



Convention Center

Request for Proposal - Phase II

February 27, 2026

The North District (NoDis): A defining destination for our region's next chapter





A walkable district uniting CONVENTION, COMMERCE, and COMMUNITY

Positioned within the heart of the Fargodome and NDSU campus, the North District (NoDis) introduces a new Convention Center that elevates regional tourism and drives long-term fiscal growth. Integrated hospitality, retail, and a versatile plaza create a seamless environment that amplifies nearby destinations and extends activities beyond event days.





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Integrated with the adjacent Convention Center, the Fargodome's adaptable, high-capacity facility and grounds expand exhibit space for flagship events such as Ribfest, trade expos, and gala receptions. This versatile environment and rapid turnover capability make sure every convention program, from breakout sessions to festival activations, unfolds with seamless efficiency and impact.

Section 1.

Introduction

Contents

INTRODUCTION LETTER

EXECUTIVE SUMMARY

Introduction Letter

By David Suppes - President of the
Fargo Dome Authority

The synergy created
by situating the
Convention Center
adjacent to the
Fargodome will
establish a regional
destination

City of Fargo -

Dear Members of the Fargo Conference/Convention Center Selection Committee:

The Fargo Dome Authority respectfully submits this proposal for consideration of the Convention Center, hotel, and retail/entertainment development at the Fargodome site. We remain firmly convinced that the Fargodome location represents the strongest long-term solution for the Convention Center due to its established regional identity, adjacency to North Dakota State University (NDSU), integrated infrastructure, operational depth, and its unique ability to support large-scale expos through direct connection to the existing arena.

In Phase One, the Fargo Dome Authority was willing to pledge a significant amount of funds from the Fargodome Permanent Fund toward the capital stack of the Convention Center. That commitment was made deliberately to demonstrate our financial strength, reduce public burden, and ensure that both the Convention Center and the Fargodome would benefit from coordinated reinvestment. The proposed project budget also incorporated significant improvements to the existing Fargodome facility.

However, NDSU believes that using Fargodome Permanent funds toward the Convention Center would preclude other necessary improvements at Fargodome. In addition, NDSU's recent elevation to the FBS subdivision has highlighted their belief that Fargodome Permanent funds should be reserved for Fargodome renovations rather than allocated toward Convention Center construction. The financing plan in the current proposal contemplates utilizing \$13 million of the Fargodome Permanent Fund toward direct improvements to the Fargodome. This, in addition to Convention Center bond proceeds, still results in a projected \$12 million shortfall for total project costs.

While the Fargo Dome Authority, with Fargo City Commission ratification, retains independent authority over its operating and capital funds, it is recognized that the current land lease between NDSU and the Fargo Dome Authority must ultimately be amended to allow the Convention Center, hotel, and entertainment district to proceed. As a result, the path to amend the current land lease could now be more challenging than previously understood. Additionally, the previously proposed capital structure could now reflect a funding gap that could require additional public investment, alternative funding solutions, and/or revisiting the overall convention center building program. We look forward to further conversations regarding this during the interview scheduled for March 10, 2026.

We present this information transparently and directly.

Importantly, this funding adjustment does not diminish the viability or the strategic strength of the Fargodome site. The hotel and retail/entertainment components remain privately financed. The operational model remains intact. The ability to leverage existing Fargodome staffing, systems, equipment, parking, and management expertise continues to create efficiencies that no other site can replicate. Combining the Convention Center and Fargodome under unified City ownership and management eliminates governance ambiguity, strengthens financial accountability, and ensures that revenues remain reinvested into public assets rather than distributed externally.

The Fargo Dome Authority remains committed to this project and prepared to work collaboratively with the City, NDSU, and other stakeholders to identify and secure the capital necessary to complete the Convention Center at this premier location. We believe Fargo deserves a solution that is financially disciplined, operationally proven, and positioned for decades of growth.

We appreciate your continued consideration and submit this proposal with clarity, transparency, and confidence in the strength of the Fargodome site.

Respectfully,



David Suppes

President, Fargo Dome Authority

Executive Summary

From the Fargodome Team

Practical Growth: Fargo’s Approach to Value-Driven Development

Fargo in 2045 is a Place Where...

Growth is happening in a practical manner that expresses what Fargo values most. Patterns of growth and their outcomes can be described as:



Far-sighted



Fiscally responsible



Demonstrating good stewardship



Entrepreneurial

(Fargo Growth Plan, p.48,49)

*Note: citations for Fargo Growth Plan will be referred to FGP going forward

High-quality existing infrastructure with a proven track record for hosting large events.

Introduction

The Fargodome site is the optimal choice for the new Fargo Convention Center, offering a practical approach to growth that aligns with the City’s vision for balanced urban development. This transformative project, positioned as a key growth center, will significantly advance Fargo’s economic development, regional competitiveness, and community well-being. This executive summary details the site’s advantages, including accessibility, robust infrastructure, synergy with existing facilities, economic impact, community support, and future growth potential.

Accessibility and Transportation

A convention center’s success relies on accessibility. The Fargodome site offers predictable access, strategically positioned near major transportation arteries like Interstates 29 and 94, and just four miles from Hector International Airport. This ensures convenient access for both local and national visitors, a critical factor for attracting large events. Robust public transportation, established bus routes, shuttle services, and ample, expandable parking all contribute to a seamless arrival and departure experience for every attendee.

Existing Infrastructure and Site Readiness

The Fargodome site offers existing, high-quality infrastructure, a practical growth advantage that demonstrates good stewardship of assets. Its proven track record in hosting major events confirms its capacity for large crowds and complex technical requirements. The site’s existing utilities, roadways, and supporting services significantly reduce development time and cost compared to greenfield options. This readiness minimizes construction risks, expedites the project timeline, and aligns with updated regulatory and financial systems by incentivizing high-quality development within established areas. Existing relationships and operational protocols will ensure a smooth transition and integration of new facilities.

Synergy with the Fargodome and Adjacent Facilities

Locating the new Convention Center adjacent to the Fargodome creates a first-class event and activity hub, enhancing urban form and design within this key growth center. This maximizes synergies between venues, offering unparalleled flexibility for simultaneous or multiphase events. Shared use of parking, security, catering, and maintenance services drives operational savings and efficiencies, reflecting coordinated planning. The combined presence positions Fargo as a competitive destination for large-scale facilities. North Dakota State University is a key partner, collaborating on adjacent educational, professional, retail, and housing developments. This includes leveraging existing Athletics facilities, expanding the North District as a Gateway to NDSU, enhancing University Village, and expanding NDeavor Tech Park, all of which contribute to a vibrant, mixed-use place type.

Economic Impact and Regional Development

The Convention Center’s economic benefits extend throughout the community, creating jobs, business opportunities, and increased tourism. The Fargodome site’s proven capacity for major events will catalyze robust economic activity, delivering long-term practical growth. Local hotels, restaurants, retail, and entertainment venues will experience significant business increases from convention attendees. Placing the Convention Center here strengthens its role as an anchor for regional development, aligning with the focus on Place Types and Growth Centers. This encourages investment in surrounding areas, including new hospitality, commercial, and recreational projects, and will increase the City’s tax base for public services and infrastructure improvements.

Community Support and Identity

The Fargodome is a beloved landmark, enjoying strong community support and pride. Selecting this site for the new Convention Center builds upon this legacy, reinforcing Fargo’s identity as a premier gathering place. Community buy-in is essential, and the Fargodome site offers a unique opportunity to engage residents, local organizations, and business leaders in shaping Fargo’s future through coordinated planning. Public surveys consistently indicate widespread support for expanding the Fargodome complex to include a state-of-the-art convention center, signaling strong project momentum.

As Fargo continues to grow and evolve, it is vital that major public investments be adaptable to changing needs and trends.

Scalability and Future Growth

As Fargo grows, public investments must be adaptable. The Fargodome site, with its established meeting rooms, ballrooms, exhibition spaces, and ample room for future enhancements like hotels and dining, offers this flexibility. This practical growth approach makes sure the Convention Center remains competitive for decades, accommodating larger or more complex events. The site's layout and existing infrastructure also make it feasible to integrate innovative technologies, sustainable building practices, and flexible floor plans, further "future-proofing" the investment and enhancing urban form.

Safety, Security, and Risk Mitigation

Safety and security are paramount. The Fargodome site has a demonstrated record of effective crowd management, emergency preparedness, and adherence to public safety best practices. Local law enforcement, emergency services, and event staff are familiar with the site, strengthening the City's capacity to confirm visitor well-being. Selecting a site with proven protocols and robust systems mitigates risks associated with new construction, unfamiliar environments, or logistical uncertainties, providing a predictable development framework.

Environmental Considerations

Environmental sustainability is crucial. The Fargodome site's established infrastructure allows for efficient resource use, minimizing environmental disruption compared to new site development. Consolidating facilities enables Fargo to pursue green building certifications, implement stormwater management solutions, and promote alternative transportation, reducing the project's carbon footprint and contributing to enhanced urban form.

Economic Considerations

Leveraging existing site infrastructure and an expanded Fargodome staff makes this location the most cost-effective option for City of Fargo taxpayer contributions. This demonstrates fiscal responsibility and incentivizes high-quality development within established areas, aligning with updated financial systems.

Conclusion

In summary, the Fargodome site presents a unique combination of advantages: unmatched accessibility, robust infrastructure, operational synergies, economic impact, community backing, scalability, and sustainability. This selection embodies a practical growth approach, fostering balanced development within a key growth center, and promoting enhanced urban form. It aligns with a predictable development framework, leverages updated systems for fiscal efficiency, and exemplifies coordinated planning. Choosing the Fargodome site for the new Convention Center is a visionary step that establishes a strong foundation for Fargo's continued growth, prosperity, and sense of place, and positioning it as a premier destination in the upper Midwest.

Executive Summary

From the Fargodome Team

The selection of a site with proven protocols and robust systems in place mitigates risks associated with new construction, unfamiliar environments, or logistical uncertainties





The Fargodome site is well-positioned and well-suited for the development of a hotel and convention center. Located in a high-visibility, high-traffic area with existing infrastructure and accessibility, the site offers the required space and logistical advantages to support such a development. Its proximity to major transportation routes, existing event facilities, and the broader North Fargo community makes it an ideal location for expanding Fargo’s hospitality and convention capacity.



Over 200 events hosted per year



Full staff with **30+ years** of experience in hosting large events



125,000 SF of available existing convention space



Existing infrastructure and connected access to the City of Fargo

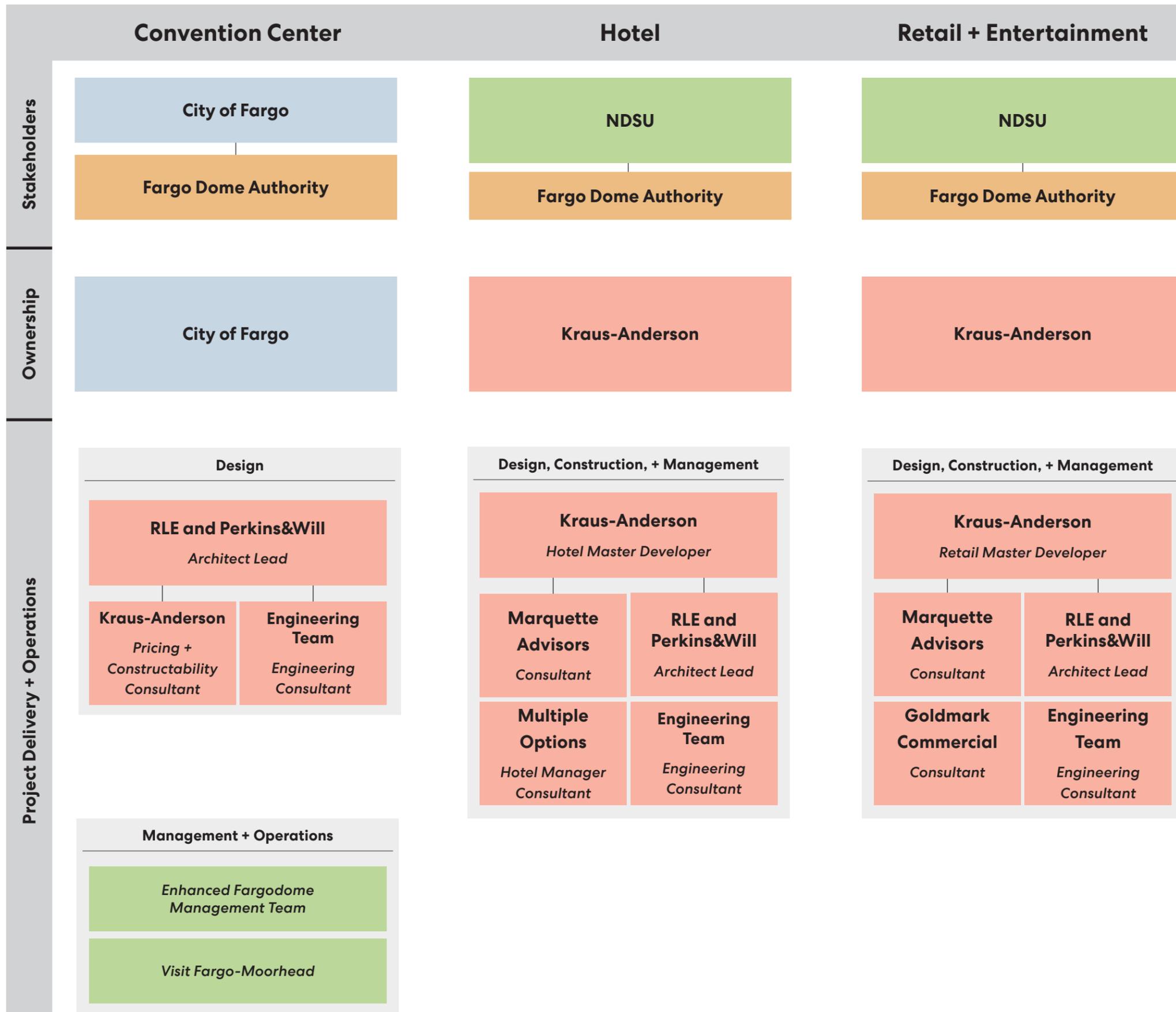
Section 2.

The Team

Contents

ORGANIZATION CHART

TEAM AND EXPERIENCE



Team Organization

Working together to develop a cohesive development delivery

A team vision to weave Fargo’s vibrant New North District (NODIS) and the Fargodome–NDSU corridor, our coalition brings together RLE and Kraus-Anderson’s local expertise; Perkins&Will’s global convention-center leadership; the Fargo Dome Authority’s venue governance and operational acumen; and specialized consultants with proven success in regional placemaking. Together, we will unlock the surrounding community’s potential—linking a first-class convention center.

251
total years of experience

86,475
total completed projects

842
total project awards

The Team

“Alone we can do so little; together we can do so much.” -Helen Keller



Convention Center Developer: Fargo Dome Authority (FDA)

Primary Contact: David Suppes – President, FDA – dsupes@capfirstef.com

Role: Lead developer responsible for funding, governance, and overall project delivery of the Convention Center addition. The FDA will deploy a portion of its \$48 million Permanent Fund, alongside lodging tax proceeds, to finance construction.

Positioned midway between Minneapolis and Seattle, Fargodome stands as the region’s premier event destination, hosting top-tier concerts, athletic competitions, trade exhibitions, corporate meetings, family shows, and more.

Fargodome reconfigures for concerts and special events, welcoming as many as 21,500 guests. Beyond spectator events, it offers over 115,000 square feet of contiguous exhibit space—ideal for trade shows and flat-floor exhibitions.



Landowner: North Dakota State University (NDSU)

Primary Contact: Rick Berg | Interim President | ndsu.president@ndsu.edu

Role: Owner of the site land parcel, partnering with campus area control agreements and leveraging university adjacency to drive programming synergies.

A land-grant institution with a mission to serve the people of North Dakota and the broader world through transformational education, innovative research, and community engagement

Embedding a first-class Convention Center on campus, seamlessly connected to facilities such as the Sanford Health Athletic Complex (SHAC) and the Fargodome, creates powerful synergies between academic life and public events. This cross-pollination—linking lectures, exhibitions, and community gatherings—energizes every corner of campus, amplifying engagement and fostering a truly vibrant university experience.



Design Team: RLE Architects + Perkins&Will

Primary Contact: RLE - Rich Wiemken, AIA | CEO RLE | richw@rleco.com
Perkins&Will - Don Dethlefs, FAIA, LEED AP | Global Sports & Entertainment Leader | don.dethlefs@perkinswill.com

Role: Full scope of design expertise in architectural, structural, MEP, and interior scopes of work from preprogramming through construction oversight, ensuring the new convention spaces integrate seamlessly with the existing Fargodome.

We believe that the best solutions emerge from deep collaboration rooted in respect for place, people, and shared community values. As partners, our multidisciplinary teams unite diverse expertise to create spaces that are innovative, resilient, and authentically connected to the needs and aspirations of those who use them. We are committed to co-creating environments that transcend aesthetics and foster wellbeing, inclusion, and positive impact—honoring both local character and global best practices.

The Team

“If everyone is moving forward together, then success takes care of itself.” -Henry Ford



Key Supporter: NDSU Athletics

Primary Contact: Matt Larsen | Athletic Director | matthew.larsen@ndsu.edu

Role: Building on the Athletic Department’s commitment to community engagement and facility excellence, NDSU Athletics will serve as both advocate and programming supporter for the new Convention Center and sports and entertainment district. As highlighted in our letter of support, situating the center on the north side amplifies opportunities for expanded athletic festivals, educational symposiums, and large-scale conventions within a four-block radius of Fargodome, SHAC, and our Division I venues.

By coordinating venue logistics, integrating athlete-driven activations, and catalyzing connections with an adjacent hotel, retail, and skyway connections, the department will support seamless event synergies that draw new audiences, support student recruitment, and drive year-round economic impact.



Key Supporter: NDSU Foundation

Primary Contact: John Glover | President/CEO | john.glover@ndsufoundation.com

Role: The NDSU Foundation will serve as a strategic partner in advancing development efforts for the Convention Center project. Drawing upon the deep expertise of its Trustees in architecture, real estate, and finance, the Foundation will help shape a future-focused, community-enhancing vision that aligns with NDSU’s strategic priorities and long-term growth.

Mission-Driven Impact: In fulfillment of its mission to build enduring relationships that maximize advocacy and philanthropy in support of North Dakota State University, the Foundation will engage its broad and influential network of alums, industry partners, benefactors, and community leaders. Through this collaborative leadership, the Foundation will help catalyze the development of a dynamic retail and entertainment district adjacent to NDSU—advancing educational opportunity, economic vitality, and community enrichment across North Dakota and beyond.



Key Supporter: NDeavor Barry D. Batcheller Tech Park

Primary Contact: Brenda Wyland | CEO | brenda.wyland@ndsutp.com

Role: As a strategic supporter for the on-site Convention Center, the NDeavor Tech Park will integrate its innovation ecosystem with the new facility—providing commercialization pathways for economic growth and expansion with cutting edge strategies for the area.

Leverage NDSU’s strengths in research and entrepreneurship by embedding innovation-focused programs and facilities into the Convention Center—facilitating the commercialization of discoveries, supporting technology-driven enterprises, and fostering partnerships that enhance the state’s economic diversification and deliver a first-class hub for cutting-edge research and industry engagement.

The Team

“The strength of the team is each individual member. The strength of each member is the team.” -Phil Jackson



Constructibility and Pricing Consultant: Kraus-Anderson

Primary Contact: Ross Wilmes | VP & Director of Operations ND | ross.wilmes@krausanderson.com

Role: A trusted team preconstruction advisor, delivering strategic cost estimating, schedule and cash-flow analysis, and procurement planning to de-risk the project, guide value-driven decisions, and align all stakeholders on budget, scope, and timeline.

To establish a transparent, data-driven cost and constructibility foundation—through precise estimates, realistic schedules, and optimized procurement strategies. Our process empowers the owners, design team, and its partners to confidently advance the Convention Center project schedule and budget with maximum value.

Hotel and Entertainment District Master Developer: Kraus-Anderson

Primary Contact: Bob Cunningham | Principal, Development and Investments | bob.cunningham@krausanderson.com
Amy Hass | Director of Business Development | amy.hass@krausanderson.com

Role: As Master Developer, Kraus-Anderson provides comprehensive leadership and oversight for large-scale development projects, guiding initiatives from concept through completion. Kraus-Anderson coordinates all aspects of the development process, including land acquisition, entitlement, planning, design, financing, construction, and project delivery. Kraus-Anderson serves as the single point of accountability, managing multidisciplinary teams and stakeholders to align project goals, mitigate risks, and maximize value.

With a focus on collaboration, innovation, and sustainable practices, Kraus-Anderson delivers integrated solutions that transform visions into successful, community-enhancing developments.

On January 23, 2026, Kraus-Anderson was unanimously selected through a public Request for Proposal Process as the Master Developer of the Hotel and Entertainment District.

This process was conducted beginning on November 24, 2025, in accordance with The North Dakota Century Code (NDCC), Chapter 48-01.2, which governs public improvement bids and contracts, including those involving public-private partnerships (P3s).

The Team

“Talent wins games, but teamwork and intelligence win championships.” -Michael Jackson



Hotel / Amenities Development Advisor: Marquette Advisors

Primary Contact: Lou Frillman | President | lfrillman@marquetteadvisors.com

Role: Marquette Advisors will serve as the team’s RFQ process manager and advisor for hospitality and amenity partners, managing and evaluating a best-in-class competitive solicitation to attract top hotel operators and complementary amenities. Leveraging over 30 years of real estate consulting experience, Marquette will ensure the RFQ is grounded in rigorous market analysis, feasibility insights, and value-enhancement strategy.

Marquette Advisors will leverage its senior-level expertise in market studies, feasibility analyses, and strategic advisory services in hospitality and mixed-use development

Consultant: Goldmark Commercial

Primary Contact: Andy Westby | President & Managing Broker | andy@goldmarkcomercial.com

Role: Goldmark Commercial will serve as the project’s commercial real estate advisor and eventual leasing representative, providing market analysis and strategic guidance to inform the appropriate size and positioning regarding our retail spaces based on market demand, current tenant trends, and financial feasibility. They will lead the retail leasing efforts once construction begins, including marketing available spaces, identifying and engaging prospective tenants, negotiating lease terms, and executing lease agreements in coordination with the ownership group to ensure a cohesive and successful retail project(s) that supports the overall vision and financial performance of the project.

Goldmark Commercial will evaluate comparable properties, rental rate benchmarks, and absorption projections to help align development decisions with market realities and long-term value.

Goldmark Commercial Transaction Stats from 2020-2025

Total retail deal value: \$60,871,359 (lease + sale)

Retail lease deal value: \$36,647,359

Retail SF leased: 425,545 SF

Total retail transactions: 124

*Note: Transaction Stats from 2020 - 2025

FARGODOME

Related Experience

Proven Expertise in Hosting Large-Scale Events

The Fargodome has earned a reputation as one of the premier event venues in the Upper Midwest, consistently delivering exceptional experiences for events ranging from sold-out concerts and Division I football games to national trade shows and community festivals. This success is driven by a highly experienced and specialized staff, many of whom have dedicated years to perfecting the art of event execution.

The Fargodome team includes seasoned professionals across event coordination, operations, marketing, food and beverage, and technical services. Their collective expertise ensures that every event—whether accommodating 2,500 or 25,000 attendees—is executed with precision, safety, and a commitment to excellence.

With over 115,000 square feet of flexible event space, the Fargodome is uniquely equipped to transform from a football stadium to a concert arena, convention floor, or theatrical venue—often within a matter of days. This operational agility, combined with a deep bench of event professionals, has made the Fargodome a trusted host for some of the biggest and most complex events between Minneapolis and Seattle.



Event: Home Show

EVENT INFORMATION

ATTENDANCE: 8,800 people

DURATION: 3 days

“We deeply value their continued partnership and commitment to excellence, which helps us deliver a premier event each year, celebrating the arrival of spring and showcasing the strength and innovation of the building industry and its related sectors.”



Event: Boat Show and Sportsmen's Show

EVENT INFORMATION

Boat Show: 6,500 people for 3 Days

Sportsmen's Show: 13,500 people for 4 days

“With the 2025 Boat Show and 2025 Sportsmen's Show behind us, I wanted to share our gratitude in working with you and your staff. It's important for you to know how easy it is to work at the Fargodome. I get how long our teams have worked together and kind of “blended” together, but of all the other buildings I work with, I know the Fargodome has my back, and you should know how appreciative I am for that in today's world.”



