

REQUEST FOR PROPOSAL

Fargo Convention Center





Table of Contents

I.	EXECUTIVE SUMMARY	6
II.	DEVELOPMENT TEAM	10
	II.1 Development Team	11
	II.2 Financing Strategy Overview	41
III.	SITE SELECTION	45
	III.1 Site Capacity, Project Fit, and Expansion Potential	46
	III.2 Site Readiness & Development Feasibility	48
	III.3 Contextual Fit & Adjacent Development	49
IV.	CONCEPTUAL PLAN	52
	IV.1 Project Concept & Scope	54
	IV.2 Functional Design & Sense of Place	62
V.	PARKING & ACCESS	65
	V.1 Access to the Site	66
	V.2 Parking	67
VI.	EXISTING ADJACENT OR NEARBY AMENITIES AND SERVICES	69
	VI.1 Hotels & Restaurants	70
	VI.2 Bars, Retail & Attractions	71
VII.	POTENTIAL ADJACENT DEVELOPMENT	75
	VII.1 Hotels & Restaurants	76
	VII.2 Retail	77
VIII.	PROPOSED OPERATING PLANS	79
	VIII.1 Overview of Public & Private Party Responsibilities	80
	VIII.2 Operating Plans	81
IX.	APPENDIX	89



RFP CRITERIA | RESPONSE GUIDE

CRITERIA		LOCATION IN RFP RESPONSE
Site Selection (40%)	Site capacity for building program	III.1.a and III.1.b
	Attached hotel(s)	III.1.a and IV.1.e
	Potential for building expansion	III.1.c
	Proximate to existing/planned dining, retail, and hotels	III.2.a , III.3.a , VI , and VII
	Site control/assembly costs	III.2.a
	Partnership/management model beyond construction phase	VIII
	Need for incentives from City (tax exemptions or infrastructure)	II.2 and III.2.c
	Auto access/traffic congestion	V.1.a
	Pedestrian access	V.1.b
	Infrastructure in place or scheduled	III.2.b
	Compatible with City plans and zoning	III.2.a and III.3.a
Conceptual Plan (30%)	Overall concept	IV.1 and Appendix
	Ballroom/Exhibition Hall	IV.1.a , and IV.1.d
	Additional meeting rooms	IV.1.a , and IV.1.d
	Hotel/restaurant	IV.1.e and VIII.2.c
	Back of House; loading docks, storage, back of house etc.	IV.1.b
	Planned and existing parking	V.2
	Kitchen	IV.1.b , IV.2.a , and VIII.2.b
	Front of House; green room(s), business office, coat check, pre-function etc.	IV.1.c and IV.2.a
	Internal traffic flow in proximity to meeting spaces	IV.1.c and IV.2.a
	Unique North Dakota design elements	IV.2.c
Development Team (30%)	Experience of the developer, design team, construction team, and contractors	II.1
	Experience of the hotel/restaurant operator	II.1
	Ability to finance the project	II.2
	Experience of the convention center operator (if different than hotel)	II.1



August 6, 2025

City of Fargo
Convention Center Committee
225 4th Street North
Fargo, ND 58102

RE: Response to RFP25187 – Fargo Convention Center Development Proposal

Dear Selection Committee,

On behalf of Enclave and the Metro Sports Foundation (MSF), we are pleased to submit our proposal for the development and operation of a new convention center in Fargo. We are proud to co-lead this important civic initiative, which represents a meaningful investment in Fargo's future. Our team brings a strong combination of local insight, national experience, operational expertise, and development capacity that positions us to deliver a high-performing convention center that serves the region's evolving needs.

We propose a thoughtfully planned, flexible convention center co-located with Scheels Arena in the heart of the Urban Plains district. This strategic location enables shared infrastructure and walkable access to hotels and amenities. It also streamlines event coordination across venues, reducing capital and operating costs, enhancing the visitor experience, and maximizing public value. These outcomes align with the RFP's goals for fiscal responsibility, operational efficiency, and long-term benefit. By expanding Fargo's overall event capacity—rather than duplicating or displacing existing facilities—our proposed convention center is positioned to support a wider range of event types, including those identified in the HVS market assessment, and drive stronger year-round utilization and economic return.

The project is led by a multidisciplinary team that includes Enclave, MSF, TVS Architecture and Interior Design, Brandt Holdings, Senior Convention Center Advisor Ken Wachter, and Strategic Advisor Impact Grant Development. Together we bring a proven record in development, operations, hospitality, and public-private collaboration. Our team offers the technical and operational expertise to deliver a project that creates lasting value—on time, on budget, and aligned with the City's vision.

Our proposal is anchored by four core objectives:

1. Deliver a modern, flexible facility that fills regional gaps and complements existing venues.
2. Integrate seamlessly with surrounding development in Urban Plains, enhancing connectivity to adjacent venues, hospitality, and visitor amenities.
3. Support financial sustainability through efficient shared operations, clearly defined public-private roles, and a diversified event programming strategy.
4. Foster long-term economic development, cultural vitality, and tourism growth in Fargo and the surrounding region.

The proposal reflects feedback gathered through public engagement and advisory committees referenced in both the Fargo Growth Plan and Convention Center Committee process. In addition, our team conducted extensive research by reviewing regional and national convention centers, visiting two comparable facilities, and interviewing key leaders in convention center operations—including those from the Overland Park Convention Center, River's Edge Convention Center, and the Resch Center and Resch Expo. This on-the-ground and stakeholder-informed approach directly shaped our strategy and design recommendations. The key priorities that emerged include:

- **Walkability and Accessibility:** Proximity to hotels and amenities, along with safe, pedestrian-friendly connections, are critical to enhancing the attendee experience and maximizing event participation.



- **Co-Location with Complementary Venues:** Sharing infrastructure and programming opportunities with nearby arenas, museums, or performance venues increases operational efficiency and event flexibility.
- **Entertainment and Amenities:** Convention centers co-located with or adjacent to dining, retail, and entertainment districts see greater visitor satisfaction and extended stays.
- **Parking and Traffic Flow:** Adequate, well-distributed parking and smooth traffic circulation are necessary to support high event volumes and minimize congestion.
- **Flexibility and Scale:** Facilities must be adaptable in layout and scale to support a wide variety of event types.
- **Accessibility by Multiple Modes of Travel:** Convention centers must be easily accessible for visitors arriving by car, air, or public transit to accommodate both regional and national attendees.
- **Aesthetics and Guest Experience:** Visually appealing design and thoughtful integration with the surrounding district contribute to a strong sense of place and a positive visitor experience.

This proposal is also a clear extension of Fargo's growth principles—concentrated investment in high-value, infill-ready areas; facilities that drive regional economic development; and designs that align with community values around accessibility, flexibility, and long-term sustainability. It supports Fargo's desire to grow in a more urban, intentional way while creating a hub for statewide events that enhances Fargo's stature as a premier regional destination in the Northern Plains.

The convention center is more than a building—it's a platform for economic growth, civic pride, and national visibility. With a strong foundation of community partnerships, a shared operations model, and a deep commitment to Fargo's future, we are confident our team is the right partner to deliver the convention center this city deserves.

Please direct any questions or correspondence to:

ENCLAVE

Austin Morris, Co-Founder and CEO
701-997-2540
austin@enclavecompanies.com

METRO SPORTS FOUNDATION

Jon Kram, President
701-358-7650
jkram@scheelsarena.com

We are enthusiastic about the opportunity to move into Phase II and respectfully request your consideration. Thank you for your time, and we look forward to working together to bring this vision to life.

Sincerely,

Austin Morris, Co-Founder & CEO
Enclave

Jon Kram, President
Metro Sports Foundation



I. Executive Summary

We propose a dynamic, flexible convention center co-located with Scheels Arena in the heart of Fargo's Urban Plains district. By leveraging existing infrastructure, hospitality assets, and community partnerships, the project will create a high-performance, integrated campus that expands Fargo's ability to host conventions, meetings, expos, and civic gatherings.

Project Vision

More than just a building, this facility is a long-term civic asset—designed to grow with Fargo, elevate its profile in the regional events market, and support year-round economic activity. The convention center will serve as a prime destination designed to:

- Expand Fargo's event-hosting capacity
- Maximize walkability and connectivity
- Operate efficiently with shared resources
- Serve as a long-term economic engine

Key Differentiators of our Proposal

This proposal offers the City a fiscally responsible, future-ready solution backed by local investment and nationally recognized expertise. Our team is rooted in Fargo, and our approach reflects years of successful collaboration, market insight, and stakeholder engagement.

1. **Strategic Location:** Within walking distance of 1,600+ hotel rooms, 30+ restaurants, and retail in the Urban Plains district
2. **Co-location with Scheels Arena:** Shared operations, event coordination, parking, and equipment drive cost-efficiency and scalability
3. **Experienced, Locally Led Team:** Development and operations led by Fargo-based experts with national credentials in venue design, hospitality, and public-private partnership
4. **Community-Informed Design:** Grounded in public input, benchmarking against comparable centers, local advisory committees, and key stakeholder engagement

Facility Program & Square Footage

The proposed convention center, combined with Scheels Arena, will offer appx. 150,000 square feet (SF) of flexible, rentable event space, including the following key elements:

NEW CONVENTION CENTER FACILITY: 86,200 SF

- **Exhibit Hall/Ballroom:** 50,000 SF
- **Breakout/Meeting Rooms:** 8,800 SF
- **Pre-Function/Lobby:** 27,400 SF

SHEELS ARENA (COMPLEMENTARY EVENT SPACE): 63,260 SF

- **Main Arena:** 17,000 SF
- **Practice Rink (Farmers Union Insurance Arena):** 17,000 SF
- **Arena Pre-Function, Concourse, and Meeting Rooms:** 29,260 SF



TOTAL PROGRAMMABLE SPACE: 149,460 SF

This includes 67,000 SF of contiguous exhibit space, enabling Fargo to host trade shows, conferences, and expos at a scale previously not possible in the market.

Development Team

Our multidisciplinary team brings together locally invested leadership and nationally respected partners. Together, we offer unmatched qualifications in real estate development, construction, venue operations, architecture, hospitality, and funding strategy.

Enclave: Master developer and construction lead with 9M SF delivered

Metro Sports Foundation (MSF): Convention center operator and current operator of Scheels Arena (100+ events/year)

TVS Architecture & Interior Design (TVS): Lead architect with 40+ convention centers designed globally

Brandt Holdings: Strategic landowner and entertainment district developer

Brandt Hospitality Group (BHG): Hotel developer/operator with 19 hotels in 12 states

Ken Wachter: Venue strategy advisor (Resch Center, Resch Expo)

Impact Grant Development (IGD): Funding and incentive strategist

Private Funding Approach

We developed a funding model that reduces public risk and delivers maximum value through layered financing. Our plan combines private capital with strategic tools to ensure feasibility, speed to market, and long-term sustainability. The financing strategy includes:

- **Privately financed, branded hotel attached to convention center** (\$40M estimated)
- **Naming rights & tiered sponsorships** (\$1.5M–\$5M target)
- **TIF/PILOT tools** to support eligible private infrastructure
- **Targeted grant funding** aligned with tourism, sustainability, and accessibility

Impact

Our proposal meets the goals outlined in the City's RFP by delivering a flexible, fiscally responsible, and highly marketable convention center. Through efficient design, shared operations, and strong private investment, the project will minimize ongoing public costs while maximizing public return. Expected outcomes include:

- Fills a critical gap in regional meeting space
- Expands Fargo's market share in tourism and business travel
- Supports 300,000+ annual attendees across events
- Drives hotel stays, retail activity, and local business revenue
- Operates with shared systems that reduce costs and increase programming flexibility

By co-locating with Scheels Arena and anchoring a vibrant entertainment district, the convention center will create a unified, scalable event campus unlike any other in the region—one designed for economic impact, operational efficiency, and enduring civic value.



Fargo Convention Center at Urban Plains

A Flexible, Future-Ready Campus Co-Located with Scheels Arena

Address	5225 31st Ave S, Fargo ND 58104
Total Programmable Space	Approximately 150,000 SF combined Convention Center + Arena
Walkable Hotels & Dining	1,600 Rooms 30+ Restaurants



URBAN PLAINS | FARGO, ND

Nestled right in the middle of, well, everything

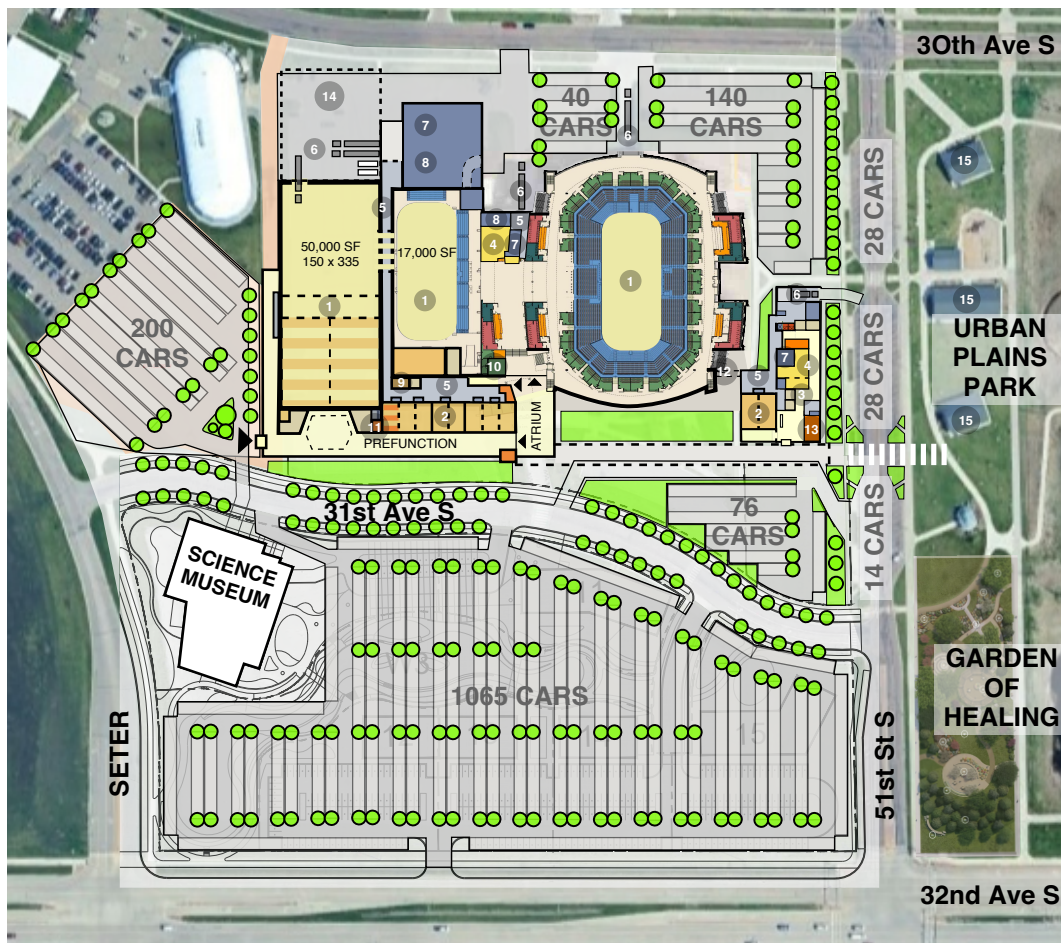
Bordered by three major arteries—Veterans Boulevard, 45th Street, and 32nd Avenue—the premier Urban Plains neighborhood is woven into the heart of south Fargo. Here, you’ll find mixed-used commercial, residential, entertainment, and outdoor community spaces.

- ✓ **Co-location efficiency** Shared operations, parking, equipment with Scheels Arena
- ✓ **Fiscally responsible** Layered private capital + TIF/PILOT; lowers City risk
- ✓ **Walkable district** Hotels, retail, Science Museum steps away
- ✓ **Experienced local team** Fargo-rooted leaders with national convention expertise
- ✓ **Scalable & future-proof** 25k SF expansion pad identified



Program at a Glance – 86,200 SF New Convention Center Space

Exhibit Hall/Ballroom 50,000 SF	Pre-function/Lobby 27,400 SF	Break- outs 8,800 SF
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Team:

Enclave, Master Developer & Construction Manager
Metro Sports Foundation, Operator
TVS Architecture, Lead Design Architect
Brandt Holdings, Landowner/District Developer

Brandt Hospitality Group, Hotel Developer/Operator
Ken Wachter, Senior Convention Center Advisor
Impact Grant Development, Funding Strategy

Development Team





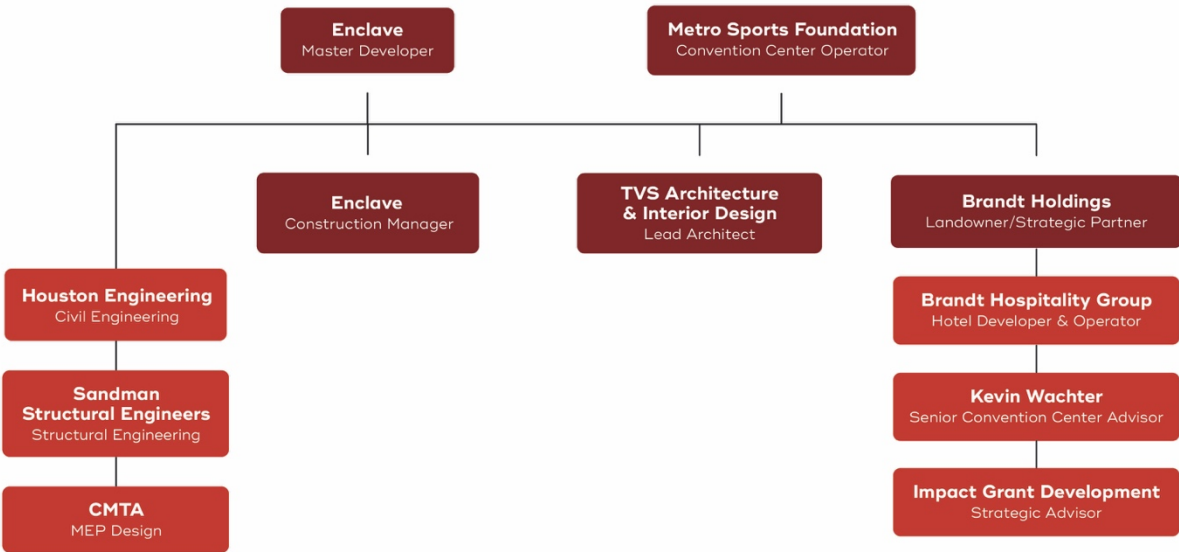
II.1 Development Team

II.1.a. Project Management Overview

Fargo’s convention center will be delivered through a locally led co-leadership model coordinated between **Enclave** and **Metro Sports Foundation (MSF)**. Enclave brings deep experience in real estate development and construction, while MSF contributes proven operational leadership as the long-standing manager of Scheels Arena. Together, they will ensure a high-quality, community-centered venue that reflects Fargo’s long-term vision.

This integrated team also includes strategic partners with critical supportive experience:

- TVS Architecture & Interior Design (TVS):** national leader in convention center design
- Brandt Holdings:** landowner and strategic partner with expertise in mixed-use development
- Brandt Hospitality Group (BHG):** hotel developer/operator aligned with a national brand, such as Hilton
- Ken Wachter:** nationally respected venue advisor with 30+ years in public facility development, operations, and live events
- Impact Grant Development (IGD):** funding strategy and governance coordination










Enclave will lead entitlement, financing, design, and construction, managing the general contractor through a design-build approach. MSF will co-lead, focusing on operations, governance, and stakeholder accountability. Each team member brings targeted expertise to support delivery, reduce risk, and ensure community value. Together, our team brings a blend of development proficiency and operational know-how, deeply rooted in the community and fully aligned around a shared goal—creating a destination-worthy public facility that Fargo can be proud of.

Our approach to project delivery is milestone-driven and stakeholder-focused. Key benchmarks will include permitting, site preparation, phased construction, and final commissioning, with meaningful



input from stakeholders at each stage. These include city leaders, hospitality partners, businesses, and event organizers. Our team's track record in large-scale development ensures risks such as cost overruns, schedule delays, and utility coordination are proactively managed. A full project management plan will be submitted with our Phase II proposal.

Table 1: Primary Development Team Contact Information

ORGANIZATION	ROLE	PRIMARY CONTACT	EMAIL ADDRESS
 ENCLAVE	Master Developer	Austin Morris, CEO	austin@enclavecompanies.com
 MSF Metro Sports Foundation Enriching Youth Activities	Convention Center Operator	Jon Kram, President	jkram@scheelsarena.com
 TVS / ARCHITECTURE INTERIOR DESIGN PLANNING	Lead Architect	Rob Svedberg, Principal	rsvedberg@tvstdesign.com
 BRANDT Holdings	Strategic Land Owner and Multi-Sector Development Partner	Brian Benscoter, Real Estate Integrator	bbenscoter@brandtholdings.com
 BRANDT HOSPITALITY GROUP	Hotel Developer and Operator	Steve Martodam, President & COO	Steve.Martodam@BrandtHG.com
 ENCLAVE	Construction Manager	Mike Ernst, President of Construction	mike.ernst@enclavecompanies.com
KEN WACHTER	Senior Convention Center Advisor	Ken Wachter	kenvwachter@gmail.com
	Strategic Funding Advisor	Alyssa Krosbakken, Founder	akrosbakken@impactgrantdevelopment.com



II.1.b. Development Team Experience & Key Roles

The table below outlines the primary roles and responsibilities of each development team member, along with key stakeholders and partners involved in the project, including the City of Fargo.

