



CITY OF FARGO CONFERENCE
/CONVENTION CENTER

BREWHALLA - UNICORN PARK DEVELOPMENT SITE



CITYSCAPES
DEVELOPMENT LLC
COMMERCIAL REALTORS & DEVELOPERS

BREWHALLA + CITYSCAPES DEVELOPMENT
QUALIFICATIONS RESPONSE

AUGUST 7, 2025

“A convention center would elevate Fargo’s profile as a destination for large-scale events, positioning the city as a hub for conventions, conferences, and exhibitions. This recognition could attract investments and developments, enhancing the city’s infrastructure and amenities. The increased business activity and influx of visitors would contribute to higher property values and a stronger local tax base, ultimately benefiting the community.”

Fargo-Moorhead Convention & Visitors Bureau

CONTENTS

1 DEVELOPMENT TEAM & QUALIFICATIONS page 1

Development Team | Why Brewhalla + Cityscapes
Design & Construction Team | Why JLG + Mortenson
Development Team References
Financing Strategy

2 SITE INFORMATION page 12

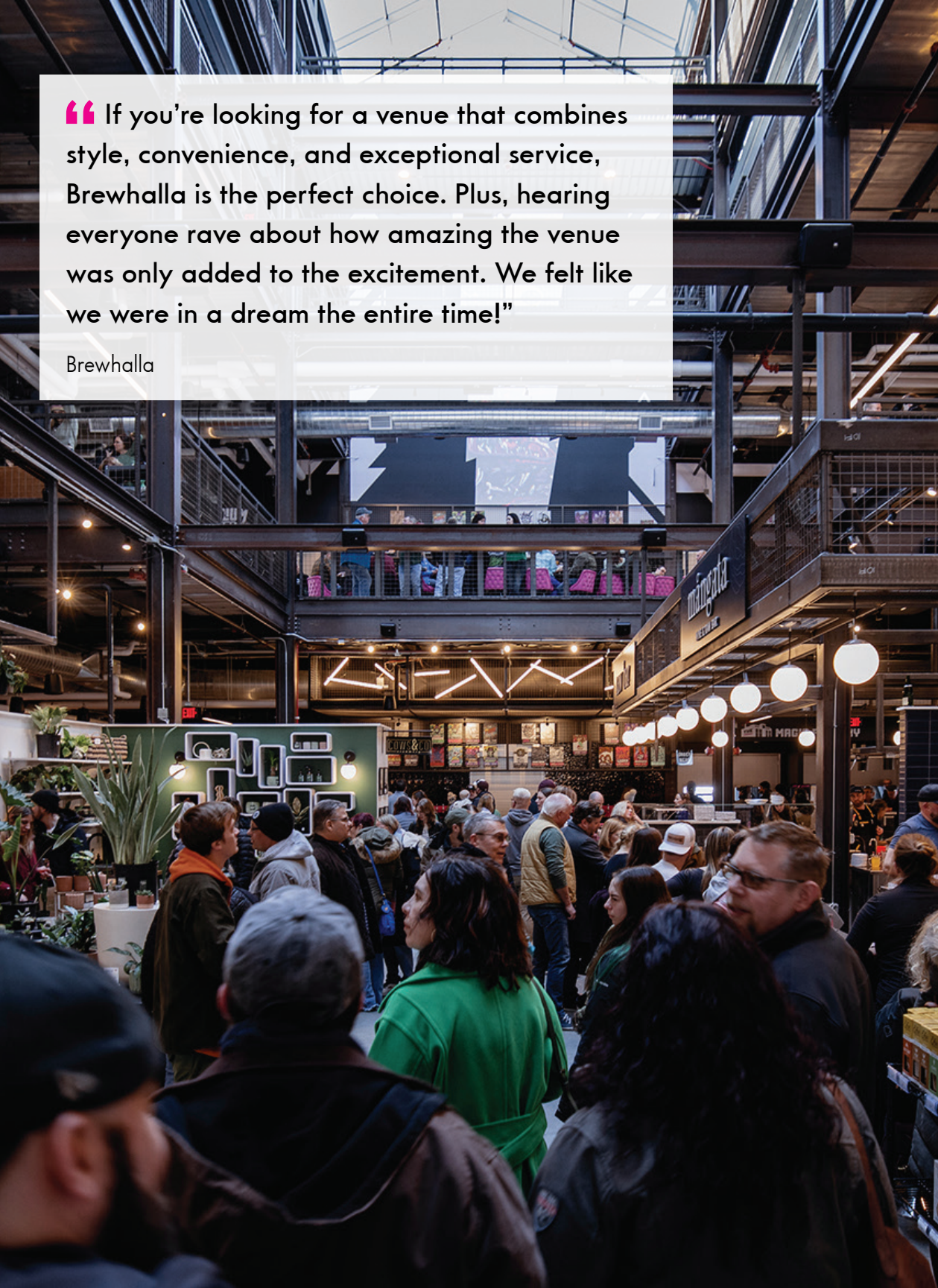
Site Information Narratives
Regional Map
Neighborhood Map
Access Map
Land Ownership Map