Event: Nodak Insurance Sales Summit

EVENT INFORMATION

Attendance: 100+ people

Duration: 1 Day

“Nodak Insurance Company has consistently chosen the Fargodome as the venue for our annual Sales Summit for many years. We find the Fargodome to be both professional and affordable for our event. The meeting and banquet rooms are well-equipped, comfortable, and perfectly suited for our large group. Additionally, the location is easily accessible for our attendees, and we appreciate the ample parking available.

Amanda and Leah are incredibly responsive and always quick to assist with our needs. The event staff is consistently attentive and professional. We wholeheartedly recommend the Fargodome for any corporate events and are already in the process of planning our next Sales Summit at the Fargodome.”

Perkins&Will + RLE Design Team

Related Experience



City of Fargo, Newman Outdoor Field

Location: Fargo, ND — **Client:** City of Fargo — **Size:** 37,950 square feet — **Completion Date:** 1996, 2002, 2004, 2006, 2010, 2019 — **Reference:** Bekki Majerus, Director of Facilities Management, bmajerus@fargond.gov, 701.298.6966

Newman Outdoor Field has added a phenomenal element to the Fargo-Moorhead area activities schedule. RLE and Sink Combs Dethlefs created this wonderfully intimate facility, and with our knowledge of the facility, have maintained a working relationship with the City of Fargo to assist in successfully completing three additional projects in 2002, 2004, and 2006.

In 2002, we investigated solutions for deteriorating stadia joints. In 2005, we designed an open shading structure over the upper plaza and the ticket windows to provide weather protection. By 2006, we addressed maintenance needs through a full repainting effort and researched durable finishes for high-use areas. In 2010, we returned to redesign the dugouts to meet ADA compliance requirements. Most recently, in 2018, we provided a comprehensive facility assessment and long-term capital planning report.

RLE as the Local Architect of Record, Sink Combs Dethlefs Team as the Design Consultant Architect.



Fargodome Masterplan

Location: Fargo, ND — **Client:** City of Fargo/Fargo Dome Authority — **Size:** Field Level: 262,432 SF; Concourse Level: 263,099 SF; Remodel & Addition, Mezzanine Level: 52,704 SF Remodel; Press/Club Level: 23,971 SF — **Completion Date:** 2018-Current — **Reference:** Rob Sobolik, General Manager, 1800 N University Dr, Fargo, ND 58102, rsobolik@fargodome.com, 701.241.9100

RLE has been working with the City of Fargo/Fargo Dome Authority since 2018 on a Master Plan to update and expand the Fargodome to ensure its standing as the premier regional destination for sports and entertainment. The top priorities of the Master Plan are meeting accessibility requirements, adding more restrooms, relieving concourse congestion, improving visitor experiences, making operations more efficient, and adding a conference and exhibition space.



City of Fargo, Fargodome

Location: Fargo, ND — **Client:** City of Fargo/Fargo Dome Authority — **Size:** 978 to 243,798 square feet — **Completion Date:** 2000 - 2022 — **Reference:** Rob Sobolik, General Manager, 1800 N University Dr, Fargo, ND 58102, rsobolik@fargodome.com, 701.241.9100

The Fargodome and City of Fargo have called upon RLE's design team time and time again because of their long-standing relationship and trust that RLE does the job efficiently and with the highest quality. Some major projects that RLE has performed at the Fargodome include the following:

- Flood Reconstruction:** Rapid flood recovery enabled event reopening in weeks.
- Fargodome Suites:** New suites with structural upgrades and custom interiors.
- Fall Protection System:** Comprehensive overhead tie-off system for arena safety.
- Remodeling:** Escalators, lobby, and NDSU-integrated meeting spaces added.
- Catering & Dressing Rooms:** ND-themed upgrades with dynamic lighting and murals.
- Family Restrooms:** Inclusive, accessible restrooms for families and caregivers.

Perkins&Will + RLE Design Team

Related Experience



Alliant Energy Center Campus Development

Location: Madison, Wisconsin — **Client:** Dane County — **Size:** 164 acres — **Completion Date:** 2014 (Market Study), 2018 (Master Plan), Ongoing

The Alliant Energy Center in Madison, Wisconsin, a 164-acre multi-building complex, serves as a premier destination for a wide range of events, from concerts and conventions to outdoor festivals. Recognizing the need to revitalize this aging campus, we conducted a comprehensive Market Study in 2014 and a Master Plan in 2018.

The study explored options for maximizing exhibition space within the existing arena and Convention Center. At the same time, the Master Plan balanced the Center’s vision with the evolving needs of visitors, the event industry, and the growing community.

Located near lakes and green spaces within a diverse urban area, the Alliant Energy Center presented unique opportunities. Our plan emphasized positive environmental, equity, and economic outcomes, ensuring the Center remains a vibrant hub for entertainment and community engagement.



Marriott Courtyard, Waterfront Hotel at the Bayfront Convention Center

Location: Erie, Pennsylvania — **Client:** Erie County Convention Center Authority — **Size:** 192 rooms — **Completion Date:** 2016

From an architectural standpoint, the Courtyard Erie Bayfront Hotel exemplifies thoughtful waterfront design and seamless functional integration. Located on Sassafras Pier overlooking Presque Isle Bay, the hotel was strategically placed next to the Bayfront Convention Center, with a direct interior connection that allows guests to move effortlessly between the hotel and event space.

The building’s orientation maximizes waterfront views, with many rooms facing the bay. Year-round amenities—including an indoor pool and a signature lakeside infinity pool—reinforce the hotel’s connection to its setting and enhance the guest experience. Sharing nearly 400 rooms with the adjacent Sheraton Erie Bayfront Hotel, the Courtyard helps anchor a unified hospitality campus. This architectural and operational synergy has made it the top-performing Courtyard by Marriott in the U.S., setting a nationwide benchmark for the brand.



City of Bangor, Cross Insurance Center and Hotel

Location: Bangor, Maine — **Client:** City of Bangor — **Size:** 174,858 square feet (arena); 36,365 square feet (conference area) — **Completion Date:** 2013

Designed by Perkins&Will in collaboration with WBRC Architects-Engineers, the Cross Insurance Center replaces Bangor’s outdated auditorium with a modern, multi-use venue for sports, entertainment, and conferences. The arena is organized across three levels—event floor, public concourse, and private suites—centered around an 85’ x 200’ floorplate that accommodates everything from University of Maine basketball to arena football and concerts.

Directly connected to the arena, the facility offers over 27,000 square feet of dedicated meeting and ballroom space, with an additional 30,000 square feet available on the arena floor for exhibitions and large-scale events. A nearby hotel supports multi-day conferences and visiting teams. At the same time, the center’s location—across from the casino and adjacent to Bass Park—makes it a vital anchor for regional tourism and economic growth.

Kraus-Anderson

Related Construction Experience



Woodman's Sports & Convention Center

Location: Janesville, WI — **Client:** City of Janesville — **Size:** 130,000 square feet — **Cost:** \$50.3 Million — **Completion Date:** July 2025

The Woodman's Sports & Convention Center (WSSC) now stands as Janesville's premier indoor park facility, supporting large-scale athletic, entertainment, business, and community recreation events. This versatile, nearly 130,000-square-foot facility generates significant economic impact and enhances individual and family well-being throughout Rock County.

The completed WSSC features a main arena accommodating up to 1,500 spectators, with year-round ice for hockey, skating, and a variety of activities. The multi-purpose arena, with a 250-spectator capacity, offers adjustable space with options for ice, hardwood flooring, and indoor turf. The facility also includes 20,000 SF of multi-use and conference space, suitable for trade shows, conventions, expos, banquets, and community events, as well as areas for basketball, volleyball, pickleball, open gym, and more.

Relevance: Convention Center, Public-Private Partnership, State Funding



La Crosse Center

Location: La Crosse, Wisconsin — **Client:** City of La Crosse — **Size:** 90,000 square feet — **Cost:** \$41 Million — **Completion Date:** 2021

The La Crosse Center addition and renovation was completed in phases to modernize and transform the facility. The first phase focused on arena upgrades, including new seating, sound system, railings, ADA platforms, and complete renovations of dressing rooms, locker rooms, restrooms, and concessions. Later phases rebuilt the entrance and exhibit halls, added a staff mezzanine, and converted former offices into a main concession stand, larger restrooms, and a connecting corridor. Grand stairs and escalators now link the entrance to the ballroom level. A key feature is the Riverside Ballroom, with high ceilings, upgraded finishes, and advanced AV capabilities. The ballroom level also includes four meeting rooms—two with box seating overlooking the arena—a rooftop terrace, kitchen, pre-function space, and a large, flexible ballroom. Full-height windows in the pre-function area offer sweeping views of the Mississippi River and surrounding bluffs, making the venue a premier location for weddings, conferences, and trade shows.

Relevance: Event Center, Ballroom, Meeting Rooms



Hillside at Kalahari Resort Hotel

Location: Lake Delton, Wisconsin — **Client:** Kalahari Resorts & Conventions — **Size:** 143,291 square feet — **Cost:** \$38 Million — **Completion Date:** 2024

This project features a new four-story, 143,291 SF hotel building adjacent to The Sands Building, offering 237 guest rooms designed for comfort and luxury. The hotel is connected to the resort via a skywalk, providing convenient access for guests. A variety of room styles are available to accommodate individuals, families, and groups, delivering a modern hospitality experience in a prime location.

Relevance: Hotel, Adequate Parking, Functionally Appropriate



Kraus-Anderson

Related Development + Construction Experience



KA Block

Location: Minneapolis, MN — **Client:** Kraus-Anderson and Everpeak Hospitality —
Size: 900,686 square feet — **Cost:** \$137,096,593

The KA Block represents a comprehensive, mixed-use urban development that showcases expertise in integrating hospitality, residential, commercial, and entertainment components within a single block. This transformative project features the eight-story, 168-unit Elliot Park Hotel, complete with a fireside lounge, event space, and restaurant, demonstrating a strong capacity for high-quality hospitality and food and beverage offerings. Complementing the hotel, the development includes the 293,300 SF, 17-story HQ Apartments, which provide 306 market-rate residential units. A four-story, 43,500 SF multi-tenant building with event space is also part of the development, all contributing to a vibrant, pedestrian-friendly environment.

Anchored by Kraus-Anderson's new five-story headquarters and supported by two levels of underground parking, the KA Block revitalizes its urban setting, aligning with initiatives to enhance economic vitality and create dynamic community hubs.

Relevance: Mixed-Use Development, Strategic Urban Redevelopment, Entertainment, Hotel, and Food/Beverage Integration, Vibrant Community Hub



CityPlace

Location: Woodbury, MN — **Client:** Elion Real Estate Investments, LLC —
Size: 141,400 square feet — **Cost:** \$40,773,078

CityPlace is a 100-acre mixed-use redevelopment that transformed a former corporate headquarters into a vibrant destination for retail, office, hospitality, and community engagement. The project involved extensive site development, including mass grading, utility installations, new parking and roadways, and sustainable water management systems. Enhanced with elaborate landscaping, fire pits, fountains, and a natural boulder amphitheater, it creates a welcoming environment.

Phased construction delivered significant retail space, including Whole Foods and other tenants, diversifying the site's offerings. CityPlace integrates office parks, retail, housing, hospitality, and healthcare, complemented by hiking and biking trails, a scenic pond, and natural stone. Recognized as "The Mall of the Future," CityPlace is an award-winning community gathering place and a premier destination in the region.

Relevance: Mixed-Use Redevelopment, Community and Public Spaces, Hospitality and Commercial Elements, Strategic Economic Impact



NDSU Campus-wide Projects

Location: Fargo, ND — **Client:** North Dakota State University — **Size:** 961,412 square feet — **Cost:** \$334,641,110

Our team's extensive understanding of NDSU's environment and strategic goals, cultivated through numerous successful projects, confirms our collaborative approach will seamlessly integrate with FDA | NDSU's vision. This established partnership is fundamental to delivering a project that not only meets NDSU's needs but also enhances the broader Fargo community. Our comprehensive experience with NDSU spans diverse campus needs, including the Peltier Complex for agricultural research, the Challey School of Music for academic expansion, and the Bolley Agricultural Lab for advanced science. We have also supported student life with the Catherine Cater Residence Hall and the upcoming University Village Housing project, as well as athletic excellence with the Nodak Insurance Football Performance Complex. This broad portfolio, which also includes Sugihara Hall for teaching and research, demonstrates our capacity to address complex University requirements, making sure the North District project benefits from our proven expertise and collaborative spirit.

Relevance: Local Experience, Enhancing Community and University Experience, and Campus Integration and Adjacency

Kraus-Anderson

Related Retail Experience

Developed by Members of the Kraus-Anderson Team

The retail and entertainment component is a cornerstone of the overall development plan for the Fargodome site.

Kraus-Anderson, in partnership with Goldmark Commercial Real Estate, Inc., brings extensive experience in developing, building, and operating dynamic retail and entertainment environments. With more than 65 years in the industry, Kraus-Anderson has a proven track record in delivering successful projects, while Goldmark Commercial offers unmatched expertise in the Fargo retail and entertainment market.

The vision for this project is to establish a vibrant, compact, and energized district that serves Convention Center attendees, Fargodome fans, North Dakota State University students and faculty, and the broader Fargo community. The retail and entertainment area is designed to be a hub of activity on game days and during conventions, featuring a diverse tenant mix and a robust event schedule to sustain steady foot traffic year-round.

A central feature of the development is the 'Town Green,' an inviting outdoor space surrounded by retail and entertainment venues. The Town Green will include a presentation stage at its east end, supporting outdoor dining, pedestrian connectivity, and a welcoming atmosphere enhanced by thoughtful landscaping, lighting, seating, and signage. This space is envisioned as a gathering place for visitors before events or after a day at the Convention Center.

The district is planned as an 18-hour-per-day environment, offering everything from morning coffee to late-night gatherings. The design encourages continuous activity, creating a lively atmosphere that reflects the energy of a college town. Anchored by the Convention Center, Fargodome, and NDSU, this destination aims to be a year-round center for food, drink, and entertainment.

The current plan includes four buildings, each one or two stories tall and averaging 6,000 to 10,000 square feet, all oriented toward the Town Green. Service areas for deliveries and waste removal are positioned away from the Town Green space. Ample, free parking will be available nearby, with the exception of potential restrictions on game days. Building materials and architectural details will complement the Convention Center and hotel, while prominent pedestrian pathways and clear wayfinding will enhance the visitor experience. Lighting is a key element that supports extended hours of operation, addresses seasonal changes in daylight, and enables efficient snow removal.

The project is committed to delivering a safe, engaging, and vibrant environment for all visitors.



Marquette Advisors

Related Experience



Mall of America

Location: Bloomington, MN

Development feasibility analysis, advisory services, and execution of a solicitation for a 5-star hotel asset at the Mall of America, ultimately awarded to Hilton Hotels and the Waldorf Astoria Hotels and Resorts brand. The development concept comprised 200 hotel rooms and 45 branded residences.

- Comprehensive feasibility study, development recommendations, and financial modeling
- Identify and vet feasible hotel brands
- Design and process to interview, solicit brand/operator proposals
- Administer receipt of proposals and the interview process
- The selection process resulted in a Waldorf Astoria commitment

Relevance: Integrated mixed-use development, long-term public-private partnership, event and convention facility adjacency

United Village Hotel

Location: St. Paul, MN

Development advisor on behalf of the property owner regarding a proposed full-service hotel within the United Village Master Plan, adjacent to Allianz Field.

- Comprehensive lodging market study and development recommendations
- Hotel utilization forecast and financial modeling
- The hotel concept comprises 158 guest rooms in various configurations, a bar/restaurant, attractive amenity spaces, and 9,000 SF of flexible meeting and events space
- Future plans will adjoin a district parking structure immediately west of the hotel
- Hotel construction is expected to commence in 2025

Relevance: Integrated mixed-use development, long-term public-private partnership, event, and convention facility adjacency

Marquette Advisors, based in Minneapolis, brings proven expertise in attracting financing and investors for both small- and large-scale development projects. The firm is well-regarded for its in-depth analyses and projections of revenue potential and economic impact across a range of facilities—including hotels, retail, entertainment, and recreational venues. These impact studies serve as valuable tools for both public and private stakeholders, helping them evaluate the financial viability of various development scenarios. As part of this initiative, Marquette Advisors will also guide the selection of hotel amenities, brands, and operators—ensuring the inclusion of features that will define the success of the emerging North Fargo District.

Additional Projects facilitated:

DOUBLETREE HOTEL – U OF M – Minneapolis, Minnesota: Feasibility study and complete appraisal of proposed 140-room hotel adjacent to the U of MN campus and expanding medical facility.

MARRIOTT-COURTYARD – St. Paul, MN: Consulting and valuation services for new select-service hotel development adjoining a city-owned parking garage adjacent to the Xcel Energy Center in Downtown St. Paul, MN.

THE CHAMBERS HOTEL – Minneapolis, MN: Comprehensive market study, feasibility analysis, financial projections, and prospective appraisal for this proposed boutique hotel within the Hennepin Avenue Theater District of downtown Minneapolis.

CANTERBURY PARK – Shakopee, MN: Multiple market study engagements related to Canterbury’s master plan for lands adjoining the existing racetrack facility, including hotel, meeting/banquet, and events facility additions, as well as contemplated expansion of the card room, and related gaming facilities under a variety of scenarios.

SCALZO HOSPITALITY – Hotel Feasibility Study – Shakopee, MN: Market and financial feasibility study for planned upscale select-service hotel concept adjacent to the Canterbury Park horse racetrack, card room, and entertainment complex.

HILTON HOTEL – Rochester, MN: Market and financial feasibility and valuation consulting services for this full-service hotel near the Mayo Clinic in Downtown Rochester.

ANTELOPE POINT, Lake Powell – Page, AZ: Market study and financial projections for a proposed hotel development at the Antelope Point Marina on Lake Powell.

CPM DEVELOPMENT – U of M/Minneapolis, MN: Market study and development recommendations for a complex multi-use development program for a site near the U of M campus. Analysis of lodging market conditions and potential for dual-branded hotel development and complementary commercial uses at the site.

CITY OF LACROSSE, LaCrosse, Wisconsin: Market Study and financial projections for a proposed convention hotel to be connected to the LaCrosse Civic Center.

Section 3.

The Site

Contents

PARKING

ACCESS/WAYFINDING

ADVANTAGES

COMMUNITY CONNECTIONS

CAMPUS CONNECTIONS

NEARBY AMENITIES AND SERVICES

UTILITIES

THE SITE

Existing Parking Lots Adjacent to the Fargodome

- 1 Parking Lot - Fargodome East Adjacent to the New Business Village and Proposed Hotel
- 2 Parking Lot - Fargodome East
- 3 Parking Lot - Fargodome West
- 4 Parking Lot - Overflow NDSU Lot R
- 5 Parking Lot - Overflow NDeavor Barry D. Batcheller Tech Park
- 6 Parking Lot - Overflow Fargo North High School

Free Parking for Convention Center Attendees

An electronic QR code will be issued to Convention Center attendees to give them free access to any Fargodome lot

Approximate Parking Spaces Available

3,500 Spaces Available at the Fargodome Development Area

3,500 Spaces Available in Adjacent Parking Fields at the Fargodome Development Area

TOTAL: 7,000 PARKING SPACES AVAILABLE

Fargodome Parking and Staff Management Experience

Parking surrounds the immediate area and adjacencies with overflow parking and experienced staff to manage each lot during large events.



THE SITE

Access/Wayfinding

- 1 Truck Docking - 5 Docks and 1 Ramp Access*
- 2 Drop-off Zones
- 3 Pedestrian Connections
- 4 Skyway**
- 5 Attendee Parking
- 6 Storage Access and Service Elevator

* As part of site logistics management, drayage will be implemented to move additional semi trucks from the active site to the North High School parking lot for temporary staging.

**Skyway maintenance and security will be performed by the Convention Center.

Wayfinding Legend

- █ Primary Street
- █ Secondary Street
- █ Parking Access
- █ Service/Loading Access
- █ Building Entry



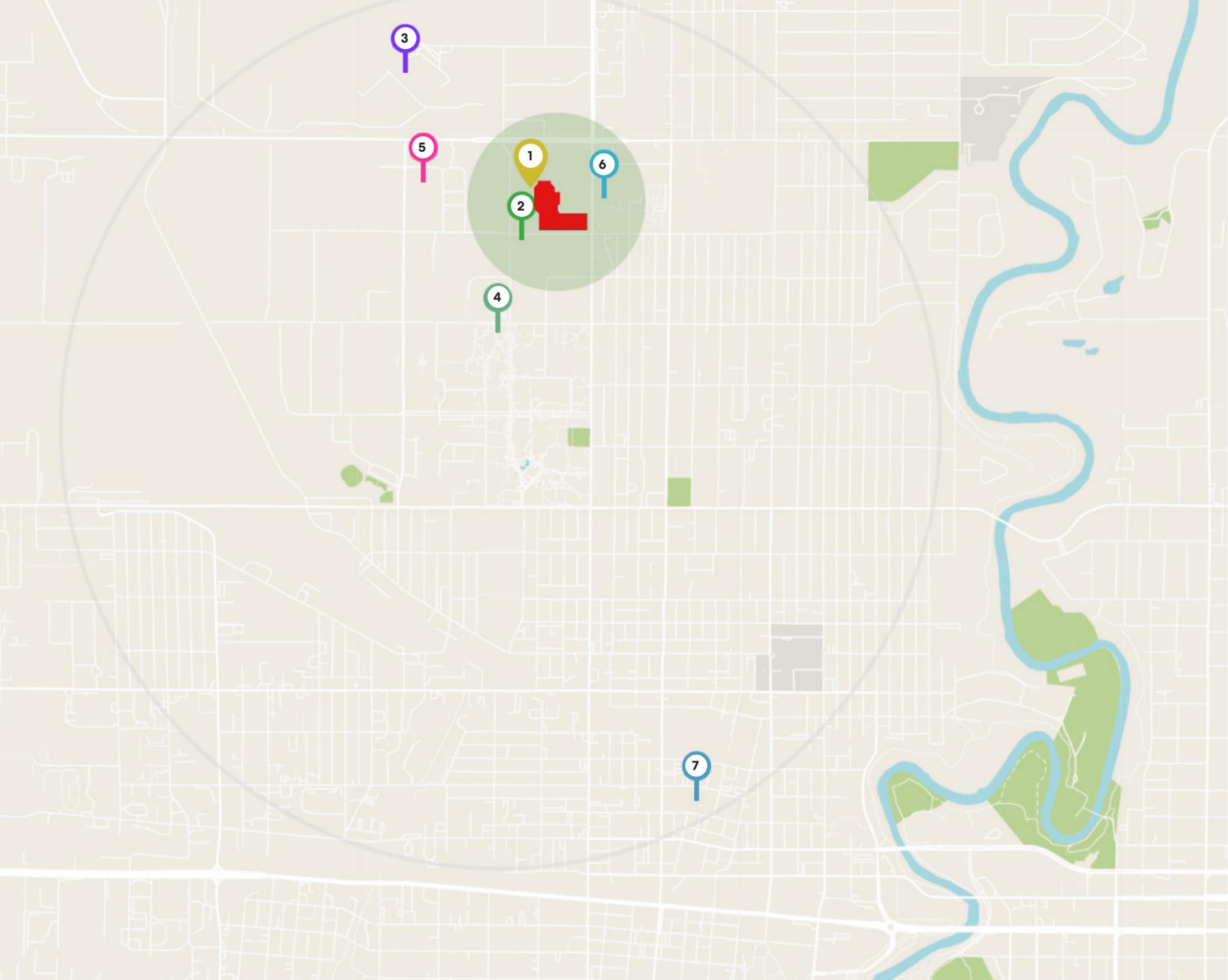
THE SITE

Advantages

- 1 Leveraging the Established Fargodome Infrastructure**
The existing dome's parking, loading docks, security, and waste management systems can be shared or adapted, reducing both capital and operating costs for the new facility. Utilities, power, water, and a robust IT backbone are already in place to support large-scale events.
- 2 Robust Multimodal Access and Parking**
The site sits at the nexus of I-29 and major arterials, with existing on-site parking and potential for transit link enhancements. Pedestrian corridors to campus and downtown can be formalized, further improving accessibility.
- 3 Proximity to Hector International Airport**
Only 2.3 miles from Fargo's airport, the site offers unparalleled convenience for domestic and national guests. Low ground-transport costs and quick transfers increase the likelihood of multi-day bookings and make logistics more seamless for convention planners.
- 4 Immediate Synergy with NDSU's Academic and Research Hub**
The site directly abuts North Dakota State University's campus, enabling easy collaboration with faculty, students, and research staff for academic conferences, tech expos, and innovation summits. Proximity fosters built-in demand from university events and creates a living laboratory for NDeavor Tech Park.
- 5 Integration with the NDeavor Tech Park**
Just west of the Fargodome lies the burgeoning NDeavor Tech Park, home to startups, scale-ups, and corporate R&D facilities. This adjacency positions the center as the premier venue for tech showcases, pitch competitions, and corporate retreats seeking direct access to cutting-edge innovation.
- 6 Integrating into neighborhood connections** with vibrant campus and city activity directly adjacent to Fargodome Grounds, with a proposed new project village.
- 7 Seamless Connection to Downtown Fargo Attractions**
A short walk or shuttle ride brings delegates into Fargo's vibrant downtown, where restaurants, breweries, galleries, and entertainment venues enhance the overall attendee experience and lengthen overnight stays, which drive lodging tax revenues.
- 8 Site is Compatible** with the current Zoning and Planning Criteria.