RESPONSIBILITY	LEAD PARTY	PUBLIC / PRIVATE	SUMMARY
Project Leadership & Coordination	Enclave + Metro Sports Foundation (MSF)	Private (Co-Lead)	Joint management of project vision, delivery, and execution.
Land Ownership & Site Control	Brandt Holdings / Urban Plains Land Co.	Private	Contributes and controls key parcels in Urban Plains district.
Design & Architecture	TVS Architecture	Private	Full-service design lead with convention center expertise.
Construction Management	Enclave	Private	Manages design-build delivery, GC selection, and vertical construction.
Hotel Development & Operations	Brandt Hospitality Group (BHG)	Private	Fully private hotel development, ownership, and operations.
Convention Center Operations	MSF	Private / Nonprofit	Oversees staffing, scheduling, and event logistics.
Shared Staffing & Scheduling	MSF	Private	Integrated with Scheels Arena for operational efficiency.
Programming & Event Booking	MSF + Ken Wachter	Private	Drives event mix, bookings, and attraction strategy.
Public Infrastructure (utilities, roads, etc.)	City of Fargo	Hybrid	May be funded via TIF, PILOT, or other incentive mechanisms.
Incentive Strategy (TIF / PILOT)	City of Fargo (enabled); Impact Grant Development (IGD) (advisor)	Public / Shared	City approves/implements; IGD supports structure and justification.
Financing (Hotel Component)	BHG	Private	Financed via equity, debt, and possible franchise contributions.
Naming Rights & Sponsorship	Enclave + IGD	Private	Leads campaign to secure naming and tiered space sponsors.
Grant & Incentive Applications	IGD	Private / Consultant	Identifies and supports competitive grant applications and incentive tools.
Community Engagement & Stakeholder Input	Enclave, MSF, IGD	Private	Incorporated into planning and development strategy.
Ownership of Convention Center	City of Fargo	Public / Hybrid	Final structure to be defined in Phase II based on preferred governance.



MASTER DEVELOPER & CONSTRUCTION MANAGER

Enclave, a unified real estate investment firm, proudly co-leads this proposal with MSF, as the Master Developer and Construction Manager for the convention center project. As master developer, we will lead site planning, vertical development strategy, and design coordination, backed by in-house feasibility modeling and market research. This ensures the convention center is grounded in real-world conditions and built for lasting success.

Enclave Construction will oversee the entire construction process—from contractor selection to final delivery—ensuring a high-performing, cost-effective, and first-class facility built to the highest standards of quality, with long-term durability and ease of maintenance in mind.

Contributions to the Convention Center Development

1. Master Planning & Development Leadership

- Oversees the full development lifecycle, from site planning through post-occupancy
- Coordinates campus planning and design integration across the convention center, hotel, retail, and adjacent uses to ensure cohesive placemaking and a high-performing district
- Manages financial modeling and development strategy across uses

2. Construction & Delivery Excellence

- Provides pre-construction planning, procurement strategy, and constructability review
- Delivers construction management through in-house general contracting services
- Maintains cost and schedule adherence through established control systems and project tracking

3. Public-Private Partnership (PPP) Expertise

- Structures capital stacks that align private investment and public support
- Identifies and helps secure incentive tools (TIF, infrastructure support, tax abatements) to strengthen project feasibility
- Advises on governance models to ensure financial viability and community benefit

4. Sustainability & Quality Standards

- Implements energy-efficient, high-performance design and construction standards
- Conducts quality reviews for materials and systems
- Delivers durable, energy-efficient buildings that reduce long-term operational costs

History, Expertise, and Strategic Value

Enclave is a Fargo-grown firm whose team lives, works, and invests in the very neighborhoods they help shape. Founded in 2011 by local entrepreneurs Ben Meland and Austin Morris, Enclave has grown into one of the Midwest's leading integrated real estate firms, with over 245 professionals, 150 completed projects, 9 million square feet built, and \$1.75B+ real estate managed. Their expansion into the Twin Cities has produced 15+ projects to date, making them the 4th largest developer in that metro area.

As a developer, builder, and property manager under one roof, Enclave's integrated model is built for public-private success—offering real-time coordination, faster decisions, and tighter control over cost, quality, and delivery. Their long-term investment strategy centers on creating places that inspire, support, and grow with the communities they serve. Enclave brings national experience and a vested local interest to the Urban Plains district. Their leadership ensures this convention center will align with



the City's vision for a vibrant, mixed-use destination—integrating hospitality, retail, residential, and public venues.

The firm's expertise in structuring public-private partnerships (PPPs) adds significant strategic value—aligning capital, optimizing incentives, and creating ownership models that promote financial sustainability and civic return. As long-term owner/operators, they approach each project with a sustainability mindset, ensuring resilient design, energy efficiency, and strong civic return. Their construction team is known for delivering high-profile facilities on time and on budget, with rigorous pre-construction planning and quality assurance throughout.

Enclave is not a remote developer with a short-term horizon. They are a long-term stakeholder in the district—committed to delivering a facility that sets a new standard for quality, reflects Fargo's future, and fosters pride for decades to come.

Key Personnel



Austin Morris, *Co-Founder and Co-CEO of Enclave*, has led over \$1.75 billion in real estate projects, leveraging his extensive background in real estate investment, site selection, design-development and financing to create inspiring spaces for people to live, work, play and invest better. His vision for tangible aesthetics and obtaining the highest relative value has influenced all of Enclave's investments and developments. Morris' experience applies to projects spanning all industries, leading deal structures and financing across 150+ developments. The result is significant, forming strong legacy equity investor partners, deep financial institution relationships, positive rapport with municipalities and governing bodies, and an exhaustive approach to sourcing debt and equity to yield the best value for investments.



Joe Schneider, *Director of Development*, brings over a decade of experience delivering complex commercial, hospitality, and mixed-use developments across the Midwest. Since joining Enclave in 2012, he's advanced from Project Manager to Director of Construction and now leads all vertical development. Joe manages cross-functional teams from concept through operations, aligning stakeholder goals, community needs, and asset performance. His project management roots inform a hands-on leadership style focused on coordination and execution. He holds a B.S. in Construction Management from Minnesota State University Moorhead.



Travis Nordgaard, *Real Estate Developer*, manages site selection, feasibility analysis, entitlements, and vertical development for mixed-use, residential, and commercial projects. His career spans over a decade in real estate investment and development, including senior roles at national firms like Life Time Inc., Driven Brands, and Lennar's LMC (Quarterra). With a background in both investment banking and real estate, Travis brings analytical rigor and market fluency to complex, multi-phase projects. He has led developments across the Midwest and has experience structuring deals, navigating regulatory processes, and coordinating multidisciplinary teams. Travis holds a B.A. in Political Science with an emphasis in political economy and philosophy from Carleton College.



CONVENTION CENTER OPERATOR

MSF is co-leading this proposal alongside Enclave and will serve as the future operator of the convention center. As the nonprofit owner and operator of Scheels Arena, MSF brings 15+ years of experience managing a high-traffic, multi-purpose venue—hosting youth sports, national tournaments, concerts, regional meetings, and civic events. Their operational systems for staffing, scheduling, tenant coordination, and guest services are well-established and proven effective.

Scheels Arena is home to the Fargo Force and hosts more than 100 events annually, including an average of 33 daytime events. This venue also plays a strategic role in the proposed project by offering shared staffing and scheduling efficiencies, and by anchoring a complementary event ecosystem. MSF's leadership—anchored by President Jon Kram, who also serves as General Manager of Scheels Arena—offers extensive experience in venue management, event logistics, and community engagement. As a key co-location partner, MSF will guide operational planning and day-to-day management of the convention center, leveraging shared staffing, scheduling coordination, and guest experience strategies to maximize impact and minimize costs.

Contributions to the Convention Center Development

1. Project Management & Co-Leadership

- Co-leads the project with Enclave from planning through implementation
- Aligns milestones with stakeholder goals
- Maintain a shared focus on financial sustainability, operational feasibility, and long-term community value

2. Venue Operations & Shared Staffing Model

- Apply proven operational systems from Scheels Arena to oversee the daily operations of the convention center
- Implement a shared staffing model to reduce costs and streamline operations
- Coordinate scheduling between both venues to optimize occupancy and attract multi-day, large-format events

3. Event Programming & Community Engagement

- Leverage established relationships with national and regional event promoters, sports organizations, and entertainment partners to attract high-impact events
- Drive event diversity to ensure broad community access and year-round activation
- Partner with local stakeholders to integrate the center into Fargo's broader tourism, sports, and business ecosystems to enhance regional visibility and economic growth

4. Parking, Transportation & Guest Experience

- Collaborate with Enclave, the City, and transportation planners to support parking and traffic flow strategies that ensure a seamless visitor experience
- Support wayfinding, guest services, and hospitality coordination between the convention center and Scheels Arena
- Enhance overall visitor satisfaction through consistent, high-quality service delivery across the campus



History, Expertise, and Strategic Value

MSF has a long-standing reputation for excellence in venue operations, community programming, and local and regional event hosting. From developing and operating Scheels Arena without public funding to managing a diverse portfolio of civic events, MSF has consistently demonstrated its ability to deliver public-facing facilities with efficiency and care. Their experience in capital coordination, stakeholder engagement, and event programming aligns directly with the convention center's operational goals.

MSF's portfolio of recurring large-scale events provides a ready pipeline of anchor clients that could transition to, or also make use of, the convention center. Their ability to seamlessly integrate staffing, scheduling, and event coordination across both venues ensures year-round activation and maximum occupancy.

Table 2: Potential Events to Transition to Convention Center

EVENT NAME	TYPICAL TIMING	STRATEGIC FIT FOR CONVENTION CENTER
Pride of Dakota Showcase	Nov (2-day, Annual)	High foot traffic, daytime, vendor booths
Jehovah's Witness Convention	July (Multi-day, Annual)	Multi-day use, daytime, needs breakout space
GoldnMotion Gymnastics Showcase	April (1-day, Annual)	Large crowds, family-oriented, full-day
US Foods Vendor Exhibition	September (1-day, Annual)	B2B vendor focus, low setup needs
Marvin Windows Corporate Event	Dec (1-day, Annual)	Corporate programming, banquet/lunch setup
Scheels University	Quarterly (2-3 days)	Corporate training, banquet/lunch setup, 25-100 people per event

As a local, long-term partner with deep roots in Fargo, MSF complements Enclave's development expertise with on-the-ground operational leadership. Their dual role as operator of both Scheels Arena and the new convention center creates synergy across venues—maximizing occupancy, reducing overhead, and enabling event coordination. MSF ensures the convention center will be managed with fiscal responsibility, local engagement, and long-term impact in mind. The co-location with Scheels Arena—combined with Enclave's mixed-use development vision—creates an integrated entertainment district destination capable of attracting major events and driving economic impact across the district, aligned with city tourism and economic development goals.





Key Personnel



Jon Kram, *General Manager*, has served at Scheels Arena since 2010, overseeing all aspects of the venue's operations. With more than 29 years of leadership in venue management and multi-unit retail, Jon brings deep expertise in scheduling, budgeting, vendor coordination, staffing, sponsorship acquisition, and contract negotiation. At Scheels Arena, he has led the facility through multiple capital improvements and expansion phases while coordinating over 100 events annually—from sporting events to concerts and community functions. Prior to his work in Fargo, Jon held multiple senior roles at Target Corporation over the span of 14 years, culminating as District Manager overseeing multi-store operations and driving improvements in performance, staffing, and customer service. He holds a B.A. in Business Administration from Minnesota State University Moorhead.



Carson Buresh, *Director of Operations*, joined Scheels Arena in 2025 as Director of Operations, where he oversees facility operations including security, cleaning, maintenance, ice management, parking, and event conversions. He leads the implementation of standard operating procedures for event setup and breakdown, supervises departmental staff, manages third-party vendor contracts, and ensures safety and compliance across operations. Previously, Carson served as Director of Rentals at the Red River Valley Fair, managing concert bookings, food & beverage (F&B) operations, and vendor coordination across 100+ partners. He also served as Director of Partnerships for the Fair Foundation, where he led sponsorship development and fundraising campaigns. Carson holds a B.A. in Business Administration with a Management minor from Minnesota State University Moorhead.



Tiffany Vickaryous-Hubbard, *Talent Buyer & Special Events*, brings more than a decade of executive venue management experience to her role at Scheels Arena, where she supports programming, marketing, capital projects, and event operations. She has booked talent for concerts, shows, and large-scale private events while leading advertising campaigns and overseeing marketing strategy. Prior to joining Scheels Arena, Tiffany served as Executive Director of the Sanford Center, managing a 4,700-seat arena and convention center with over \$3.5M in annual revenue. She provided full executive oversight of operations, policy, programming, financial management, and community relations. She worked closely with the City Council and Board of Directors to align operations with city goals and led all capital improvement projects during her tenure. She launched a venue-wide customer service and employee recognition program that improved staff retention and increased satisfaction scores across guest surveys. Tiffany also led the development of in-house F&B operations, introducing menu innovations and sourcing strategies that grew revenue from catering, concessions, and luxury suites. Earlier in her career, Tiffany served as Director of F&B at the Alerus Center in Grand Forks, where she managed departmental profit and loss, and led all front- and back-of-house operations for concessions, catering, banquets, and luxury suites. She played a key role in enhancing customer satisfaction by aligning workflows for optimal coverage and responding to guest needs, while also collaborating on creative menu development with the venue's



executive chef. Tiffany successfully implemented cost controls and maintenance programs to keep equipment and service levels at peak performance, directly contributing to sustained revenue growth and improved guest retention. She holds associate degrees in Resort & Venue Management and Meeting & Event Management from Dakota County Technical College and is currently completing a Bachelor's in Human Resources.



Jayda Bennett, *Event Manager*, currently serves as Event Manager for Scheels Arena, where she supports the planning and execution of arena events and day-of logistics. Her experience includes event coordination, credentialing, ticketing, staff supervision, and client interfacing. Before joining Scheels Arena, Jayda held key roles at the Alerus Center in Grand Forks, where she was responsible for front-of-house operations including guest services, credentialing, and access control for large-scale events such as concerts, sporting events, and expos. She supported ticket scanning operations, volunteer training, and event check-in processes across a 20,000-seat capacity facility. Jayda also assisted with back-of-house communication among departments, including F&B, security, and technical services, helping to ensure cohesive execution for high-attendance events.



Jason Schenheit, *Director of Food & Beverage*, has led the F&B program at Scheels Arena since 2021, where he oversees all culinary operations, concessions, catering services, and hospitality strategy. Jason also serves as Executive Chef for the Fargo Force Hockey Club, developing performance-oriented menus for players while curating high-quality food experiences for fans. He manages all aspects of staffing, budgeting, inventory, and event coordination, and has implemented food safety protocols, compliance systems, and staff training initiatives across all food service areas. Jason brings over 15 years of experience in high-volume restaurants, concessions, and event-based F&B operations, with expertise in building team culture, managing large-scale service teams, and elevating food quality and presentation. Jason holds multiple advanced degrees in English and Creative Writing from San Francisco State University.



LEAD ARCHITECT

TVS, an internationally recognized leader in public assembly design, will serve as the lead architect for the Fargo convention center. With more than 50 years of experience designing some of the world's most iconic and complex convention and civic spaces, TVS brings unparalleled expertise to the project. Their work is grounded in a simple but powerful philosophy: listen carefully, solve creatively, and deliver reliably.

As the lead architect, TVS will provide full-service architectural and interior design leadership, overseeing every aspect of the convention center's design from initial programming through final delivery. Their track record of creating transformative venues—such as the Las Vegas Convention Center West Hall, Music City Center in Nashville, and the Jacob Javits Convention Center in New York City—positions them to deliver a world-class facility tailored to Fargo's unique needs and growth trajectory.

TVS approaches each project with a deep understanding of how civic architecture can support economic vitality, community identity, and operational excellence. Their portfolio reflects a commitment to designing spaces that are adaptable, technologically advanced, and seamlessly integrated into the surrounding urban fabric. By choreographing the Fargo convention center as part of a cohesive Urban Plains district rather than an isolated structure, TVS ensures the project becomes a generative force for district-wide development, delivering social, economic, and experiential benefits well beyond its event functions—fully aligned with Fargo's growth and urban design objectives.

Contributions to the Convention Center Development

1. Architectural Design Leadership

- Serve as the lead architect and interior designer for the convention center
- Apply extensive experience from global convention center projects to deliver a high-performance facility grounded in functional excellence and visual sophistication

2. Sustainability Integration

- Design to environmental performance standards to meet client's goals for human and planetary health
- Integrate energy efficiency, sustainable materials, and long-term climate resilience into aspects of design

3. Community Engagement & Urban Alignment

- Engage with local stakeholders to reflect community values in the design
- Align project design with the Fargo Growth Plan and broader urban development vision
- Consider pedestrian access, district integration, and public-facing elements that foster community connection
- Design with empathy for the guest, operator, and resident experience

4. Collaborative Site Planning

- Work closely with the development team to optimize orientation, loading, access, and future expansion options and plan for flexibility in phasing and scalability as event needs grow over time
- Bring deep experience in integrating parking, hotel, retail, and entertainment adjacencies into cohesive site layouts



History, Expertise, and Strategic Value

Founded in 1968, TVS is a global leader in architecture and interior design with unmatched experience in civic and convention center development. With more than 266 completed projects across 46 U.S. states and 28 countries—and over 240 million people interacting with their spaces annually—TVS understands the scale, complexity, and civic importance of public assembly venues. Their legacy includes iconic, high-performing buildings that transform cities, elevate tourism economies, and deliver lasting public value.

With over 80 convention center projects completed worldwide, TVS is one of the most experienced and trusted firms in the industry. Their work spans small venues like Overland Park to major hubs such as Dallas, Chicago, Nashville, and Las Vegas—each tailored to diverse user needs, tight schedules, and complex sites. TVS is known for designing adaptable, efficient facilities that optimize operations, flexibility, and user experience. Just as importantly, TVS designs buildings that reflect local identity. By studying culture, climate, and context, they deliver venues that feel both authentic and aspirational. In Fargo, this means a convention center that is rooted in place, yet competitive on a national stage.

TVS approaches convention center design not just as creating a standalone building, but as catalysts for vibrant, walkable convention center districts that seamlessly integrate with the urban environment. They emphasize mixed-use activation—surrounding the venue with hotels, restaurants, retail, residences, and public spaces—to ensure year-round vibrancy and economic vitality.

This approach aligns directly with the Fargo project goals by designing a convention center that:

- Activates the street level and avoids the “fortress” effect
- Connects seamlessly to hotels, civic spaces, and transit
- Restores street grids and offers multiple access points
- Features terraces, windows, and amenities that link interior spaces with the city

Key Personnel



Rob Svedberg, FAIA – Principal, leads TVS’ public assembly practice. His work is known for integrating very large buildings into complex urban environments that preserve and enhance the life of our cities. Rob’s projects include the expansion of New York’s Javits Center, Mumbai’s Jio World Centre, Nashville’s new Nissan Stadium, Oklahoma City’s new Paycom Arena, the expansion and transformation of the Las Vegas Convention Center, the vertical expansion of the Colorado Convention Center, and Nashville’s Music City Center. Rob’s work has won more than 30 national, regional, and local design awards and has appeared in multiple publications. Rob is regularly asked to speak on the emerging trends in the global events industry and on the design of large mixed-use destinations. Rob is a Fellow in the American Institute of Architects. He sits on the United States Department of State’s Office of Overseas Buildings Industry Advisory Group, the National Design Professionals’ Advisory Committee for the Design-Build Institute of America, the Board of Directors of the Council for Quality Growth and is a founding member of the City of Atlanta’s SPI-1 Development Review Commission. Rob is a licensed architect in more than a dozen states, two Canadian provinces, and Puerto Rico. He received his undergraduate degree from the Georgia Institute of Technology and a Master of Architecture degree from Rice University.



Paul McKeever, AIA, LEED AP BD+C - *Principal*, joined TVS in 2005. He is an architect who has led teams on a broad range of projects both domestically and internationally including convention centers, public assembly venues, and mixed-use commercial developments with a focus on sustainable design. His experience includes custom facade design and detailing of glazed curtainwall systems, architectural cladding systems, as well as vegetated roof systems, waterproofing, and interior building assemblies. This knowledge coupled with a command of building analysis software allows him to simulate and refine these systems through performance analysis. Paul has a passion for creating healthy high-performance buildings and is leading internal teams for the AIA Materials Pledge and the AIA's 2030 commitment for energy use in buildings. Paul is a graduate of Savannah College of Art & Design with a Master of Architecture degree and a member of Tau Sigma Delta, the International Honor Society for Architecture and Allied Arts. Paul is a co-founder of the Savannah chapter of the US Green Building Council and is past the chair of AIA Atlanta Committee on the Environment and current co-chair of the Large Firm Roundtable Sustainability Group.



Erik Waldman, CVE - *Senior Vice President, Client Services*, brings more than 20 years of proven experience overseeing guest services, operations, and events at some of the country's top public assembly facilities. Prior to joining TVS, Erik served as the Senior Director of Special Events for the Georgia World Congress Center Authority, overseeing special event operations for the top convention, sports, and entertainment destination in the world. In 2016, he received his Certified Venue Executive designation from the International Association of Venue Managers (IAVM). In 2017, Erik was named to the IAVM Board of Directors and continues to serve representing the Allied members today. Erik also serves on IAVM's Region 5 Committee. His insight not only helps architects, but clients create ideas for revenue-generating and guest experience opportunities that may have otherwise been overlooked. Erik holds a Bachelor of Science in Business Administration from the University of Central Florida, with a major in General Management and a minor in Hospitality Management.





HOTEL OPERATOR

Brandt Hospitality Group (BHG) will serve as the hotel developer and operator for the hotel connected to the Fargo convention center. With deep roots in the Fargo community and a growing national footprint, BHG brings both local insight and national-scale capabilities to this critical anchor facility. The attached hotel will be seamlessly integrated into the broader convention center district and will enhance the project's economic impact by supporting overnight stays, on-site amenities, and long-term tourism growth.

BHG will oversee all aspects of hotel development and operations—from site planning and brand selection to construction oversight, staffing, and guest experience. Their integrated structure allows for efficient execution and reliable performance across the hotel's lifecycle. With robust in-house teams in sales, revenue management, operations, marketing, finance, and IT, BHG ensures a streamlined, responsive approach to hotel management in a convention-focused environment.

Once operational, BHG will manage the day-to-day hotel operations with their comprehensive supporting revenue strategy, sales, staffing, accounting, and facilities. This structure ensures the hotel enhances the convention center district by maximizing room nights, improving guest experience, and delivering long-term value to the City.

Contributions to the Convention Center Development

1. Hotel Development & Operations

- Leads all phases of hotel development, from brand alignment to construction and operational launch.
- Provides long-term management services, ensuring consistency, performance, and guest satisfaction.
- Enhanced visitor services, ensuring a seamless experience from lodging to event participation.
- Brand partnerships with major hotel chains, drawing national attention and increasing the convention center's appeal as a destination venue.