3 PROJECT CONCEPT page 19

Concept Narrative
Concept Plan
Section Diagrams
Blocking Diagram

4 PROPOSED OPERATING PLANS page 22

Operation Plans



“If you’re looking for a venue that combines style, convenience, and exceptional service, Brewhalla is the perfect choice. Plus, hearing everyone rave about how amazing the venue was only added to the excitement. We felt like we were in a dream the entire time!”

Brewhalla



Dear Members of the Selection Committee,

We are excited to present our vision for a new Fargo Conference/Convention Center and development site that will elevate Fargo as a premier destination for events, business, and community engagement. Our proposal is rooted in the belief that this project should deliver more than just a building, it should create an exceptional and welcoming experience that reflects Fargo’s forward-thinking spirit, enhances its cultural vitality, and drives meaningful economic impact for local businesses.

Our team is committed to designing and building a conference/convention center that aligns with the City of Fargo’s vision and ambitions. This development will act as both a cultural landmark and an economic engine, offering flexible, state-of-the-art event spaces while anchoring a vibrant hub of activity in the heart of Fargo. Beyond its functional purpose, this conference/convention center will contribute to Fargo’s identity as an innovative, inclusive, and dynamic community.

We bring to the table a fully controlled building site that is ready for immediate development. Situated in a core downtown neighborhood, this location will continue the westward expansion of downtown Fargo, creating opportunities for future growth and redevelopment. This prime setting will ensure that the conference/convention center integrates seamlessly into the existing fabric of the community, connecting businesses, residents, and visitors alike.

Our team’s experience spans every stage of development, from concept design and construction to long-term operations. With a strong background in events, hospitality, and hotel management, we understand what it takes to deliver not only a world-class facility, but also an unparalleled guest experience. Our community-first mindset ensures that every decision is made with Fargo’s people, culture, and future in mind.

We are committed to reducing downside risk for the City of Fargo through a plan that prioritizes operational efficiency and sustainable financial performance. Through strategic financial planning, our team can fulfill the City’s space goals. Maximizing the building’s size, functionality, and impact, we will create a conference/convention center that is aspirational, practical, and an asset that grows in value and impact over time.

This proposal is more than a construction project; it is a commitment to bring Fargo a destination that fosters economic vitality, strengthens cultural connections, and creates unforgettable experiences for all who visit. We are passionate about collaborating with the City of Fargo to ensure that this vision is realized to its fullest potential.

Thank you for considering our proposal. We would be honored to discuss our approach further and share how our expertise, passion, and dedication can help bring this transformational project to life.