A Premier Convention Center

This site directly adjoins the Fargodome and North Dakota State University's campus, the NDeavor Tech Park, and existing infrastructure providing unparalleled proximity to professional, academic, and industry innovation.



THE SITE

Aerial view of community connections

- 1 Proposed Convention Center
- 2 Downtown Fargo
- 3 Airport
- 4 I-29 Interstate
- 5 19 Avenue
- 6 University Avenue
- 7 10th Street North
- 8 12th Avenue North
- 9 Green indicates extended land ownership by NDSU
- 10 Blue indicates extended land ownership by NDSU Foundation

Proximity Stats

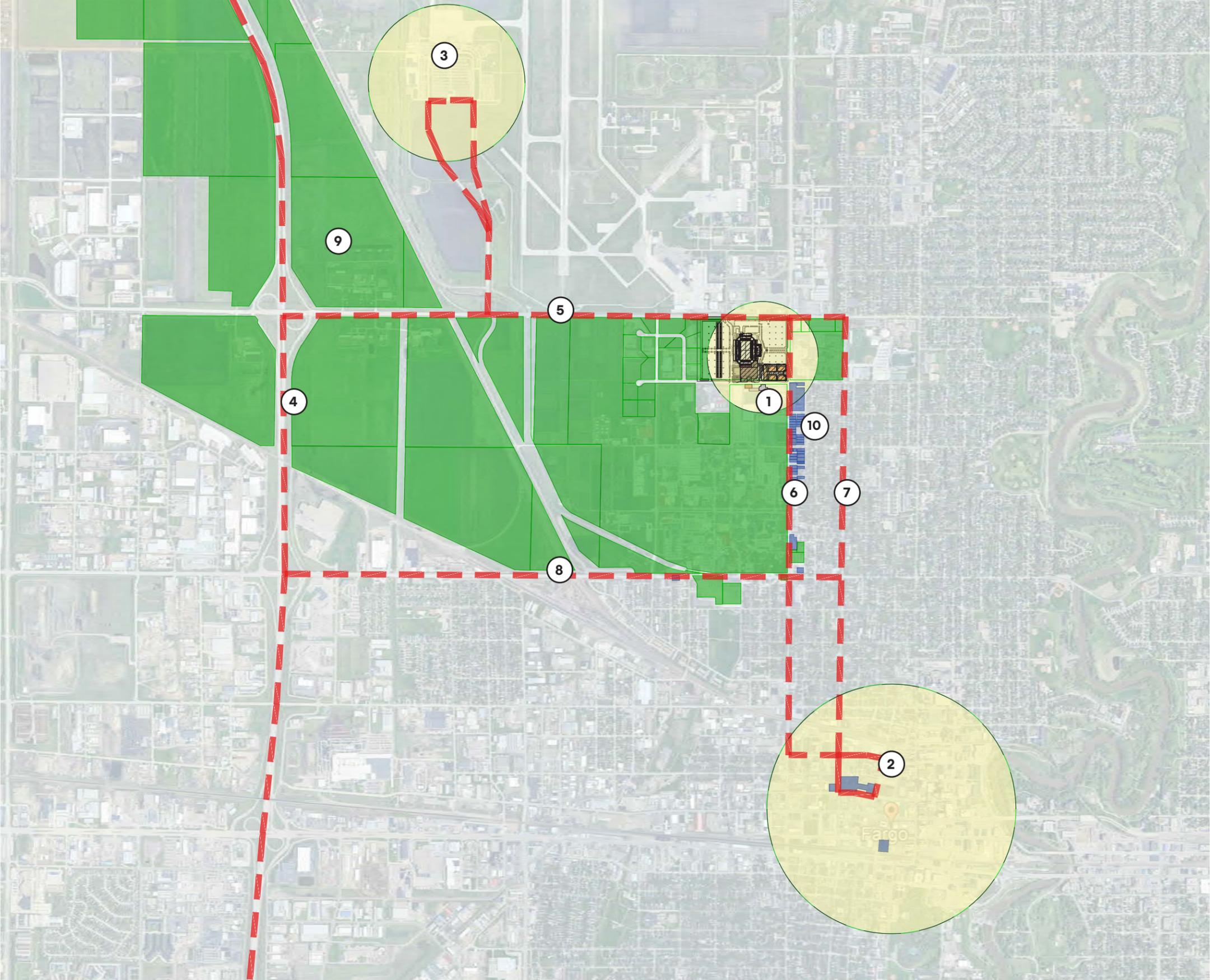
9 minutes (2.5 miles) to downtown Fargo
 MATBUS stop #13 is serviced by four separate bus Routes - 13,31,33,34
 39 total bus stops servicing the Fargodome
 12-15 minute walk through campus

Air Travel Stats

2024 passenger traffic is approximately 1.1 miles
 4 additional gates by 2027
 11 destinations

Site Control and Assembly Cost

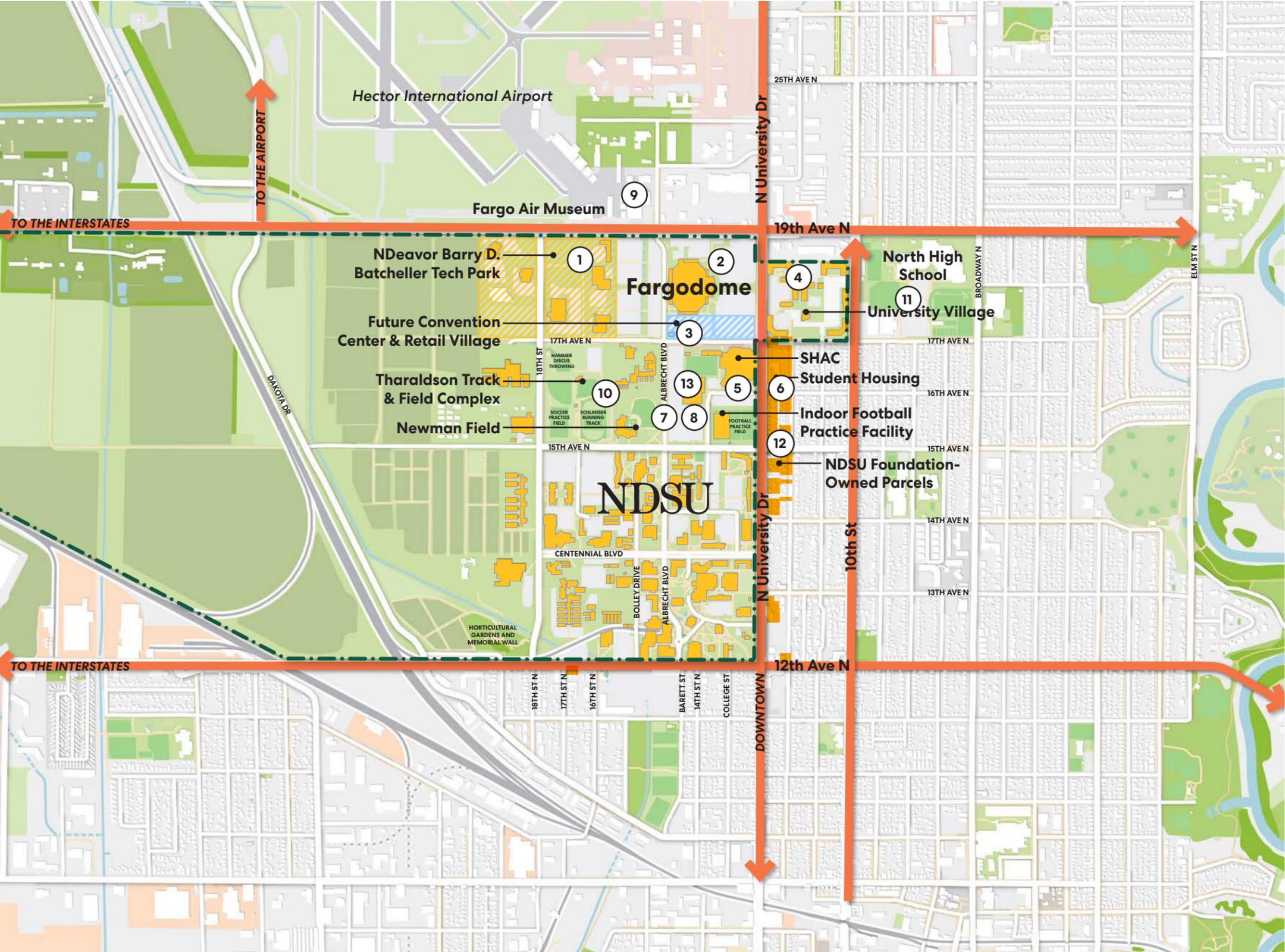
With an established 99-year ground lease with NDSU, the Fargodome site is well-suited to host the Fargo Convention Center. The surrounding areas owned by NDSU and the NDSU Foundation provide additional control over the site. Established infrastructure and traffic flow ease this site's total project cost, including the building assembly.



THE SITE

Enlarged Aerial View of Campus Connections

- 1 NDeavor Barry D. Batcheller Tech Park
- 2 Fargodome 18-27k Capacity
- 3 Convention approx. 3k Capacity
- 4 University Village
- 5 Sanford Health Athletic Complex (SHAC) approx. 5.4k Capacity
- 6 Student Housing
- 7 Newman Field approx. 4.5k Capacity
- 8 Nodak Insurance Football Performance Complex
- 9 Fargo Air Museum
- 10 Tharaldson Park / Terrence Dahl and Donna Beres Track and Field Complex
- 11 Fargo North High School
- 12 Extended land ownership by the NDSU Foundation
- 13 Shelly Ellig Indoor Track and Field Facility



Walkability

The walking distance from the Fargodome to the Memorial Union at North Dakota State University is approximately 0.6 miles, which takes about 12-15 minutes on foot.

THE SITE

Maps of Amenities and Services

Maps show all pulled data from our current proprietary tool.

HOTELS

Wyndham Fargo 19th Ave/Airport Dome

60 guest rooms, 12 are whirlpool suites

Homewood Suites by Hilton Fargo

73 guest rooms, all of which are suite-style accommodations

Radisson Blu Fargo

151 guest rooms, 7 are suites

Hotel Donaldson at 101 Broadway

17 suite-style rooms

Brewhalla

40 "themed" rooms, mix of studios and multi-room suites

WoodSpring Suites Fargo North

123 all-suite rooms

Super 8 by Wyndham Fargo Airport

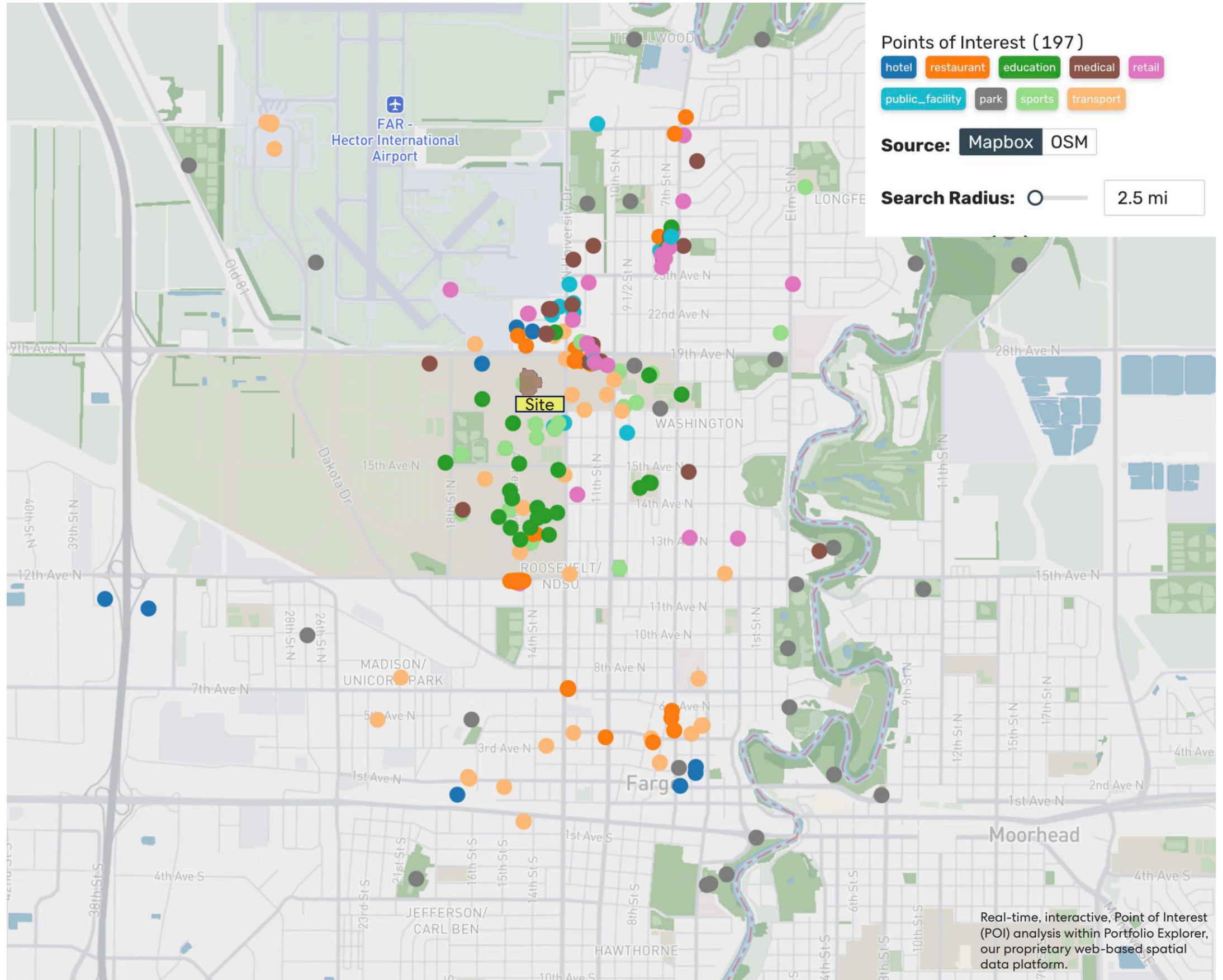
82 guestrooms, 23 are suites

TOTAL ROOMS = 636 rooms available within 2.36 miles of the Fargodome site

25 Restaurants within 1.75 miles

25 Retail Shops or Similar within 1.09 miles

25 Parks within 2.43 miles

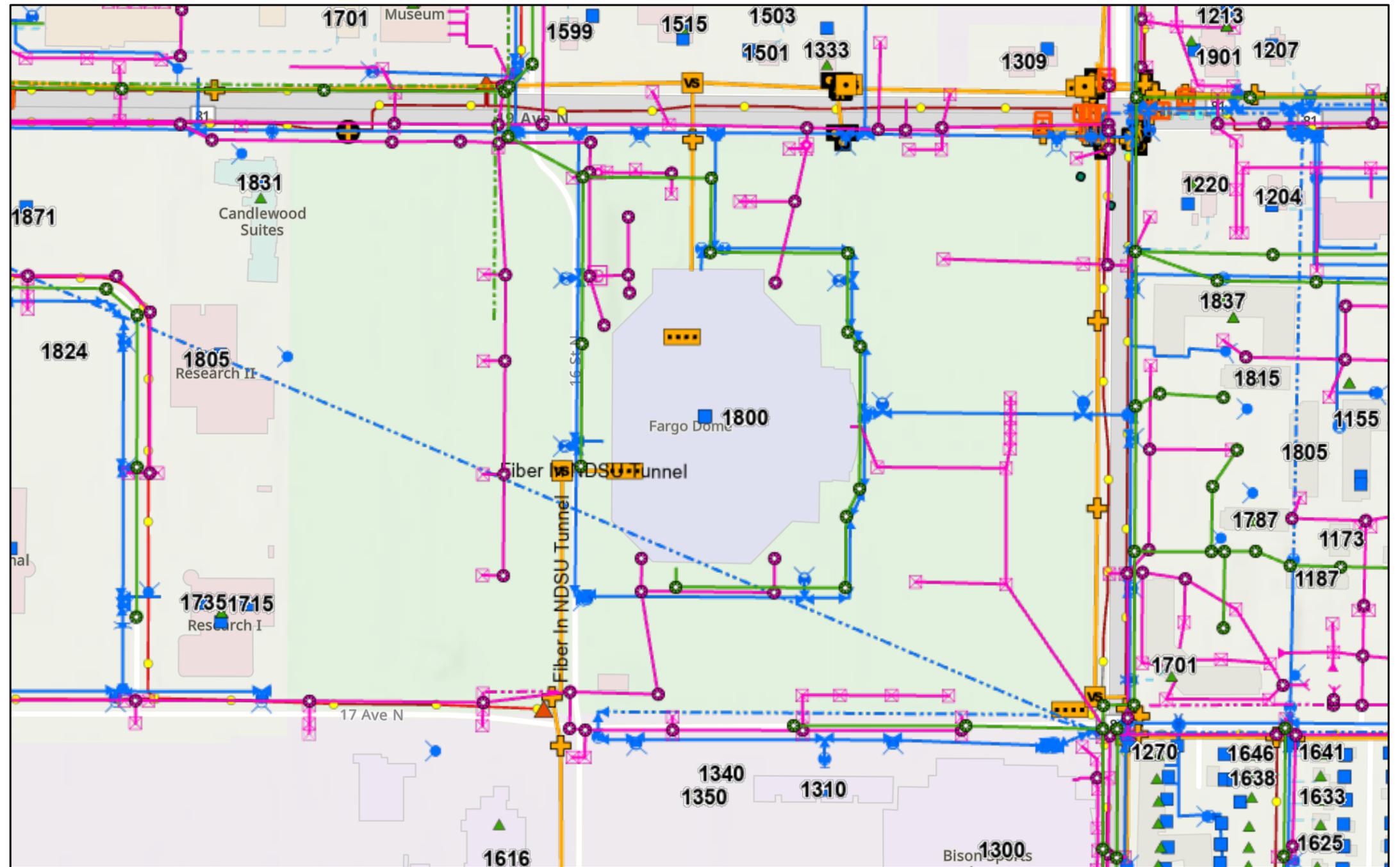


Real-time, interactive, Point of Interest (POI) analysis within Portfolio Explorer, our proprietary web-based spatial data platform.

THE SITE

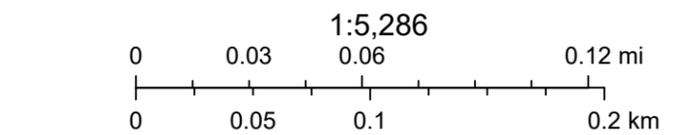
Utilities

- 1 Central Steam**
NDSU's 24/7 Heating Plant generates and distributes high-pressure (100 psi) saturated steam for space heating, steam, domestic hot water, and even cooking — serving every campus building (including state, city, and federal facilities) directly through an existing steam loop.
- 2 High-Voltage Electrical Backbone**
The site sits on Xcel's robust electrical distribution network, with multiple feeders, pad-mounted transformers, and switchgear already in place. This readily meets (and far exceeds) the RFP's 200 A floor-box power requirement for exhibit halls, avoiding the need for new substations.
- 3 Fiber and Data Infrastructure**
Fargodome's existing fiber-optic trunks and CAT-5 cabling (used for AV, ticketing, security, and voice/data) can be extended into the new center, enabling high-speed Wi-Fi, digital signage, and remote operations with minimal new conduit or trenching.
- 4 Water Supply and Fire Protection**
City water mains tie into Fargo's newly upgraded Advanced Metering Infrastructure and the North Fargo Mega Tower — the largest water tower in the state — ensuring ample pressure, high flow rates, and superior metering for both domestic use and fire-sprinkler systems.
- 5 Sanitary and Storm Sewer**
Existing sewer mains and stormwater conveyance lines run beneath city streets, allowing the new facility to connect without off-site pipe extensions or new pump stations (per the RFP's "availability of utilities and infrastructure" criterion).



7/28/2025

▲ Sewer Ties	Storm Inlets	Storm Fittings	Water Ties	Plug	Hydrant with Gate Valve	Water Service Lines	Fargo Fiber Structures
● Sanitary Manholes	STIN	Plug	Water Fittings	Reducer	Water Valves	Fargo Cabinet	▲ Vault Splice Enclosure, City of Fargo, Active
— Sanitary Mains	Storm Flared End Sections	Preliminary Storm Inlets	11 Degree Bend	Sleeve	Gate Valve	▲ Traffic Cabinet	▲ Pullbox, City of Fargo, Active
--- Abandoned Sanitary Mains	Storm Valves	STIN	22 Degree Bend	Tapping Sleeve Valve	Hydrant Gate Valve	▲ Fargo Detection Loops	▲ Fargo Pedestrian Button Posts
● Storm Manholes	Flap Gate	Storm Mains	45 Degree Bend	Tee	Valve in Vault	▲ Fargo Feed Points	▲ Fargo HAWK Beacon
□ Storm Lift Stations	Storm Gate Wells	Storm Force Mains	90 Degree Bend	Water Hydrants	Water Mains	● Fargo Driver Feedback Signs	▲ Fargo Signal Poles
		Abandoned Storm Mains	Cross	Hydrant			



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community, City of Fargo, ND, Sources: Esri,

The advantage of an existing network

By tapping these proven, on-campus utility networks, the project minimizes lead times, reduces capital risk, and delivers a truly turnkey convention venue.



Section 4.