2. District-Wide Integration

- Designs the hotel to seamlessly connect with the convention center's layout, branding, and guest experience goals.
- Contributes to district planning, wayfinding, and shared operations between hotel, arena, and convention facilities.

3. Revenue & Booking Strategy

- Implements advanced revenue management systems to optimize occupancy and drive room night generation for convention attendees.
- Coordinates with the Fargo-Moorhead Convention & Visitors Bureau (CVB) and convention center operator on group sales and event alignment.

4. Operational Excellence

- Delivers scalable systems for accounting, HR, IT, maintenance, and guest services—supporting peak-season and high-traffic event needs.
- Maintains rigorous property audits and compliance reviews to ensure top-tier operational performance.



History, Expertise, and Strategic Value

Brandt Hospitality Group (BHG) is a Fargo-based hotel developer and operator with over 25 years of leadership experience. The firm oversees all phases of hotel development—from site selection and brand alignment to construction, procurement, and operations.

As of mid-2025, BHG operates 19 hotels across 12 states and manages properties for four major brands in both full- and select-service categories. With more than 50 ground-up hotel builds and 160+ renovations, BHG brings deep, hands-on experience in delivering complex projects to brand standards. Acting as its own general contractor, BHG maintains direct control over cost, quality, and schedule.

Each project is grounded in detailed market analysis and brand strategy. BHG leads land negotiation, entitlement, design, and permitting—leveraging internal systems and a strong contractor network to ensure timely, budget-aligned delivery. Their in-house procurement team streamlines bidding, budgeting, and supply chain coordination, supporting consistent on-time performance.

BHG's operational excellence has earned national recognition, including Marriott's Partnership Circle Award and IHG's Torchbearer Award. The firm's renovation portfolio exceeds 150 upgrades, executed with minimal disruption to guest experience. With more than 2,200 rooms across a national portfolio, BHG combines local insight with national reach. Their hospitality-driven approach makes them an ideal partner to develop and operate a branded hotel that enhances the long-term success of the Fargo convention center district.

Portfolio of Comparable Properties

BHG currently operates a dynamic and growing portfolio of 19 operating properties across 12 states, with representation across four major hospitality brands—Marriott, Hilton, IHG, and Choice Hotels. The portfolio reflects Brandt's expertise across full-service, select-service, and extended-stay models, as well as urban, airport, and event-adjacent locations.

Across its portfolio, BHG consistently outperforms market benchmarks in occupancy, particularly in secondary and tertiary markets. Its strong RevPAR growth is fueled by highly targeted revenue strategies, market-specific sales alignment, and the use of advanced business intelligence tools that allow real-time performance optimization.



**Table 3: BHG Operating Portfolio**

BRAND	PROPERTY	LOCATION
Marriott	Courtyard	Fargo, ND
	AC Hotel Beaverton	Portland, OR
	Element Beaverton	Portland, OR
	Residence Inn Providence	Lincoln, RI
	Residence Inn Clackamas	Portland, OR
	Residence Inn Dallas	Grand Prairie, TX
	Fairfield Inn & Suites	Sioux Falls, SD
	Fairfield Inn & Suites	Appleton, WI
	Fairfield Inn & Suites	Boise, ID
	Fairfield Inn & Suites Charlotte University Research Park	Charlotte, NC
	SpringHill Suites	Greensboro, NC
Hilton	Home2 Suites Sanford Medical Center	Sioux Falls, SD
	Home2 Suites	East Hanover, NJ
	Home2 Suites	Poughkeepsie, NY
IHG	Holiday Inn & Suites Airport North	Atlanta, GA
	Holiday Inn	Fargo, ND
	Holiday Inn Express West Acres	Fargo, ND
	Staybridge Suites Denver North	Thornton, CO
Choice Hotels	Radisson Blu	Fargo, ND

Key Personnel



Steve Martodam, *President & COO*, brings 30 years of hotel development and operational leadership to BHG. Formerly Regional Director of Operations for Tharaldson Lodging and Senior Vice President of Operations at TMI Hospitality, he oversaw dozens of hotel openings and the management of approximately 100 hotels across the eastern U.S. before joining Brandt to lead its ambitious national growth and performance strategy.



Brian Necastro, *Vice President of Operations*, brings more than two decades of experience in hospitality operations and leadership. He oversees performance, staffing, and service delivery across the national portfolio. Prior to joining BHG, Brian held senior operations roles at TMI Hospitality, where he managed multiple Marriott, Hilton, Hyatt, and IHG-branded properties across the Midwest. His hands-on leadership style and deep multi-brand expertise ensure operational excellence across diverse property types and markets.



Ashley LaCourse, *Vice President of Sales*, leads sales strategy and team development across BHG's growing national portfolio. With over 15 years of sales experience—13 of them in hospitality—Ashley has overseen sales efforts for nearly 50 hotels across brands including IHG, Marriott, Hilton, and Hyatt. She brings deep expertise in pre-opening sales, multi-market coordination, and cultivating lasting client relationships. Ashley holds a master's degree in Organizational Leadership from Lourdes University and a bachelor's degree in Legal Communication from Ohio University.



Ben Woodman, *Director of Development*, leads new hotel development projects at BHG, overseeing site selection, planning, and execution. With prior experience as Director of Business Development and as a Project Manager at MDM Construction, Ben brings a comprehensive understanding of both pre-development strategy and construction management. He holds a bachelor's degree in Business Administration from North Dakota State University and is certified in OSHA 30, Construction Quality Management, and as a Class B General Building Contractor.



Kody Christianson, *Director of Construction*, manages hotel construction and renovation projects across the portfolio. With over a decade of experience—including roles at Northridge Construction, Wenck, and McCarthy Building Companies—Kody is skilled in construction management, blueprint reading, and project delivery. He holds a B.S. in Construction Management from Minnesota State University Moorhead and an A.S. in Building Construction Technology from NDSCS and is certified in OSHA 30 and Procore.



STRATEGIC LAND OWNER AND MULTI-SECTOR DEVELOPMENT PARTNER

Brandt Holdings, through its subsidiary Urban Plains Land Company LLC, is a key landowner and long-term developer of the Urban Plains district. They will serve as Strategic Land Owner and Multi-Sector Development Partner, ensuring seamless integration of the convention center with Scheels Arena, the future hotel, and surrounding amenities. In June 2025, Urban Plains Land Company received Tourism Primary Sector Certification from the ND Department of Commerce—a designation that affirms the project's tourism impact and opens access to key economic development incentives.

As the founding force behind the Urban Plains development, Brandt brings decades of experience across real estate, hospitality, and entertainment operations. Their active coordination with MSF and hotel leadership enables shared services—ticketing, food & beverage, and guest services—across venues, optimizing efficiency and the visitor experience.

Contributions to the Convention Center Development

1. Real Estate & Development Expertise (Brandt Real Estate Division)

- Master planning and development of the convention center within the broader Urban Plains area and the surrounding entertainment district
- Land contribution to optimize connectivity with Scheels Arena and adjacent developments

2. Entertainment & Event Operations (Brandt Entertainment Division)

- Operational synergy with Scheels Arena, maximizing shared staffing, scheduling, and facility management to create cost efficiencies
- Event coordination and community engagement, leveraging their experience in hosting sports events, concerts, and large-scale gatherings

3. Economic Development Incentive Readiness

- The Tourism Primary Sector Certification from the North Dakota Department of Commerce formally recognizes the development's contribution to the state's tourism economy and makes the project eligible for key economic development incentives, including Tax Increment Financing (TIF) or Payments in Lieu of Taxes (PILOT)

History, Expertise, and Strategic Value

Brandt Holdings traces its roots to 1960 and was formally founded in 1992 by Ace Brandt. From agriculture to real estate, the company has grown into a diversified enterprise employing over 1,900 people. A cornerstone of its legacy is the transformation of 200 acres of greenfield land into Urban Plains—a thriving mixed-use district that includes Scheels Arena, housing, retail, office space, and hospitality. This large-scale development serves as a direct model for how the convention center will integrate into a broader destination district.

Scheels Arena, developed and launched by Brandt, has operated since 2008 and continues to host major events including concerts, NCAA tournaments, and Olympic trials. The arena's success underscores Brandt's ability to deliver and sustain regional event infrastructure aligned with the convention center's event-hosting mission. Beyond entertainment venues, Brandt has developed a robust portfolio of multifamily housing throughout the Upper Midwest, including Urban Plains Apartments (415 units), Encore at Urban Plains (252 units), and Uptown and Main (181 units). These



projects demonstrate their ability to deliver residential density in support of walkable, mixed-use environments—essential to year-round activity around the convention center.

Their commercial portfolio includes both neighborhood retail centers and urban mixed-use assets such as The Shoppes at Osgood, Uptown and Main, Times Square, and Liberty Square—reflecting deep expertise in retail integration. These holdings will directly support visitor experience at the convention center by offering convenient, walkable amenities. In addition, Brandt Holdings owns and operates a range of office properties, including Town Square Village, Horizon Holdings, and Apex Business Center—bringing stable, year-round tenancy and professional presence to the district.

Finally, their extensive land holdings—particularly around the Urban Plains area—position Brandt not only as a developer, but as a long-term place-maker. These properties provide strategic flexibility for phased expansion, complementary uses, and shared infrastructure such as hospitality, parking, or public space. This integrated, multi-sector experience ensures Brandt Holdings can help deliver not just a convention center, but a complete district that supports economic growth, tourism, and livability—making them an essential partner in the project’s long-term success.

Key Personnel



Brad Williams, *Senior Development Executive*, brings over 40 years of executive leadership experience to Brandt Holdings, with expertise in real estate strategy, organizational development, and business transitions. At Brandt, Brad supports strategic planning and development across the real estate portfolio, applying a servant leadership approach to guide high-performing teams and advance complex projects. Brad has held senior leadership and advisory roles across multiple sectors, including CEO and Board Member of Missouri Valley Real Estate Investment Trust (REIT), Advisor to Sterling Properties, and Managing Director and Board Member at Goldmark Property Management. He previously served as a principal with LBW Management and held executive roles with Ottertail Corporation, Dakota Beverage Company, and multiple Pepsi Bottling operations in Europe. He has served the State of North Dakota and the Fargo region through appointments as Chairman of the Fargo Cass County Economic Development Corporation and as a member of the North Dakota Development Fund Board and the Governor’s Workforce Development Council. Brad holds a B.S. in Business Administration from Friends University and is a certified real estate broker.



Brian Benscoter, *Real Estate Integrator*, leads the integration of Brandt Holdings’ real estate operations and asset management strategy. Utilizing the Traction operating system, Brian coordinates all leasing, documentation, and partner relationships across Brandt’s real estate portfolio. He oversees financial performance reviews and collaborates with internal teams and external brokers to ensure strategic alignment and execution. Brian brings more than 25 years of experience in real estate, including senior roles with GOLDMARK Property Management, Real Property Partners, as well as Missouri Valley REIT and Edgewood REIT. His expertise includes oversight of mixed-use, commercial, and residential portfolios spanning multiple states, as well as managing capital projects and long-term investment strategies. Known for his collaborative leadership style and operational discipline, Brian plays a key role in maximizing property value and delivering investor returns.



Seth Kotzbacher, *Real Estate Analyst*, supports Brandt Holdings' real estate team with underwriting, financial modeling, and market analysis. He conducts due diligence, evaluates acquisition opportunities, and assists in structuring transactions to improve long-term portfolio performance. Prior to joining Brandt, Seth gained experience in investor relations, demand planning, and banking through internships at Legendary Capital, Red River Commodities, and Western State Bank. He attended Concordia College, where he earned a B.A. in Business Finance and Management. Seth's leadership, analytical skill set, and client-oriented approach strengthen Brandt's strategic planning and development initiatives.

KEN WACHTER, SENIOR CONVENTION CENTER ADVISOR



Supporting the planning and development process is Ken Wachter, a nationally respected leader in venue development, management, and live event production. Ken brings over 30 years of national leadership in public venue development, operations, and live event production. Since retiring from full-time executive roles, he has remained active as a consultant, advising on major convention and entertainment venue projects across the country. As a consultant, he will provide strategic guidance on facility design, management planning, revenue strategy, and event programming. His insights will help ensure the convention center is highly functional, financially sustainable, and competitive in the regional event market.

Contributions to the Convention Center Development

1. Convention Center Planning & Design Expertise

- Draw from Resch Center and Resch Expo experience to guide facility layout, traffic flow, and exhibitor functionality
- Advise on flexible, future-proof design to support high-volume, multi-event scheduling

2. Operational & Financial Strategy

- Apply best practices from PMI Entertainment to inform cost-effective operations and shared services with Scheels Arena
- Provide financial guidance on sponsorships, ticketing, F&B, and premium revenue streams

3. Event Programming & Booking Strategy

- Leverage experience as an independent promoter to attract concerts, sports, and large-scale events
- Advise on programming strategies to draw conventions and meetings currently bypassing Fargo

4. Industry & Market Insights

- Offers strategic input on convention trends, visitor experience, and sponsorship models
- Support marketing and public-private strategies to strengthen long-term success

History, Expertise, and Strategic Value

Ken Wachter brings decades of executive experience in venue development, operations, and programming. As former President & CEO of PMI Entertainment Group, he led the design, construction, and successful operation of multiple high-profile facilities, including the 10,500-seat Resch Center Arena, the \$93 million Resch Expo Hall, and the revitalization of the historic Meyer Theater in downtown



Green Bay. These projects reflect his ability to deliver flexible, high-volume venues that support diverse programming—from sports and concerts to large-scale expos and private events.

Under Ken's leadership, the Resch Expo became a regional hub for trade shows and equipment expos, with reconfigurable exhibit halls, drive-in access, and a high-capacity catering kitchen. It exceeded early booking projections and boosted hotel occupancy across Green Bay. The adjacent Resch Center hosts over 200 events annually, serving as a model for operational synergy and tourism impact—paralleling the vision for Fargo's convention and entertainment district. The historic Meyer Theater renovation—complete with the addition of a modern event space—demonstrated Ken's commitment to cultural revitalization and community engagement through design.

Earlier in his career, Ken held executive roles with the Anaheim Angels and Mighty Ducks during Disney's ownership, overseeing ticketing, sales, public relations, and stadium renovations. He also worked with major touring productions such as Ringling Bros., Disney on Ice, and American Gladiators Live, managing operations across national markets.

Now consulting on venue development, Ken advises on operational strategy, design planning, revenue modeling, and programming. His expertise ensures that the Fargo convention center will be operationally efficient, financially sustainable, and market-ready from day one—capable of attracting conventions and events that have historically bypassed the region. His track record in venue synergy, public-private success, and guest experience makes him a valuable asset in shaping a high-performing civic anchor for Fargo.



IGD, STRATEGIC ADVISOR



IGD serves as a key consultant on the convention center project, providing expertise in proposal development, project planning, stakeholder engagement, and long-term funding strategy. IGD supports the development team through research, coordination, and strategic analysis—ensuring alignment with public funding priorities, industry best practices, and stakeholder expectations.

Contributions to the Convention Center Development

1. Proposal Research & Strategic Positioning

- Conducted national benchmarking and case study analysis to inform space planning, hotel integration, and operational models
- Delivered economic modeling for multiple center sizes, evaluating attendance, revenue, and operating costs under varied scenarios
- Identified viable funding strategies—TIF, lodging tax, sponsorships, PPP—and applied them to Fargo's development context
- Led site selection analysis using GIS, access data, and market comparables to confirm Urban Plains as the optimal location



2. Project Coordination & Strategic Planning

- Facilitated cross-partner alignment on vision, timeline, and deliverables
- Supported collaborative decision-making and accountability across development and operations teams
- Structured workstreams and milestones to guide planning through implementation

3. Funding, Viability & Long-Term Impact Analysis

- Evaluated alignment with federal, state, and philanthropic funding opportunities
- Developed narratives and justifications to strengthen the case for investment and public support
- Led incentive strategy planning, including TIF, PILOT, infrastructure participation, and grant layering to reduce public burden

History, Expertise, and Strategic Value

IGD brings deep experience in public-sector funding strategy, stakeholder coordination, and complex proposal development—capabilities that have been central to the Fargo convention center planning process. Founded by Alyssa Krosbakken, IGD has secured over \$100 million in funding across 150+ applications, supporting initiatives in infrastructure, economic development, public health, and climate resilience.

IGD specializes in developing competitive, investment-ready proposals that balance vision with structure—navigating regulatory frameworks, aligning multi-sector partners, and supporting long-term implementation. Their work spans municipal, tribal, nonprofit, and private-sector clients, with a focus on projects requiring complex capital stacks, public-private collaboration, and measurable impact.

In Fargo, IGD has led proposal development, feasibility analysis, incentive strategy, and stakeholder alignment. Their efforts were instrumental in securing Tourism Primary Sector Certification for Urban Plains Land Company, unlocking access to tax incentives and infrastructure financing that strengthen the project's viability.

With a strong track record in responding to local, state, and federal RFPs, IGD brings the cross-sectoral insight and strategic planning needed to shape a financially sustainable, community-centered convention center. Their contributions ensure the project is both visionary in scope and grounded in financial, operational, and civic realities.

II.1.c. Notable Projects

The development team brings deep experience across hotel, hospitality, and convention center projects—delivering complex, high-impact facilities across the region and beyond. This section highlights select projects from Enclave, MSF, TVS, and Brandt Hospitality Group. Together, these projects demonstrate the team's capacity to deliver venues of comparable size, complexity, and community significance—ensuring that Fargo's convention center is both visionary and achievable.

TVS

LEAD ARCHITECT

Ocean Center Convention Center – Daytona Beach, FL

135,174 SF of exhibit space including a 93,028 SF Exhibit Hall and 42,146 SF Arena; and 56,043 SF of meeting and ballroom space including 29,986 SF of meeting rooms and 26,057 SF ballroom



Impact: Positioned just steps from the Atlantic shoreline, the Ocean Center combines world-class indoor facilities with iconic beachfront ambiance. A recent expansion doubled its size and integrated leading-edge AV, flexible staging, and 32 breakout rooms. With arena-grade infrastructure and a robust local hotel supply, the venue now supports national conventions and large-scale performances—all walkable to shopping, dining, and entertainment.



Overland Park Convention Center – Overland Park, KS

60,000 SF of exhibit space; 40,045 SF of meeting and ballroom space including a 25,000 SF ballroom and 15,045 SF of meeting rooms; and 25,000 SF of outdoor event space

Impact: As one of the Midwest’s premier small-city convention venues, the Overland Park Convention Center offers an efficient, elegant footprint tailored for corporate and association events. Its ballroom and meeting suite flexibility, combined with proximity to suburban Kansas City hotels and dining, have helped drive consistent bookings and high satisfaction ratings. LEED certification underlines its commitment to sustainability in event operations.



McAllen Convention Center – McAllen, TX

60,818 SF of exhibit space; 36,392 SF of meeting and ballroom space including a 10,412 SF ballroom and 25,980 SF of meeting rooms; and an attached plaza and outdoor space

Impact: Serving as the cultural heart of South Texas, the McAllen Convention Center hosts more than 500 events and 400,000 annual visitors. Designed with community versatility in mind, the facility’s column-free exhibit hall, sweeping ballroom, and 16 breakout spaces support events from major concerts to board meetings. A well-landscaped plaza and full-service F&B team make it a go-to venue for public and private celebrations alike.





Benton Event Center – Benton, AR

16,920 SF of exhibit space; 2,850 SF of meeting space across five rooms; and 5,700 SF of pre-function space with floor-to-ceiling windows



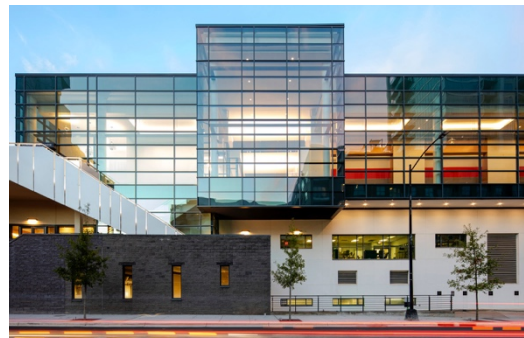
Certifications: LEED NC Certified

Impact: The Benton Event Center delivers high-quality, right-sized event infrastructure for central Arkansas. Its modular banquet rooms can accommodate up to 1,400 guests theater-style or 630 banquet-style when combined. With customizable meeting rooms and a bright, welcoming pre-function area, the facility is ideal for trade shows, weddings, and regional conferences—offering large-market features in a community-focused setting.

Charlotte Convention Center, Expansion – Charlotte, NC

Expanded by 76,000 SF to include 26,100 SF of meeting space and new pedestrian connections to surrounding hotels, light rail, and downtown amenities

Impact: Increased Charlotte's total meeting spaces from 41 to 55, enhancing the city's competitive edge and ability to host national events. Improved convention infrastructure, urban connectivity, and overall guest experience.





Charleston Coliseum & Convention Center – Charleston, WV

80,586 SF of total exhibit space including 50,086 SF Exhibit Hall and 30,500 SF of sports flex space; 37,680 SF of meeting and ballroom space including a 25,000 SF ballroom and 19,285 SF of meeting rooms; and a 738-seat theater



Certifications: LEED Certified

Impact: Centrally located at the crossroads of three major interstates, the Charleston Civic Center campus has transformed into West Virginia's premier destination for meetings and entertainment. The renovation added extensive flex space, modernized its 738-seat theater, and introduced scenic pre-function areas along the Elk River. With more than 1,200 hotel rooms in walking distance, the facility now rivals larger metro centers for event hosting.

New York State Fairgrounds Exposition Center – Syracuse, NY

110,000 SF exhibit hall with retractable seating, VIP areas, concessions, and balconies

Impact: Created a year-round, multipurpose venue supporting agriculture, equestrian, entertainment, and expo events. Provided a flexible anchor for upstate tourism and commerce, while honoring Central New York's historical character.