Mark Bjornstad | Drekker Brewing
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Kevin Bartram | MBA Investments
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Mike Bullinger | Cityscapes Development
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01

DEVELOPMENT TEAM & QUALIFICATIONS

THE DEVELOPMENT TEAM

Why Brewhalla + Cityscapes Development

VISIONARY TEAM: The development group behind this proposal brings together the proven creativity, vision, and execution that has already transformed a core downtown Fargo neighborhood into a thriving hub of culture, commerce, and community. At the heart of this success is Brewhalla, a food and entertainment wonderland that blends unique local flavor with unforgettable experiences. Its food and shopping market is home to 14 local businesses, creating a vibrant gathering place for residents and visitors alike. The Brewhalla Event Center is dedicated to producing distinctive and immersive events that range from private and corporate gatherings to signature experiences such as the Foolers' Ball, Hotdish Festival, Hels Fury Tattoo Festival, and TEDx Fargo. Complementing this is the Brewhalla Hotel, an independently operated boutique property offering uniquely designed rooms that provide guests with a one-of-a-kind stay.

LONG-STANDING PARTNERSHIPS: More than a decade ago, Mark Bjornstad and the Drekker Brewing team began turning their vision into reality. One of their first bold moves was choosing to grow their business just a half block off Broadway, within Downtown Fargo's Cityscapes Plaza mixed-use building. This marked the beginning of a strong, long-standing partnership between Drekker and the Cityscapes Development team.

As Drekker's success grew, so did their ambition to innovate and expand. With the support of Kevin Bartram and Cityscapes Development, the team once again took a bold step—this time, moving even further off Broadway and placing their faith in the emerging Madison/Unicorn Park neighborhood. The result of this shared vision and collaboration is Brewhalla, a thriving community hub.

PROVEN TRACK RECORD - BREWHALLA DEVELOPMENT: Brewhalla was developed by Kevin Bartram of MBA Development and Mark Bjornstad of Drekker Brewing Company. Their partnership began with the restoration of the current Drekker Brewing building and expanded into the development of the surrounding Railyard complex. Together, they have successfully delivered multiple neighborhood projects, including J Street Flats, Livewire, and the Tellwell offices. Their deep belief in the potential of this neighborhood led to a collaboration with Cityscapes Development, where they aligned on a vision to build upon Brewhalla's momentum. Working together, they have acquired and prepared the surrounding land, setting the stage for the next phase of transformational development.

PROVEN TRACK RECORD - CITYSCAPES DEVELOPMENT: Cityscapes Development has been consistently serving the region through strong personal relationships and partnerships. Committed to responsible stewardship, the Cityscapes team works to ensure that every project is meticulously structured to achieve optimal outcomes for all stakeholders. Combining Cityscapes' experience managing over 200 in-house residential units, over two million square feet of commercial rental properties, and a decade-long relationship with the Brewhalla Development team, Cityscapes has the expertise, land, and capital to deliver this visionary hometown project.

The Cityscapes investment and development team is comprised of President and Broker, Mike Bullinger; Associate Brokers, Nikki Nelson and Rick Flacksbarth; and three additional commercial real estate agents. Supported by a dedicated staff of leasing agents, property managers, accountants, and shared marketing and HR departments, their capabilities continue to expand. Cityscapes' portfolio includes leases for more than 100 commercial tenants, including prominent national corporations such as QXO (formerly Beacon Building Products), Ferguson Enterprises, Motion Industries, WEX, and Southern Glaziers. Cityscapes' expertise in all types of commercial development and management, teamed with their capital resources and land ownership, makes Cityscapes Development a trusted and vital team member to support both the development and operational success of the Fargo Conference/Convention Center.

ECONOMIC IMPACT: This team's track record demonstrates not only the ability to create vibrant, high-quality destinations, but also the commitment and long-term investment needed to ensure they thrive. By applying this experience and passion to the Conference/Convention Center project, the development group will deliver a destination that strengthens Fargo's downtown, elevates its cultural presence, and fuels ongoing economic growth.