The Concept -

Convention Center

Contents

OVERALL SITE PLAN

FIELD LEVEL PLAN

CONCOURSE LEVEL PLAN

MEZZANINE LEVEL PLAN

SHARED AMENITIES

EVENT LAYOUTS

CONCEPT IMAGES

- BANQUET ROOMS
- MEETING ROOMS
- PREFUNCTION AREA

THE CONCEPT

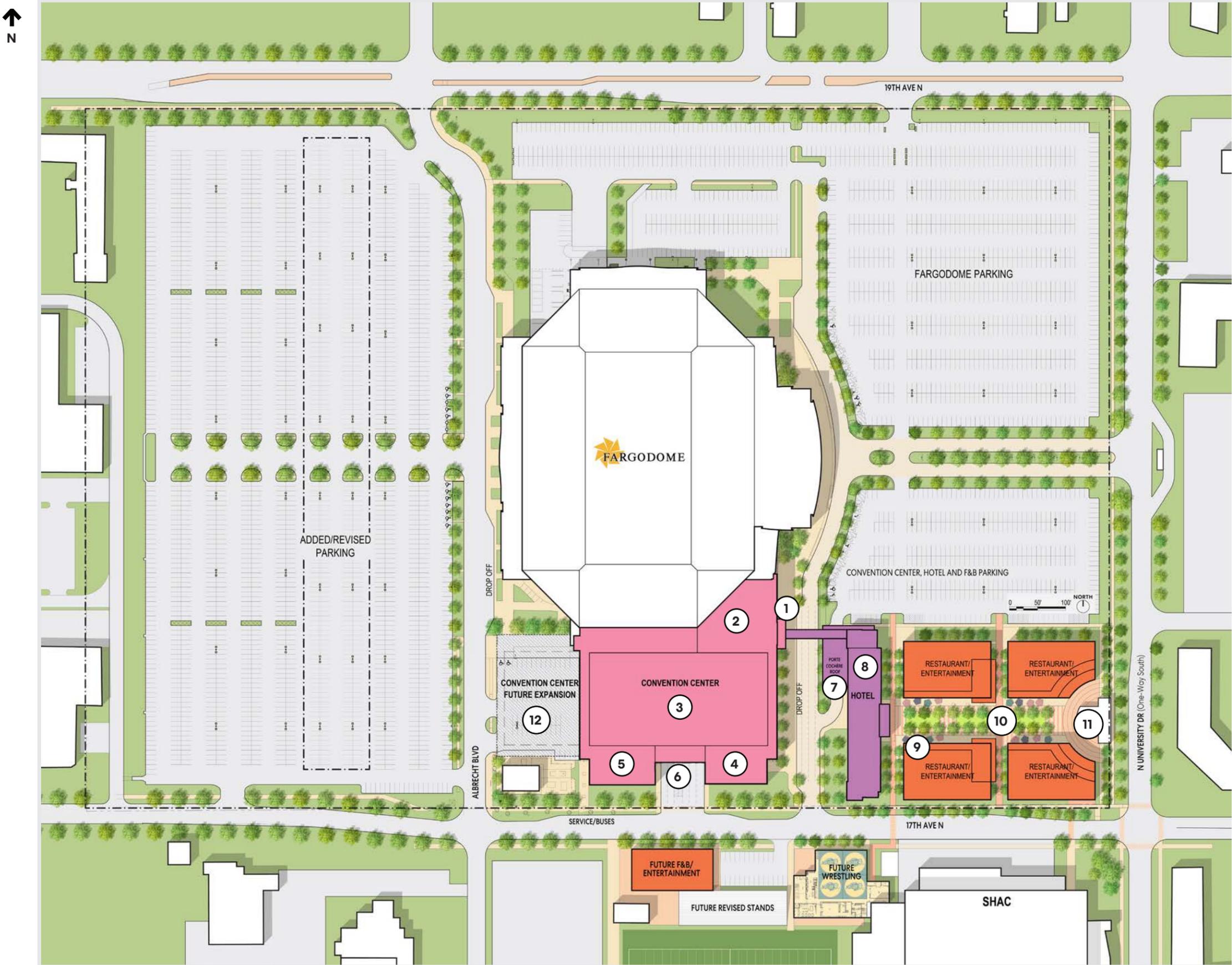
Overall Site Plan

- F&B / Entertainment
- Hotel
- Conference

- 1 Entrance
- 2 Lobby - Fargodome Floor Exhibit Entrance, Prefunction, Check-in, Coat Check
- 3 Conference / Banquet
- 4 MEP / Storage / Green Room
- 5 Kitchen
- 6 Loading Dock / Ramp
- 7 Hotel Entrance
- 8 Hotel Lobby
- 9 Mixed Use New North District (NoDis)
- 10 Town Green
- 11 Stage
- 12 Future Convention Expansion Area

Site Plan Description

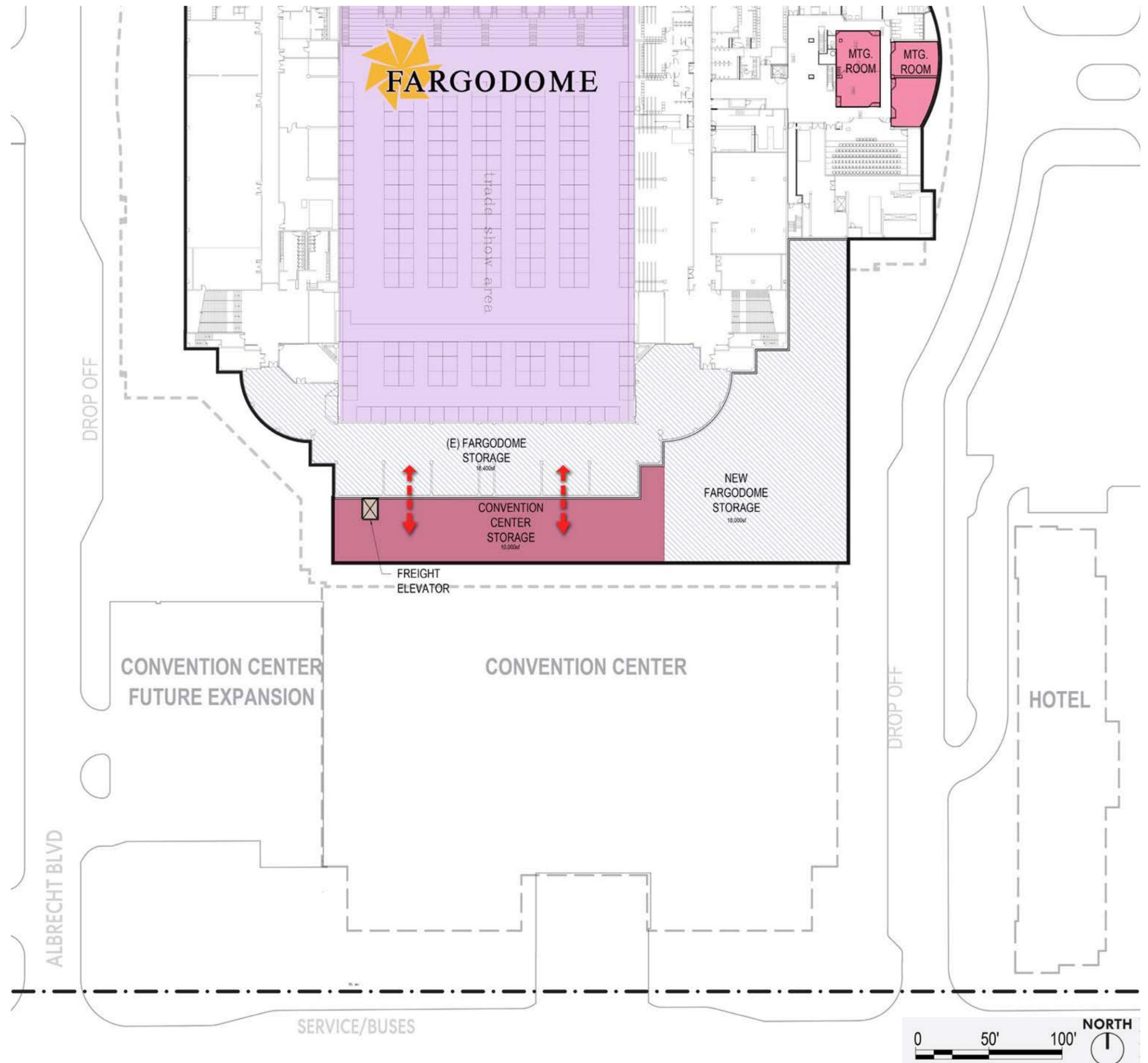
The North District (NoDis) is envisioned as a culturally vibrant and architecturally cohesive hub that blends Fargo's local character with contemporary design, creating a walkable, mixed-use destination anchored by public spaces, active street life, and year-round community programming.



THE CONCEPT

Convention Center - Field Level

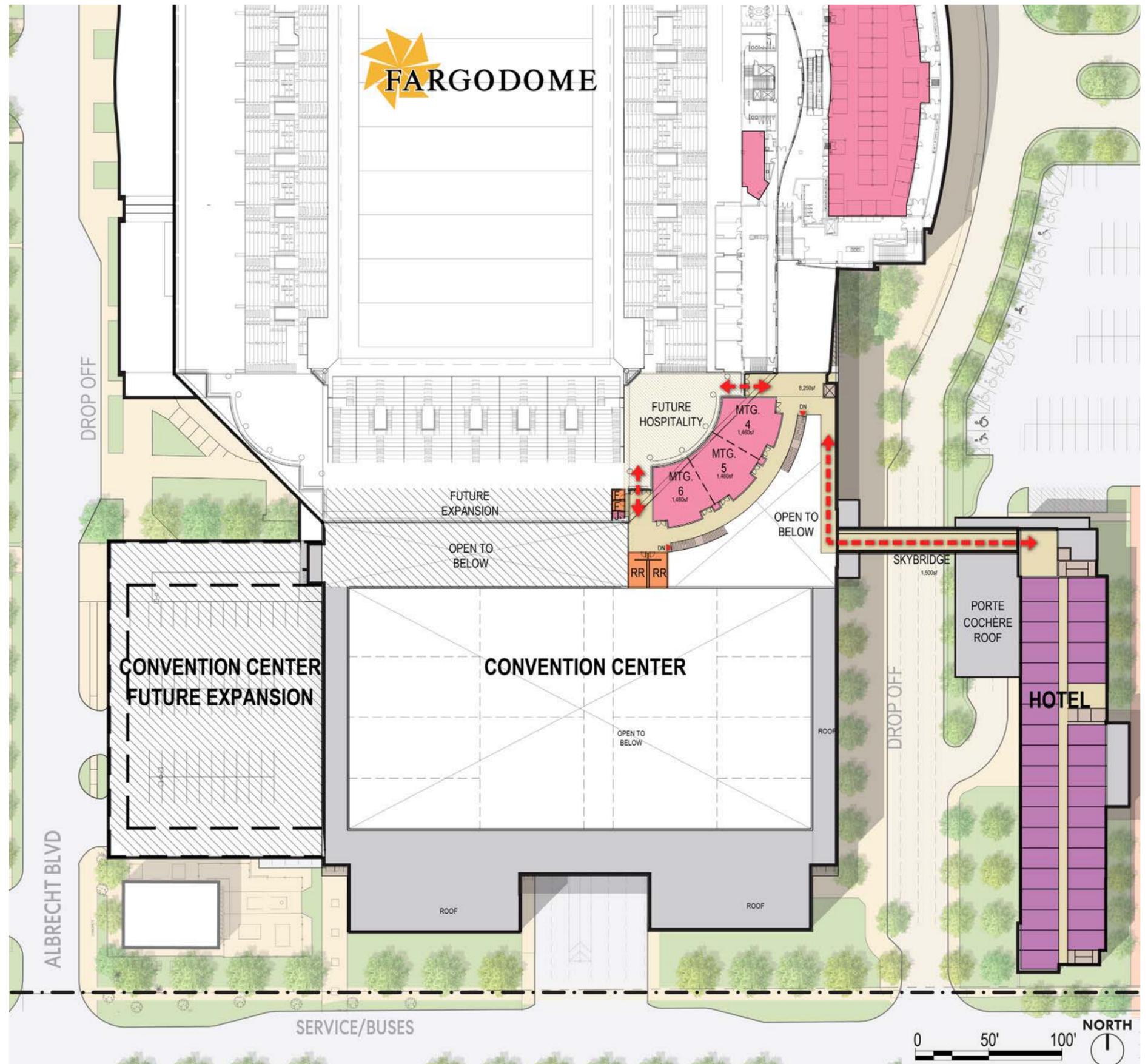
Requirement	Suggested Min.	Proposed	Comments
Ballroom / Exhibit Hall	50,000 SF	52,000 SF	Divisible into 12 smaller meeting rooms
Prefunction	10,000 SF	24,000 SF	Prefunction and Lobby
Additional Meeting Rooms	8,800 SF	4,400 SF 4,400 SF	Ground Level Mezzanine Level
Kitchen	6,000 SF	6,000 SF	Plus Fargodome Kitchen/Food and Beverage
Storage	10,000 SF	10,000 SF 2,500 SF	Field Level Concourse Level
Circulation, support, RR's, etc.	Not Programmed	23,500 SF	Concourse and Mezzanine
Field Level		10,000 SF	
Concourse Level		104,500 SF	
Mezzanine Level		12,300 SF	
TOTAL CONFERENCE CENTER AREA		126,800 SF	
		2,000 SF	Hotel Meeting/Flex Rooms
Parking	On Site and Adjacent	On Site and Adjacent	With the Fargodome and NDSU campus, this site provides one of the largest existing parking capacities in ND.
Loading Docks	1 ramp w/15' high door 2 docks w/13' high doors	1 ramp w/15' high door 5 Docks w/13' High Doors	
Power Access in Exhibit Hall	200 amp and floor access	400 amp and floor access every 20'	
Supplemental Fargodome Space	Not Requested	80,000 SF	Fargodome Event Floor
		3,100 SF	Existing Fargodome Field level meeting rooms
		54,000 SF	Fargodome Concourse Expo and Special Event Space
		16,000 SF	East Fargodome Lobby for Special Convention Events
		11,500 SF	Fargodome mezzanine meeting rooms
		164,600 SF	Total Additional Supplemental Fargodome Space



THE CONCEPT

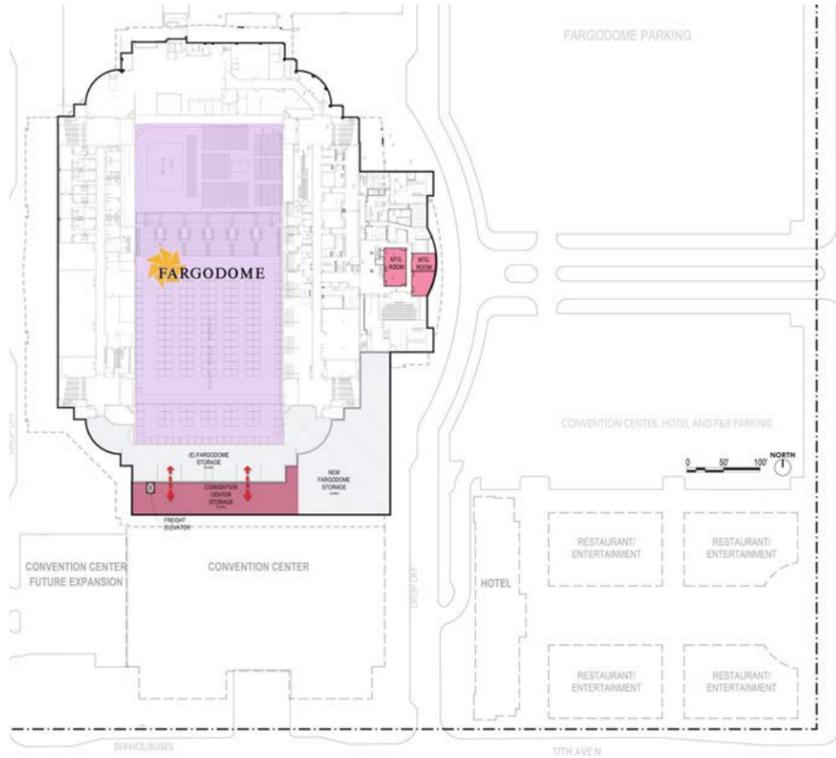
Convention Center - Mezzanine Level

Requirement	Suggested Min.	Proposed	Comments
Ballroom / Exhibit Hall	50,000 SF	52,000 SF	Divisible into 12 smaller meeting rooms
Prefunction	10,000 SF	24,000 SF	Prefunction and Lobby
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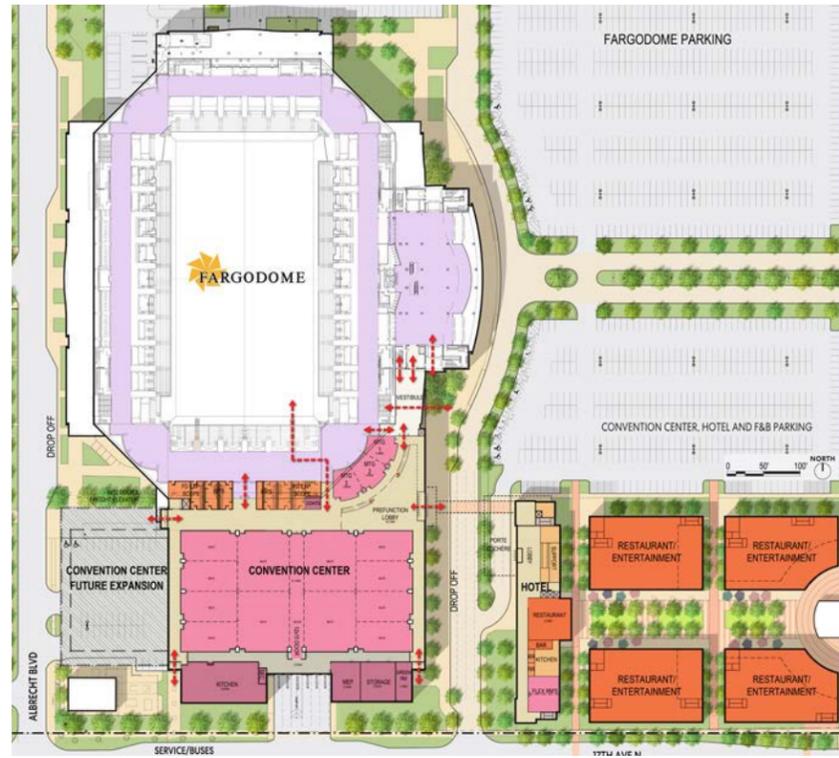


THE CONCEPT

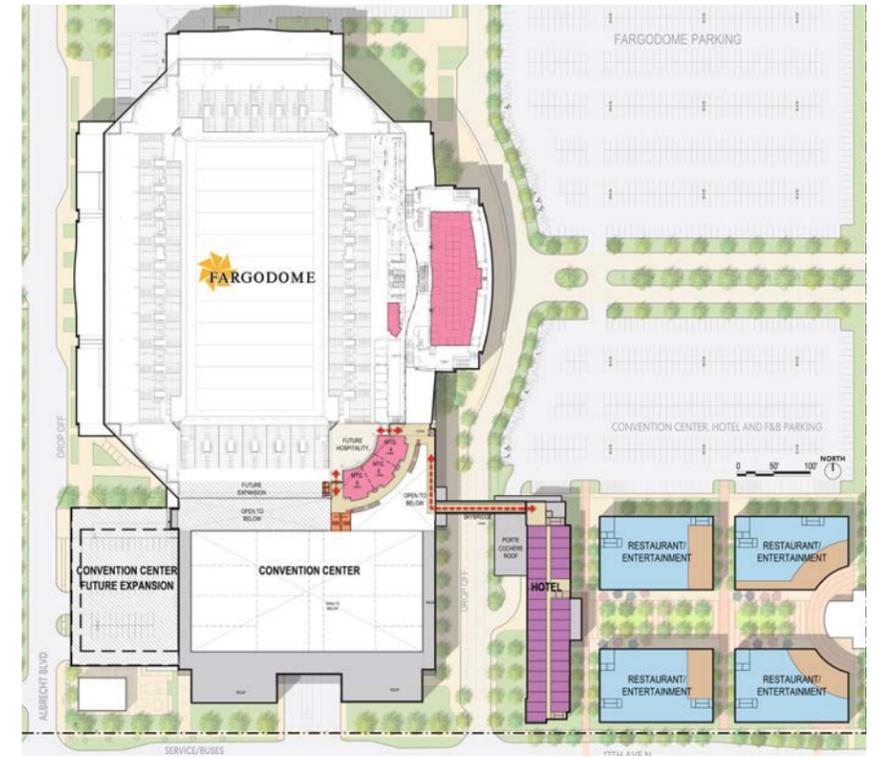
Convention Center and Hotel Plan - Exceeding Requirements



FIELD LEVEL PLAN (EXHIBIT AND PLENARY LAYOUT SHOWN, WITH ADDITIONAL MEETING ROOMS)



CONCOURSE LEVEL PLAN (WITH FARGODOME EXHIBITION SHOWN)



MEZZANINE LEVEL PLAN (WITH ADDITIONAL MEETING ROOMS IN FARGODOME)

The Fargo Convention Center at the Fargodome

We propose attaching and linking a new Convention Center to the south end of the Fargodome. The Convention/Meeting Level would be located at grade, on the same level as the Fargodome Concourse Level. The proposed adjacent hotel would also be at the same level as the Convention Center. The Convention Center will also be linked to the second floor of the hotel via a climate-controlled skybridge.

The City's RFQ program statement has requested a 50,000-square-foot ballroom/meeting room complex, plus 8,800 square feet of additional meeting rooms. The proposed Convention Center exceeds the program requirements, specifically when adding the Fargodome space and hotel meeting rooms. The Fargodome also features 80,000 square feet of vent Level Main Floor Exhibition space and more than 70,000 square feet of space at the Fargodome lobby and concourse levels. The concourse and lobby spaces will be used for exhibits, receptions, luncheons, dinners, and special events.

If we combine the proposed new spaces and existing Fargodome spaces, the new Convention Center will feature more than 225,800 square feet for banquets, meetings, and special events. The proposed pre-function spaces are much larger than requested.

We are proposing an adjacent 160-room hotel with five levels of rooms above a lobby, featuring two meeting rooms with 2,000 square feet, as well as food, beverage and bar spaces suitable for a major Convention Center.

The hotel would be directly adjacent to a proposed restaurant entertainment zone with an event stage located adjacent to University Drive. The Entertainment Zone with its anchor headquarters hotel is ideally located to serve the proposed Fargodome/Convention Center, SHAC, NDSU and its students and staff, the NDeavor Barry D. Batcheller Tech Park, and the other sports and assembly venues adjacent to the Fargodome/Convention Complex.

This proposal will provide larger support spaces for the Convention Center than were requested in the RFQ, including: pre-function and circulations spaces, restrooms, and loading bays and docks for the banquet hall and meeting rooms.

As requested, this site provides directly adjacent parking to the Convention Complex. The Fargodome site and adjacent parking lots at NDSU and the NDeavor Tech Park provides one of the largest supplies of parking in North Dakota.

By leveraging the combined capabilities of the Convention Center, Fargodome, and SHAC, and benefitting from its proximity to NDSU and the NDeavor Tech Park, the venue will stand as the only complex in the region capable of competing with existing conference centers in terms of scale, flexibility, and the breadth of meeting and exhibit space.

With the site's convenient location to the airport, highways and downtown, it provides an unmatched location and unmatched capabilities for a large convention and event complex.

THE CONCEPT

Sport Tournament Options

“The Conference Center at the Fargodome site adjacent to the SHAC will provide the only location with square footage that can compete with other large regional conference centers in the Midwest.”