ENCLAVE

MASTER DEVELOPER & CONSTRUCTION MANAGER

Urban Plains

Enclave has played a lead role in shaping the Urban Plains district—Fargo’s most dynamic, mixed-use neighborhood—through the development of key commercial, residential, and retail anchors. As master developer for many of the district’s core projects, Enclave has helped transform the area into a walkable, high-amenity destination that blends daily life with event-driven activity. Signature projects delivered by Enclave include:

- ♦ **The Lane** – A modern, mixed-use residential complex adding density and vibrancy near Scheels Arena.
- ♦ **Lyv at Uptown & Main** – A residential and retail development that anchors one of the district’s primary intersections.
- ♦ **Uptown & Main I** – A gateway project integrating Class A office space with ground-level retail.
- ♦ **Plaza Azteca, Gunderson’s, Caribou Coffee, and McAlister’s Deli** – Retail and dining destinations that support round-the-clock activity and guest convenience.



THE LANE



LYV AT UPTOWN & MAIN



UPTOWN & MAIN



PLAZA AZTECA

Total Project Budget: \$48.4 million

Outcome:

Enclave’s leadership in the Urban Plains district demonstrates their ability to plan, deliver, and manage integrated developments that combine residential density, commercial energy, and lifestyle amenities. Their strong working relationship with Brandt Holdings and other district partners has allowed for streamlined coordination across parcels—ensuring cohesive infrastructure, unified placemaking, and long-term value creation. This experience directly informs the development team’s capacity to deliver the Fargo convention center as part of a larger, fully activated event and hospitality district.



The Rye at Tillstone

212 units within 210,450 SF; includes a standalone clubhouse with sports simulator, fitness studio, pet spa, and enclosed garage parking.

Total Project Budget: \$41.7 million

Outcome: Positioned as a flagship residential anchor within Fargo's Tillstone district, The Rye demonstrates Enclave's ability to catalyze broader master-planned development. The project reflects strong execution in placemaking, tenant experience, and long-term value creation—key competencies for developing a convention center embedded in a larger mixed-use destination.



Variant3

145,200 SF concrete tilt-up distribution warehouse featuring 28'-36' ceilings, 1,600 amp 277/480V 3-phase power, ESFR fire suppression, and customizable loading docks and drive-ins.



Total Project Budget: \$16.6 million

Outcome: Delivered in Summer 2023, Variant3 showcases Enclave's ability to execute large-footprint, industrial-grade developments with complex power, access, and fire protection systems—capabilities directly applicable to the back-of-house and logistics planning required for a convention center's loading, storage, and event operations infrastructure.

River's Bend Medical Center

90,000 SF Class A medical campus including an urgent care clinic, on-site pharmacy, and a second-floor Ambulatory Surgery Center (ASC), with build-to-suit tenant spaces.

Total Project Budget: \$28.4 million

Outcome: Completed in June 2023, this medical campus exemplifies Enclave's expertise in highly regulated, multi-tenant environments requiring precision coordination, ADA compliance, and mission-critical building systems. The firm's success with healthcare infrastructure speaks to its capacity to deliver high-performance, code-intensive facilities like a convention center, where occupant safety and operational continuity are paramount.





MSF

CONVENTION CENTER OPERATOR

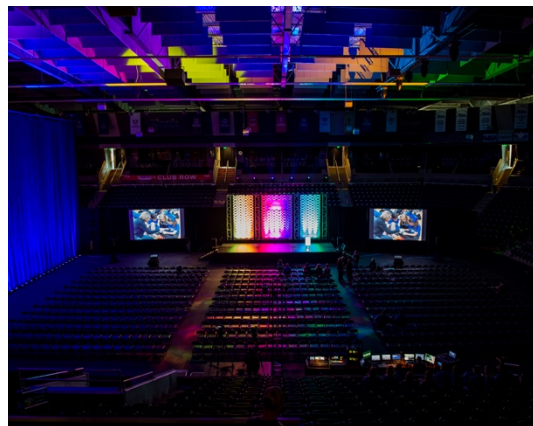
Scheels Arena – Development, Operations & Anchor Activation

Design, development, and full-scale operations of a 5,000-seat multi-purpose arena featuring an NHL-regulation ice sheet, 40 suites, 300 club seats, and flexible event infrastructure.

Budget: \$25 million, successfully financed through private investment and community support, without public capital.



Outcome: Since opening in 2008, Scheels Arena has become a premier regional venue, hosting over 100 events annually—including the US Curling Nationals, Olympic Curling Trials, NCAA Men's Hockey Regionals, concerts, expos, and business gatherings. MSF manages all operations, including staffing, tenant relations, maintenance, and vendor coordination, maintaining financial self-sufficiency through disciplined budgeting and diversified programming. As the founder and operator of the Fargo Force USHL hockey team, MSF has also built a successful anchor tenant that drives year-round foot traffic and revenue—demonstrating their ability to activate facilities with repeat clients and build long-term sustainability. This experience translates directly to the convention center's development, operations, and revenue strategy.





Farmers Union Insurance Center: Expansion & Activation

Development of a second NHL-regulation ice sheet adjacent to Scheels Arena to support growing demand for youth hockey, figure skating, and community ice time. Designed to integrate seamlessly with the original arena, the expansion added practice and tournament capacity while enhancing Fargo's ability to host multi-rink regional and national events.

Budget: Privately funded at \$5.4 million with no public capital investment, demonstrating continued commitment by MSF and community partners to drive economic growth.

Outcome: Completed in 2014–2015, seven years after the original arena opened, the Farmers Union Insurance Center reflects a successful phased development strategy and MSF's long-term vision for scalable growth. The project increased Fargo's sports tourism capacity, supported expanded programming for local teams and tournaments, and reinforced the economic impact of the arena district. It stands as a proven example of MSF's ability to deliver high-impact civic amenities with fiscal responsibility and strong community outcomes—experience that directly informs its approach to the convention center.



BHG

HOTEL DEVELOPER & OPERATOR

Courtyard by Marriott – Fargo, ND

Development and operation of a modern 110-room Marriott-branded hotel featuring flexible lobby spaces, The Bistro restaurant/bar, free Wi-Fi, fitness center, indoor pool, and adaptable meeting areas.

RevPAR & Performance: Under BHG's management, the Courtyard Fargo has delivered above-brand average RevPAR and occupancy, driven by strong group-block business. Notably, the hotel earned Brandt's 2023 Hotel of the Year award—recognizing top performance across the portfolio.





Radisson Blu – Fargo, ND

Operation of a 151-room upscale, full-service hotel in downtown Fargo with premium amenities, including 84 Italian Steakhouse, BLU BAR, and the Corner Cup café. The hotel offers extensive meeting facilities, secure parking, and complimentary airport shuttle service.



RevPAR Performance: Achieved above-brand average RevPAR and occupancy following its 2022 renovation and re-brand. As the second-tallest building in North Dakota, the Radisson Blu Fargo serves as a prominent downtown anchor for both business and leisure travel. Ideally located within walking distance of downtown's cultural, retail, and event venues, the hotel plays a critical role in supporting Fargo's event economy. Under BHG's leadership, the property maintains high occupancy rates, strong group booking performance, and award-winning guest satisfaction—reinforcing its position as one of the region's premier urban hospitality assets.

Marriott AC – Portland/Beaverton, OR

Development and operation of a 117-room AC by Marriott featuring flexible F&B programming, modern guest amenities, and a high-energy bar experience. The hotel reflects the AC brand's upscale, lifestyle-forward positioning, tailored to urban business and leisure travelers.

RevPAR & Performance: This concept allows for off-peak operating efficiency while supporting lunch and catering demand. Performance metrics reflect strong alignment with comparable lifestyle properties such as Hilton Tempo.



Holiday Inn – Fargo, ND



308-room full-service hotel with 26,000 SF of event space. Originally managed by BHG in 2018, the team was re-engaged to resume operations in July 2025 after a performance decline under another operator.

RevPAR & Performance: During its prior tenure, BHG successfully managed the hotel through stable performance periods. The property's event space and proximity to civic venues make it a strong case study in group, business, and convention demand management.



Holiday Inn – Atlanta Airport North, GA

Operation of a 330-room, full-service Holiday Inn near a major transportation and event hub. The hotel includes large-scale guest services, F&B outlets, and meeting space to accommodate airport and convention-driven traffic.

RevPAR & Performance: This high-volume asset demonstrates BHG’s ability to maintain service consistency, guest satisfaction, and operational efficiency in a fast-paced, high-turnover environment with 24/7 demand cycles.



II.1.d. References

The members of our development team have extensive experience delivering successful projects across real estate development, hospitality, venue operations, and public-private partnerships. Below are references who have worked directly with our team members and can speak to their capabilities, collaboration, and results. Full contact information and formal reference letters can be provided upon request.

Professional References

NAME	ORGANIZATION	REFERENCE	EMAIL	PHONE
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Jed LaPlante	Rivers Bend Medical Center	Enclave	jed.laplante@specialsurg.org	701-356-4770
Shannon Thornton	The Great North Pole	MSF	shannon@thegreatnorthpole.org	701-412-2366
Brandy Madrigga	Cass County	MSF	madriggab@casscountynd.gov	701-241-5600
Katrina Hanenberg	Pride of Dakota	MSF	kmhanenberg@nd.gov	701-328-2307
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Chuck Coleman	Las Vegas Convention Center	TVS	colemanatpovertybay@gmail.com	702-303-6700
Dean Dennis	Renasant Convention Center	TVS	ddennis@memphisrcc.com	901-576-1203
Brett Mitchell	Overland Park Convention Center	TVS	bmitchell@opconventioncenter.com	913-284-8300
Kelly Zander	Radisson Blu Fargo	BHG	kelly@zandercapitalmanagement.com	701-388-5824
David Dietz	Holiday Inn Fargo	BHG	david@pesfargo.com	701-793-6021



II.2 Financing Strategy Overview

Hotel Component

The hotel component of the Fargo convention center district will be privately financed through a well-capitalized and proven approach led by Brandt Hospitality Group (BHG). The financing strategy for the hotel draws on a combination of investor equity, conventional debt, and brand-aligned partnership contributions. Estimated total development costs are projected at approximately \$40 million, inclusive of land, construction, soft costs, FF&E, and pre-opening expenses. The anticipated capital stack includes:

- **Sponsor equity:** Brandt Holdings and/or its affiliates will contribute equity toward the hotel project, including value from previously acquired land. This contribution demonstrates deep commitment to the success of the overall district and anchors the financing structure with local investment.
- **Investor equity:** Additional equity will be raised from a network of hospitality-aligned investors with whom BHG has established longstanding relationships. These may include family offices, private real estate funds, and select high-net-worth individuals seeking exposure to income-producing hotel assets.
- **Senior debt financing:** Traditional construction and permanent debt will be secured through national or regional lenders. BHG's track record with major financial institutions strengthens its ability to access favorable terms and competitive rates.
- **Franchise and brand partnership contributions:** Depending on the selected hotel brand (e.g., Hilton, Marriott, IHG), the financing package may include key money or marketing contributions from the franchise partner, further reducing upfront equity requirements.
- **Public incentive tools:** The development team intends to utilize a Tax Increment Financing (TIF) or Payment in Lieu of Taxes (PILOT) mechanism to support eligible infrastructure and site preparation costs associated with the hotel. This tool will help close the financing gap while accelerating private investment in the district.

This model reflects BHG's standard approach to delivering full- and select-service hotels across the country, and is designed to ensure long-term performance, asset stability, and brand alignment. Strategic advantages of the financing structure include:

- **Speed to market:** With land secured and a capital structure grounded in experienced equity partners, the hotel is positioned for rapid pre-development and construction mobilization.
- **Reduced risk exposure to public entities:** The hotel will be primarily privately financed, with targeted use of a TIF or PILOT to support public infrastructure needs.
- **Alignment with district vision:** Because BHG is the planned operator, the hotel can be closely aligned with the convention center's programming, guest experience, and service standards—reinforcing the project's overall cohesion and long-term success.

This financing strategy builds on BHG's proven development model, leverages investor confidence in the Fargo market, and ensures that the hotel will serve as a high-performing anchor to the broader Urban Plains destination district.



Private Capital Contributions Supporting Construction

NAMING RIGHTS PACKAGE

The project team will seek a convention center naming rights partner, with a conservative goal of raising **\$1,500,000 to \$5,000,000 in upfront capital**. The package may include building signage, full co-branding, marketing integration, and exclusive access to VIP areas and sponsor recognition zones. In-kind contributions (e.g., AV systems or furniture) may also be accepted in lieu of cash to offset FF&E costs. While HVS projected a modest annual value of \$80,000, internal benchmarking and prior experience (e.g., Green Bay) support a more ambitious target, which will be determined in Phase II. Potential partners include major financial institutions, healthcare systems, manufacturers, and local legacy businesses.

TIERED SPACE SPONSORSHIPS

In addition to the main naming rights, the team may pursue space-specific sponsorships. These may include the exhibit halls, meeting rooms, outdoor plazas, and lobbies, with naming levels modeled after Green Bay's successful efforts. A "founding sponsor wall" or digital recognition space may also be introduced to recognize mid-tier contributors.

GRANT OPPORTUNITIES (COMPETITIVE)

The project team will strategically pursue competitive grant opportunities aligned with tourism, economic development, accessibility, and sustainability objectives. These grants may support public-facing components or offset costs associated with infrastructure and amenities. While not guaranteed, this approach allows the project to layer in non-dilutive public support where it aligns with the facility's broader mission.

Long-Term Sponsorship Revenue and Operational Enhancements

SPONSORSHIP REVENUE STRATEGY

After the facility opens, the team will pursue annual sponsorship revenue through curated, values-aligned partnerships. This includes exclusive partner designations, potential activations across the convention center campus, and digital signage opportunities—carefully curated to preserve the facility's aesthetics and prestige. Sponsorship will be selective and strategically integrated, rather than volume-driven, with lessons learned from venues such as Resch Expo. During the design and construction phases, the team will work closely with the architect and the City to identify and define sponsorship integration opportunities—ensuring they are built into the facility from the outset without compromising form or function.

TIERED DONOR WALL

A contribution recognition wall may be introduced, providing a low-cost, high-visibility way to engage smaller donors and sponsors. Tiers (e.g., Platinum, Gold, Silver, Bronze) would be acknowledged through plaques, digital signage, or event-based benefits.

DIGITAL SIGNAGE INFRASTRUCTURE (PRIVATELY FUNDED)

To support the sponsorship program, the development team may privately fund exterior LED boards, lobby displays, and interactive kiosks. This infrastructure would be designed for future monetization through advertising and sponsor messaging. A revenue model will be developed to assess ROI and reduce upfront City costs.

Developer Investment and F&B Model

F&B MODEL - DEVELOPER CONTROL AND COST SAVINGS



MSF will maintain control of the convention center's food & beverage operations and will likely be responsible for equipment and operating expenses. This structure allows:

- All kitchen infrastructure (shell and core) included in construction
- Operator provides all FF&E (e.g., equipment, utensils, glassware)
- A percentage of gross sales remitted to the City

This approach minimizes public cost while creating a revenue stream without operational liability. It also supports cross-venue food service between Scheels Arena and the convention center.

IN-KIND F&B EQUIPMENT DONATIONS AND SHARED EQUIPMENT AND SERVICES WITH SCHEELS ARENA

The team will pursue partnerships for donated beverage and kitchen systems (e.g., beer taps, fountain machines, refrigeration units) to reduce capital outlays.

Operational and capital efficiencies will be realized by sharing existing equipment with Scheels Arena, including:

- Forklifts, lifts, staging, tables, chairs, and power generators
- Snow removal and landscaping services
- 30% annual energy cost savings using Scheels Arena's efficient generator

These shared resources will reduce FF&E costs and streamline operations from day one. An updated FF&E plan will reflect these efficiencies.

Surrounding Entertainment District

The convention center will be located within the Urban Plains district, a thriving and expanding mixed-use destination in south Fargo that will be anchored not only by the new facility and Scheels Arena, but also by the fully privately financed hotel and surrounding entertainment district. This broader development is a cornerstone of the site's long-term success and represents a guaranteed private investment that significantly enhances the convention center's appeal and performance potential.

The entertainment district will include:

- New restaurants, bars, and/or retail amenities, offering walkable, high-quality dining and shopping options that extend the event experience beyond the walls of the convention center.
- Outdoor gathering spaces and programmed plazas, providing opportunities for spillover activations such as receptions, networking lounges, pop-up stages, and food truck festivals tied to major conventions or citywide events.
- Residential and commercial space, contributing to the district's vibrancy, safety, and activation throughout the day and evening—creating a true 24/7 environment that benefits event attendees and residents alike.
- Integrated pedestrian infrastructure, including trails, sidewalks, and lighting that connect the convention center to other district assets, supporting a walkable and intuitive guest experience.

Unlike many peer cities where entertainment infrastructure must be publicly subsidized to activate convention districts, this is a fully private investment—already planned and underway—that will provide immediate and ongoing value to the convention center and its users. The proximity of the hotel and restaurants, combined with coordinated branding and shared planning, ensures that every event hosted at the convention center benefits from built-in amenities and high-quality guest experiences.

The estimated \$123.5 million in taxable value within the Urban Plains entertainment district provides a strong foundation for financing the private components of the convention center project. This level of investment supports the viability of tools such as Tax Increment Financing (TIF), lodging tax allocations, and infrastructure cost participation—demonstrating the district's ability to generate sustained tax



revenue and reduce reliance on public subsidy. The surrounding residential, retail, hospitality, and entertainment developments not only validate private-sector commitment but also reinforce the convention center's role as an anchor within a thriving, mixed-use district. This integration ensures long-term financial sustainability and broad economic benefit for the City.

Moreover, the Urban Plains district supports cross-event programming and weekend stays, with family-friendly amenities (like the park across the street), youth tournaments at Scheels Arena, and seasonal events helping extend visitor stays and increase per capita visitor spend. This level of co-location and private-sector investment is rare for a mid-sized market and is one of the most compelling features of our proposed Fargo convention center site. It mitigates risk for the City, drives private tax base, and ensures a vibrant, highly utilized campus from Day One.

Public-Private Alignment and Future Investment Potential

The development team believes that, through strategic management, shared services, and a unified operations model, the development team's expertise and operational leadership will significantly reduce operating losses—and may ultimately generate positive operating income for the convention center over time. The combined efficiencies of co-location with Scheels Arena, optimized staffing, and an integrated F&B model create a strong foundation for financial performance beyond what is typically expected of public event facilities in mid-sized markets. As the City clarifies its commitment to capital contributions and tolerance for operating losses during the initial years, the development team will evaluate the feasibility of assembling additional private investment to offset public exposure. These conversations will be best suited for the negotiation phase, once parameters around upfront City participation and long-term risk sharing are more clearly defined.

Site Selection





Co-Location with Scheels Arena

Co-location with Scheels Arena is the centerpiece of the convention center proposal—unlocking a unified, high-performing event campus that is both efficient and irreplaceable. Positioned directly west of Scheels Arena, the new facility will add 65,000 SF of rentable meeting space, bringing the **total programmable space to approximately 150,000 SF**. This strategic siting maximizes land use, shares infrastructure, and builds on the proven success of Scheels Arena to attract larger, more complex events. Indoor connections will allow the two venues to operate in tandem, supporting shared programming, streamlined logistics, and enhanced guest experiences. This integrated campus transforms Urban Plains into a true destination district—one capable of hosting events that have historically bypassed Fargo.

III.1.b. Site Dimensions and Access Points

The proposed convention center will occupy approximately 14 acres within the Urban Plains district, including the Scheels Arena site. The site is bounded by 30th Ave S (north), 31st Ave S (south), Seter Parkway (west), and 51st St S (east), with primary access from 32nd Ave S and Veterans Boulevard, and secondary access via 45th St S. Just minutes from I-29 and I-94, the site offers unmatched accessibility, with nine bus stops within four blocks and direct connectivity to regional and national transportation corridors.

The layout leverages existing Scheels Arena infrastructure, enabling shared parking, loading, and internal corridors for seamless guest and staff movement. Its scale and geometry support efficient circulation, back-of-house logistics, and long-term operational flexibility—making it a well-positioned, high-functioning home for Fargo's convention center.



III.1.c. Future Expansion and Adjacent Development Capacity

To the north of the primary facility footprint, there is approximately 1.5 acres of underutilized land under the Fargo Park District's ownership and Scheels Arena operation. This area could accommodate an additional 25,000 SF for future additions to the convention center program such as a standalone ballroom, additional breakout rooms, or storage and back-of-house infrastructure, depending on long-term demand. The site layout will be intentionally designed to support such growth through clear circulation paths, preserved utility corridors, and site lines that can integrate with future vertical or horizontal additions.

Adjacent parcels within the Urban Plains district also present strong potential for private mixed-use development, including retail, restaurant, or additional amenity offerings. Several parcels to the south and west are currently zoned for commercial or mixed-use development and could be activated through public-private partnerships aligned with the growth of the convention and visitor economy. These properties benefit from direct access to existing infrastructure, walkable proximity to the convention center, and coordinated planning through the broader Urban Plains master plan.

III.2 Site Readiness & Development Feasibility

III.2.a. Ownership, Site Control, and Cost

The development team has secured or maintains effective control over all key parcels required for the proposed convention center and supporting uses through a combination of public ownership, private ownership within the development team, and active partnership agreements.

The primary site proposed for the convention center is located at 5225 31st Avenue South, currently owned by the Fargo Park District (Parcel ID: 01-8448-00100-000). This parcel includes Scheels Arena and covers approximately 437,817 square feet (roughly 10 acres). The site is zoned GC (General Commercial) and is governed by an established Conditional Overlay, allowing it to be utilized for a convention center under existing zoning through the Land Development Code. The existing facility was constructed in 2007 and includes over 150,000 square feet of arena, lobby, and support space.

Additional parcels to the south, east, and southwest of the main site are owned by subsidiaries of Brandt. As such, these properties are already under the effective control of the development team, though the mechanism of site control—whether by transfer, ground lease, or donation—is still being finalized. These adjacent parcels provide flexibility for staging, shared infrastructure, parking, a hotel, and the future Fargo-Moorhead Science Museum.

While demolition and site clearing requirements are expected to be minimal, the convention center will be added to the west side of the existing Farmers Union Insurance Arena, requiring close coordination with the Fargo Park District and development team to ensure uninterrupted access and operations. No known environmental or site constraints are expected to impede redevelopment; however further investigation will be required to verify. Costs for this portion of the project will be included in the overall construction budget.



III.2.b. Utility & Infrastructure Readiness

The proposed site for the convention center benefits from the presence of significant existing infrastructure due to its location adjacent to Scheels Arena and within the fully platted Urban Plains district making it ready for development without needing major approvals. This area was master planned and developed with mixed-use projects in mind, and as a result, it is already supported by existing public utilities, paved roads, and regional broadband access.