DEVELOPMENT TEAM

Local. Proven. Comprehensive Team

A STRATEGIC PARTNER FOR THE CITY OF FARGO The Brewhalla + Cityscapes team offers a fully integrated development and operations model under one roof. This approach provides a nimble, experienced development team alongside a streamlined, self-sustaining operational structure. The result is a world-class, local guest experience that protects the City’s investment and aligns all stakeholders toward the project’s long-term success.

BREWHALLA DEVELOPMENT OWNERSHIP GROUP

Mark Bjornstad | Drekker Brewing Co.
Kevin Bartram | MBA Investments
Mike Bullinger | Cityscapes Development
Nikki Nelson | Cityscapes Development

BREWHALLA LEADERSHIP TEAM

Sales
Marketing
Finance/Accounting
Human Resources

HOTEL	CONVENTION CENTER		CATERING
Restaurant Guest Services Operations	Events <ul style="list-style-type: none">▪ Planning▪ Production/Execution	Operations <ul style="list-style-type: none">▪ Facilities Management▪ Janitorial▪ Logistics	Great Plains Hospitality <ul style="list-style-type: none">▪ Food Service▪ Bar Service▪ Concessions



MARK BJORNSTAD
DEVELOPMENT LEAD
Drekker Brewing Company | President & Co-Founder
Brewhalla Market, Hotel, and Event Center | President & Co-Founder
mark@drekkerbrewing.com

Visionary leadership from project conception to day-to-day operations

As President and Co-Founder, Mark has led Drekker Brewing Company to top-10 global recognition and set industry standards for hospitality. As the visionary behind Brewhalla, he oversees hotel and event operations, financial success, and guest experience while remaining dedicated to strategic planning, team development, and community engagement.

- SELECT EXPERIENCE**
- Drekker Brewing Company; Fargo, ND
 - Brewhalla Market, Hotel, and Event Center; Fargo, ND
 - Railyard Complex; Fargo, ND



KEVIN BARTRAM
DEVELOPMENT LEAD
MBA Investments
kbartram@mbapc.com

Financing, capital planning, design and construction development lead

Kevin brings decades of experience as a licensed architect, contractor, developer, and business owner to this project. As lead developer, Kevin will guide the project from the Owner position, from concept planning through completion, ensuring a high level of design integrity, operational efficiency, and long-term value.

- SELECT EXPERIENCE**
- Brewhalla Market, Hotel, and Event Center; Fargo, ND
 - Armory Event Center and Annex; Moorhead, MN
 - Railyard Complex; Fargo, ND



NIKKI NELSON CPA

SELECTION AND PLANNING

Cityscapes Development
nikki@cityscapesdevelopment.com

Hotel and real estate contracts, capital planning and finance teams, overall project

Nikki is a Certified Public Accountant (CPA) and a licensed real estate broker in North Dakota where she holds the role of associate broker for Cityscapes Development. Nikki has managed all real estate transactions, property management, and leasing while advising other businesses within their portfolio.

SELECT EXPERIENCE

- Cityscapes Plaza, Development Team/Management; Fargo, ND
- WEX, Development Team/Management; West Fargo, ND
- HighPointe Apartments, Development Team/Management; Fargo, ND



RICK FLACKSBARTH

PROPERTY DEVELOPMENT

Cityscapes Development
rickf@cityscapesdevelopment.com

Lead commercial realtor for the entire development, assisting with project coordination

Rick brings over \$35 million in recent land sales and lease transactions, offering valuable expertise for site selection and development on this project. His deep community ties in Fargo, including 31 years with the Metro Tournament Committee, and recognition through multiple service awards, ensure a strong local perspective and commitment to project success.