Basketball = 16 courts

- Fargodome = 7
- Convention = 4
- SHAC = 5

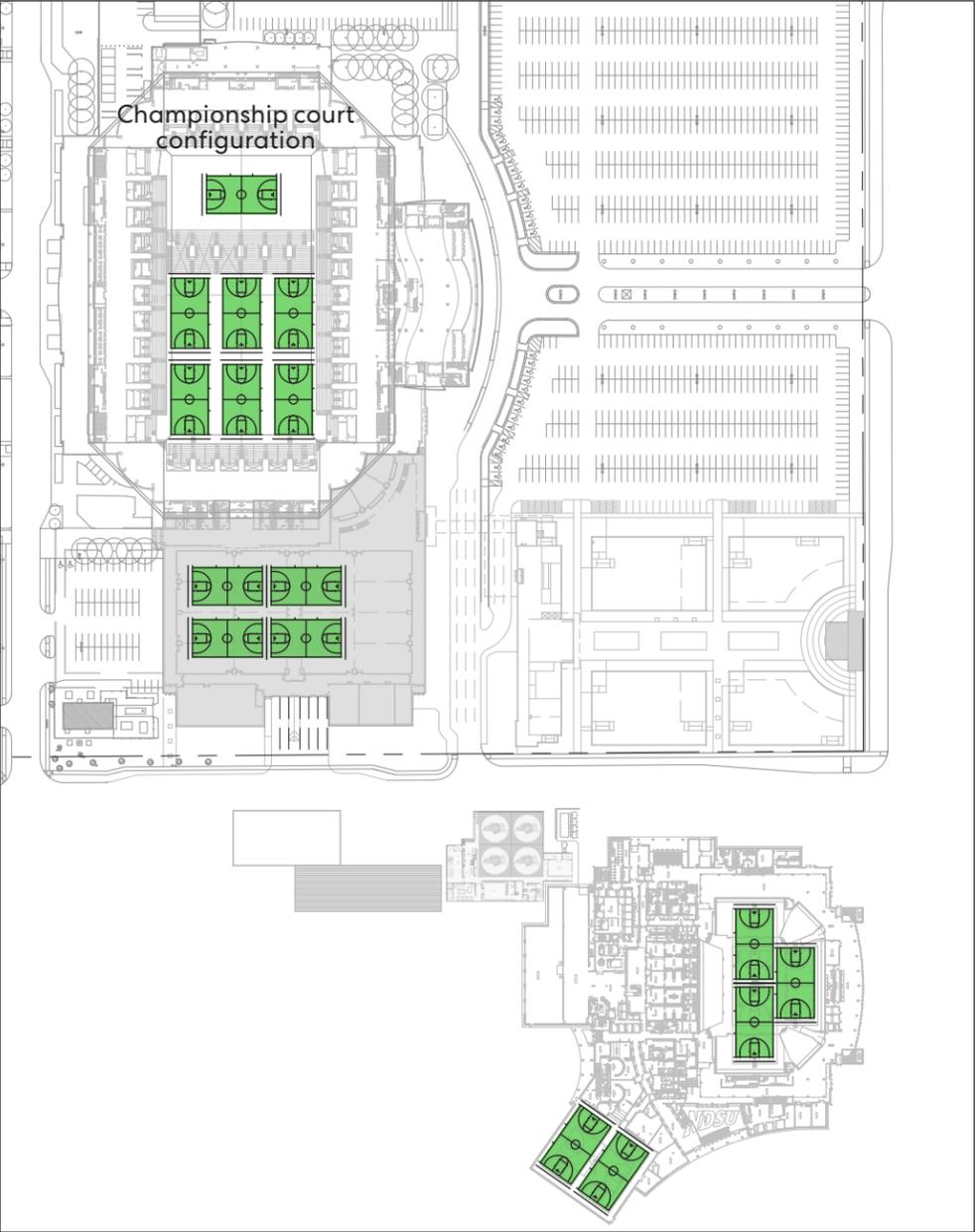
Volleyball = 33 courts

- Fargodome = 20
- SHAC = 7
- Convention = 6

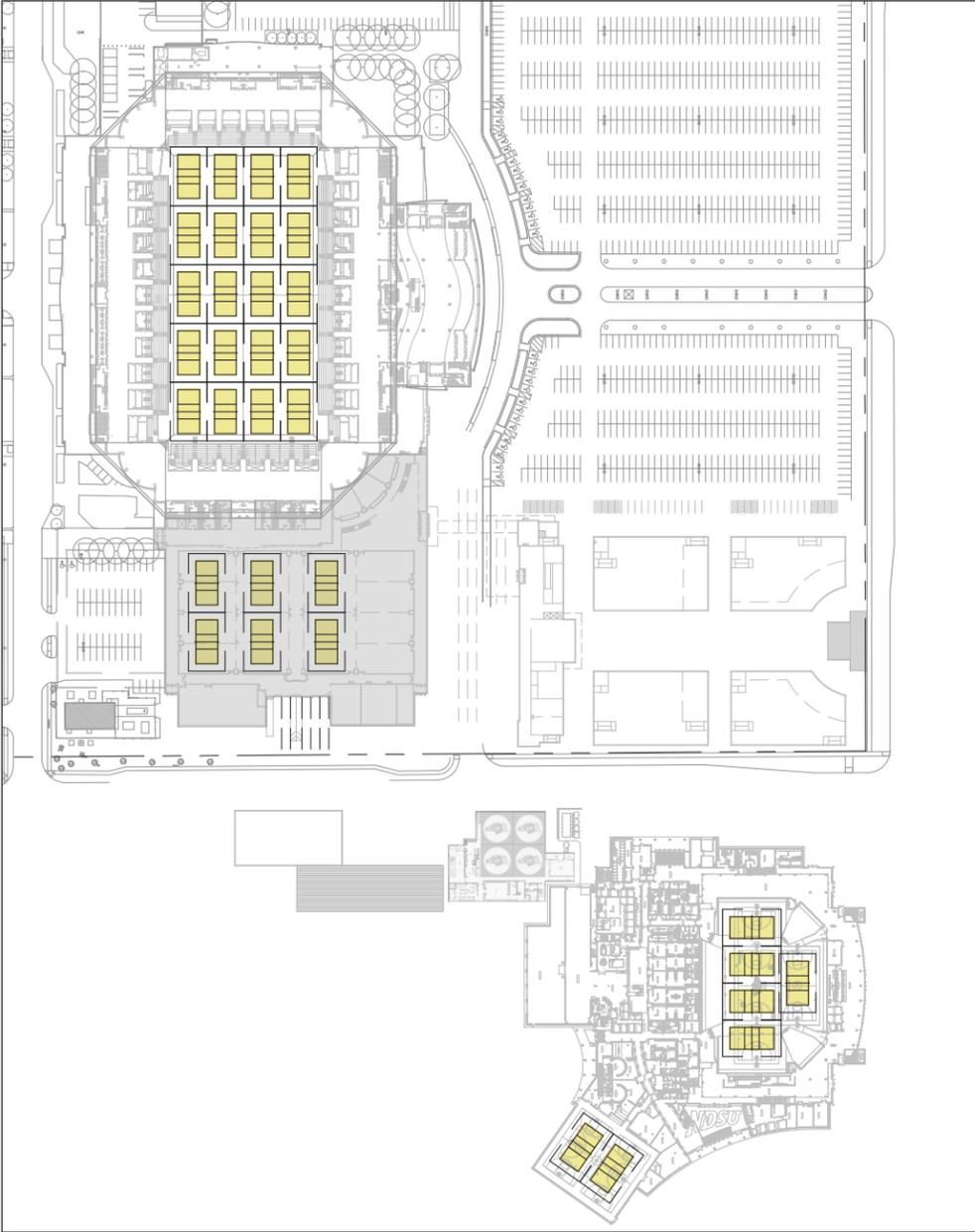
A place for tournaments

The campus offers a variety of options for hosting some of the biggest regional tournaments, complemented by the Fargodome and NDSU's SHAC facility.

While the Convention Center could be used to host some court-type sporting events, we feel the advantage of having supplemental facilities on campus allows us to design the Convention Center more specifically and appropriately for banquet-style events.



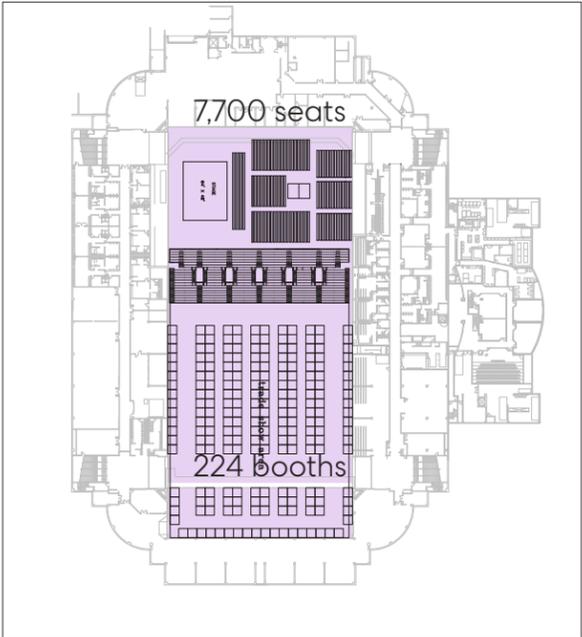
Campus Basketball Tournament



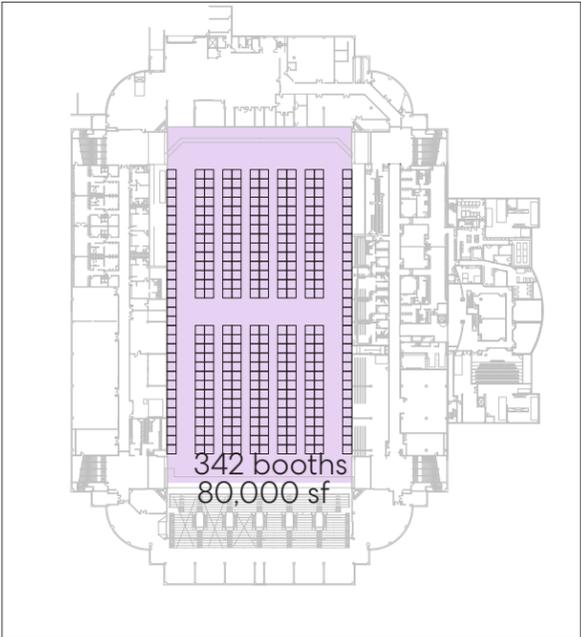
Campus Volleyball Tournament

THE CONCEPT

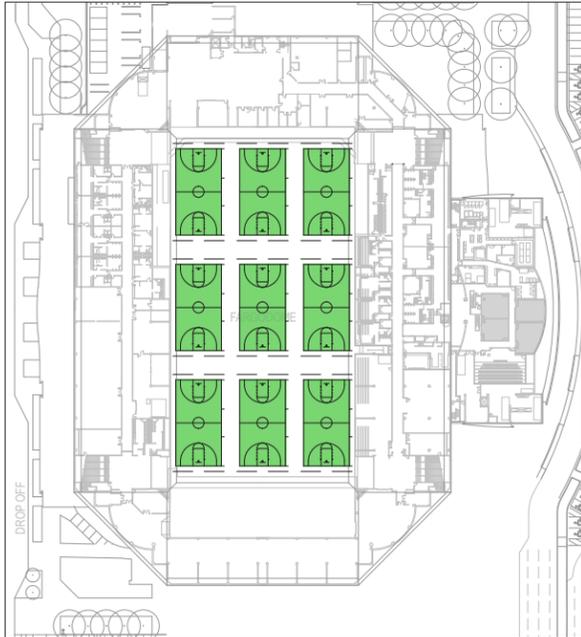
Event Layouts



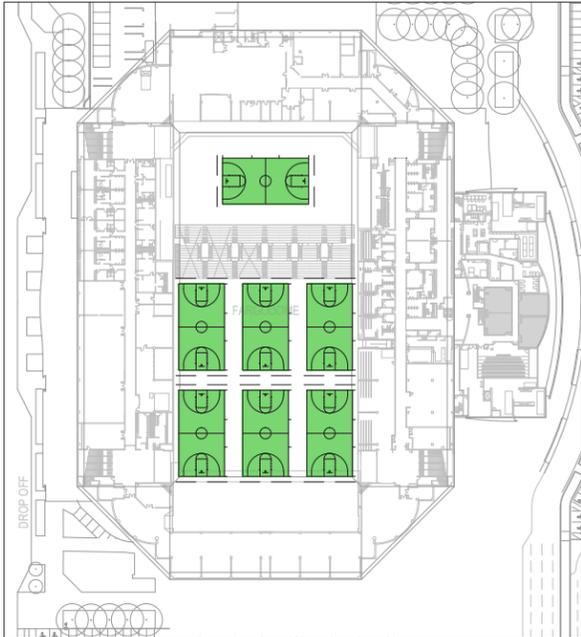
Trade Show w/Plenary



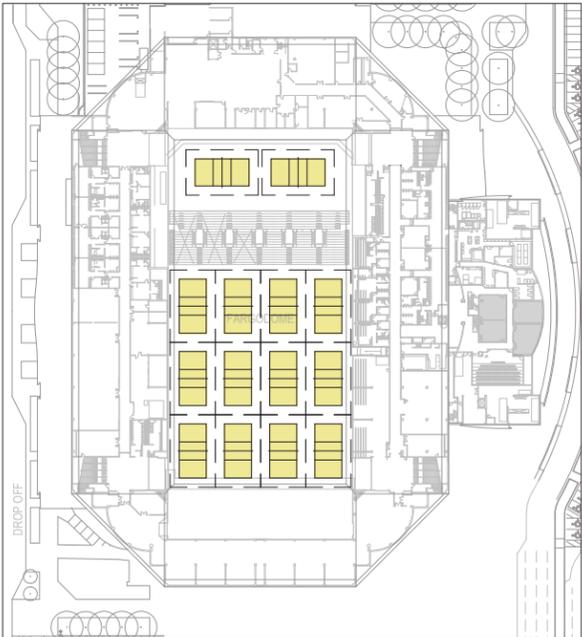
Full Trade Show/Exhibition



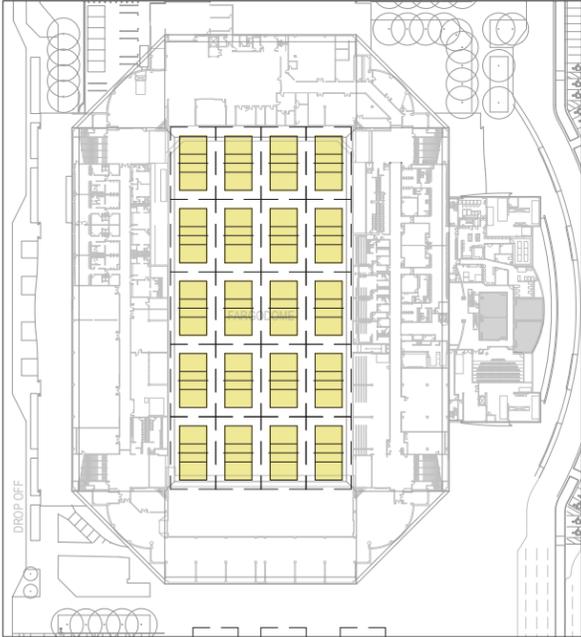
Basketball (x9)



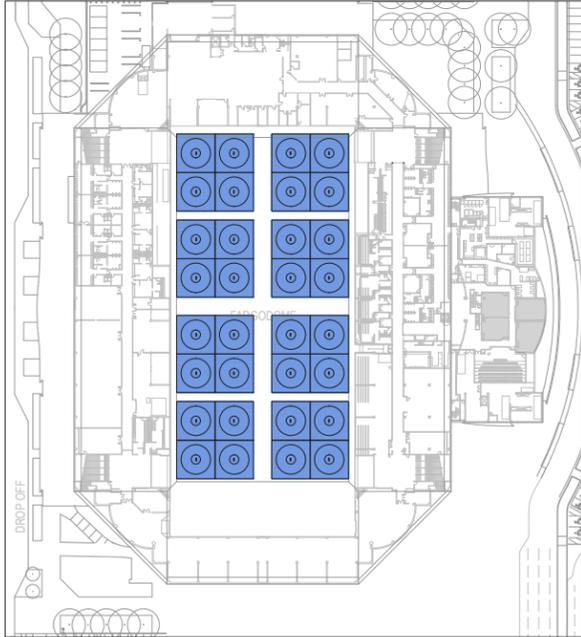
Basketball w/Championship Court (6+1)



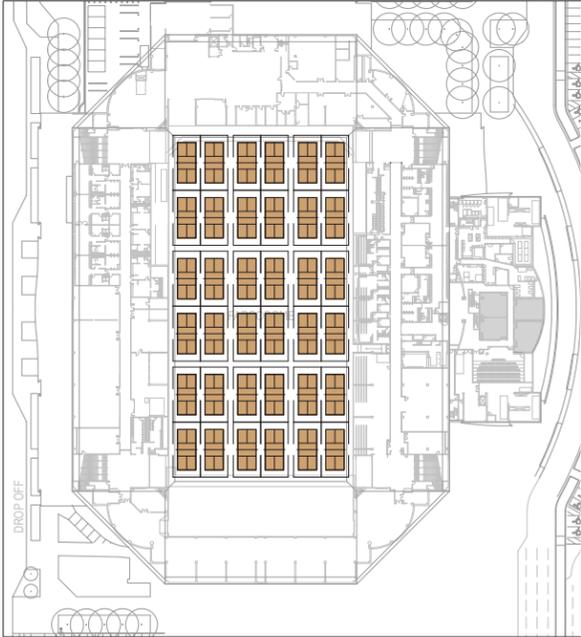
Volleyball w/championship Courts (12+2)



Volleyball (x20)



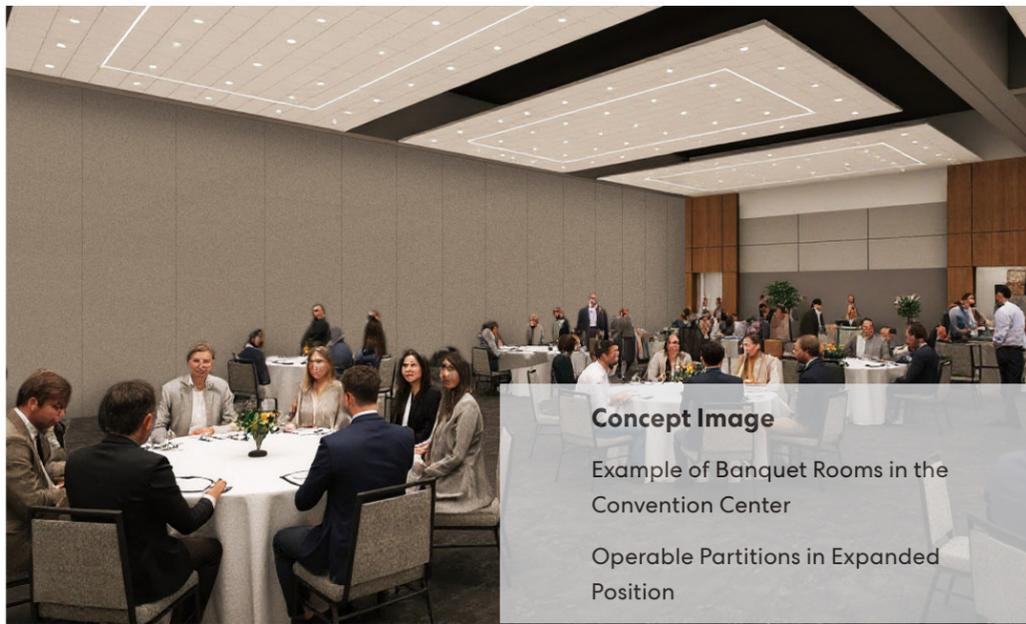
Wrestling (x32)



Pickleball (x36)

A place for tournaments

The Fargodome provides 80,000 square feet of floor space that accommodates an array of sporting events, exhibits, and speaking engagements. The diagrams shown are just some of the examples of different layouts where the connection between the two buildings enhance their versatility.



Concept Image
Example of Banquet Rooms in the Convention Center
Operable Partitions in Expanded Position

Noise Attenuation

Noise attenuation for the banquet and meeting rooms will achieve high levels of sound separation through the use of 58 FSTC or higher precast wall systems and acoustically rated operable partitions, detailed and constructed to prevent sound leakage and flanking paths.

The Fargodome's proximity to Hector International Airport is a recognized and compatible site condition, and aircraft noise currently does not adversely impact building operations or interior sound levels. The construction of the Convention Center will have a higher sound transmission class.

Technology

The Fargodome currently provides Verizon 5G service, while the new Convention Center will deliver contemporary, best-practice AV systems and technology throughout.

Advanced lighting and sound systems can be controlled remotely, providing event organizers flexibility and control over their environment, regardless of the event size or complexity.



Concept Image

Example of Meeting Rooms in the Convention Center



Concept Image

Example of the Concourse Entry to the Convention Center

Featuring Skybridge Access to the attached Hotel and Design Elements of the Red River Valley Grasses and Roaming Buffalo

Section 5.

The Concept - Hotel + Entertainment District

Contents

OVERVIEW

SITE PLAN

CONCEPT IMAGE

HOTEL INTEREST



Integrated Hotel Concept Elevates Fargo's Conference and Entertainment District

The architectural concept for the proposed hotel adjacent to the Fargo Conference/Convention Center is designed to deliver a high-quality hospitality experience that serves the needs of the Conference/Convention Center, the Fargodome, North Dakota State University visitors, and the broader Fargo community. The development approach is rooted in a collaborative Public/Private Partnership (PPP) model that emphasizes open communication, shared ideas, and a commitment to incorporating stakeholder feedback throughout the planning and design process.

Marquette Advisors, which is partnering with Kraus-Anderson on this opportunity, has been involved in feasibility studies, brand and flag assessments, and operator selection for premier hotel locations throughout the United States. Marquette has contacted the major global hospitality companies to introduce the proposed Fargodome Conference/Convention Center site. It is correct to assert that the response to the site has been very positive.

Indications from the global hospitality companies and direction from Marquette suggest the level of quality includes, among others, these brands:

- Graduate Hotels by Hilton
- Embassy Suites by Hilton
- Tapestry Collection by Hilton
- Tempo by Hilton
- Tribute Hotels by Marriott
- AC Marriott

Overall, the hotel will feature 150-200 rooms, and each of the flags highlighted includes a restaurant and bar, a fitness center, a nominal amount of meeting space, and a mix of room types.

The attached pro forma analysis assumes a 160-room hotel. The site plan shows the restaurant, a fitness center, and the lobby functions on grade. Other amenities will be determined in conjunction with planning as it advances. The restaurant is located adjacent to the outdoor Retail/Entertainment feature, the 'Town Green', allowing for its outdoor dining component to be integrated into this environment.

With 160 rooms, and the first floor occupied by public spaces, the building will be 5-6 stories tall. A five-story solution will hold 40 rooms per floor, and a six-story solution will hold 32 rooms per floor. The room mix will include 4-5 suites with the balance split between King Rooms and Two Queen Rooms. Each room type will also feature mobility-accessible units.

The meeting room space will total approximately 2,000 square feet, so it does not compete with the meeting spaces in the Conference/Convention Center or the Fargodome. Meeting room components will include a 400-square-foot board room and a 600-square-foot conference room.

Connectivity is a central design feature, with pedestrian links at both grade and skyway levels providing direct access to the Conference/Convention Center and Fargodome, as illustrated in the site plans. As Master Developer, Kraus-Anderson will oversee the planning, construction, and operational phases of the project, while also engaging a hotel operator to deliver optimal results. Upon selection of the Fargodome site by the City of Fargo and the Conference/Convention Center board, requests for proposals will be issued to potential hotel development partners. All proposals will be reviewed collaboratively with the Fargodome Authority, NDSU, City of Fargo, and Conference/Convention Center authorities to determine the final hotel operator, brand, project size, and other key details.

This development aims to create a vibrant, integrated hospitality destination that enhances the overall experience for visitors and the Fargo community.

Hotel Flags of Interest

- Graduate Hotels by Hilton
- Embassy Suites by Hilton
- Tapestry Collection by Hilton
- Tempo by Hilton
- Tribute Hotels by Marriott
- AC Marriott

A well-designed hotel, directly connected to the Conference/Convention Center and Fargodome, will offer premier hospitality, modern amenities, and dynamic community spaces—strengthening Fargo's appeal to visitors, events, and the community.

THE CONCEPT

Hotel and Entertainment District

■ F&B / Entertainment

- 1 Main Entrance
- 2 Entry from Parking Lot and Bridge Access
- 3 Kitchen
- 4 Bar
- 5 Restaurant
- 6 Lobby
- 7 Town Green
- 8 Stage
- 9 Flex Rooms

A place for entertaining

The hotel's main level features a welcoming main entry leading to a vibrant lobby and hotel bar, as well as dynamic entertainment, retail, office, and restaurant buildings, all organized around a Town Green courtyard with a performance stage that anchors the public realm and creates a lively, year-round gathering space.





“Town Green” Concept Image

View toward Hotel

Features include the Red River of the North, traced in red LED lighting on five stories of the hotel creating a striking illumination across the outdoor plaza.

North Dakota grasses will welcome guests into the plaza.

Expressions of Hotel Interest

Graduate Hotels by Hilton

Graduate Hotels by Hilton delivers an upper-upscale hotel experience inspired by the energy, pride, and personality of university communities. Each property is thoughtfully designed to reflect its location, blending bold interiors, layered storytelling, and elevated comfort.

For Fargo, the Graduate concept presents an opportunity to introduce a hotel that feels original, memorable, and deeply connected to the city’s collegiate and cultural identity.

The Graduate Identity

Design with Character

No two Graduate Hotels are alike. Interiors draw from local history, traditions, and university influences.

- Statement lobby spaces
- Custom furnishings and finishes
- Playful, nostalgia-inspired details
- Signature front desk and marquee signage
- Guest rooms designed as part of the story

Warm, Personalized Hospitality

- Welcoming, service-driven atmosphere
- Community-focused programming
- Pet-friendly environment
- Comfortable, socially active spaces
- Strong comfort and quality standards

Food & Beverage Experiences

- Café-style lobby concepts
- Locally inspired restaurants
- Signature bar or rooftop venues
- Socially engaging gathering spaces

Why Graduate Fits Fargo

- Strong university presence
- Year-round visitors and alum travel
- Event and game-day demand
- Growing lifestyle hospitality market
- Community-centered social culture

Graduate Hotels attract a diverse guest mix, supporting steady occupancy across seasons.

Typical Brand Attributes

- 75 to 300 guest rooms
- Distinctive design narrative throughout
- Café and restaurant offerings
- Fitness center
- Meeting spaces based on demand
- Upscale finishes with a unique personality

Hilton Honors Member Platform

Graduate Hotels are supported by Hilton’s Hilton Honors loyalty program, a 225+ million-member platform that drives repeat stays, brand loyalty, and consistent booking demand.

Graduate Hotels by Hilton offers Fargo more than accommodations. It introduces a lifestyle destination designed to become part of the city’s social and visitor experience.



Expressions of Hotel Interest

Embassy Suites by Hilton

Embassy Suites by Hilton stands apart as a distinctive upper-upscale, full-service, all-suites hotel brand. Built around space, value, and consistency, Embassy Suites delivers an experience designed for travelers who expect more from their stay.

With limited direct competition in the all-suites segment, the brand occupies a unique position in the hospitality landscape, offering generous accommodations paired with high-value amenities.