Water, sewer, and stormwater infrastructure are currently available at the site, with capacity previously sized to accommodate significant commercial and recreational development. Electrical service is accessible from Cass County Electric Cooperative, with substations and distribution infrastructure in place to support the existing arena and adjacent facilities. Broadband and telecommunications services are available via multiple providers such as HughesNet, Midco, Starlink, AT&T, and Verizon, with access points already present at the arena and nearby residential and commercial developments.

Road access and traffic infrastructure are well established. The site is served by multiple arterial roads, including 45th Street S, Veterans Boulevard, and 32nd Avenue S, with connections to I-94 and I-29 within one mile. The district also includes signalized intersections, pedestrian crossings, and existing traffic control systems that can support high-volume event operations. Shared entry points and internal circulation patterns with Scheels Arena will help reduce redundant infrastructure investment and ease event-day logistics.

This high level of existing infrastructure readiness is a significant advantage for the proposed development—reducing risk, lowering initial costs, and allowing the project team to focus resources on high-impact programmatic and design features.

III.2.c. Site Clearance Financial Incentive Needs

Though minimal site preparation and environmental remediation is anticipated, the team will likely pursue public incentives to help offset associated costs. Potential incentive tools may include TIF, PILOTs, and similar programs.

III.3 Contextual Fit & Adjacent Development

III.3.a. Surrounding Land Use and Development Potential

The convention center site sits within Urban Plains, a walkable, mixed-use district in south Fargo featuring a blend of residential, commercial, recreational, and civic uses. To the north and east, the site is surrounded by multifamily housing—including Urban Plains Apartments, Uptown & Main, Lyv, The Fountains, Mezzo, and others—providing nearby lodging, workforce access, and a vibrant urban context.



URBAN PLAINS

NEIGHBORHOOD

www.urbanplains.com

LIVING

1. Uptown & Main
2. Luv at Uptown & Main
3. Urban Plains Apartments
4. Encore Apartments
5. The Retreat at Urban Plains
6. Urban View Apartments
7. The Fountains
8. Mezzo Apartments
9. Grayhawk Apartments

RECREATION/OUTDOORS

1. Urban Plains Playground
2. Urban Plains Park
3. Garden of Healing
4. Bike Trails (5 Miles)

ENTERTAINMENT

1. Scheels Arena
2. Future Home of the Fargo Moorhead Science Museum

WELLNESS

1. Ellery Milan Beauty
2. Niche Salon
3. Family Wellness
4. Sanford Power Center

DINING

1. Caribou Coffee
2. Plaza Azteca
3. McAllister's Deli
4. Mexican Village
5. Smiling Moose Deli

SHOPPING

1. The Lane Retail Mall (Now Leasing)
2. Gunderson's Jewelers
3. Curated Home by Trevor Hill
4. T-Mobile at The Lane (Coming Soon)



Several adjacent parcels are owned or controlled by the development team and reserved for complementary uses:

- **Future Science Museum Site:** A key parcel near the convention center has been partially reserved as the future home of the Fargo-Moorhead Science Museum. This interactive cultural attraction is expected to drive year-round, family-based tourism and educational visits. The remaining area within the parcel is planned for retail or restaurant development, contributing to a lively, multi-use district.
- **On-Site Hotel:** A dedicated parcel just east of the convention center is reserved for hotel development.
- **Retail, Dining, and Commercial Amenities:** Several parcels in the immediate vicinity are designated for restaurants, retail, and visitor services. These uses will be integrated into the convention center campus and enhance the pedestrian experience, while also providing opportunities for offsite receptions, breakout gatherings, and local exploration.

To the east, Urban Plains Park offers over five miles of trails, multiple playgrounds, and flexible outdoor shelters—ideal for outdoor receptions or community events. These adjacent assets enhance year-round functionality and reflect the area's coordinated, long-range development strategy.



Alignment with City Growth and Infrastructure Objectives

The Fargo Growth Plan 2024 prioritizes Practical Growth—a fiscally responsible, infrastructure-efficient approach that emphasizes infill development, walkability, and mixed-use districts. The convention center directly advances these goals by anchoring public investment within the Urban Plains district, a master-planned area designed for dense, urban-style development supported by existing infrastructure.

The project meets Fargo’s targets by accommodating growth within a developed area, integrating an attached hotel, walkable access to retail, restaurants, green space, and aligning with the city’s goal of concentrating activity in vibrant, connected corridors. Unlike fringe development, this site leverages existing roads, transit, and utilities, reducing sprawl and maximizing return on public investment. Its location supports scalable infrastructure improvements, enhanced service delivery, and the creation of a destination district that reinforces Fargo’s long-term economic resilience and quality of life.

III.3.b. Proximity to Noise and Nuisance Sources

The convention center site is well-situated to avoid common urban noise and nuisance sources. While conveniently connected to major transportation corridors, it maintains a comfortable distance from high-impact infrastructure. Interstate 29 and Interstate 94 are both located approximately one mile to the north, providing strong regional access without the noise levels typically associated with freeway adjacency.

There are no rail lines or crossings near the site, and no industrial activity within the immediate area that would contribute to ongoing sound or air quality concerns. The surrounding land uses—multifamily residential, parkland, recreational facilities, and commercial amenities—are low-impact and compatible with a venue that requires a high-quality guest experience. Hector International Airport is located roughly 8 miles to the north, and current flight paths do not cross over the Urban Plains district. As a result, aircraft-related noise is minimal to nonexistent at the site.

Conceptual Plan





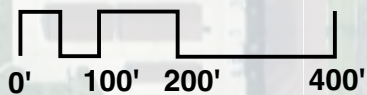
CONCEPTUAL LAYOUT



LEGEND

- PUBLIC CIRCULATION / CONCOURSE
- EXHIBITION HALL
- BALLROOM / MEETING ROOM
- FOOD & BEVERAGE
- RETAIL
- PUBLIC CIRCULATION (VERTICAL)
- RESTROOM
- ADMINISTRATION
- BACK OF HOUSE
- BACK OF HOUSE CIRCULATION
- SERVICE ELEVATOR
- MECHANICAL
- TERRACE/PAVING
- LOADING DOCK
- WALL POCKET

- 1 BALLROOM / EXHIBITION HALL
- 2 ADDITIONAL MEETING ROOMS
- 3 HOTEL
- 4 RESTAURANT / BAR
- 5 BACK OF HOUSE
- 6 LOADING DOCKS
- 7 STORAGE
- 8 KITCHENS
- 9 GREEN ROOM
- 10 BUSINESS OFFICE
- 11 COAT CHECK
- 12 HOTEL BRIDGE (ENCLOSED)
- 13 RETAIL
- 14 EXPANSION
- 15 EVENT PAVILIONS
- 16 TRUCK MARSHALING / OVERFLOW PARKING



28th Ave S

345 CARS

TYPICAL
HOTEL
GUEST
ROOM
FLOOR

31 CARS

39 CARS

URBAN
PLAINS
PARK

30th Ave S

28 CARS

28 CARS

URBAN
PLAINS
PARK

GARDEN
OF
HEALING

14 CARS

51st St S

32nd Ave S



IV.1 Project Concept & Scope

The following table provides a breakdown of the key components—number of units and total square footage—for the convention center and Scheels Arena, illustrating how each element contributes to the overall scale and functionality of the development.

Table 4: Summary of Facility Components by Unit Count and Square Footage

RENTABLE MEETING LOCATIONS			
Space	Total	Convention Center SF	Scheels Arena SF
Exhibit Hall/Ballroom	84,000 SF total (67,000 SF contiguous)	50,000 SF	17,000 SF contiguous + 17,000 SF nearby
Breakout/Meeting Rooms	11,180 SF	8,800 SF (8 rooms at 1100 SF)	2,380 SF
Pre-Function/Lobby	54,280 SF	27,400 SF adjacent to Exhibit Hall/Ballroom	26,880 SF connected to Convention Center
TOTALS	149,460 SF	86,200 SF	63,260 SF
SUPPORT SPACES			
Space	SF/Details		
Catering Kitchen	6,000 SF adjacent to storage and loading docks for easy access		
Storage	10,000 SF adjacent to Catering Kitchen and BOH corridor		
Mechanical	5,500 SF at a mezzanine level above BOH corridor		
Loading Dock	1 dock w/ 15' entrance height at ground level; 2 docks w/ 13' entrance height at truck height		
PARKING			
Program	Demand	Basis	Provided
Convention Center	476 + 55 employees	Previous similar project interpolated (ULI method) - 128,110 SF Venue	Shared Total
Hotel	75 + 19 employees	Previous similar project interpolated (ULI method)	Shared Total
Scheels Arena	1,338	Peak demand for Arena from Bolton and Menk Study	Shared Total
FMSM	50	Museum demand during peak demand hours of Arena from Bolton and Menk Study	Shared Total
TOTALS	2,013 spaces		2,006 spaces



IV.1.a. Meeting Spaces

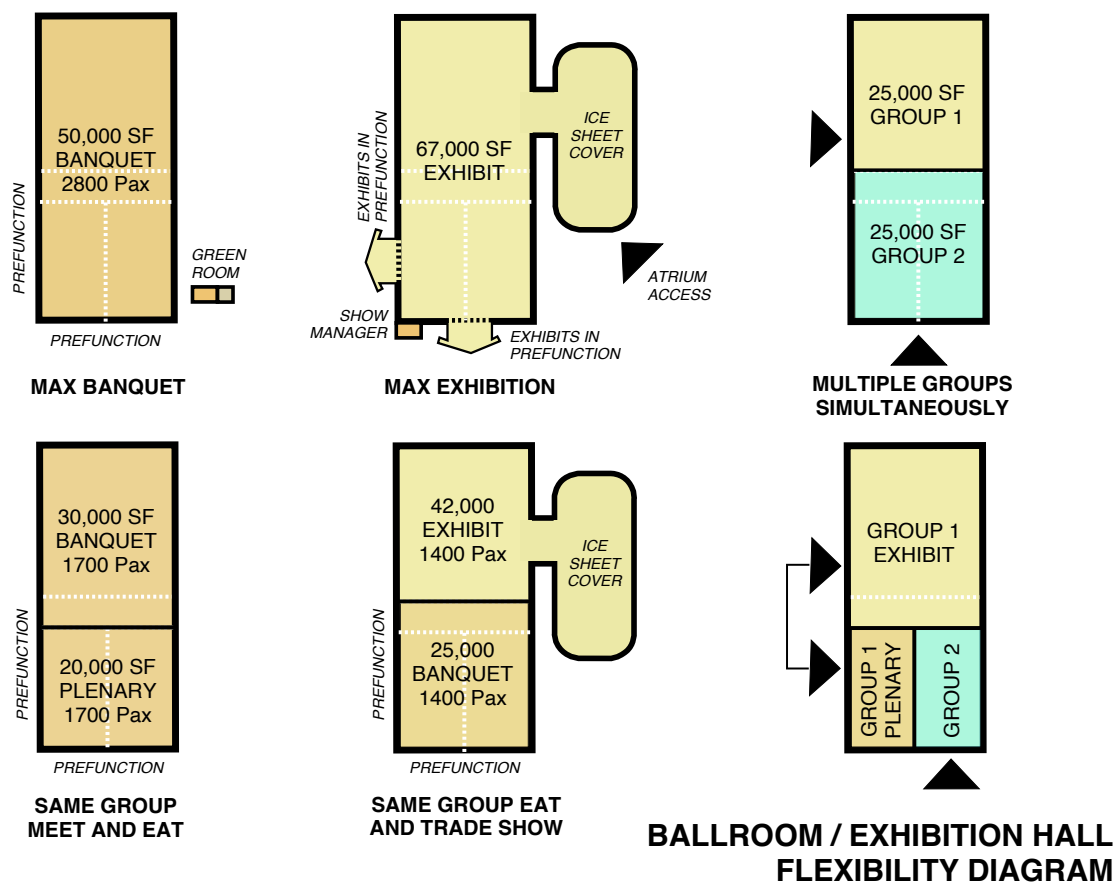
Exhibit Hall & Ballroom

At the heart of the convention center is a **50,000 SF, column-free Exhibit Hall & Ballroom** designed for maximum flexibility and performance. With **35-foot ceilings**, in-floor utility boxes every **30 feet** (supporting a standard 10'x10' exhibitor grid), and integrated rigging points for signage and lighting, the space meets the technical demands of modern events while offering a clean, polished experience. Variable lighting presets and sound-friendly finishes support everything from national conferences and exhibitions to banquets, sports tournaments, and regional conventions.

The hall can be **subdivided using airwalls** into multiple configurations:

- Two equal rooms of 25,000 SF each
- A 30,000 SF + 20,000 SF split
- The 20,000 SF ballroom area can be subdivided further into two 10,000 SF rooms

This flexibility gives planners the ability to host multiple concurrent events or scale the space to match group size, all while maintaining acoustic separation and smooth circulation.



Beyond functionality, the space is designed to feel welcoming and dynamic. General session areas may include soft seating, a built-in bar, and high-top tables for networking, sponsor activations, or casual



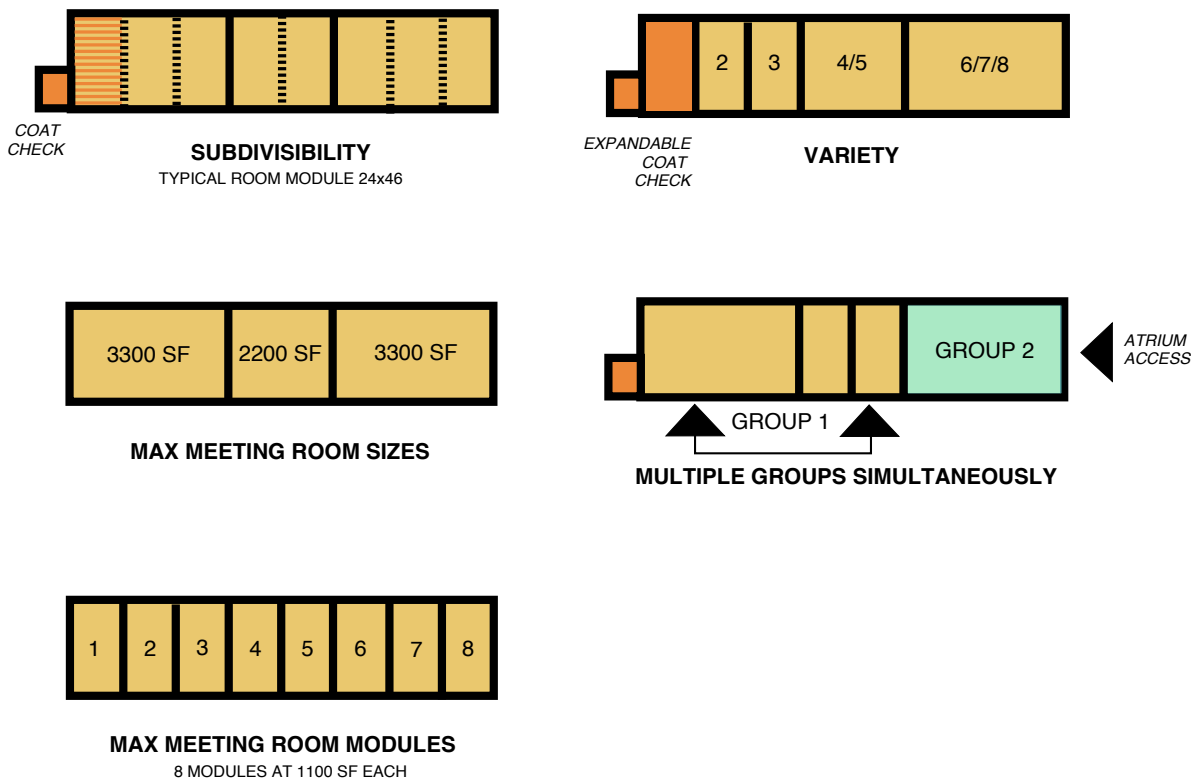
conversation—enhancing the overall experience for attendees. Built-in water stations support guest comfort and sustainability.

A generous pre-function concourse wraps around the Exhibit Hall/Ballroom, supporting registration, receptions, and informal gatherings. **With airwalls that can open between the pre-function space and the main hall**, the layout allows for fluid expansion and event customization.

Importantly, the Exhibit Hall/Ballroom will be physically connectable to the 17,000 SF Farmers Union Insurance Arena at Scheels Arena, **creating a combined, contiguous space of up to 67,000 SF**. This expanded layout supports major trade shows, expos, and conventions that require large-scale floorplans, such as agriculture expos, home and garden shows, and industry conferences.

Breakout Meeting Rooms

Adjacent to the Exhibit Hall/Ballroom, the convention center will offer **8,800 SF of dedicated breakout meeting space**, designed to maximize flexibility and functionality. This area will accommodate up to **8 individual meeting rooms, each approximately 1,100 SF**, with movable partitions allowing spaces to be combined or subdivided as needed. Each room will be outfitted with integrated audio-visual technology, enabling plug-and-play capabilities for presentations, hybrid meetings, and workshops. These rooms are ideal for seminars, training sessions, board meetings, and small-group discussions, offering event organizers a versatile toolkit for programming layered, multi-session agendas. Convenient access to pre-function areas and adjacent restrooms will further enhance usability and guest comfort.



MEETING ROOMS FLEXIBILITY DIAGRAM



IV.1.b. Back-of-House Functionality & Design

Food & Beverage Infrastructure

Supporting these event spaces will be secure, climate-controlled storage areas and a **6,000 SF full-service, commercial-grade catering kitchen**. The kitchen will be equipped to accommodate multiple concurrent events and high-volume service needs, exclusively serving an on-site caterer under contract with the facility. Modeled after successful operations at venues such as the Sioux City Convention Center, Resch Center, and Overland Park Convention Center, this approach prioritizes food quality, service consistency, and operational control by employing an in-house executive chef and culinary team. It will include dedicated zones for prep, staging, dishwashing, cold storage, and service lines. The kitchen will be outfitted with major commercial appliances (ranges, ovens, refrigeration, dishwashers), smaller utility equipment, and capacity to manage full inventories of real dinnerware, linens, tables, and chairs—supporting banquet-scale service and high-end plated meals with minimal reliance on disposables.

In addition to the new 6,000 SF kitchen, the existing 1,000 SF commercial kitchen within Scheels Arena will serve as an ancillary food preparation and staging area during peak demand periods or large-scale events spanning both venues. This provides built-in redundancy and expanded culinary flexibility, while reducing strain on the primary facility kitchen.

Loading & Logistics

A three-bay loading dock will provide streamlined access for event move-ins, exhibitor setup, and service deliveries. This includes **one ground-level dock with a 15-foot entrance height and two standard-height docks with 13-foot clearances**, accommodating a range of vehicle sizes from box trucks to semi-trailers, as well as vendor needs such as large equipment displays. These docks will be directly connected to secure staging and storage areas and designed to minimize interference with attendee areas.

Circulation & Access

Centrally located service corridors will allow staff and vendor teams to circulate efficiently throughout the facility without disrupting front-of-house activity. These corridors will be a minimum of 10 feet wide to accommodate carts, equipment, and simultaneous two-way movement. The corridors will connect the kitchen, loading dock, storage rooms, main hall, and breakout rooms—allowing for seamless, behind-the-scenes support of event operations with multiple direct access points to front-of-house zones.

Building Systems & Facility Support

Centrally located mechanical and utility spaces located on a mezzanine level about the back-of-house corridor will house energy-efficient HVAC and infrastructure systems to support sustainable operations. Dedicated mechanical and electrical rooms will support systems at a scale appropriate for the size and complexity of the convention center. The building will include **10,000 SF of secure, climate-controlled storage**, as well as janitorial closets, maintenance rooms, and IT infrastructure.

Staff & Emergency Support Areas

Administrative offices will be integrated near the kitchen and loading dock for daily operational staff, including space for catering management, operations, and building services. Specialized rooms in the Phase II design may also include:

- A volunteer/staff break room for rest and shift changes
- A security command room with surveillance and facility access control



- A first aid room equipped to respond to on-site emergencies
- A secure IT/server room to house core technology systems

Thoughtful back-of-house layout and traffic separation will reduce congestion during peak load-in/load-out times, protect the integrity of guest spaces, and support high-performance operational flow. Further accessibility features, including multiple ADA-compliant pathways, will ensure seamless movement throughout the building.

IV.1.c. Front-of-House Functionality & Design

Pre-Function Space

The convention center will feature **27,400 SF of dedicated pre-function space**, which will connect to the 29,260 SF of existing pre-function area in Scheels Arena via an atrium, creating a **combined total of 56,660 SF of flexible, contiguous space** ideal for guest circulation, networking, hospitality, and sponsor activation. This synergy between venues allows for expanded event footprints, shared ticketing or registration areas, and the ability to host coordinated multi-venue events with a unified guest experience.

The pre-function space will serve as the hub for arrivals, transitions, and social engagement, positioned directly outside the main hall and breakout rooms. These areas may include:

- Comfortable lounge furniture and high-top seating to encourage informal networking, meetups, and post-session conversations
- Integrated charging stations throughout, enabling guests to recharge devices and stay productive between events
- Sponsor zones or exhibitor kiosks for community outreach, event branding, or merchandise sales
- Designated social event configurations for receptions, cocktail hours, and sponsor-sponsored lounges
- Heated seating areas at key entrances to accommodate winter conditions and provide comfort for rideshare pickup and drop-off

The pre-function space will also support high-efficiency attendee movement, with intuitive wayfinding and direct lines of sight to registration, restrooms, coat check, and event rooms. It will be fully accessible, with barrier-free design, wide circulation paths, and multiple access points to elevators, escalators, and entry vestibules.

By blending generous square footage with thoughtful amenity integration, this pre-function zone will enhance both the flow and the feel of the entire venue—elevating the guest experience and giving organizers new flexibility in how they activate and animate the space.

Registration, Staging & VIP Prep

The centralized registration area will include space for both staffed and self-check-in, with digital signage and queueing support for large groups. Nearby, a dedicated staging room will be available to event organizers to store and manage materials. This office-style room will include a conference table, secure shelving, and flexible storage options—allowing planners to coordinate logistics, hold staff meetings, or prep materials without crowding public areas.