SELECT EXPERIENCE

- Cass County Law Enforcement Center; Fargo, ND
- Purchase of 80 acres of land for Fargo Public Schools; Fargo, ND
- Purchase of 75 acres of land for Fargo Public Schools; Fargo, ND



MIKE BULLINGER CPA

FINANCE LEAD

Cityscapes Development
mjb@cityscapesdevelopment.com

Financing and development of the entire project

Mike is a Certified Public Accountant (CPA) and a licensed real estate broker and contractor in both North Dakota and Minnesota. He is the president and broker of Cityscapes Development, with over 50 years of experience in consulting, financing, and developing real estate projects in the tri-state area.

SELECT EXPERIENCE

- Cityscapes Plaza, Visionary and Developer; Fargo, ND
- HighPointe Apartments, (Queen of Peace/Shanley), Visionary and Developer; Fargo, ND
- WEX; West Fargo, ND



DAN HURDER

CATERING

Great Plains Hospitality
dan.hurder@greatplainshospitality.com

Comprehensive food service, catering, kitchen design and operational expertise lead

Founder and principal shareholder of GPH, Dan brings over 20 years of hospitality leadership experience. He holds a degree in Hotel, Restaurant, and Tourism Management from University of Denver, and previously worked in hotel management before transitioning to restaurants and catering full-time.

SELECT EXPERIENCE

- Pines Weddings and Events; Davenport, ND
- Sanctuary Event Center; Fargo, ND
- Armory Event Center; Moorhead, MN
- 15-20 local venues

THE DESIGN AND CONSTRUCTION TEAM

Why JLG Architects + Mortenson

VISIONARY TEAM: The Brewhalla + Cityscapes Development Team stands at a pivotal moment, poised to help define the future of downtown Fargo through a project as bold and transformative as the new Fargo Conference/Convention Center. To ensure its success, we are proud to present a strategic partnership between JLG Architects, a leading regional architecture firm with over 100 design professionals, and Mortenson, a nationally recognized construction management leader. Together, JLG and Mortenson bring a proven track record of collaboration on transformative projects across Fargo and the region—most notably the Sanford Medical Center and, currently, the Plains Art Museum, located just blocks from the Conference/Convention Center site. With over a decade of experience working together on complex developments, our team offers an unmatched depth of expertise in integrated design, budgeting, and construction management. The JLG + Mortenson team is uniquely positioned to support Brewhalla and Cityscapes in delivering a bold, community-driven, and enduring landmark for Fargo.

JLG ARCHITECTS: JLG Architects is a 100% employee-owned, award-winning firm recognized as a regional and national leader in architecture. We are deeply committed to the success of this project, as a firm, we excel at the execution of complex work across the region for both public and private clients. Our team's expertise spans a wide range of project types, consistently delivering innovative, resilient, and inspiring environments. With a collaborative culture and a proven track record of design excellence, JLG is dedicated to advancing our clients' ambitions and strengthening the communities we serve.

MORTENSON: Mortenson brings a strong track record in delivering complex, large-scale convention centers and mixed-use developments through public-private partnerships (P3s). From development and design to construction and operations, we understand the distinct challenges and opportunities of P3 delivery models. Our team's expertise extends to structuring and executing innovative solutions, collaborating with public agencies, and ensuring projects are delivered on time and within budget. We have consistently partnered with cities, authorities, and private entities to help drive community value, economic impact, and long-term operational success. Mortenson will provide CMAR services with a guaranteed maximum price.



WHAT WE WILL DO WITH YOU: JLG Architects and Mortenson form a team uniquely qualified for the Fargo Conference/Convention Center, bringing together deep regional expertise and a proven record of delivering complex, high-profile public assembly projects. JLG's experience includes the design of major event and convention centers such as the Rough Rider Event Center in Watford City, ND—a statewide destination featuring a 1,000-seat convention center, 3,000-seat auditorium, and a full suite of recreational amenities. This award-winning project, completed under budget, demonstrates JLG's ability to create flexible, amenity-rich venues that drive community engagement and economic impact. Mortenson, as a nationally recognized builder, has partnered with JLG on significant projects like the Sanford Medical Center in Fargo and the Anne Carlsen Center in Jamestown, both of which required meticulous coordination, innovative solutions, and a commitment to quality. Together, JLG and Mortenson offer a collaborative approach, local presence, and a shared dedication to delivering a destination that will serve as a vibrant hub for Fargo's future growth and regional events.