The Embassy Suites Experience

Spacious All-Suite Accommodations

- Oversized two-room suites
- Separate living and sleeping areas
- Designed for work, relaxation, and extended stays

Value-Driven Guest Experience

- Complimentary made-to-order breakfast
- Nightly evening reception
- Full-service dining and bar offerings
- Elevated essentials included in the stay

Dependable, Service-Led Hospitality

- “Make a Difference” service philosophy
- Warm, consistent guest experience
- Designed for both business and leisure travelers

Designed for How Guests Actually Travel

Embassy Suites attracts guests who value comfort, space, and predictability:

- Business travelers
- Families and group travelers
- Event and tournament attendees
- Extended-stay guests

The brand’s suite layout and social public spaces naturally support gathering, collaboration, and connection.

Performance and Demand Strength

- 75 to 300 guest rooms
- Distinctive design narrative throughout
- Café and restaurant offerings
- Fitness center
- Meeting spaces based on demand
- Upscale finishes with a unique personality
- Connected to the Hilton Honors member platform

Revenue Beyond the Guest Room

Embassy Suites’ full-service model supports multiple revenue streams:

- Food and beverage outlets
- Evening reception engagement
- Catering services
- Meeting and event spaces

Typical Brand Attributes

- Upper-upscale, full-service positioning
- All-suite accommodations
- Complimentary breakfast and evening reception
- Fitness center and pool
- Flexible meeting space configurations

Embassy Suites by Hilton offers a hospitality experience centered on generosity, comfort, and abundant value — where spacious suites meet full-service amenities designed to enhance every stay.



Expressions of Hotel Interest

Tapestry Collection by Hilton

Tapestry Collection by Hilton delivers an upscale hotel experience centered on individuality, local character, and distinctive design. Introduced in 2017 to meet growing demand for flexible, story-driven hotels, the brand offers owners independence and guests memorable, neighborhood-connected stays. For Fargo, Tapestry Collection represents an opportunity to introduce a hotel that feels original, design-forward, and experience-led.

The Spirit of Tapestry Collection

A Collection Built on Identity

Tapestry Collection hotels are designed to stand apart, not blend in.

- Bold, stylish environments
- Design inspired by the locale
- Unique origin stories
- Strong individual hotel identity

Each property is intentionally different, allowing guests to experience something distinctive with every stay.

The Tapestry Guest

Tapestry Collection attracts travelers who value experiences over uniformity.

- Adventure-seeking mindset
- Desire to immerse in the neighborhood
- Appreciation for one-of-a-kind perspectives
- Value comfort with added peace of mind

Social Energy & Public Spaces

Tapestry hotels are designed as gathering places.

- Engaging, design-driven lobby environments
- Comfortable lounges and social spaces
- Layouts that encourage connection
- A natural blend of guests and locals

Tapestry Collection by Hilton allows Fargo to deliver a hotel that feels distinctive, story-driven, and deeply connected to its surroundings, creating an experience guests remember, not just a place they stay.

Food and Beverage Experience

Food and beverage are defining elements of the Tapestry experience.

- Elevated culinary offerings inspired by the locale
- Designed to meet guest needs throughout the stay

Brand expectations include:

- Breakfast, lunch, and dinner offerings
- Bar as a minimum requirement
- Restaurant driven by market demand
- In-room dining based on demand

Typical Brand Attributes

- 80–200 guest rooms (flexible positioning)
- Upscale collection segment
- Highly individualized design expression
- Emphasis on storytelling and identity
- Original food and beverage concepts
- Socially activated public spaces
- Flexible development model



Expressions of Hotel Interest

Tempo by Hilton

Tempo by Hilton delivers an upscale hotel experience designed for the modern achiever — travelers who value balance, efficiency, and purposeful comfort. Each property combines contemporary design, wellness-driven amenities, and flexible social spaces that help guests recharge and stay in rhythm while on the road.

For Fargo, Tempo presents an opportunity to introduce a hotel that feels fresh, elevated, and aligned with the evolving expectations of business, convention, and lifestyle travelers.

The Tempo Experience

Design with Purpose

Tempo hotels are designed around how guests live, work, and unwind.

- Clean, contemporary interiors
- Open-plan lobby with flexible seating
- Signature “Look Up” arrival moment
- Warm, layered modern finishes
- Guestrooms are organized into three functional zones

Elevated Guest Experience

Every element supports comfort, efficiency, and restoration.

- Wellness-focused room layouts
- Integrated lighting and power control
- Get ready bath suite and power-down zones
- Optional Peloton-equipped guestrooms
- Hydration and technology-forward features

Food and Beverage Experience

- Café-style breakfast offerings
- Moonsong Bar + Café or Bluestone Lane Licensed Café
- Evening bar with spirited and free-spirited cocktails
- Curated retail market
- Socially engaging lounge environments

Typical Brand Attributes

- 100–250 guest rooms
- Contemporary upscale positioning
- Three-zone guestroom design
- Café and bar programming
- Wellness and fitness focus
- Flexible lobby and meeting spaces
- Efficient prototype-based development

Tempo by Hilton offers Fargo the opportunity to introduce a fresh, contemporary upscale hotel experience centered on purposeful design, lifestyle amenities, and a stay experience built around balance and momentum.



Expressions of Hotel Interest

Tribute Hotels by Marriott and AC Hotels by Marriott

Marriott stands apart as the world's leading hospitality company, offering unmatched global scale, brand recognition, and operational expertise. Built around powerful loyalty, sustainable growth, and flexible development pathways, Marriott delivers an ecosystem designed to drive demand, enhance asset value, and support owners from concept to long-term operations. With a diverse portfolio spanning premium collection brands to innovative select-service concepts, Marriott occupies a singular position in the hospitality landscape, combining global reach with brand individuality.

A Global Platform Built for Performance, Loyalty, and Long-Term Value

New Construction Opportunities

- Flexible development options: prototypical or fully custom builds
- Tailored solutions based on brand and market positioning
- Expertise from Marriott's award-winning Global Design team
- End-to-end support from concept through opening

Designed for Performance Across the Lifecycle

Marriott supports owners at every stage of development and operation:

- Concept validation and market strategy
- Design and construction guidance
- Revenue management and distribution systems
- Operational optimization tools
- Global sales and marketing support

From realizing your vision to optimizing long-term performance, Marriott provides the infrastructure to maximize returns.

Typical Brand Attributes

- Global brand recognition and trust
- Access to Marriott Bonvoy's 237M+ members
- Flexible brand positioning across segments
- Scalable operating systems
- Sustainable design and operational standards
- Strong lender confidence

Marriott delivers more than a brand affiliation, it provides a global platform powered by loyalty, innovation, and operational excellence, designed to drive long-term asset value and enduring performance.

Premium Brands – Tribute Portfolio

Marriott's premium collection brands deliver strong name recognition paired with individuality and flexibility.

- Economies of scale through global brand affiliation
- Distinctive lifestyle positioning with local character
- Best-in-class operating model for independent hotels
- Lender confidence driven by Marriott-branded affiliation
- Financing flexibility supported by brand strength

Select Brands – AC Hotels by Marriott

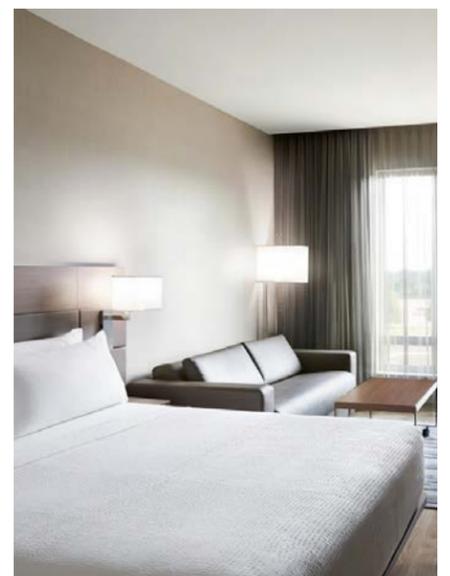
Marriott Select Brands are built around innovation, efficiency, and owner profitability.

- Modular and alternative construction methods
- Market-driven design prototypes
- Streamlined, innovative food and beverage solutions
- Optimized operational platforms to enhance margins
- Revenue generation and cost-control systems built in

Brand Loyalty

- The world's largest travel loyalty program with over 237 million members and growing
- Approximately half the total sold room nights come from members
- Members stay more frequently and spend more per stay
- Lower acquisition costs through direct booking channels
- Immediate access to a global customer base from Day 1

Marriott Bonvoy drives awareness, repeat visitation, and revenue stability while reducing distribution costs.





Section 6.

The Project Cost

Contents

CONVENTION CENTER COST RANGE

HOTEL COST RANGE

ENTERTAINMENT DISTRICT COST RANGE

The Project Cost

By bringing upwards of \$130 million in new development to this new vibrant NoDis area of Fargo, this investment will create jobs, expand the tax base, attract talent, and reinforce the City’s position as a thriving, forward-looking economic hub for long-term growth and prosperity.



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Convention Center

SITE INFRASTRUCTURE IMPROVEMENTS (INCLUDING PARKING)	\$0
SITE ACQUISITION COST	\$0
SITE DEMOLITION COST	\$900K - \$1.5M
BUILDING CONSTRUCTION	\$50M - \$56M
FURNITURE, FIXTURES, AND EQUIPMENT	\$3M - \$3.6M
SOFT COSTS	\$8M - \$9.3M
	\$61.9M - \$70.4M

Hotel

LAND*	-
CONSTRUCTION COSTS	\$34.8M - 37.8M
FF&E AND SOFT COSTS**	\$11.6M - \$12.6M
TOTAL COST RANGE	\$46.4M - \$50.4M

*Land will be leased from NDSU; ground rent shall be an expense, not a construction cost
 ** Includes design, interest expense, fees, etc.
 Proposed Project Hotel Keys 160 Rooms with 5-6 Stories

Entertainment District

LAND*	-
CONSTRUCTION COSTS	\$4M - \$8M
FF&E AND SOFT COSTS**	\$2M - \$5M
TOTAL COST RANGE	\$6M - \$13M

*Land will be leased from NDSU; ground rent shall be an expense, not a construction cost
 ** Includes design, interest expense, fees, etc.
 Proposed Project Entertainment District is a single-story solution



Section 7.

The Financing Plan

Contents

DEVELOPMENT PARTNERS

INVESTOR EQUITY COMMITMENTS

LOAN COMMITMENTS

PROPERTY TAX INCENTIVES NEEDED

RELIANCE ON TAX INCREMENT FINANCING

RELIANCE ON MUNICIPAL DEBT PROCEEDS OR OTHER PUBLIC FUNDS

PROPOSAL FOR GUARANTEES FOR PRIVATE DEVELOPMENT

The Financing Plan

Convention Center

Projected costs for the Convention Center at the Fargodome have been estimated within a defined cost range prepared by Kraus-Anderson. RLE and the Fargo Dome Authority have reviewed these projections and anticipate financing the project through the following sources.

	ESTIMATED COST
SITE ACQUISITION COSTS <i>*Site is currently under a long-term lease with NDSU for \$1/year. There is no acquisition or lease cost for the land.</i>	\$0
SITE INFRASTRUCTURE OR PARKING IMPROVEMENTS <i>*Infrastructure and parking are in place.</i>	\$0
SITE DEMOLITION	\$900K - \$1.5M
BUILDING CONSTRUCTION <i>*A shared wall and existing infrastructure will reduce construction costs.</i>	\$50M - \$56M
FURNITURE, FIXTURES, AND EQUIPMENT	\$3M - \$3.6M
SOFT COSTS	\$8M - \$9.3M
TOTAL ESTIMATED RANGE OF COSTS	\$61.9M - \$70.4M

Based on the range of cost estimates, it was determined that we would use a mid-range cost estimate of approximately \$66 million, which is considered in the following Financing Option Scenarios. The financing options include financing the portion of the project that is directly or indirectly related to improvements to the Fargodome with Fargodome Permanent Funds.

A significant portion of the projected project costs are directly or indirectly associated with improvements to the Fargodome. Our estimated breakdown of those costs is as follows:

	CONVENTION CENTER	FARGODOME	TOTAL PROJECT COSTS
SITE DEMOLITION/PREP	\$1,000,000	\$200,000	\$1,200,000
BUILDING BASEMENT	\$1,560,000	\$2,766,000	\$4,326,000
BUILDING MAIN LEVEL/NORTH KNUCKLE/MEETING	\$39,082,000	\$4,300,000	\$43,382,000
BUILDING MAIN LEVEL EAST VESTIBULE LOBBY	\$-	\$400,000	\$400,000
BUILDING MAIN LEVEL RENOVATED TOILETS	\$-	\$1,300,000	\$1,300,000
BUILDING 2ND LEVEL SKYBRIDGE/MEETING	\$1,000,000	\$2,200,000	\$3,200,000
FURNITURE, FIXTURES, AND EQUIPMENT	\$3,300,000	-	\$3,300,000
SOFT COSTS	\$6,600,000	\$2,100,000	\$8,700,000
TOTAL PROJECT COSTS	\$52,542,000	\$13,266,000	\$65,808,000

The projected bond proceeds available for the actual construction of the Convention Center Project range from \$43.3 million to \$51.5 million. The financing plan that would work best for the Project would either be the 25-year bonds, assuming a lodging tax revenue increase of 2% years 1-10; or the 20-year bonds, assuming a lodging tax revenue increase of 3% in years 1-10. In either scenario, the FDA would use Fargodome Permanent Funds to finance the Fargodome improvements and would rely on some additional external financing source for the remaining \$12 million in required additional funding.

The Financing Plan

Convention Center

Financing Option Scenarios Provided to the City of Fargo by Baker Tilly Municipal Advisors

TERMS IN YEARS	25 YEARS	20 YEARS	25 YEARS	20 YEARS
PROJECTED ANNUAL LODGING TAX GROWTH	2% - 1%	3% - 1%	3% - 1%	2% - 1%
SOURCES OF FUNDS				
Par Amount of Bonds	\$47,305,000	\$46,785,000	\$51,535,000	\$43,290,000
FDA Equity Contribution for Fargodome Renovations	\$13,266,281	\$13,265,853	\$13,266,189	\$13,265,520
Undetermined Source of Funding	\$11,763,000	\$12,179,000	\$12,254,000	\$11,738,000
TOTAL SOURCES OF FUNDS	\$72,334,281	\$72,229,853	\$77,055,189	\$68,293,520
USES OF FUNDS				
Deposit to Project Construction Account	\$66,292,569	\$66,045,365	\$70,116,643	\$62,588,810
Deposit to Debt Service Reserve Account	\$5,029,281	\$5,444,852	\$5,520,189	\$5,003,520
Deposit to the Capitalized Interest Account	\$172,466	\$-	\$523,402	\$-
Costs of Issuance and Underwriter's Discount	\$839,965	\$739,635	\$894,955	\$701,190
TOTAL USES OF FUNDS	\$72,334,281	\$72,229,852	\$77,055,189	\$68,293,520

The final bond financing approach will be determined by the City of Fargo. The RLE/FDA group would be able to work with either of the two scenarios discussed above, as long as the City provides a total amount available for construction costs of approximately \$66 million. The scenario using 25-year bonds and assuming a 3% increase in lodging tax revenue in years 1-10 would also be workable. Whichever bond financing plan the City of Fargo decides is most appropriate, the FDA would intend to provide the equity contribution of approximately \$13 million to finance the improvements to the Fargodome.

The Financing Plan

Hotel and Entertainment District



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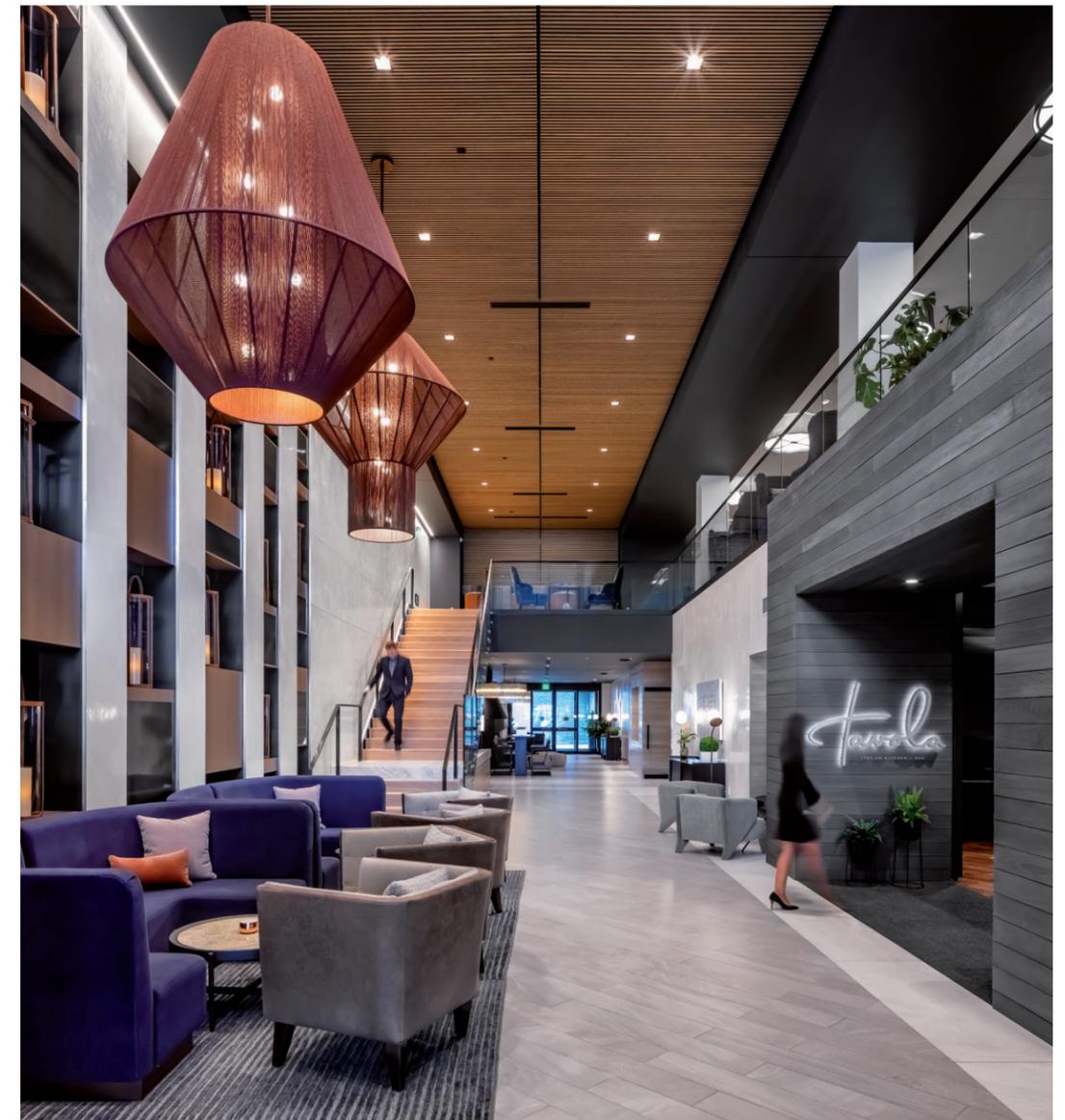
A Proven Partner for Transformative Conference, Hotel, and Entertainment Developments

Kraus-Anderson is a trusted partner for every aspect of conference and convention center construction, as well as the planning, development, construction, and operation of hotel and retail entertainment components. With a legacy spanning more than 129 years and three generations of family ownership, Kraus-Anderson exemplifies strong Midwestern values and a culture of integrity—always doing the right thing and delivering on its promises.

In recent years, Kraus-Anderson has averaged over \$1.5 billion in managed volume, with expertise across hospitality, housing, education, healthcare, and mission-critical projects. Kraus-Anderson maintains a bonding capacity of \$1.2 billion and is consistently ranked as the #2 ENR Top Contractor in North Dakota. Kraus-Anderson's safety record is among the best in the industry, with an Experience Modification Rating (EMR) of 0.65, placing it in the top tier of construction firms nationally and earning repeated recognition from industry associations, including first-place safety awards from the Associated General Contractors of North Dakota

As a developer, Kraus-Anderson has completed more than 100 projects—including residential multifamily, mixed-use, retail, and office buildings—valued at nearly \$1 billion in its real estate owned portfolio. In all but two cases, Kraus-Anderson owns 100% of the asset. The portfolio includes properties across Wisconsin, Michigan, and Minnesota, and the company looks forward to expanding its real estate-owned portfolio into North Dakota.

Financing the real estate-owned portfolio provides Kraus-Anderson with a vast array of debt and equity sources supported by valued relationships with banks, life insurance companies, pension funds, and others. For the hotel and retail/entertainment components of this project, Kraus-Anderson anticipates bank financing through construction and stabilization, typically using a floating interest rate, interest-only bank debt. Upon stabilization, Kraus-Anderson will seek to refinance the projects with fixed-rate institutional debt, such as from insurance companies or pension funds. At that time, stabilized cash flow will reduce equity requirements, and any reduction in interest rates will be absorbed through loan amortization as it begins.



The Financing Plan

Hotel and Entertainment District

Outlined below is a summary of cost, debt, and equity ranges assumed for the hotel and entertainment/retail components of the Convention Center project.

Hotel Summary (in 000's)			Retail/Entertainment Summary (in 000's)		
	CONSTRUCTION LOAN	PERMANENT LOAN		CONSTRUCTION LOAN	PERMANENT LOAN
COST RANGE	\$46.4M - \$50.4M	\$46.4M - \$50.4M	COST RANGE	\$6M - \$13M	\$6M - \$13M
DEBT RANGE	\$30M - \$33M	\$34.5M - \$37.8M	DEBT RANGE	\$3.65M - 9.1M	\$4.5M - \$9.75M
EQUITY RANGE	\$16.4M - \$17.4M	\$11.9M - 12.6M	EQUITY RANGE	\$2.35M - \$3.9M	\$1.5M - \$3.25M

Underwriting of debt includes both a loan-to-cost ratio and a debt service coverage ratio, dependent upon interest rates. The examples above assume a loan-to-cost ratio summary.

In addition to its real estate-owned portfolio, Kraus-Anderson is an equity investor in select client projects as a limited partner, allowing for diversification across sponsorship, geographic location, and property type. For this project, Kraus-Anderson plans to serve as both the general contractor and equity investor for the hotel component and as the general contractor and developer/owner for the retail entertainment component. Kraus-Anderson has the equity available in-house for both the investment and development roles as proposed.

Additionally, Kraus-Anderson will seek either Tax Increment Financing or property tax abatements, as appropriate, to help fund enhanced public improvements such as the Town Green, the Skyway linking the hotel to the Convention Center, and other meaningful improvements.

With robust human and capital resources, Kraus-Anderson is ready to accomplish the desired outcomes. Kraus-Anderson looks forward to being an active participant in all aspects of this project—one that will change the face of Fargo for the benefit of the City of Fargo, its citizens, the Fargodome, the entire NDSU family, and beyond, now and well into the future.



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Section 8.

The Operating Plan

Contents

COMBINED STAFFING, MAINTENANCE, AND OPERATIONS STRATEGY

PRO FORMA APPROACH 'A'

PRO FORMA APPROACH 'B'

The Operating Plan

A combined staffing, maintenance, and operations strategy

Combining two publicly owned venues under a single management structure reduces ambiguity in future financing and ensures that all operational profits enhance the visitor experience.



1. City Operating Support

The proposed operating model ensures long-term financial sustainability while minimizing risk to the City. Operating and capital support will be funded through approved lodging tax revenues, consistent with voter authorization.

Projected City Support:

- **Operating:** \$500,000 annually (Years 1–3), \$350,000 annually thereafter
- **Capital:** \$100,000 annually (Years 1–3), \$250,000 annually thereafter

Operational efficiencies will be realized through shared Fargodome staffing, equipment, systems, and vendor relationships, significantly reducing start-up costs and ongoing operating expenses. All revenues generated by the Convention Center and Fargodome will remain within the City-owned enterprise and be reinvested in facility enhancements, guest experience improvements, and long-term capital preservation.

2. Ownership and Management Structure

The Convention Center will be City-owned and City-operated, consistent with the governance structure of the Fargodome. No third-party lease or overall private management agreement is proposed.

Benefits of Unified Public Ownership:

- Eliminates management conflicts
- Ensures transparent financial oversight
- Aligns operational decisions with community priorities
- Preserves all operating revenue for reinvestment in public assets

Combining two publicly owned venues under a single management structure reduces ambiguity in future financing and ensures that all operational profits enhance the visitor experience.