Adjacent to the main hall, a multi-functional VIP/Green Room will provide a quiet, private retreat for keynote speakers, VIP guests, or wedding parties. Located next to the Exhibit Hall and Ballroom, the suite will be outfitted with lounge furniture, sofa seating, a dining table, and a private restroom. A built-



in speaker system will broadcast live audio from the main event space, ensuring users can stay on schedule while preparing in comfort and remain connected to the flow of the event.

Guest Services & Amenities

To support guest needs throughout the day, the facility may also include:

- An accessible coat check area, with capacity for high-volume storage during winter events. Options may include both staffed coat check service and self-service lockers.
- A business center located in the adjacent hotel, available to attendees needing printing, scanning, or private meeting access (as described in the hotel section).

IV.1.d. Co-Location with Scheels Arena

Co-locating the convention center with Scheels Arena creates a powerful, integrated event campus with approximately **150,000 SF of combined programmable space**—far surpassing what the convention center alone could offer. This synergy positions Fargo to attract regional and national events that currently bypass the city due to space constraints.

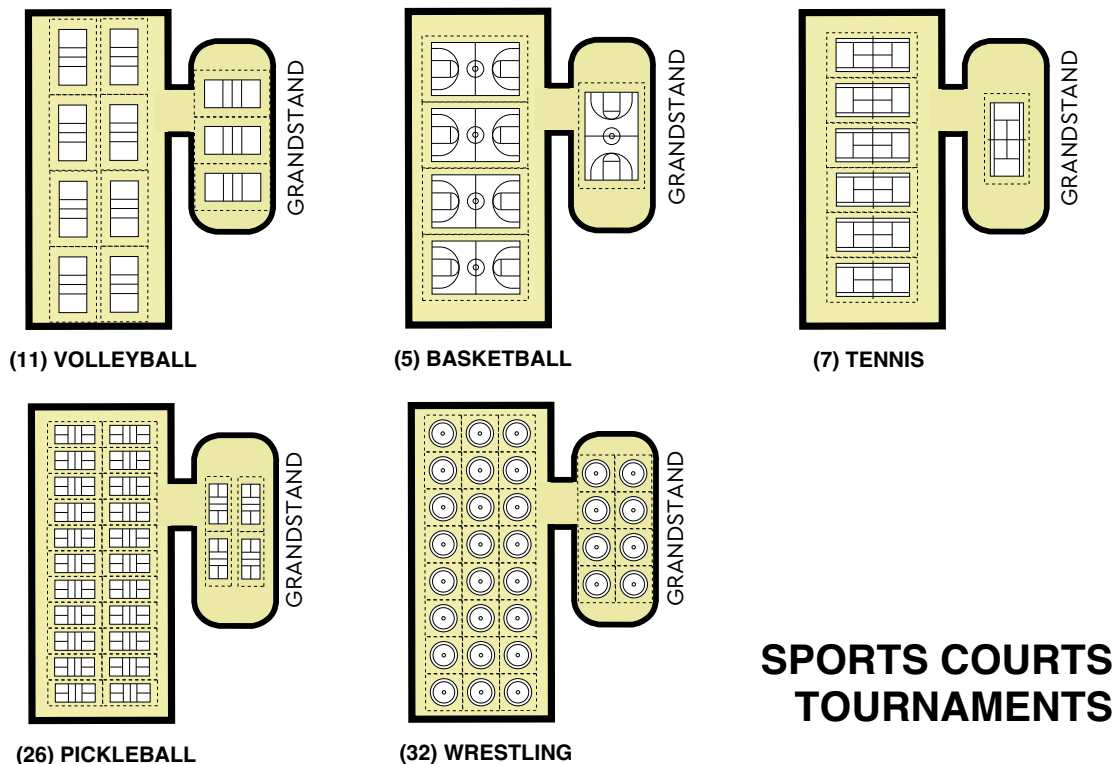
Scheels Arena contributes over 63,000 SF of flexible space, including a 17,000 SF flat-floor arena, 17,000 SF practice rink, and 29,000 SF of concourse and lobby space, all of which complement the convention center's 50,000 SF Exhibit Hall/Ballroom, 8,800 SF of meeting rooms, and 27,400 SF of pre-function space. On non-event days, the arena can be **reprogrammed to support exhibits, general sessions, keynote addresses, banquets, or sporting events**. Its 5,000+ permanent seats eliminate the need for temporary risers, while multiple staging configurations (180° and 270° end-stage) support events of all formats. This makes the venue ideal for:

- General sessions or award ceremonies
- TED-style talks or fireside chats
- Product launches and brand activations
- Dance competitions, martial arts tournaments, and cheer events needing both staging and seating





This co-location enables seamless event layering—such as pairing a trade show with a sports tournament or hosting overflow functions without leaving the site. Events can scale fluidly between venues using internal connections and coordinated scheduling, increasing economic impact and extending guest engagement.



Additional amenities—such as meeting rooms (seating up to 100), the High Point Bar & Grill, and the Farmers Union Insurance Arena—offer flexible breakout spaces, sponsor activations, and networking lounges. These combined assets give Fargo an edge in hosting multi-day conferences, expos, competitions, and hybrid events with a level of scale and professionalism previously unavailable in the region.

Scheels Arena also brings robust infrastructure that elevates production capabilities:

- Multiple loading access points, including a 15' x 18' ice-level door and a dedicated truck lane
- High-capacity power (1x 400 Amp, 3x 200 Amp 3-phase disconnects)
- Integrated AV and lighting systems, jumbotron, concourse displays, and broadcast capabilities
- Inventory of event equipment, including chairs, tables, pipe and drape, podiums, and more

In short, the co-location with Scheels Arena is not just additive—it's transformative. It allows Fargo to host larger, more complex events while leveraging existing infrastructure and enhancing operational efficiency, creating a uniquely flexible and cost-effective destination for meeting planners and event organizers.

IV.1.e. Hotel/Restaurant

The proposed hotel for the convention center is envisioned as a 150-room lifestyle hotel connected to the facility via a climate-controlled skywalk or enclosed corridor. This hotel will play a critical role in ensuring the convention center's year-round functionality and competitiveness, meeting the



expectations of event planners, exhibitors, and attendees seeking convenience, comfort, and on-site amenities. The hotel will be developed and operated by BHG. Their involvement ensures regional market insight, operational excellence, and seamless coordination with the convention center development team. The hotel's food and beverage offerings will be designed to complement the convention center experience, with a focus on fast-casual and lounge-style options suitable for pre- and post-event gatherings. BHG is currently considering Tempo by Hilton or Canopy by Hilton as the preferred brand for the hotel; however, the final brand selection remains open pending further design and market alignment in Phase II.

Tempo by Hilton

Tempo by Hilton is under consideration due to its brand alignment with wellness, productivity, and lifestyle—all key values for business and event travelers. Designed for the rhythm of life, each hotel features reimagined guest rooms, dynamic open-concept social spaces, and state-of-the-art fitness programs tailored to modern routines.

As an upscale lifestyle brand, Tempo features:

- Wellness-oriented rooms with spa-style bathrooms, blackout curtains, Bluetooth speakers, and Peloton-equipped fitness suites
- Flexible lobby spaces designed for informal meetings, solo work, and social interaction
- A curated food and beverage program, including Bluestone Lane café service, a hydration station, and a lounge area with craft cocktails and light bites
- A fitness center with strength, cardio, and recovery zones
- Guest room mix adjusted for conference use, including a higher number of QQ (double queen) rooms than standard Tempo properties
- Complimentary Wi-Fi in all rooms and public areas

Meeting & Business Amenities:

- Approximately 1,200 SF of meeting space options, supporting breakout sessions, board meetings, and receptions
- Dedicated business center with workstations, printing, and meeting prep resources

These offerings provide the functionality and ambiance required by today's convention attendees, while allowing efficient integration with the larger event campus. Tempo's total square footage would be lower than larger lifestyle flags, approximately 80,000-85,000 SF for 150 rooms, which supports a more efficient and cost-conscious development.

Canopy by Hilton

Canopy by Hilton offers a bolder, more design-forward lifestyle experience for upscale travelers and is being considered as an alternative to Tempo. A positive stay defines the Canopy experience—a vibrant boutique brand that reflects the surrounding neighborhood's character through design and service. Each Canopy hotel is built to feel like a localized, high-design hub, making it an excellent choice for destinations that want to stand out and tell a story.

Known for its vibrant, localized design and social-first public spaces, Canopy includes:

- Thoughtfully designed guest rooms with elevated finishes and wellness features
- On-site restaurant and craft bar, serving locally inspired cuisine and beverages
- Premium lobby/lounge experience, offering communal spaces for both productivity and relaxation
- Design customization opportunities that align with local culture and convention branding



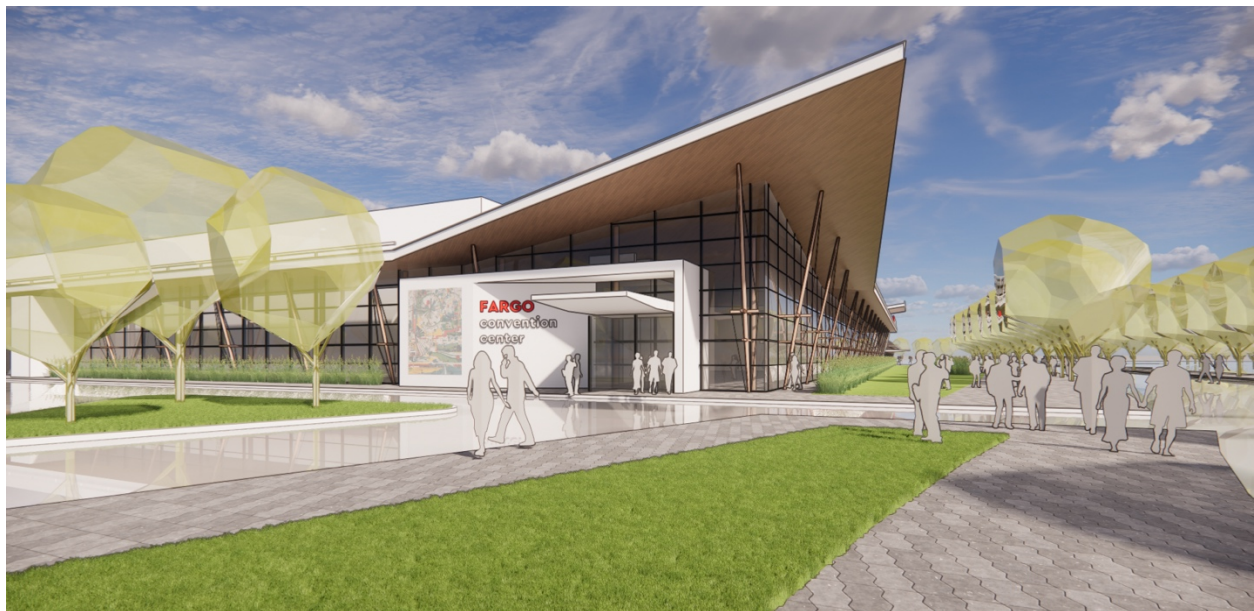
- Wi-Fi is free for all guests
- Ideal for both leisure and business travelers, with settings that accommodate social gatherings, creative sessions, or micro-weddings

Meeting & Business Amenities:

- Approximately 3,000 SF of meeting space options, supporting breakout sessions, board meetings, and receptions
- Dedicated business center with workstations, printing, and meeting prep resources

This brand is especially well-suited for a convention center district that wants to reinforce Fargo's cultural identity and deliver a distinctly boutique guest experience without sacrificing Hilton's brand recognition. Canopy hotels are typically larger than Tempo, with a total square footage ranging from 90,000–92,000 SF for 150 rooms. This option provides greater flexibility for incorporating robust hotel amenities and programming.

IV.2 Functional Design & Sense of Place



IV.2.a. Accessibility, Universal Design, & Operational Flow

The convention center will be designed to meet ADA standards and embrace a universal design approach that provides seamless, dignified access for all guests, staff, and exhibitors. Every aspect—from exterior access points to interior circulation—will prioritize inclusivity, comfort, and clarity of movement.

Attendee Flow & Circulation

Wide, clearly marked circulation routes will connect attendees to registration, restrooms, and event spaces via 56,660 SF of pre-function space (shared with Scheels Arena), minimizing congestion and improving wayfinding. Multiple entrances, elevators, visual/auditory signage, and charging stations will support guests of all abilities, including those with sensory or cognitive needs.

Back-of-house circulation will be entirely separated, featuring 10' service corridors linking the kitchen, loading docks, and event spaces. Staging areas, breakrooms, and security zones will optimize staff



efficiency while preserving guest experience. Accessibility features throughout include automatic doors, low-threshold transitions, ample turning radii, and inclusive restrooms, family rooms, and nursing spaces.

Winter-Ready Access & Circulation

Special attention has been paid to Fargo's winter climate. Guests may arrive through a large, covered drop-off zone with overhead radiant heating, offering protection from wind, snow, and ice. Heated sidewalks and entry paths—embedded with hydronic or electric coil systems—may keep pedestrian walkways clear and safe, including those leading from surface lots and shuttle stops.

The site plan will support a range of parking and arrival options such as:

- Heated walkways connecting parking areas to the convention center
- Priority ADA and VIP parking spaces near entrances
- Valet service available for major events

Additional features may include windbreak structures at main entry points, spacious indoor atriums with heated seating areas, and a large, accessible coat check zone with both staffed and self-service options. Snow removal and de-icing will follow a continuous schedule on event days, with dedicated operations teams ensuring high-traffic areas remain clear.

IV.2.b. Technological Support & Acoustics

Technology will be a defining feature of the convention center, designed to meet the evolving expectations of planners, exhibitors, and attendees. The facility will include robust, enterprise-grade Wi-Fi with high-density access points capable of supporting thousands of devices simultaneously. The design team will evaluate advanced options such as Wi-Fi 6E or Wi-Fi 7, ensuring low latency and broad spectrum coverage for activities like hybrid meetings, mobile apps, live streaming, and contactless services. SSIDs will be segmented for attendees, presenters, and operations, supported by real-time network monitoring tools for security and performance optimization.

All meeting and event spaces will include integrated audiovisual (AV) infrastructure—such as digital projection, LED walls, distributed audio, programmable lighting, and plug-and-play control panels. Select rooms may feature ceiling-mounted speakers, retractable screens, and centralized control for seamless management. The facility will also accommodate third-party production teams through structural rigging points, floor boxes, and AV panels that allow for external systems to interface easily.

Acoustic performance will be carefully considered through baffles, sound-isolating partitions, and dampening finishes to reduce echo and ensure clarity between concurrent sessions. These efforts will support a range of programming, from high-profile keynotes and concerts to training workshops and hybrid presentations.

All final technology systems and specifications will be confirmed during Phase II design development in collaboration with expert AV, IT, and acoustical consultants.

IV.2.c. North Dakota Design Identity

The convention center will reflect Fargo's practical spirit and creative momentum through architecture rooted in regional identity, innovation, and place-based pride. Its design will balance timeless modernism with local character—drawing inspiration from the Red River, open prairie, and the area's agricultural and technological legacy.



Clean lines, honest materials, and Scandinavian-influenced simplicity may define the architectural language, featuring wood, stone, and weathering steel complemented by native landscaping. The building's massing and form will emphasize transparency and proportion, evoking the resilience of the land while embracing a forward-looking urban design ethos aligned with the Fargo Growth Plan. This includes activating the street edge, reinforcing pedestrian experience, and creating strong connections to adjacent destinations like Scheels Arena, Urban Plains Park, and future retail and hospitality uses.

The site itself carries deep local roots—once farmland worked by Ace Brandt and his father—offering an opportunity to honor Fargo's agricultural heritage alongside its evolution as a hub of innovation. This fusion of past and future will be expressed through both architectural materials and curated public art.

Art installations—both inside and out—may incorporate themes of transformation, land stewardship, and environmental resilience. Regional artists will be invited to contribute murals, sculpture, textile work, and abstract landscapes that interpret North Dakota's seasonal rhythms, Indigenous narratives, and natural beauty. Public plazas and walking paths will be activated as social spaces and informal galleries, celebrating the Silicon Prairie's creative and entrepreneurial spirit.

Sustainability will underpin the design, with strategies such as geothermal heating and cooling, high-efficiency systems, low-embodied-carbon materials, and biodiversity-enhancing native plantings. The project will target LEED or equivalent certification, demonstrating Fargo's commitment to responsible civic development.

Together, these elements will create a landmark that is unmistakably Fargo—practical, innovative, and deeply connected to the story of its land and people.



Parking & Access





V.1 Access to the Site

V.1.a. Vehicular Access to the Site

Vehicular Access and Adjacent Street Network

As noted, the convention center site is located within the Urban Plains development which is well-connected to Fargo's primary transportation corridors. It enjoys direct access to three major arterial routes leading to interstate highways:

- 45th Street → I-94
- Veterans Boulevard → I-94
- 32nd Avenue South → I-29

This positioning enables rapid ingress and egress from both regional and interstate travel routes, reducing congestion during peak arrival and departure times for large events. The local street network also includes multiple access points:

- 32nd Ave S: 5 intersections
- Veterans Blvd: 4 intersections
- 45th St S: 6 intersections

Traffic analysis conducted by Bolton & Menk confirms that the roads maintain moderate peak-hour volumes—ranging from 1,000 to 2,700 vehicles—well within the network's capacity to manage high-event loads. Typical commuter peaks occur outside of event arrival windows, helping to further reduce strain on the transportation system.

V.1.b. Pedestrian Access

Pedestrian and Multi-Modal Access

The Urban Plains site is a highly walkable environment with paved sidewalks, multi-use trails, and strong multimodal connectivity. Nine bus stops lie within a four-block radius, providing transit access from surrounding neighborhoods and key points across the metro such as West Acres Mall. Pedestrians benefit from:

- Signalized crosswalks at 51st Street South and 32nd Avenue South
- Direct trail access to Urban Plains Park and the Urban Woods & Prairie Initiative
- Seamless walkways to nearby hotels, apartments, other amenities, and Scheels Arena

These features not only support walk-in traffic but also facilitate last-mile access from shuttle and transit riders arriving on foot.

Winterized Access and Mobility Strategies

To ensure accessibility year-round, particularly during winter months, the following mobility enhancements may be implemented:

- Shuttle Services to Nearby Hotels & Parking
 - Continuous loops connecting off-site parking, adjacent hotels, and the venue
 - Heated shuttle stops with seating, lighting, and digital wait-time displays
- Designated Rideshare & Taxi Pick-Up Zones



- Covered, heated waiting areas for Uber/Lyft and taxis
 - Active traffic management to prevent bottlenecks at drop-off points
- Event Weather Alerts & Communications
 - Real-time notifications on weather, traffic delays, and parking availability via mobile app, digital signage, and social media integrations

V.2 Parking

V.2.a. Comprehensive, Data-Driven Approach to Parking Strategy

Right-Sized Capacity Informed by District-Wide Demand & Traffic Studies

The Urban Plains site will provide approximately 2,006 parking stalls to support the convention center, Scheels Arena, hotel, museum, and surrounding development, based on TVS’s preliminary estimates. This includes about 1,300 existing stalls at Scheels Arena and additional surface lots on nearby undeveloped parcels, all accessible via walkable connections and shared easements. A comparative analysis by TVS, using Urban Land Institute shared parking methodology and a similar Midwest facility profile, confirmed that the projected demand—driven by nearly 300,000 annual visitors—is well met by the planned total.

PROGRAM	PARKING SPACE DEMAND	BASIS
Convention Center	476 + 55 Employees	Previous similar project interpolated (ULI method)
Hotel -150 keys)	75 + 19 Employees feels light but maybe covered by ULI	Previous similar project interpolated (ULI method)
Scheels Arena	1,338	Peak demand from 2023 Bolton & Menk Traffic Study
Museum	50	Museum demand during Friday 7 p.m. peak, from Bolton & Menk Study
TOTAL	2,013 SPACES	Combination of ULI (TVS) and ITE-based (Bolton & Menk) methodologies

Peer Comparisons and Parking Strategy Justification

Similar-sized convention centers nationwide meet parking needs through distributed, shared infrastructure—rather than oversized on-site structures. Peer venues in Duluth, Dubuque, Rochester, Green Bay, St. Cloud, and Sioux City successfully use a mix of surface lots, municipal ramps, and walkable access supported by transit or skyways. Fargo’s Urban Plains district mirrors this proven model, with 2,006 planned stalls across surface lots and shared easements. Unlike many peers, Fargo’s plan delivers on-site convenience while maintaining flexibility and operational autonomy—aligning with national best practices and ensuring scalability without overbuilding.



V.2.b. Scalable and Flexible Parking Implementation

The Urban Plains district incorporates smart demand management strategies to reduce the need for early structured parking. Future ramps remain an option, but initial focus is on maximizing surface lot efficiency, multimodal access, and land flexibility.

- *Shuttle Service from Satellite Lots and Nearby Hotels:* To relieve on-site pressure during peak events, shuttles will connect the convention center to nearby hotels, off-site lots (e.g., north of the YMCA), and underused parking areas. ADA-accessible stops, weather protection, and integration with event apps will streamline user experience and reduce congestion.
- *Shared-Use Parking Across the Urban Plains District:* The district's cross-easement structure enables shared use of stalls across all parcels—supporting flexible event operations. Surface lots around Scheels Arena and future development parcels allow reprogramming over time without sacrificing parking supply. The southern 1,065-stall lot supports near-term operations but can transition to other uses. A joint parking easement ensures district-wide adaptability. The 345-stall YMCA lot will provide overflow and truck marshaling, further easing event logistics.
- *Rideshare Zones and Drop-Off Staging Areas:* Dedicated, well-signed zones for rideshare, shuttles, and group transport will reduce stall use and curbside congestion. Features may include covered shelters, traffic monitoring, and active queuing systems.
- *Public Transit Access:* Nine bus stops within a four-block radius ensure access for workers, residents, and attendees. This supports equitable access, relieves parking strain for staff, and aligns with city mobility goals. Trails and nearby parks also promote walking and biking.
- *Event Coordination with Scheels Arena:* The convention center will operate independently but coordinate with Scheels Arena to reduce conflicts and maximize district capacity. MSF will use shared scheduling, staggered start times, and strategic event placement to avoid congestion. From 2023 to mid-2025, Scheels Arena averaged just 33 daytime events annually—leaving significant availability for new bookings. In rare instances of simultaneous demand, 1,300 arena stalls, distributed surface lots, and shuttles will ensure smooth operations.
- *Phased Approach with Built-In Flexibility and Future Readiness:* While a ramp is not included in Phase I, the site allows for future structured parking. A refined traffic and demand analysis in Phase II will confirm whether additional infrastructure is needed, incorporating final programming, attendance models, and real-world usage data.