DESIGN & CONSTRUCTION TEAM

Local. Proven. Comprehensive Team

JLG Architects and Mortenson, supported by a strong team of local engineers and specialists, bring the experience, creativity, and collaboration needed to design and build the right Conference/ Convention Center for Fargo. Working closely with the Development Team and the City, we will deliver a unique, high-performing facility tailored to the needs and identity of our community.



ROB REMARK AIA
 PRINCIPAL-IN-CHARGE
 JLG Architects
 rremark@jlgarchitects.com

Focuses on helping communities envision their dreams, see future potential, and take bold steps toward success. He will oversee the administration of contracts, allocate staff, monitor schedules and design solutions.



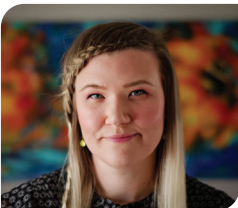
DOUG BERGERT AIA, LEED AP
 LEAD DESIGNER
 JLG Architects
 dbergert@jlgarchitects.com

Fosters a collaborative design process that grows from collective creativity; he will work closely with stakeholders and design teams to deliver meaningful design that seamlessly integrates client goals.



CARISSA ROEPKE ASSOCIATE AIA
 PROJECT MANAGER
 JLG Architects
 croepke@jlgarchitects.com

Lead staff in the production of documents, coordination of drawings, and the generation of project specifications. Coordinate the consultants, in-house project support team, and monitor project budget and schedule.



JESSI LARSON NCIDQ, LEED AP
 INTERIOR DESIGN + FF&E
 JLG Architects
 jlarson@jlgarchitects.com

Jessi will work closely with the client and project team to identify qualities that make an organization unique, then use that information to transform the space into a reflection of the organization.



JOANNA SLOMINSKI
 PROJECT DIRECTOR
 Mortenson
 joanna.slominski@mortenson.com

Joanna will guide the team to meet project goals while maximizing value by bringing the right resources to the table and maintaining a constant presence throughout the construction phase.



JON BONKOSKI
 PRECONSTRUCTION MANAGEMENT
 Mortenson
 jon.bonkoski@mortenson.com

Lead strategic planning and coordination of design activities for the project, ensuring objectives are met efficiently and effectively. Integrates innovative solutions to optimize project efficiency and sustainability.



CHRIS FRANK
 CONSTRUCTION LEADERSHIP
 Mortenson
 chris.frank@mortenson.com

Consistent overall leadership to the project and be integral in leading a proactive approach to successful preconstruction and construction planning. Ensures project goals are clearly defined and communicated.



BRIAN BOE
 SUPERINTENDENT
 Mortenson
 brian.boe@mortenson.com

A proven track record for delivering complex projects on time while prioritizing customer expectations. Brian will supervise trade partners, coordinate field forces and the site-specific safety plan.

PREVIOUS RELEVANT EXPERIENCE

Brewhalla + MBA Investments

Experienced visionary, developer, designer, builder, and operator.

Committed to projects that support community vibrancy and economize impact.

A. ARMORY EVENT CENTER

Moorhead, Minnesota | 20,000 SF | \$6M

Moorhead's original armory building, constructed in 1915, was remodeled into an event space with a concert capacity of 1,200 people or a banquet space for 450 people.

B. BREWHALLA HOTEL & EVENT CENTER

Fargo, North Dakota | 100,000 SF | \$21M

Brewhalla in Fargo, ND, is a vibrant food and entertainment wonderland that brings together 14 local businesses in its bustling food and shopping market. It features a dynamic event center dedicated to hosting unique, immersive experiences for both private and corporate events. Signature events include the Foolers' Ball, HotdishFest, Hells Fury Tattoo Festival, and TEDx. Brewhalla also offers an independently operated hotel known for its creatively designed rooms, providing guests with a truly one-of-a-kind stay.

