Editor and Publisher.

Private Sector Development — Course

Role

Course designer and instructor, 2008–present
Hubert Humphrey School of Public Affairs, University of Minnesota

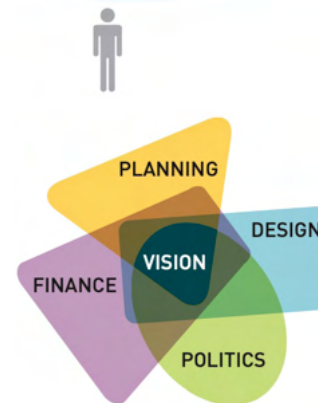
Challenge

Peter Brown learned working in real estate development that the best way to influence the outcome of a project with a developer is by understanding how a project's economics work. Brown bases his teaching on famous physicist and educator Alfred North Whitehead's three-stage rhythm of learning, which begins with "romance," or an interest in the subject; then leads to "precision," and learning the techniques and methods required to understand the subject; and ends with "generalization," and applying what you have learned in other areas. When the dean of the school recruited Brown to teach a graduate level private sector development course, he focused on giving students the skills and knowledge they would need to sit across the table from a developer and negotiate with the confidence that comes with understanding the other party's position. The foundation of the course is learning to create from scratch the pro forma – the one year set-up and the ten-year discounted cash flow analysis – that all developers use to evaluate the viability of a potential project. Brown uses Harvard Business School case studies to teach project economics and his own books and articles to illuminate the goals and mindsets of all the actors in the development process. Brown then uses his far-ranging access to elite developers, architects, the mayor, council members, and other city officials to augment the course with regular panel discussions and visits by leaders in the development process – including many he interviewed for his book. Students leave the course with both an understanding of how real estate development happens and with practical skills in evaluating projects.



Outcome

Since 2018, over 400 students have taken the course and moved on to leadership roles in architecture, planning, government, and affordable housing in the Twin Cities, throughout the country and abroad. Brown has consistently received extraordinarily high rankings and positive feedback in Student Rating of Teacher surveys and many of his students continue to seek him out as a mentor.



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Ryan Allan

Director, Urban and Regional Planning Program, University of Minnesota, Humphrey School of Public Affairs, Supervisor

Trips, Panel Discussions, and Special Guests

Brown's emphasis in teaching is on how projects get done in the real world, so in addition to combining theory with rigorous training in pragmatic and marketable skills, he also provides an immersive educational experience through site visits, tours, and meetings with industry leaders. These photos illustrate exclusive field trips to projects including the Vikings Experience suite sales center, with a guest talk by the leader of the stadium project, Executive Director of the Minnesota Sports Facilities Authority Michele Kelm-Helgen; the sales center for Robert A. M Stern Associates' new highrise condo tower on the Mississippi River in downtown Minneapolis; and a Real Estate Developer Panel with a guest visit by Mayor Jacob Frey, hosted on the new rooftop deck of a Minneapolis skyscraper.



Testimonials

I have known Peter Brown for over ten years, initially meeting him in 2008 as an undergraduate student taking his first Private Sector Development class at the Humphrey Institute at the University of Minnesota. He is regarded as one of the most memorable adjunct professors at the Humphrey for teaching quantitative financial modeling skills that translate to desirable candidates in the development industry. He also brought a multi-disciplinary view to the class with his experiences as an architect, planner, developer, and public administrator that provided a holistic view of the development process.

— Amanda Janzen, Project Manager, Schafer Richardson, and former student

Brown strives to blend theory and practice in his courses, so that students leave the course with practical skills that make them attractive once they hit the job market, but also a deep theoretical understanding about city form and interactions between markets and the state. His course evaluations are routinely at the top of all adjunct faculty members and oftentimes better than many of my tenured peers.

— Ryan P. Allen, Associate Professor and Chair

Peter has also built bridges between the University of Minnesota and the development, planning, and design communities here in the Twin Cities. He connects his broad professional network to his students by bringing developers like me as well as planners and city officials into his class room. I don't know anyone else who works as hard as Peter does to introduce his students to the people doing the work of planning and building our city. Because of his relationships and personal network, he can get the biggest players in town to come to his classes and we all love doing it. I have been a guest in his class on numerous occasions and he has also invited me to participate in panel discussions on the subject of how developers think about planning, design, and good development, and for professional conferences such as the AIA and ULI. Peter tries to help planners, architects, and public officials to better understand developers and the role of planning and design in good development – a unique service for us all.

— Collin Barr, President Central US Division Ryan Companies US, Inc., and frequent class guest

Peter Hendee Brown is a masterful instructor who leverages his charisma, passion, experience, intellect, and connection to industry to engage his students. He has a unique ability to break down complexity, often through the use of storytelling. This makes topics both accessible and memorable. As sophisticated clients, new delivery models and technology evolve the architectural landscape we need versatile talent like Peter bridging professional practice and the academy. Peter had a profound impact on me as a student and continues to this day as both a mentor and friend.

— Jonathan B. Bartling, AIA, LEED AP BD+C
Director of Digital Practice HGA Architects