Existing Adjacent or Nearby Amenities and Services





VI.1 Hotels & Restaurants

VI.1.a. Hotels

The convention center will be supported by a robust hotel district, offering more than 1,600 guest rooms within a two-mile radius—ranging from extended-stay suites to full-service brands. This diverse lodging inventory gives event organizers the flexibility to accommodate a wide range of attendee preferences and budgets, while ensuring convenient access to the facility.

Four properties are located **within one mile** of the site, totaling 354 rooms. These include familiar national brands such as Hampton Inn & Suites, Courtyard by Marriott, Four Points by Sheraton, and My Place Hotel. All are within a 10-to 24-minute walk or a quick drive from the convention center and offer a mix of full-service and limited-service options, suitable for business travelers, event staff, and exhibitors.

An additional 13 properties lie within a two-mile radius, bringing the total room count to approximately **1,600 rooms**. These hotels span a range of service levels, including nine 3-star properties and four 2-star properties, offering a mix of extended-stay, midscale, and limited-service accommodations. Notable examples include extended-stay brands such as Residence Inn and Homewood Suites, midscale options like Comfort Suites and AmericInn, and higher-end offerings such as DoubleTree by Hilton and the lifestyle-focused Element Fargo. Most of these properties are clustered along 23rd and 25th Streets South, providing convenient access to the convention center via a short drive or dedicated shuttle service.

This comprehensive lodging inventory ensures robust support for convention center guests who choose not to stay in an on-site hotel. The rooms encompass:

- Diverse lodging tiers from 2-star economy to 3-star full-service and lifestyle/extended-stay suites.
- Flexible accommodations including full-service amenities (onsite restaurants, room service, airport shuttles) and suite-style options for multi-night stays or family travel.
- Convenient proximity with the core 354 rooms located within a one-mile walk—optimally close for delegation—and all others within a 2-mile radius, ensuring easy shuttle or ride-share access.
- Capacity for large events, reducing over-reliance on the convention center’s attached hotel and enabling block bookings across multiple properties to accommodate expanding attendance.

VI.1.b. Restaurants

With **more than 30 restaurants, cafés, and quick-service options within a one-mile radius**, the Urban Plains district offers a highly walkable dining environment that supports a full day of activity for convention attendees. Whether visitors are looking for a relaxed dinner, a casual lunch between sessions, or a quick breakfast on the go, the district delivers a range of choices that match the rhythm of event programming.

Highlighted full-service and casual dining options include:

- True North Bistro – An elevated yet approachable bistro known for locally inspired fare and modern ambiance
- Izumi Sushi & Hibachi – A lively destination for sushi and teppanyaki, ideal for small group dinners



- Plaza Azteca – A popular choice for festive group dining with modern Mexican cuisine and craft margaritas
- Sirirath Thai House – A locally loved Thai restaurant offering authentic dishes in a cozy setting
- Nine Dragon’s Restaurant – A hidden gem for Chinese and pan-Asian cuisine, offering both dine-in and takeout
- MacKenzie River Pizza, Grill & Pub – A rustic-meets-modern spot known for handcrafted pizzas, burgers, and Montana-inspired entrees
- The Tavern Grill – A polished casual restaurant with a build-your-own burger bar and wide-ranging menu, perfect for business lunches or relaxed dinners

Beyond these sit-down options, **the area includes over 20 fast casual and quick-service restaurants**, such as McAlister’s Deli, Firehouse Subs, Jersey Mike’s, Pizza Ranch, Slim Chickens, and national favorites like Jimmy John’s, McDonald’s, and Taco Bell. This diversity ensures that attendees with tight schedules can still enjoy quality meals without leaving the district.

Coffee shops and cafés are equally well represented with **10 options to choose from**, including Bully Brew Coffee House, Scooter’s Coffee, and Boppa’s Bagels—perfect for early mornings or informal meetings.

VI.2 Bars, Retail & Attractions

VI.2.a. Bar & Entertainment Venues

The Urban Plains district offers a lively, approachable nightlife scene with a mix of local bars, lounges, and entertainment venues—ideal for post-conference relaxation, networking events, and team outings. Wurst Bier Hall West (.7 mi) anchors the nearby bar scene, while Scheels Arena, located directly adjacent to the convention center site, serves as a premier entertainment venue. It hosts concerts, comedy shows, and major sporting events, enhancing the evening activity options for convention attendees.

The area surrounding the convention center boasts a vibrant social and entertainment scene, with more than a **dozen bars and social venues located within a short drive**. These range from craft beer bars and upscale cocktail lounges to neighborhood pubs and lively sports bars, offering ample options for informal networking, post-event gatherings, or team outings. Standout destinations include Fargo Billiards & Gastropub, known for its expansive space and dozens of pool tables; The Tavern Grill, with its upscale-casual ambiance and build-your-own menu; and JL Beers, a Fargo favorite for craft brews and award-winning burgers. Martini Blu at the Grotto offers a more refined cocktail experience, while Barcode Bar & Grill provides a relaxed, neighborhood atmosphere.

In addition, the district is home to **over ten diverse entertainment venues**, catering to a wide range of interests and age groups. Whether attendees are seeking immersive art experiences, interactive games, live music, wellness-focused activities, or family-friendly attractions, the Urban Plains district and its immediate surroundings offer a compelling variety of off-site options to enrich the overall convention experience. Highlights include United States Axe Throwing, perfect for team-building or casual competition and Golf Addiction, which combines indoor golf simulators with food and drink service. Thunder Road adds a family-friendly option with go-karts, mini golf, and laser tag. Together, these venues help transform the convention center into a true destination within a dynamic district.



VI.2.b. Retail Attractions

The Urban Plains district offers a well-rounded mix of shopping options that enhance the visitor experience and support the convenience, leisure, and lifestyle needs of conference attendees. The area is anchored by a thriving cluster of independently owned boutiques and curated lifestyle retailers. Notable destinations include Curated Home by Trever Hill, an upscale home décor store; leela & lavender and Olive Street, two stylish women's fashion boutiques; and McNeal & Friends, which offers a modern mix of clothing, beauty, and home goods. Additional highlights include Gunderson's Jewelry, a high-end jeweler offering luxury accessories; Eco Chic Home, a locally loved home décor and lifestyle store; and Mainstream Boutique, Druther's, Laurie's, and The Black Frame, all offering unique men's and women's fashion with a personalized, regional flair. For children's apparel and gifts, visitors can explore Kenzie + Co. Kids Boutique or The Arc Attic Treasures, a popular thrift store known for its vintage finds and local character. Straus for Men brings high-end men's fashion to the district, helping round out a retail environment that feels both regional and refined.

In addition to these boutique offerings, the area includes a variety of retail stores providing access to daily essentials, sporting goods, and fashion staples. These include Costco, Duluth Trading Company, Tootsie's Children Boutique, Once Upon a Child, Plato's Closet, and Play It Again Sports. Together, this mix of locally owned, regional, and national retailers creates a walkable, visitor-friendly commercial district that adds value to the convention center campus—inviting attendees to explore, shop, and connect with the Fargo community between sessions.

VI.2.c. Visitor Attractions

Two major visitor attractions will anchor the convention center site. **Scheels Arena**, directly adjoining the convention center, is a cornerstone of Fargo's entertainment and sports scene and a major year-round draw for locals and visitors alike. As the home of the Fargo Force hockey team, the arena attracts thousands of fans each season and serves as a leading driver of sports tourism across the Upper Midwest. But its impact goes far beyond hockey.

Scheels Arena boasts a flexible, multi-purpose design that allows it to host a wide range of events—including national concert tours, family-friendly productions, sporting tournaments, and regional expos. Past performances have included major acts in comedy, country, rock, and children's entertainment. With seating for over 5,000 and full in-house production capabilities, it serves as one of the most active and accessible large-format venues in the state.





For convention attendees, Scheels Arena offers seamless access to evening entertainment, bonus programming, or offsite activation opportunities—all within walking distance of the main exhibit hall. Key benefits for convention organizers include:

- **Evening Event Add-Ons:** Attendees can extend their stay to enjoy a game, concert, or performance—making the convention experience more memorable and appealing for multi-day visits.
- **Large-Scale Venue Access:** The arena can host opening or closing ceremonies, general sessions, or keynote events for large conferences that need high-capacity seating with full AV support.
- **VIP or Sponsor Hosting Opportunities:** Luxury suites, loge boxes, and premium lounge areas are ideal for hosting clients, donors, or sponsors during marquee events.
- **Athletic or Wellness Integration:** For conferences with a wellness or team-building focus, the arena can accommodate group skate sessions, fitness activities, or recreational programming.

This synergistic relationship between the convention center and Scheels Arena transforms the Urban Plains district into more than just an event venue—it becomes a fully integrated destination. Together, these facilities offer planners the flexibility, capacity, and visitor appeal needed to attract high-impact conferences and multi-day events that elevate Fargo’s standing on the regional and national stage.

The future **Fargo-Moorhead Science Museum (FMSM)** will be a defining feature of the Urban Plains convention district, with its planned opening in 2028. Located directly adjacent, the museum will be a modern, immersive STEMM (Science, Technology, Engineering, Math, and Medicine) destination that enriches the overall appeal of the convention center campus. Its immersive, hands-on exhibits include themes like weather and climate, energy and engineering, pop culture and science, biotechnology and health, and a working research lab. FMSM will serve as both an educational hub and a workforce development pipeline, connecting local innovation to global challenges in a dynamic, inclusive space.

In addition to being a cultural and educational asset for families and tourists, FMSM is intentionally designed to function as a flexible, event-capable venue, offering an array of rentable spaces that can support convention activities ranging from breakout sessions to evening receptions. Its planned facilities include:

- **Full Museum Rental:** Organizers may reserve the entire museum for private events, creating a one-of-a-kind setting for networking receptions, galas, or sponsor showcases.
- **Atrium Event Space:** A high-ceilinged, light-filled atrium is envisioned as a premier location for receptions, registration, or evening programming tied to conventions.
- **Community Classrooms:** These flexible-use rooms will support public programming and are available to rent for workshops, professional development, or intimate panel discussions.
- **Meeting Rooms:** Additional breakout rooms will be available during and after hours for smaller meetings or specialty sessions.
- **Outdoor Learning Areas:** Seasonal use of outdoor areas will accommodate hands-on science demonstrations, family-friendly activities, or wellness programming in alignment with green space trends in convention destinations.

These rentable facilities allow convention organizers to extend programming beyond the exhibit hall and offer attendees interactive, intellectually engaging experiences in a curated environment. The museum also serves as a high-value venue for STEMM-focused conferences, academic meetings, or industries rooted in science, health, or innovation. Key advantages for convention planners include:

- **Unique Offsite Programming:** The museum provides a refreshing alternative to traditional hotel conference rooms—perfect for breakout sessions, team-building workshops, or hands-on demos in a more interactive environment.



- **STEMM-Themed Event Enhancements:** Conferences can host themed receptions or sponsor activations surrounded by immersive exhibits, allowing for dynamic brand storytelling and experiential learning.
- **Built-in Family Engagement:** Ideal for conferences that attract multi-day stays or family travel, FMSM offers enrichment activities for children and spouses during conference hours, making Fargo more attractive for extended trips.
- **Professional Development Integration:** The museum's community classrooms are well-suited for accredited training, certification workshops, or educational lectures that complement core conference content.
- **Seamless Walkability & Accessibility:** As an adjacent amenity within the Urban Plains district, FMSM eliminates the need for shuttle transportation, keeping attendees close to the main convention site.
- **Evening or After-Hours Venue Use:** The museum can accommodate private receptions, VIP gatherings, or donor/sponsor appreciation events outside of daytime convention programming.
- **Cross-Promotion Opportunities:** For STEM or education-based conferences, FMSM creates natural synergy—offering co-branded programming, student competitions, or industry showcases aligned with the museum's mission.

The museum's co-location with the convention center mirrors national best practices—similar to partnerships seen at institutions like the Bell Museum (St. Paul) or the Washington Pavilion (Sioux Falls)—where adjacent cultural venues offer both functional meeting space and unique enrichment programming. By providing this suite of high-quality, mission-aligned rental options, FMSM significantly enhances the marketability and operational flexibility of the Urban Plains convention site, positioning Fargo as a competitive host city for conferences, trade shows, and educational summits.

Together, Scheels Arena and FMSM significantly enhance the appeal of the Urban Plains site, providing a rich, multi-dimensional experience that mirrors the success of other destination districts across the Midwest.

Nearby Visitor Attractions

In addition, the Urban Plains district benefits from access to several nearby parks and family-friendly attractions, including:

- **Red River Zoo** – Located just south of Urban Plains, this 22-acre zoo features cold-climate species and conservation exhibits, ideal for family members accompanying convention attendees
- **Cornerstone Bank Arena** – A nearby ice rink and sports facility used for tournaments and exhibitions, with potential cross-promotion for athletic-related conferences
- **Brandt Crossing Dog Park** – An off-leash dog park in walking distance, supporting conventions that welcome pet-friendly travel
- **Brooks Harbor School Park, Maple Ridge Park, Eaglewood Park** – Public green spaces that offer recreational options for attendees and their families before, after, or between sessions

These nearby attractions broaden the destination appeal of the Urban Plains district and support Fargo's positioning as a multifaceted host city.

Potential Adjacent Development





VII.1 Hotels & Restaurants

VII.1.a. Hotels

The Urban Plains master plan includes a designated parcel for a full-service, branded hotel connected to the convention center via an enclosed corridor (see IV.1.e. Hotel/Restaurant). This hotel will be the only planned lodging addition within the immediate development. Rather than introducing multiple new hotels, the goal is to activate surrounding accommodations and drive increased demand across Fargo's existing hospitality sector. By attracting high-impact events and securing multi-day conferences, the convention center will generate meaningful increases in room nights, average daily rate (ADR), and other hotel-related revenue metrics such as F&B sales, parking, and ancillary services.

An attached hotel will meet the expectations of event planners—particularly for national and professional associations that require convenient lodging—but broader economic development will be achieved by distributing event-related spending across the region's diverse array of hotels, restaurants, and retail. This approach supports both the competitiveness of the convention center and the vitality of Fargo's hospitality economy.

VII.1.b. Restaurants & Bars

Available adjacent parcels and first-floor retail space within planned mixed-use buildings present ideal opportunities for additional restaurants and bar concepts. These could include destination dining options, taprooms, or chef-driven establishments that appeal to both locals and visitors. Enhanced food and beverage offerings will strengthen the convention center's appeal as an all-day, all-evening destination.

The development team plans to activate the “quarter pie” at the corner of Veterans Blvd and 32nd Ave S with vibrant commercial and hospitality uses, while also working to increase foot traffic to existing restaurants in the surrounding area. Rather than diluting business for local operators, this strategy aims to drive broader economic impact by attracting new customers and increasing dwell time.

Importantly, the 1,065-stall parking area south of the convention center—while currently available for surface parking—is planned as a flexible development zone. As this area evolves into additional commercial or amenity space, new parking stalls will be incorporated into the quarter pie as part of a joint-use parking agreement. This ensures a long-term balance between active development and functional parking access.



VII.2 Retail



Conceptual Design of the Urban Plains District from the Corner of 32nd Ave S and Veterans Blvd

VII.2.a. Retail Attractions

Future development plans also accommodate the inclusion of additional boutique retail and lifestyle brands. With strong daytime foot traffic from the convention center and nearby amenities, the site presents an attractive opportunity for locally owned stores, health and wellness offerings, or experience-focused retailers (e.g., escape rooms, VR arcades, art galleries). These additions would complement existing retail offerings and further establish the Urban Plains district as a walkable, vibrant destination.

The convention center's adjacency to key commercial corridors—including 32nd Ave S and Veterans Blvd—positions it to support and amplify the success of existing retail establishments. Rather than overbuild or compete with current businesses, the development strategy is to fill identified gaps and deliver complementary offerings that enhance the district's appeal to both visitors and residents.

By focusing retail growth within the quarter pie and surrounding mixed-use buildings, the project team is curating a district that encourages exploration, increases spending per visitor, and strengthens the identity of Urban Plains as a regional draw for shopping, dining, and entertainment—all within walking distance of the convention center.



Birdseye Concept of the Urban Plains District from the Corner of 32nd Ave S and Veterans Blvd

Catalyzing District-Wide Growth and Economic Impact

The buildout of the surrounding entertainment district will amplify the value of the convention center by attracting private investment, increasing property values, and generating new streams of tax revenue. Anchored by a walkable, amenity-rich environment, the district is expected to drive measurable economic outcomes—such as higher sales and lodging tax collections, job creation, and extended visitor stays. This synergy enhances the convention center’s competitiveness while delivering long-term public benefit through tourism, business activity, and reinvestment in local services.

Cities across the country are embracing this model. According to a 2024 ICSC article, modern convention planners prioritize destinations with integrated, walkable environments. “Cities understand that no building is an island,” said Rob Svedberg, Principal at TVS and Fargo’s lead architect. “They want to be able to walk to entertainment and restaurants.” This integrated approach has proven successful in cities like Arlington, TX, where investments in the Entertainment District helped double sales tax revenues between 2005 and 2025 and boosted hotel tax collections. Each venue addition catalyzed broader development, reinforcing the link between cultural infrastructure and economic performance.

By following this model, Fargo can position itself as a regional tourism and events hub—transforming visitor spending into local value, supporting small businesses, and strengthening the long-term return on public investment.

Proposed Operating Plans





VIII.1 Overview of Public & Private Party Responsibilities

VIII.1.a. Public Responsibility

The City of Fargo will retain ownership of the convention center facility and oversee the public-private partnership with Metro Sports Foundation (MSF). The City will be responsible for ensuring compliance with applicable laws, facilitating coordination between agencies, and monitoring performance through regular reporting and site visits. The Fargo Park District, which owns the adjacent Scheels Arena, will continue to manage infrastructure and capital maintenance of that facility. Both public entities will work collaboratively with MSF to support the long-term success of the shared campus. The City of Fargo will also retain rights to approve key hires, including the General Manager and Director of Sales, as part of its oversight of the public-private relationship. Public responsibility also includes oversight of facility reinvestment through capital reserves and ensuring long-term financial stewardship of the publicly owned asset.

Additionally, the City will review and approve MSF's proposed annual operating budget for the convention center and will cover any net operating loss to a defined amount, as noted in the RFP. Staffing models will be structured to enable detailed tracking of labor hours between the convention center and Scheels Arena via designated work codes, with event-specific roles (e.g., cleaning, conversion, box office) billed per event to control public expenditures. This ensures the City only pays for actual use while also investing in long-term operational viability.

It is our understanding that the City will provide an annual operating subsidy to support financial performance, with MSF responsible for efficient stewardship of public funds. Operations and maintenance expenses will be funded through earned revenue and the City's subsidy. The City will not provide additional funding for utilities, grounds maintenance, or snow removal, which are included in the operational budget. While the City anticipates an operating loss of \$500,000 annually for the first two years, decreasing to \$300,000 annually thereafter, MSF will design operations to minimize this gap through efficient management, strategic scheduling, and diversified revenue streams. As the City is open to revenue-sharing models, including those related to hotel occupancy taxes, food & beverage revenue, or parking, MSF intends to propose a structure that aligns public-private incentives while maximizing long-term financial sustainability.

In alignment with the City's stated expectations, any equipment or assets purchased with convention center funds will be owned by the City of Fargo. Should Enclave or MSF choose to purchase equipment independently, the Phase II proposal will outline which assets would remain privately owned. The development team understands that North Dakota's public-private partnership law allows flexibility for the City and developer to negotiate such terms, and we will work collaboratively to ensure all ownership arrangements are clearly defined and mutually beneficial.

VIII.1.b. Private Responsibility

MSF will be responsible for day-to-day operations, scheduling, marketing, staffing, and facility maintenance, including outdoor maintenance and snow removal. These services will be covered within the annual operations budget. Similarly, utility costs will be borne by MSF and included in the operations budget.

MSF will act as the primary point of contact for all bookings and client services. Additionally, MSF will collaborate closely with Brandt Hospitality, who will manage the hotel and its restaurant facilities. To maximize operational flexibility and financial performance, the City and MSF are exploring a unified management structure in which a single private operator manages the convention center, catering



services, and hotel operations under one contract. This approach enables centralized staffing, eliminates silos, aligns incentives, and provides the ability to flex costs for profitability without compromising service quality. MSF and Brandt Hospitality Group (BHG) will coordinate operations to create a unified campus experience, allowing for integrated event planning and guest services.

MSF may propose a formal partnership with Visit Fargo-Moorhead (CVB) to lead booking efforts for events with a lead time of 18 months or more. This CVB collaboration will be structured to mirror best practices from leading convention centers across the country. MSF proposes that the CVB be granted booking rights for high-impact events—such as regional or national conventions, trade shows, and annual meetings—beginning at least 12 to 18 months in advance of each calendar year. These rights will apply to both the convention center and, where feasible, the adjacent Scheels Arena. A coordinated scheduling protocol will be established between MSF and the CVB to avoid conflicts and maximize facility use. The protocol will include:

- Quarterly scheduling alignment meetings
- A shared events calendar and hold system
- Defined priority tiers (e.g., citywide conventions vs. local rentals)
- A dispute resolution process led by MSF's President and CVB leadership

Importantly, Scheels Arena experiences most of its downtime in the spring, summer, and early fall—periods that align well with peak demand for conventions and large meetings. This natural complement allows the Arena to serve as overflow or breakout space during major events and increases the availability of campus-wide resources during high-convention seasons.

Jon Kram, President of MSF and General Manager of Scheels Arena, will serve as liaison to the CVB and oversee the convention center as part of his broader leadership duties. He will regularly participate in sales calls, industry tradeshow, and joint site visits with the CVB to market Fargo as a destination for large-scale events.