3. Operating Revenues and Expenses

A detailed five-year pro forma outlining projected operating revenues and expenses will be provided separately. Projections reflect a conservative ramp-up schedule supported by historical Fargodome operating experience and regional market data.

4. Usage Fee Schedule

Proposed usage fees—including food and beverage caps, facility rental rates, room pricing strategy, and related revenue policies—will be detailed in the pro forma. Pricing is competitive with the regional market while protecting long-term financial sustainability.

The Operating Plan

A combined staffing, maintenance, and operations strategy

Free parking will be offered to Convention Center attendees.

5. In-House vs. Third-Party Operations

The Convention Center will operate under a hybrid service model, building on Fargodome's proven approach:

In-House Services:

- Catering and concessions
- Liquor licensing - utilizing the existing Service Agreement between FDA and OVG Hospitality
- Event operations
- Core guest services
- Some audio/visual services

Preferred Vendor Model:

- Audio/Visual services
- Specialty event services
- Specialty décor and equipment rentals
- Specialty catering services

This ensures operational control, revenue stability, and consistent service standards while offering event planners flexibility.

6. Parking

In the event of concurrent Fargodome events with paid parking, Convention Center guests will receive mobile parking passes at no cost, with dedicated parking areas for ease of access, clear wayfinding, and minimal congestion.

7. Pre-Opening Services Plan

The pre-opening strategy leverages existing Fargodome operational leadership:

- Recruitment and onboarding of new staff
- Staff training and service culture development
- Technology implementation and testing
- Coordination with the hotel and Visit Fargo-Moorhead (VFM)
- Vendor onboarding and contract finalization
- Safety and emergency protocol implementation
- Mock events and system stress-testing

The experienced Fargodome team ensures an efficient, controlled ramp-up period, maximizing readiness for the grand opening.

8. Maintenance and Capital Stewardship

A comprehensive preventive maintenance program, modeled on Fargodome's best practices, will include:

- Routine inspections
- Preventive servicing of HVAC, electrical, plumbing, and A/V systems
- Life cycle tracking of major equipment
- Long-term capital planning and reinvestment scheduling

Operating surpluses and designated capital allocations remain within the City-owned enterprise to fund future improvements and preserve asset integrity.

The Operating Plan Retail and Entertainment

A combined staffing, maintenance, and operations strategy

“With a bustling entertainment and food district wrapped around a grand central lawn and steered by a public–private management committee, NoDis will be Fargo’s year-round epicenter for retail, entertainment, and conventions on the NDSU Campus.”



Retail and Entertainment Management Summary

The NoDis retail and entertainment district will be activated through a cohesive “Main Street” and center green concept featuring a balanced mix of local shops, dining, expansive lawn, and venues designed to appeal to students, visitors, and residents. University, private, and municipal partners will collaborate to oversee tenant curation, leasing strategy, and service standards, ensuring both community character and commercial viability. Year-round programming and seasonal events will be planned collaboratively and reviewed quarterly to maintain fresh attractions and sustain steady foot traffic. Finally, retail events and promotions will be seamlessly integrated with the Convention Center’s calendar and Visit Fargo-Moorhead marketing channels, maximizing exposure for tenants and delivering a unified destination experience.

Curated “Central Park at NoDis” Experience

A pedestrian-oriented retail corridor—envisioned as the University Village’s “NoDis”—will blend local boutiques, cafés, and entertainment venues into a cohesive, year-round destination. This curated mix fosters a sense of place that appeals to students, convention attendees, and residents alike.

Dynamic Activation and Programming

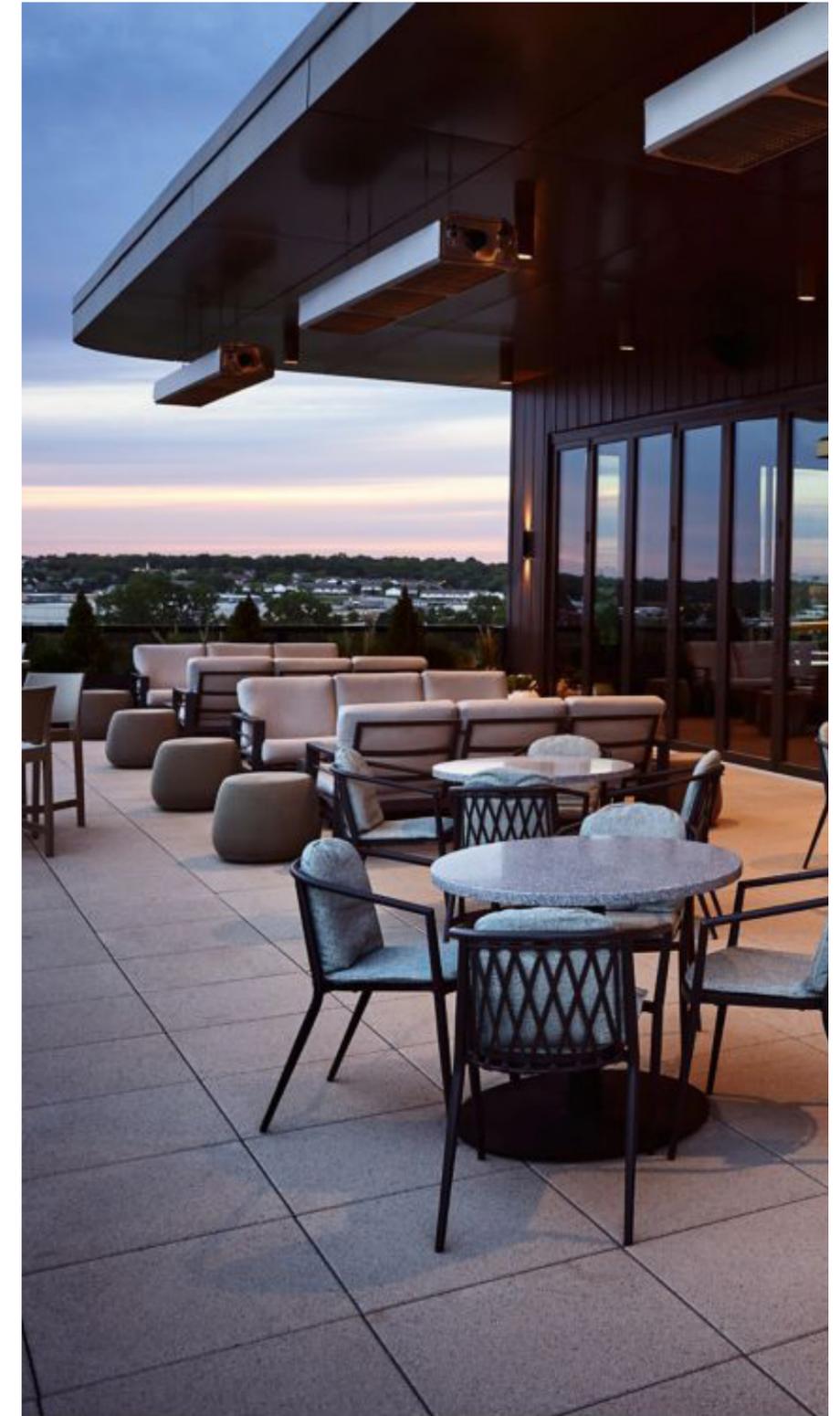
Regular events, such as weekend markets, live performances on the main center stage, and seasonal events on the green space between the retail buildings, will drive consistent foot traffic and extend dwell times. Programming cadence will be set annually, with quarterly reviews to adapt offerings based on visitor feedback and calendar synergies with the Convention Center for exhibitions and main events, supporting pop-up events that form organically throughout each year.

Public–Private Partnership Oversight

University, private, and municipal partners will collaborate to oversee leasing strategies, tenant mix, and operations standards. This structure ensures alignment of community goals (walkability, local business support) with commercial performance targets.

Integrated Destination Marketing

Retail and entertainment offerings will be actively cross-promoted through Visit Fargo-Moorhead’s convention marketing channels and university platforms. A shared digital calendar and joint programming ensure that retail events dovetail with major conventions, maximizing exposure for tenants and enhancing the overall visitor experience.



The Operating Plan

Pro Forma Approach 'A' High Range

Convention Center combined with Fargodome

Our team believes that a consolidated Pro Forma for the Fargodome and Convention Center best reflects the shared vision and economic potential of this project, clearly illustrating the City of Fargo's opportunity for sustainable profitability.

Disclaimer: The financial pro forma to the right is based on the historical financial performance of Fargodome and financial and event projections generated by HVS in their report dated April 2025 and located within the RFP documents issued by the Selection Committee for their Second Phase.

	STATUS QUO					EXPANSION		STABILIZED
	BUDGETED	PROJECTED						
	2026	2027	2028	2029	2030	2031	2032	2033
EVENT REVENUE								
Gross Ticket Revenue	\$7,498,000	\$7,671,000	\$7,901,000	\$8,138,000	\$8,382,000	\$8,634,000	\$8,893,000	\$9,159,000
Function Space Rental	\$505,000	\$520,000	\$536,000	\$1,353,000	\$1,501,000	\$1,631,000	\$1,679,000	\$1,730,000
Concessions (Gross)	\$3,787,000	\$3,901,000	\$4,018,000	\$6,664,000	\$7,263,000	\$7,718,000	\$7,949,000	\$8,188,000
Catering (Gross)	\$443,000	\$456,000	\$470,000	\$484,000	\$499,000	\$514,000	\$529,000	\$545,000
Event Services (Gross)	\$621,000	\$640,000	\$659,000	\$918,000	\$977,000	\$1,033,000	\$1,065,000	\$1,096,000
Novelty (Gross)	\$756,000	\$779,000	\$802,000	\$826,000	\$851,000	\$876,000	\$903,000	\$930,000
Parking (Gross)	\$599,000	\$616,000	\$635,000	\$654,000	\$674,000	\$694,000	\$715,000	\$736,000
Reimbursed Expenses	\$1,410,000	\$1,452,000	\$1,496,000	\$1,541,000	\$1,587,000	\$1,634,000	\$1,683,000	\$1,734,000
TOTAL EVENT REVENUE	\$15,619,000	\$16,035,000	\$16,517,000	\$20,578,000	\$21,734,000	\$22,734,000	\$23,416,000	\$24,118,000
EVENT EXPENSE								
Promoter Revenue Share	\$6,369,000	\$6,516,000	\$6,712,000	\$6,913,000	\$7,120,000	\$7,334,000	\$7,554,000	\$7,780,000
Concessions Costs	\$1,876,000	\$1,876,000	\$1,876,000	\$2,886,000	\$3,076,000	\$3,207,000	\$3,247,000	\$3,288,000
Catering Costs	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000
Event Services Costs	\$1,993,000	\$2,033,000	\$2,073,000	\$2,436,000	\$2,521,000	\$2,599,000	\$2,651,000	\$2,704,000
Novelty Costs	\$611,000	\$629,000	\$648,000	\$768,000	\$803,000	\$836,000	\$861,000	\$887,000
Parking Costs	\$127,000	\$130,000	\$134,000	\$159,000	\$166,000	\$174,000	\$178,000	\$184,000
Box Office Expenses	\$50,000	\$51,000	\$53,000	\$63,000	\$65,000	\$69,000	\$71,000	\$72,000
Promoter Costs	\$113,000	\$116,000	\$119,000	\$142,000	\$148,000	\$154,000	\$158,000	\$163,000
Event Advertising	\$199,000	\$204,000	\$211,000	\$250,000	\$261,000	\$272,000	\$280,000	\$288,000
TOTAL EVENT EXPENSE	\$11,664,000	\$11,881,000	\$12,152,000	\$13,943,000	\$14,486,000	\$14,971,000	\$15,326,000	\$15,692,000
NET OPERATING INCOME (LOSS)	\$3,955,000	\$4,154,000	\$4,365,000	\$6,635,000	\$7,248,000	\$7,763,000	\$8,090,000	\$8,426,000
OTHER INCOME								
Net Ad & Sponsorship	\$1,326,000	\$1,366,000	\$1,407,000	\$1,571,000	\$1,615,000	\$1,659,000	\$1,705,000	\$1,753,000
NDSU Contracted Rent	\$254,000	\$261,000	\$269,000	\$290,000	\$299,000	\$307,000	\$316,000	\$325,000
Interest & Dividend Revenue	\$140,000	\$144,000	\$149,000	\$153,000	\$158,000	\$162,000	\$167,000	\$172,000
Miscellaneous Income	\$75,000	\$78,000	\$80,000	\$100,000	\$105,000	\$111,000	\$113,000	\$117,000
Naming Rights	\$-	\$-	\$-	\$90,000	\$93,000	\$95,000	\$98,000	\$101,000
Advertising and Sponsorships	\$-	\$-	\$-	\$45,000	\$46,000	\$48,000	\$49,000	\$51,000
TOTAL OTHER INCOME	\$1,795,000	\$1,849,000	\$1,905,000	\$2,249,000	\$2,316,000	\$2,382,000	\$2,448,000	\$2,519,000
INDIRECT EXPENSE								
Salaries and Benefits	\$2,997,000	\$3,086,000	\$3,179,000	\$4,155,000	\$4,372,000	\$4,552,000	\$4,688,000	\$4,828,000
General & Administrative	\$646,000	\$681,000	\$716,000	\$901,000	\$966,000	\$1,025,000	\$1,073,000	\$1,123,000
Operating Expenses	\$1,738,000	\$1,850,000	\$1,963,000	\$2,482,000	\$2,681,000	\$2,868,000	\$3,027,000	\$3,195,000
Management Fees	\$196,000	\$205,000	\$213,000	\$267,000	\$283,000	\$299,000	\$310,000	\$322,000
Other Expense	\$174,000	\$180,000	\$686,000	\$231,000	\$244,000	\$256,000	\$263,000	\$271,000
TOTAL INDIRECT EXPENSE	\$5,751,000	\$6,002,000	\$6,757,000	\$8,036,000	\$8,546,000	\$9,000,000	\$9,361,000	\$9,739,000
TOTAL NET INCOME (LOSS)	\$(1,000)	\$1,000	\$(487,000)	\$848,000	\$1,018,000	\$1,145,000	\$1,177,000	\$1,206,000
ANNUAL SUBSIDY	\$-	\$-	\$500,000	\$500,000	\$500,000	\$350,000	\$350,000	\$350,000
TOTAL NET INCOME (LOSS)	\$(1,000)	\$1,000	\$13,000	\$1,348,000	\$1,518,000	\$1,495,000	\$1,527,000	\$1,556,000
ANNUAL CAPITAL SET-ASIDE	\$-	\$-	\$100,000	\$100,000	\$100,000	\$250,000	\$250,000	\$250,000

The Operating Plan

Pro Forma Approach 'B' Low Range

Convention Center combined with Fargodome

This Pro Forma for the Fargodome and Convention Center combined, reflects reduced profitability; however, it provides a clear and realistic assessment of the combined Fargodome and Convention Center based off of historical Fargodome data, along with comparable revenue and expense rates currently being charged by venues in the region.

Disclaimer: The financial pro forma to the right is based on the historical financial performance of Fargodome, current market data, and event projections provided by HVS in their report dated April 2025 and located within the RFP documents issued by the Selection Committee for their Second Phase.

	STATUS QUO					EXPANSION		STABILIZED
	BUDGETED	PROJECTED						
	2026	2027	2028	2029	2030	2031	2032	2033
EVENT REVENUE								
Gross Ticket Revenue	\$7,498,000	\$7,671,000	\$7,901,000	\$8,138,000	\$8,382,000	\$8,634,000	\$8,893,000	\$9,159,000
Function Space Rental	\$505,000	\$520,000	\$536,000	\$1,037,000	\$1,127,000	\$1,217,000	\$1,253,000	\$1,291,000
Concessions (Gross)	\$3,787,000	\$3,901,000	\$4,018,000	\$6,007,000	\$6,435,000	\$6,792,000	\$6,996,000	\$7,206,000
Catering (Gross)	\$443,000	\$456,000	\$470,000	\$484,000	\$499,000	\$514,000	\$529,000	\$545,000
Event Services (Gross)	\$621,000	\$640,000	\$659,000	\$841,000	\$885,000	\$930,000	\$959,000	\$987,000
Novelty (Gross)	\$756,000	\$779,000	\$802,000	\$826,000	\$851,000	\$876,000	\$903,000	\$930,000
Parking (Gross)	\$599,000	\$616,000	\$635,000	\$654,000	\$674,000	\$694,000	\$715,000	\$736,000
Reimbursed Expenses	\$1,410,000	\$1,452,000	\$1,496,000	\$1,541,000	\$1,587,000	\$1,634,000	\$1,683,000	\$1,734,000
TOTAL EVENT REVENUE	\$15,619,000	\$16,035,000	\$16,517,000	\$19,528,000	\$20,440,000	\$21,291,000	\$21,931,000	\$22,588,000
EVENT EXPENSE								
Promoter Revenue Share	\$6,369,000	\$6,516,000	\$6,712,000	\$6,913,000	\$7,120,000	\$7,334,000	\$7,554,000	\$7,780,000
Concessions Costs	\$1,876,000	\$1,876,000	\$1,876,000	\$2,623,000	\$2,745,000	\$2,837,000	\$2,866,000	\$2,895,000
Catering Costs	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000
Event Services Costs	\$1,993,000	\$2,033,000	\$2,073,000	\$2,436,000	\$2,521,000	\$2,599,000	\$2,651,000	\$2,704,000
Novelty Costs	\$611,000	\$629,000	\$648,000	\$768,000	\$803,000	\$836,000	\$861,000	\$887,000
Parking Costs	\$127,000	\$130,000	\$134,000	\$159,000	\$166,000	\$174,000	\$178,000	\$184,000
Box Office Expenses	\$50,000	\$51,000	\$53,000	\$63,000	\$65,000	\$69,000	\$71,000	\$72,000
Promoter Costs	\$113,000	\$116,000	\$119,000	\$142,000	\$148,000	\$154,000	\$158,000	\$163,000
Event Advertising	\$199,000	\$204,000	\$211,000	\$250,000	\$261,000	\$272,000	\$280,000	\$288,000
TOTAL EVENT EXPENSE	\$11,664,000	\$11,881,000	\$12,152,000	\$13,680,000	\$14,155,000	\$14,601,000	\$14,945,000	\$15,299,000
NET OPERATING INCOME (LOSS)	\$3,955,000	\$4,154,000	\$4,365,000	\$5,848,000	\$6,285,000	\$6,690,000	\$6,986,000	\$7,289,000
OTHER INCOME								
Net Ad & Sponsorship	\$1,326,000	\$1,366,000	\$1,407,000	\$1,571,000	\$1,615,000	\$1,659,000	\$1,705,000	\$1,753,000
NDSU Contracted Rent	\$254,000	\$261,000	\$269,000	\$290,000	\$299,000	\$307,000	\$316,000	\$325,000
Interest & Dividend Revenue	\$140,000	\$144,000	\$149,000	\$153,000	\$158,000	\$162,000	\$167,000	\$172,000
Miscellaneous Income	\$75,000	\$78,000	\$80,000	\$95,000	\$99,000	\$104,000	\$106,000	\$110,000
Naming Rights	\$-	\$-	\$-	\$90,000	\$93,000	\$95,000	\$98,000	\$101,000
Advertising and Sponsorships	\$-	\$-	\$-	\$45,000	\$46,000	\$48,000	\$49,000	\$51,000
TOTAL OTHER INCOME	\$1,795,000	\$1,849,000	\$1,905,000	\$2,244,000	\$2,310,000	\$2,375,000	\$2,441,000	\$2,512,000
INDIRECT EXPENSE								
Salaries and Benefits	\$2,997,000	\$3,086,000	\$3,179,000	\$4,155,000	\$4,394,000	\$4,609,000	\$4,747,000	\$4,889,000
General & Administrative	\$646,000	\$681,000	\$716,000	\$857,000	\$912,000	\$965,000	\$1,011,000	\$1,059,000
Operating Expenses	\$1,738,000	\$1,850,000	\$1,963,000	\$2,364,000	\$2,536,000	\$2,707,000	\$2,860,000	\$3,024,000
Management Fees	\$196,000	\$205,000	\$213,000	\$254,000	\$267,000	\$281,000	\$291,000	\$303,000
Other Expense	\$174,000	\$180,000	\$686,000	\$219,000	\$230,000	\$239,000	\$247,000	\$254,000
TOTAL INDIRECT EXPENSE	\$5,751,000	\$6,002,000	\$6,757,000	\$7,849,000	\$8,339,000	\$8,801,000	\$9,156,000	\$9,529,000
TOTAL NET INCOME (LOSS)	\$(1,000)	\$1,000	\$(487,000)	\$243,000	\$256,000	\$264,000	\$271,000	\$272,000
ANNUAL SUBSIDY	\$-	\$-	\$500,000	\$500,000	\$500,000	\$350,000	\$350,000	\$350,000
TOTAL NET INCOME (LOSS)	\$(1,000)	\$1,000	\$13,000	\$743,000	\$756,000	\$614,000	\$621,000	\$622,000
ANNUAL CAPITAL SET-ASIDE	\$-	\$-	\$100,000	\$100,000	\$100,000	\$250,000	\$250,000	\$250,000



Section 9. The Sales Plan

Contents

PROPOSED INTEGRATION WITH THE VISIT FARGO-MOORHEAD SALES TEAM

STAFFING

SALES AND MARKETING PARTNERSHIP PLAN

EVENT BOOKING POLICIES AND HOTEL ROOM BLOCK COMMITMENTS

DIVISION OF RESPONSIBILITIES

PRE-OPENING STRATEGY AND TIMELINE FOR THE CONVENTION CENTER AND HOTEL

The Sales Plan

- **VFM:** Long-term booking strategy (2+ years)
- **Fargodome/Convention Center Sales:** Short-term bookings and execution
- **Joint Effort:** Hotel coordination, marketing campaigns, and convention packaging

1. Integration with Visit Fargo-Moorhead (VFM)

The Fargodome and Convention Center sales team will collaborate closely with VFM:

- Shared access to booking calendar (Momentum Elite)
- Coordinated sales calls and prospecting
- Joint attendance at trade shows and conferences
- Unified messaging and marketing campaigns
- Collaboration with hotel sales leadership

Division of Responsibilities:

- **VFM:** Long-term convention recruitment (2+ years out)
- **Fargodome/Convention Center Staff:** Short-term bookings and event execution
- **Joint Effort:** Marketing campaigns, hotel room blocks, and convention packaging

2. Sales and Marketing Strategy

- Leverage existing regional and national relationships
- Hire Convention Center-focused sales personnel
- Attend trade shows and conferences
- Coordinate campaigns with VFM
- Direct outreach to associations, corporations, and trade shows
- Integrated marketing with the hotel and entertainment district

This structure ensures both long-term convention recruitment and short-term calendar optimization.

3. Event Booking and Hotel Room Blocks

VFM and Convention Center sales staff will coordinate closely with hotel leadership to:

- Secure room block commitments
- Align booking windows
- Develop package offerings
- Maximize room-night generation

Momentum Elite will allow shared visibility and scheduling coordination.

4. Division of Responsibilities

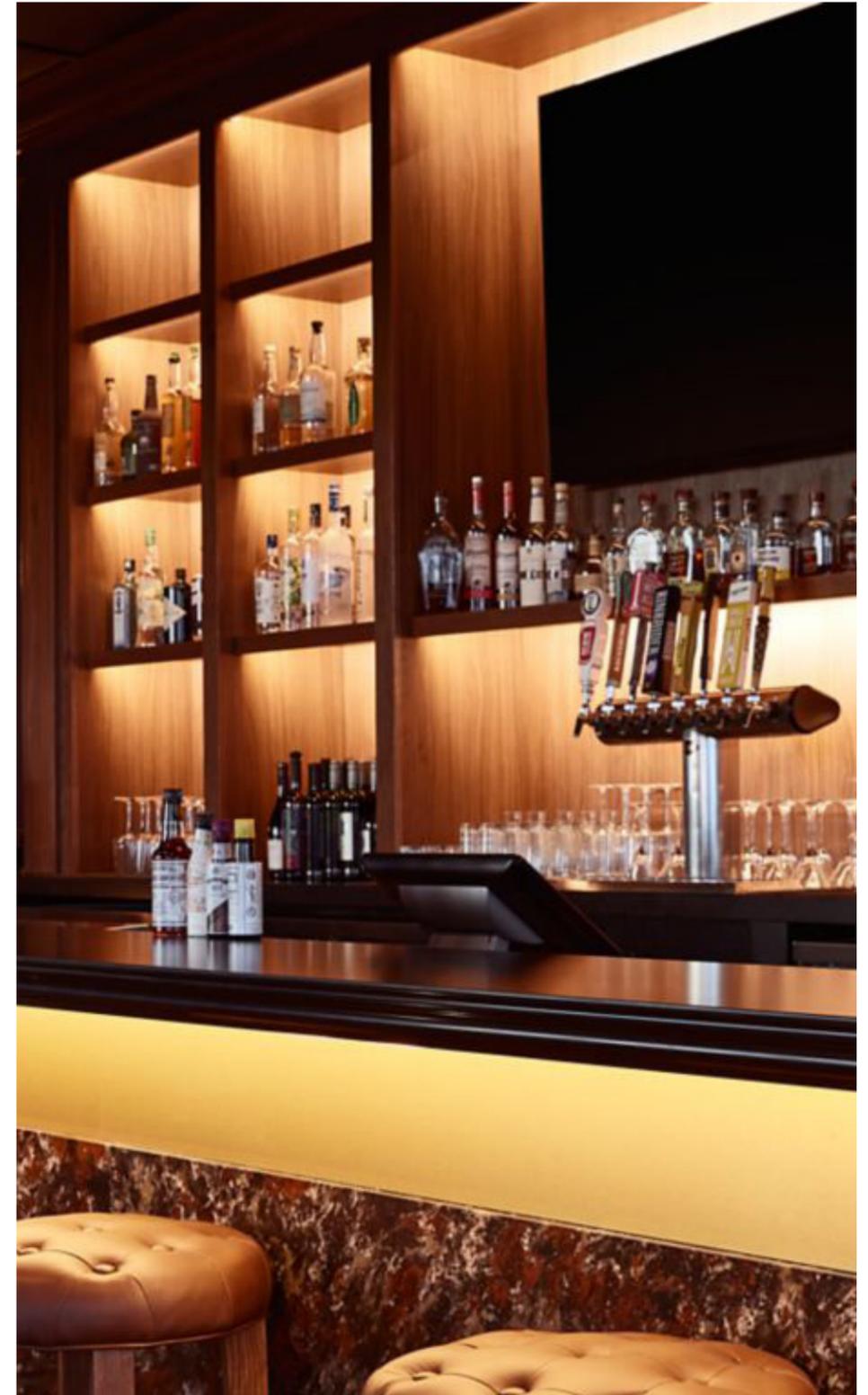
- **VFM:** Long-term booking strategy (2+ years)
- **Fargodome/Convention Center Sales:** Short-term bookings and execution
- **Joint Effort:** Hotel coordination, marketing campaigns, and convention packaging

5. Pre-Opening Strategy

The Convention Center and hotel are expected to be constructed concurrently, with the hotel opening slightly ahead of the Convention Center.

Pre-opening coordination will include:

- Early booking of anchor events
- Coordinated marketing launch
- Joint grand opening strategy
- Familiarization tours for meeting planners
- Soft opening events for operational testing



The Sales Plan Operations Staff

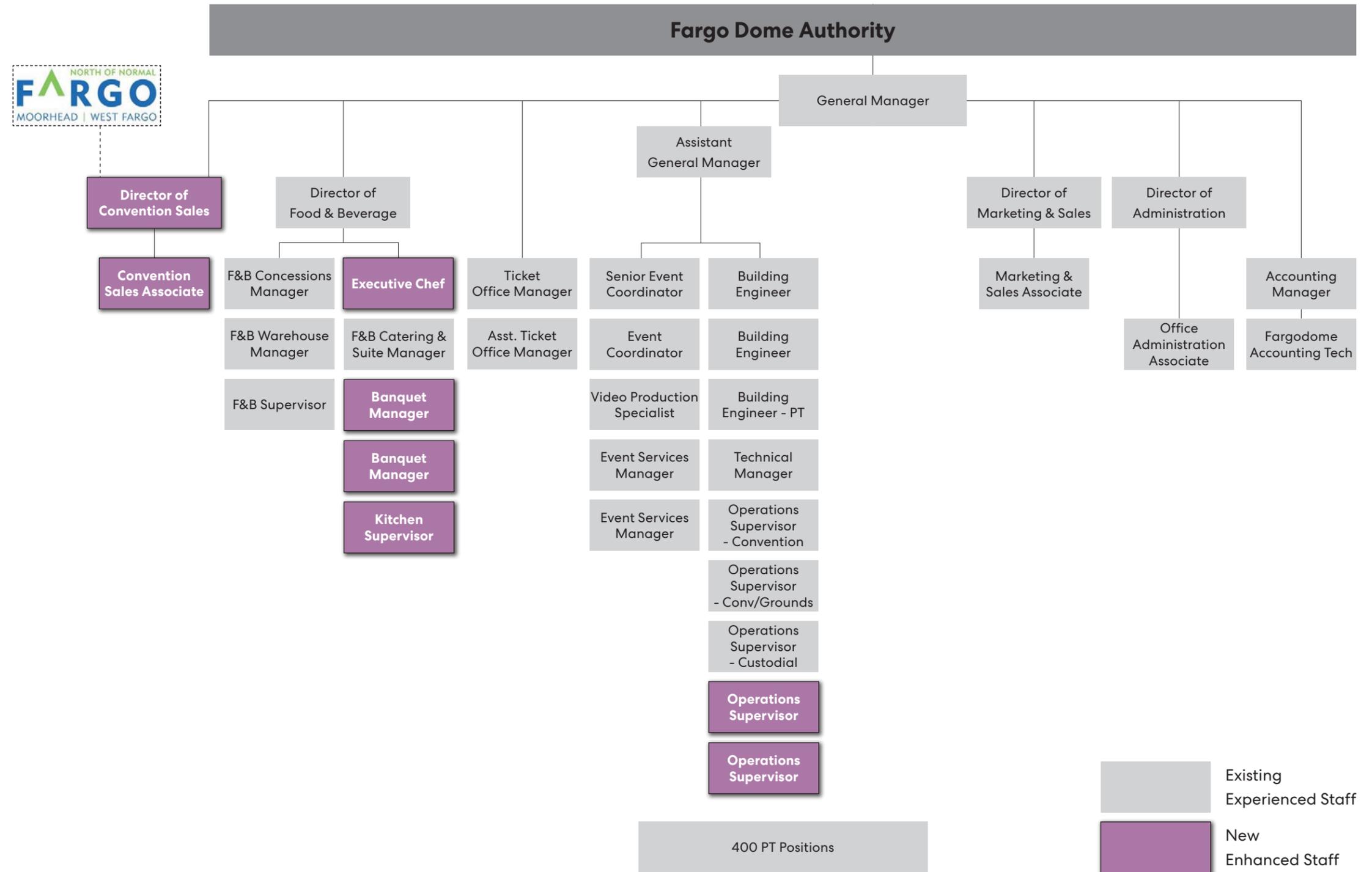
Fargodome and Convention Center Organizational Chart

To power the Convention Center, 8-10 strategic new roles will be added, investing in people, performance, and the future of the facility.

The Convention Center will be powered by a strong foundation of experienced Fargodome professionals, combined with targeted new roles designed to support growth, specialization, and exceptional delivery. Today, the Fargodome team includes 26 full-time staff members and more than 400 part-time event professionals, bringing deep operational knowledge and a proven track record of hosting successful events of all sizes.

To support the expanded mission of the Convention Center, this foundation will be enhanced with 8-10 strategic new positions, including an elevated senior-level leader, a dedicated Convention Sales Manager, specialized Food and Beverage staff, and Operations and Event Coordination professionals.

This thoughtful expansion equips the team to drive proactive sales, deliver seamless event execution, and provide an elevated guest experience, leveraging existing expertise, shared resources, and a culture of collaboration.



Section 10. The Project Schedule

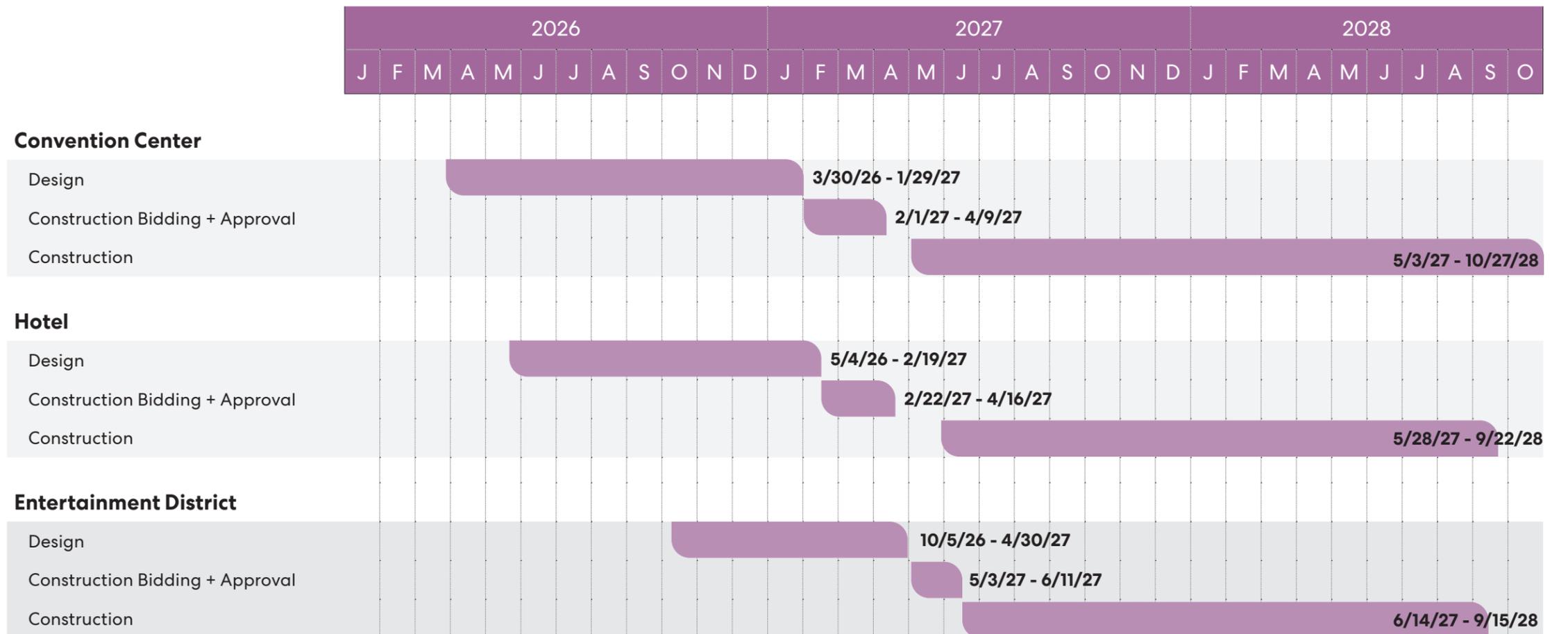
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DESIGN, CONSTRUCTION, COMMISSIONING, AND OPENING DATES

The Project Schedule

In Fall 2028, Fargo will mark a transformative moment with the grand opening of its Convention Center, Hotel, and Entertainment District (NoDIS) adjacent to the Fargodome, creating a dynamic new hub that elevates events, entertainment, and community experiences.

	Design	Construction	Commissioning	Opening Date
Convention Center	03/30/2026 - 04/09/2027	05/03/2027 - 10/27/2028	10/02/2028 - 10/27/2028	10/27/2028
Hotel	05/04/2026 - 04/16/2027	05/28/2027 - 09/22/2028	09/11/2028 - 09/22/2028	09/22/2028
Entertainment District	10/05/2026 - 09/15/2028	06/11/2027 - 09/15/2028	09/01/2028 - 09/15/2028	09/15/2028



Section 11.

Why this site, Why this team?

Contents

WHY THIS SITE?

WHY THIS TEAM?

ALIGNMENT WITH FARGO'S GROWTH PLAN

Why this site?

FARGODOME IS THE PLACE TO MEET

“This site’s unparalleled fusion of NDSU innovation, shared Fargodome infrastructure, and seamless downtown-to-airport connectivity makes it Fargo’s only choice for a first-class convention center.”

Why this site:

- Fargodome support and service
- NDSU campus land
- Linked to an innovation NDeavor Tech Park
- Convenient airport access
- Quick bus access to downtown
- Campus steam infrastructure
- Existing utilities that can serve the expansion of the area
- Room to grow and develop into the future with open space
- Access to fiber-optic data network
- Shared storage of the existing Fargodome
- Land owned with no procurement needed
- Shared operations teams
- Shared FFE
- Consolidate management and tax dollars



Nestled just north of downtown Fargo on the vibrant North Dakota State University campus, this development site offers unparalleled visibility and accessibility. Bordered by the Fargodome and the state-of-the-art SHAC complex, the location ensures an immediate built-in audience of students, faculty, and regional visitors. Major arterial roads and transit links place the site within minutes of Interstate 94 and 29, Hector International Airport, and a growing network of hotels, restaurants, and entertainment venues—making it effortless for attendees to arrive, explore, and stay.

Fargo’s strategic position as the largest metro center between Minneapolis and Seattle means conventions, sporting tournaments, and cultural gatherings draw from a catchment area of over one million residents. With a rapidly expanding economy—fueled by healthcare, education, agriculture, and technology—this region boasts one of the highest per-capita incomes in the Upper Midwest. The site’s proximity to thriving downtown districts and burgeoning innovation corridors amplifies its appeal, offering guests immediate access to craft breweries, art galleries, and a bustling dining scene.

Seamless integration with campus landmarks magnifies the site’s event potential. The adjacent Fargodome hosts up to 21,500 attendees for concerts and sporting events, while the SHAC’s fitness and recreation facilities attract daily foot traffic in the thousands. Whether you are planning a marquee keynote in a 7,000-seat hall, a trade show spanning 115,000 square feet, or an intimate networking reception, these connected venues create a dynamic event ecosystem, each component driving traffic and energizing the next.

Beyond sheer scale, the site also taps into NDSU’s innovation engine. The NDeavor Barry D. Batcheller Tech Park is minutes away, fostering collaborations with cutting-edge startups in robotics, autonomous systems, and advanced materials. Students, faculty, and industry partners converge here, providing an opportunity to infuse conventions with thought-leadership sessions, live demonstrations, and hands-on workshops. This synergy creates more than an event space; it is an incubator for ideas, a gateway to talent, and a catalyst for economic diversification.

This site is more than land: it is a strategic partnership opportunity. With comprehensive proven market analytics and a dedicated team to create and procure hospitality management solutions, developers and operators can be confident in the long-term viability and community impact. Seize the chance to shape Fargo’s next landmark destination, where education, entertainment, and enterprise converge to create unforgettable experiences.

Why this team?

A team with experience to deliver

“The unseen strength of the Fargodome site lies in its already established and fully funded amenities—advantages that no other location can match.”

Well-positioned financially to access capital.

Why this team

- Experienced in venue operations and management
- Community engagement and outreach
- Collaborative public-private partnerships
- RLE Architects' design excellence
- Perkins&Will's global event venue expertise
- Kraus-Anderson's vast convention center experience
- Marquette Advisors' expertise in securing investors
- Financial strength



Driven by the Fargo Dome Authority's proven track record in operating North Dakota's premier multi-use venue, this ownership team brings deep event-management expertise and a commitment to regional economic vitality. As the steward of the Fargodome, the Authority ensures seamless governance and operational continuity while collaborating closely with NDSU as a strategic campus partner. Together with the NDSU Foundation and NDeavor Tech Park, they unite public, academic, and philanthropic resources, community alignment, and innovation-driven programming.

Perkins&Will and RLE Architects form a dynamic design partnership that balances global vision with local resonance. Perkins&Will contributes award-winning civic planning, sustainability leadership, and cutting-edge amenity concepts, while RLE Architects grounds those ideas in Fargo's climate, culture, and material palette. This synergy delivers a facility that captivates out-of-town visitors and campus users alike, marrying iconic architecture with regional authenticity.

Capital strategy is driven by Marquette Advisors. Marquette's three decades of hospitality and mixed-use consulting expertise will shape an RFQ that attracts top hotel and amenity investors, underpinned by robust market studies and feasibility modeling.

Kraus-Anderson, serving as the pricing and constructability team, equips the team with industry-leading pre-construction services and hands-on delivery oversight. From strategic cost estimating and schedule optimization to procurement planning and constructability review, they de-risk every phase—ensuring the project meets budget, timeline, and quality targets while benefiting from local construction insights.

Post-opening, we have multiple interested Hoteliers with excellent experience as hotel operators, bringing award-winning revenue management, guest-experience systems, and facilities expertise. Their integrated approach to talent recruitment, operations, and maintenance will guarantee that every convention, concert, or campus celebration reflects the Fargo Dome Authority's hallmark of excellence and cements Fargo's reputation as a premier Upper Midwest destination.

While not immediately apparent, one of the most significant contributors to this project's success is the Fargodome's financial strength. With its secured land contract, robust existing infrastructure, expansive parking capacity—larger than any other site in the metro—and dedicated improvement funds, the Fargodome stands out as the most economically advantageous location.

The Fargo Dome Authority is confident in its ability to finance the Fargo Convention Center, and Marquette Advisors brings a proven track record of successfully aligning ideal hotel flags with committed investors. This team is energized, highly capable, and fully confident in bringing the new, vibrant Fargo Convention Center to life at the Fargodome site in the dynamic North District, where innovation and opportunity converge.

As a public entity, tax incentives are not necessary.

The Fargodome site reinforces Fargo’s strategic intent to guide future development through “Practical Growth,” as outlined in the Fargo Growth Plan 2024.

What is the Fargo Growth Plan 2024?

Adopted by the Fargo City Commission in August of 2024, the Growth Plan is a roadmap for how and where Fargo will go.



A **decision-making framework** for future development and redevelopment based on what the community values and its vision for growth



Guidance on “**what goes where**” to shape future development and redevelopment in ways that support community goals



A **growth management plan** that outlines specific implementation steps for the City of Fargo and other agencies to pursue to advance the community’s vision for growth

How does the Growth Plan align with the Fargodome Site?

Item #1	
Growth Plan:	Fargodome Site:
It is clear that infill development needs to be prioritized as part of our growth strategy, recognizing that future population and economic growth must increasingly be absorbed within our currently developed areas of the city.	The Fargodome site, with its existing infrastructure and large surface parking lots, represents exactly the type of infill redevelopment opportunity the plan envisions when calling for growth to occur within already developed areas.
Item #2	
Growth Plan:	Fargodome Site:
Emphasizes that regional centers should be focal points for our future growth, encouraging development in areas that already function as major economic and institutional anchors	The plan identifies NDSU as one of the city’s top 5 regional growth centers in Fargo. With NDSU being adjacent to this site, it represents a logical extension of the Growth Plan’s strategy to focus development around major activity centers.
Item #3	
Growth Plan:	Fargodome Site:
Under the framework of this plan, being fiscally responsible with future development means to reinvest within our established neighborhoods where public infrastructure and community assets are already in place.	Situated within an existing neighborhood and adjacent to NDSU, represents a financially prudent opportunity to strengthen long-term fiscal responsibility.



Regional Center

(not including downtown)



70-80%

Mixed Commercial, Office, Residential



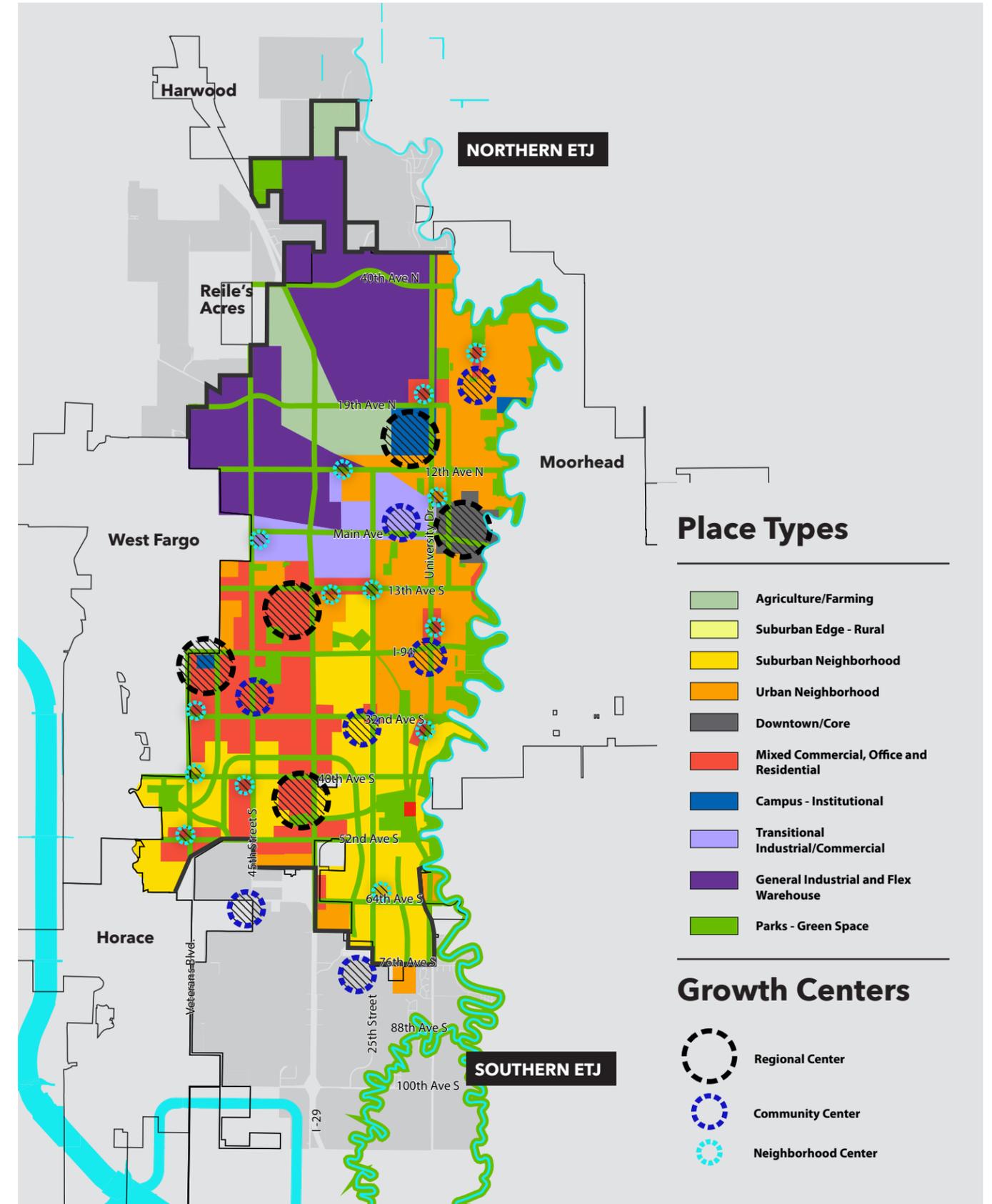
10-15%

Parks - Green Space



10-15%

Campus - Institutional



For the convenience of the Fargo Convention Center Committee’s review, the following table lists the pages where the proposal criteria can be found.

	Criteria	Location
Site Location	Proximity to existing restaurants, shopping, and attractions	Pages 23-26
	Proximity to proposed restaurants, shopping, and attractions	Pages 41-49
Convention Center Facility Plan	Size of facility - relative to goals in phase one review	Pages 31-33
	Site plan	Page 30
	Floor plan	Pages 31-33
	Parking availability and costs	Page 21
	Financial and operational plan	Pages 53-54, 58-62
	Fargo experience throughout architectural design and artwork	Pages 39, 43
	Pedestrian connections to Convention Center	Pages 22, 42
Hotel Plan	Additional meeting rooms	Pages 31-34, 42
	Quality and flag	Pages 41-49
	Amenities	Pages 41-49
	Number and size of rooms	Pages 41-49
	Experience with hotel development and operations	Pages 11-12, 16-19, 44-49
	Previous experience of developer	Pages 11-12, 16-19
Financing Plan	Developer equity	Pages 54-57
	Project cost	Page 51-54
	Financing commitments	Pages 51-56
	Development timeline	Page 69
Operating Plan	Revenue and operational costs	Pages 61-62
	Vendor policy	Page 59
	Management and sales structure	Pages 65-67
	Booking window	Page 66
	Design	Page 69
Schedule	Groundbreaking and construction	Page 69
	Opening date	Page 69
	Technology	Page 38
Visitor Experience	Wayfinding	Pages 22, 31-33
	Aesthetic	Pages Cover, 37-39, 43-49, 72
	Neighborhood	Pages 23-26
	Bussing emarkation and disembarkation	Page 24
	"Day-in-the-life" of a visitor	Pages 2-4, 41, 71-72