VIII.2 Operating Plans

VIII.2.a. Convention Center Operations

Operations Overview

As noted above, the convention center will be owned by the City of Fargo and operated by MSF. This operations and maintenance strategy is built to ensure excellence in day-to-day operations, long-term facility care, and sustained quality of service delivery. MSF's leadership in managing Scheels Arena demonstrates its capacity to successfully oversee complex event facilities, and the organization is well-positioned to extend that expertise to the convention center in a way that maximizes efficiency while protecting service quality.

Recognizing the opportunities of co-location, MSF will implement a hybrid staffing model to combine operational agility with focused expertise. Select roles—such as IT, marketing, sales, cleaning, and conversion—will be shared between the two venues, with designated work codes and billing systems in place to allocate time and costs appropriately. Dedicated positions will support mission-critical functions unique to the convention center at 100% full-time equivalent (FTE). Roles such as ushers, ticket takers, box office attendants, and additional custodial or conversion crew will be brought in and billed per event, based on specific client needs.

To coordinate this structure, MSF will maintain a centralized staffing and budgeting plan supported by joint planning with Scheels Arena. While the convention center will operate under its own leadership



team, key roles—particularly in scheduling and operations—will align regularly to reduce conflict, share learnings, and optimize resource use across the shared campus.

The Impact of Co-Location with Scheels Arena

The co-location of the convention center with Scheels Arena is a transformational advantage that sets this project apart from traditional greenfield or standalone developments. Rather than building a standalone facility that must replicate expensive infrastructure and staff from scratch, the convention center will tap into a proven operations ecosystem that already supports year-round events at a regional scale.

The shared campus model allows MSF to unlock 20–40% estimated operational cost savings through strategic efficiencies in staffing, equipment, and resource deployment. Existing arena assets—including a forklift, scissor lift, portable stage, 80 eight-foot banquet tables, 30 five-foot round tables, 1,200 chairs (in two styles), and a rate-reduction generator—can be used across both venues, dramatically reducing upfront FF&E costs and eliminating duplication. Shared personnel for roles such as conversion, custodial, and AV can be flexed between the arena and convention center, allowing MSF to dynamically match staffing to demand while maintaining high service standards.

This is not simply a matter of adjacency—it is a true operational integration. By leveraging the infrastructure, experience, and workforce already in place at Scheels Arena, the City of Fargo gains a high-performing, cost-effective convention center without needing to build an entire operations platform from the ground up. That efficiency translates directly into financial sustainability, pricing flexibility for clients, and an exceptional event experience for Fargo's growing base of regional and national visitors.

DEDICATED STAFFING PLAN AND OPERATIONAL OVERSIGHT

A core team of fully dedicated staff will manage the day-to-day operations of the convention center, ensuring high service standards and seamless event execution. These roles will include facility leadership, sales and client services, culinary and banquet operations, IT and building systems, finance, HR, and custodial oversight. Positions such as the Director of Events, Executive Chef, Event Sales Manager, and Facility Manager will be essential to delivering a high-quality experience across event types.

To ensure operational efficiency and cost management, additional roles will be partially shared between the convention center and Scheels Arena through work code billing or a management services agreement with MSF. These include shared support in areas such as marketing, finance, operations, food and beverage, and technical production, as well as event-based staffing such as conversion crews, custodial teams, security, and box office.

A complete staffing plan, including job descriptions, management structure, and labor cost assumptions, will be finalized in Phase II.

UNIFIED MANAGEMENT STRUCTURE

The operations model aims to consolidate hotel, catering, and convention center operations under a single management structure led by MSF, with coordination from BHG for hotel operations. This unified approach ensures seamless coordination of guest services, reduces administrative duplication, and enables integrated event planning across all facilities. It also offers critical flexibility in event packaging and pricing, particularly for full-campus events that utilize Scheels Arena in conjunction with the convention center and hotel.

Under this model, the City of Fargo would contract with MSF as the primary operator, which would then subcontract or coordinate with BHG and internal catering teams to provide the full spectrum of services—event execution, lodging, and F&B.



Key elements include:

- *Centralized Booking & Sales Coordination:* The Events Sales Manager will be the main contact for clients, coordinating with the CVB for bookings and room blocks, and with Scheels Arena staff for shared events. A shared Event Coordinator will assist across venues initially, with plans to add a dedicated coordinator as bookings grow. This team will manage all event logistics—from meeting space to hotel rooms to catering—providing a seamless, bundled experience.
- *Integrated Staffing & Shared Services:* MSF will oversee shared staffing across event, culinary, and operations functions, using management agreements or cost-sharing. Culinary staff will flex between venues, while hotel personnel will coordinate with MSF to ensure consistent service for VIP guests, in-room catering, or on-site requests.
- *Unified Budget & Profitability Strategy:* The consolidated structure allows for dynamic staff allocation and service adjustments based on event demands—maximizing efficiency and minimizing duplication across the campus.
- *Shared Technology Platforms:* Ticketing, catering, room block management, and internal communications will be centralized to avoid siloed systems and reduce errors.
- *Hotel Coordination:* BHG will participate in weekly planning with MSF to align hotel services with convention bookings, adjust restaurant/bar operations, and coordinate VIP and special event needs.
- *Single Invoice for Clients:* Events spanning multiple services or venues will be billed through one invoice, with MSF managing internal allocations—offering a simplified, professional experience for organizers.

This unified model positions the Urban Plains campus as a premier, full-service destination, enabling Fargo to deliver high-quality, scalable events that attract regional and national audiences. A full Phase II implementation plan will detail roles, systems, and service agreements.

OVERFLOW EVENT STRATEGY AND YIELD MANAGEMENT

The convention center is designed to complement—not compete with—the local event ecosystem. While it will accommodate regional conventions, sports banquets, expos, and trade shows, overflow support for events at Scheels Arena (e.g., tournaments, esports, graduations) will be encouraged, not duplicated. A shared booking calendar and packaged event offerings will be developed to ensure collaboration rather than competition with other regional venues.

MSF may adopt a dynamic, data-informed yield management strategy to optimize space usage and revenue. Rates would be adjusted based on historical booking patterns, lead time, event impact, and seasonal demand. A formal Booking Guidelines document would govern this process, incorporating the following evaluation factors:

- Overall economic impact and room-night generation
- Square footage required
- Lead time and event timing (season, day of week, time of day)
- Cost sensitivity and repeat/referral potential
- Community benefit, prestige, and expected attendance

Rates and rental terms will be flexibly structured to incentivize events that drive community impact. This may include the use of F&B minimums in lieu of rental fees, or integrated AV service packages. Booking guidelines will be reviewed annually to reflect market trends and optimize returns.

STAFFING PHILOSOPHY & SERVICE CULTURE

MSF will prioritize empathetic, flexible, and well-trained staff to ensure top-tier client experiences. Every event will be supported by adequate staffing levels and a service culture that emphasizes last-minute



adaptability, quality, and hospitality excellence. Seamless logistics will be a hallmark of the operation, supported by thorough pre-event planning, real-time coordination, and responsive problem solving. MSF will develop a float pool of cross-trained personnel available for both Scheels Arena and the convention center, including custodians, AV technicians, guest services, and registration staff. A seasonal surge strategy and partnerships with local hospitality training programs will provide supplemental staffing as needed.

SALES STRATEGY & TARGET MARKET

Fargo's primary target market will be regional associations and trade organizations from ND, SD, MN, and WI. MSF's sales plan will focus on direct outreach and personalized follow-up, prioritizing high-value accounts. Marketing will serve a reputational function to support these direct efforts, emphasizing the facility's responsiveness, affordability, and flexibility. The convention center will provide an event concierge model, offering a single point of contact to guide clients from booking to post-event debrief. Coordination with the CVB will include welcome services, visitor packets, and name badge programs. Event management software will allow clients to review layouts, submit logistics requests, and track changes in real-time.

EVENT MANAGEMENT SOFTWARE

Implementing integrated event management software will streamline the planning, execution, and analysis of events at the convention center. Platforms such as Momentus Technologies, Cvent, EventPro, and Planning Pod offer comprehensive solutions tailored to the unique operational needs of convention centers, including customer relationship management (CRM), sales, booking, event logistics, accounting, and reporting. These tools enhance logistical and management efficiency, improve space utilization, and offer data-driven insights to support strategic decision-making.

The convention center will be designed to allow integration with Scheels Arena's system—whether through shared platforms or custom interfaces. This integration will enable synchronized scheduling, resource coordination, and centralized communication across both venues, ensuring a seamless experience for clients hosting multi-venue events. Additionally, mobile applications tied to the selected platform may support real-time communication, personalized attendee scheduling, and networking functionality, further enriching the attendee experience.

MAINTENANCE STRATEGY

The convention center's operations will be supported by a rigorous preventive maintenance program designed to preserve the facility's performance and visual appeal over time. MSF may deploy a digital Computerized Maintenance Management System (CMMS) to log work orders, schedule preventive maintenance, and manage warranty claims and inspections. This cloud-based platform would enable real-time issue tracking, response benchmarking, and analytics reporting.

MSF's maintenance strategy will mirror best practices currently in place at Scheels Arena. Internal housekeeping and routine maintenance tasks will be performed by MSF staff, while J-Tech Mechanical and H.A. Thompson & Sons will continue as primary contracted vendors for building systems, HVAC controls, and emergency repair response. These contractors are proven partners in the region and will extend their service to the convention center for continuity and efficiency. Current expenses for snow removal and yard care at Scheels Arena will be shared across the campus, including the convention center, providing additional cost savings through coordinated services.

Major building systems—HVAC, lighting, electrical, and vertical transportation—will be inspected regularly and serviced on a planned cycle. HVAC systems, including geothermal or high-efficiency heat pumps if implemented, will undergo quarterly inspections and filter changes. The building envelope and roof systems will be inspected annually to prevent costly deterioration. As a co-located facility, the maintenance plan will allow for shared technician staffing, but separate capital reserves will be maintained for each venue to ensure appropriate reinvestment in assets over time. This commitment to



long-term upkeep will safeguard the public's investment and ensure the convention center remains a reliable, high-functioning asset for years to come.

OPERATIONAL AND SERVICE SUSTAINABILITY

Sustainability means ensuring the convention center operates with long-term financial, staffing, and service consistency. MSF's management approach will be designed for operational sustainability, balancing staffing levels, expenses, and revenues in a way that supports reliable performance year over year. Shared staffing for support roles like HR, IT, and facilities management will reduce duplication of effort, while dedicated roles for the convention center's key functions will ensure every event receives the focus it deserves.

Service sustainability will also be a priority. MSF will maintain clear service level standards across every operational domain, from booking responsiveness and AV support to housekeeping and post-event feedback. Training protocols and quality assurance procedures will be implemented to preserve consistency, even during peak periods or staff turnover. Additionally, MSF will establish clear reporting structures and performance indicators to monitor key metrics such as event volume, client satisfaction, and staff performance. Environmental sustainability may also be integrated into operations, with goals for energy conservation, waste reduction, and sustainable procurement.

VIII.2.b. Catering & Food Service Approach

Catering services will be operated exclusively by MSF through an in-house culinary team based in a full-service, on-site kitchen, through its existing operator, Fargo Force. MSF will recruit a nationally experienced Executive Chef to lead the culinary program, supported by a Sous Chef, Lead Cook, support Cooks, Culinary Operations Manager, and Banquet Staff. All culinary staff will be 100% dedicated to the convention center and flexibly deployed to support events of various sizes and types, while also available to support Scheels Arena when needed.

The exclusive in-house model ensures consistent food and service quality, tighter coordination with event operations, and streamlined logistics for both event organizers and venue staff. It also eliminates third-party markups, improves labor efficiency, and enables MSF to offer competitively priced catering packages. The in-house catering model will be designed with affordability and flexibility in mind, offering tiered menu packages, buffet or plated service options, and potential accommodations for nonprofits or public-sector clients.

F&B operations at the convention center will be managed by the current operator for Scheels Arena, Fargo Force. Two potential structures are under consideration:

1. **Profit-Sharing Model:** The F&B company would cover startup and equipment costs and return an agreed-upon percentage of net profit to the City.
2. **Exclusive Rights Buyout:** The F&B company would make a one-time financial contribution to the project in exchange for the exclusive right to own and operate all food and beverage services within the convention center—a structure similar to the arrangement used at Scheels Arena.

In both scenarios, F&B operations will be retained by MSF, with proceeds used to support facility operations and reduce the City's financial exposure over time. If the profit-sharing model is selected, MSF would remit a flat percentage of gross F&B sales—anticipated at approximately 15%—to the City, ensuring a predictable revenue stream. If the buyout model is pursued, the upfront contribution would help offset capital or startup costs. **The final food and beverage structure will be determined and presented in detail as part of the Phase II submission.**

This approach draws from successful models like the Resch Expo in Green Bay, where Ken Wachter and his team structured F&B operations to shift full responsibility to the private side. In Fargo, MSF would fund and manage all F&B labor and operations, including scheduling, training, payroll, purchasing, and



execution. The City would not manage or employ any F&B staff and would not bear the financial risk associated with food service performance. All full-time labor, overhead, and profit/loss responsibility would rest with MSF, simplifying accounting and shielding the City from staffing and operational liabilities.

The initial construction budget will include the build-out of a full-service commercial kitchen. Under both models under consideration, the MSF will be responsible for equipping the space—either by directly supplying the kitchen infrastructure (as in the profit-sharing model) or by contributing upfront through a buyout that supports MSF’s equipment procurement. MSF may also procure and own dinnerware, glassware, and utensils, depending on the final negotiated structure. Additional savings may be achieved through donated or vendor-supplied equipment from beverage providers such as beer, soda, or coffee partners, a common and proven strategy to offset startup costs. All alcohol service will be operated under the existing liquor license held by MSF through Scheels Arena, allowing for a seamless extension of licensed operations across the shared campus and simplifying compliance and permitting.

To maintain cultural responsiveness and variety, the facility will permit a limited preferred vendor list for highly specialized cuisines or service formats not feasible in-house (e.g., halal or kosher caterers). These vendors will be pre-approved, insured, and trained to meet facility standards. Requests for outside catering beyond this list will require written approval and be subject to a facility buyout fee to protect the integrity of kitchen operations and preserve revenue neutrality.

The kitchen will be designed to serve up to 2,500 plated meals in a single event, corresponding to the capacity of the largest event space (50,000 SF at 20 SF per guest) at max capacity. Events served will include fundraisers, galas, corporate banquets, conventions, and multi-venue events. HVS projects 30–40 banquets annually averaging 450 guests.

Flexible service formats—including buffet, plated, action stations, and concessions—will be available, with pricing tiers suitable for corporate, nonprofit, and public-sector clients. Minimum F&B spend thresholds may be required in lieu of room rental fees for large-scale events to ensure sustainability while keeping space rental accessible.

This integrated F&B model delivers a high-quality experience to event organizers and attendees while maintaining financial clarity, controlling public risk, and reinforcing the long-term viability of the convention center as a partially self-sustaining facility.

VIII.2.c. Hotel & Restaurant Operations

The on-site hotel will be developed and operated by BHG. The hotel is currently planned as a 150-room property, with final room count and design to be confirmed following a Phase II market study. The hotel will be fully integrated into the convention center campus to support seamless event delivery and guest services. BHG will operate the hotel’s F&B options and will be available for convention-related functions such as VIP dinners, board meetings, or speaker receptions. Meeting and boardroom spaces within the hotel will also be available for overflow, breakout sessions, or hospitality suites as needed, and will be coordinated with the convention center’s event schedule.

BHG will partner with MSF through a single, unified operational agreement that links hotel management, convention center operations, and F&B services under one umbrella. This shared structure will support real-time coordination of bookings, room blocks, and guest services to ensure consistent event delivery. MSF and BHG will maintain a joint operations calendar and hold weekly planning meetings to align staffing, restaurant availability, and special service needs across the entire campus.

To support a cohesive guest experience, front-of-house teams—including concierge, banquet, and event staff—will be trained under shared protocols and operate within unified systems for reservations,



scheduling, and event coordination. Room service, catering, and check-in timing will be aligned with major convention bookings, enabling consistent service and responsive support for VIPs and large groups.

BHG will apply its operational systems, sales strategies, and workforce development tools to ensure hotel performance is fully aligned with the needs of the convention center. Staff will be selected and trained to deliver consistently high service across both leisure and group events, with onboarding and evaluation aligned with MSF service expectations.

Sales and revenue teams will collaborate to optimize room block conversion and dynamically adjust pricing based on event size, seasonal trends, and citywide activity. Shared booking platforms will allow both hotel and convention center sales managers to coordinate in real-time, ensuring transparency and speed.

BHG will implement its business intelligence platform at the hotel to support forecasting, staffing, and inventory management in sync with convention demand. The platform draws live data from accounting, HR, and property systems to inform labor planning and margin performance—tailored specifically to the needs of a high-volume event campus.

Procurement, logistics, and guest feedback systems will be adapted to support cross-venue operations, enabling hotel teams to coordinate banquet schedules, special requests, and issue resolution efficiently across the hotel and convention center.

This integrated operational model ensures that visitors experience the hotel, convention center, and adjacent facilities as a unified campus, with consistent service standards, shared planning tools, and coordinated staffing to support both everyday operations and high-volume event periods.

Brand Options Under Consideration

As noted in the Conceptual Plan under section IV.1.e. Hotel/Restaurant, two Hilton lifestyle brands are currently under review for the on-site hotel, Tempo and Canopy, though brand selection will be determined through further analysis of market alignment, service tier, and event synergy. Both align with the needs of convention attendees and business travelers, but each offers a distinct approach to guest experience, amenities, and design philosophy.

Tempo by Hilton offers a wellness-oriented, efficiency-focused design with modern amenities, communal areas, and adaptable workspaces. Canopy by Hilton emphasizes elevated finishes, vibrant dining and lounge spaces, and a strong sense of place—all well suited to high-yield business and event travel. Both brands support the integrated hospitality experience envisioned for the Urban Plains campus and will be evaluated through a Phase II market study to determine the best fit for long-term success.

Hotel Food & Beverage Strategy

The hotel will be designed to offer a compelling, service-forward food and beverage experience that complements the convention center and surrounding Urban Plains development. While final program elements will be determined by a market study conducted during Phase II, the goal is to introduce offerings that enhance guest satisfaction, activate the hotel's public areas, and reflect Fargo's culinary identity.

Hilton's Canopy or Tempo are both known for their stylish, locally inspired F&B concepts. These brands typically emphasize regionally curated menus, with offerings like craft cocktails, local beers, and rotating selections of regional wines. These properties often feature bar-forward spaces with small plates or light fare—perfect for social gatherings, happy hours, or post-event networking.

To align with this philosophy, potential concepts under consideration include:



- A refined lobby bar or cocktail lounge featuring locally sourced spirits and seasonal menus
- A grab-and-go market or small coffee shop, offering breakfast, espresso drinks, and health-conscious snacks
- A rooftop bar or outdoor terrace, providing panoramic views and flexible event hosting capabilities
- Partnerships with local chefs, breweries, or food artisans to rotate featured items or host pop-up events
- A full-service, three-meal restaurant offering breakfast, lunch, and dinner with menu options tailored to both hotel guests and event attendees

These offerings would not only support convention and hotel guests but also draw neighborhood foot traffic, activate the hotel's public spaces, and reinforce the Urban Plains district as a dynamic mixed-use destination.

By curating high-quality, flexible food and beverage amenities aligned with convention activity and regional strengths, the hotel will reinforce the campus experience, improve visitor satisfaction, and enhance the destination appeal of the broader district.

Thank You!



Appendix





Proposed Concept Renderings



Aerial perspective of west entrance of proposed Fargo Convention Center



West entrance of the Fargo Convention Center



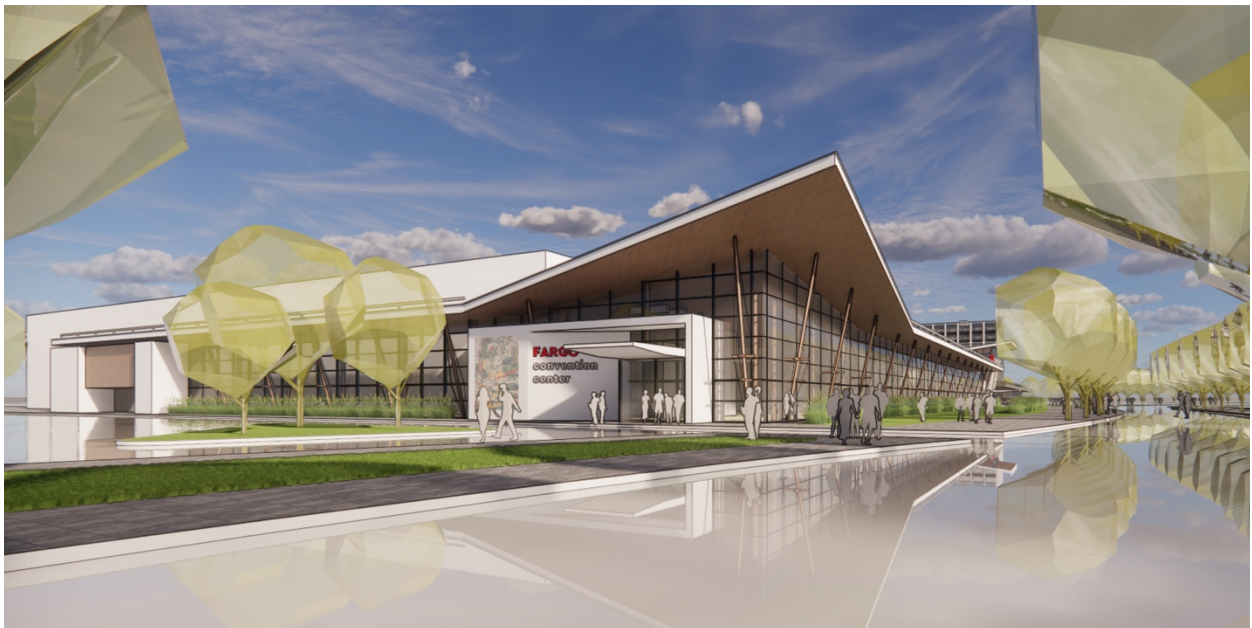
Main entrance and Scheels Arena connection



Aerial perspective of main entrance and connection between proposed hotel, Fargo Convention Center, and Scheels Arena



Main entrance and connection between proposed hotel, Fargo Convention Center, and Scheels Arena



West entrance of the Fargo convention center