- 42 Hotel Rooms (Boutique Hotel)
- 4,500 SF Meeting Room (Magic Factory)
- 3,500 SF Meeting Room (Odditorium)
- 16,000 SF 2nd Floor Reception/Open Gathering Space

C. TROLLWOOD / BLUESTEM AMPHITHEATER

Fargo, North Dakota | 10,000 SF | \$15M

New Trollwood campus including master planning, a new 10,000 SF gathering building, a new outdoor concert/performance area for 3,000 people, and paths connecting several outdoor teaming venues.



PREVIOUS RELEVANT EXPERIENCE

Cityscapes Development

Experienced, innovative, and responsible real estate brokers, developers, and property managers with a portfolio approaching \$200M across six states.

11-year history working in partnership with Drekker Brewing Company, and previous experience working with the MBA Development Team, JLG Architects, and Mortenson.

A. CITYSCAPES CENTER

Fargo, North Dakota | 53,400 SF | \$7M
Three-story office building and 3 warehouses

B. HIGHPOINTE APARTMENTS

Fargo, North Dakota | 135,000 SF | \$14M
The redevelopment of the former Shanley High School and Queen of Peace building resulted in 104 upscale apartments within three interconnected buildings, along with various shared amenities in the historic Queen of Peace building.

C. WEST FARGO CITY HALL

West Fargo, North Dakota | 30,400 SF | \$5M
Originally Phase II of the WEX campus in the Preserve Development near Costco, the City of West Fargo moved into this beautiful, two-story building as the new West Fargo City Hall location.

D. CITYSCAPES PLAZA

Fargo, North Dakota | 160,000 SF | \$18M
Transformed a downtown partial block into a five-story mixed-use building with apartments, retail, and 80 underground parking spaces.

E. FERGUSON ENTERPRISES

Fargo, North Dakota | 75,000 SF
A long-term lease for a build-to-suit facility, and managing the construction of their new 75,000 SF premises.



PREVIOUS RELEVANT EXPERIENCE

JLG Architects

150+ Multi-purpose Event Centers designed over the past 36 years

JLG Architects’ experience with multi-purpose and mixed-use convention and event centers includes award-winning projects, a national portfolio, and a proven design and project management process. Our expertise in creating flexible, community-focused venues ensures that every facility is designed to maximize operational efficiency, revenue opportunities, and memorable experiences for every user.

A. ROUGH RIDER EVENT CENTER

Watford City, North Dakota | 245,194 SF | \$101M

A dynamic, multi-purpose facility designed to host a wide range of convention and community events, featuring flexible spaces—all within a striking, daylight-filled architectural setting.

B. OLIVE ANN HOTEL & EVENT CENTER

Grand Forks, North Dakota | 60,744 SF | \$14M

A premier event and banquet center for up to 350 guests, blending historic charm with modern amenities to create an upscale destination for conferences, celebrations, and gatherings.

C. SACRED HEART UNIVERSITY MARTIRE FAMILY ARENA

Fairfield, Connecticut | 122,580 SF | \$70M

A world-class, multi-purpose venue designed for collegiate athletics, academic use, and flexible event hosting capabilities.

D. FARGO PARKS SPORTS CENTER

Fargo, North Dakota | 392,893 SF | \$112M

A state-of-the-art facility designed for year-round event hosting and multi-purpose use, serving as a regional hub for tournaments, athletic training, and community gatherings.



PREVIOUS RELEVANT EXPERIENCE

Mortenson

Over a decade of hospitality experience including 7,808 total key counts and 7.2M total square footage.

A. BROADMOOR EXHIBIT HALL

Colorado Springs, Colorado | 170,000 SF | \$40M
The exhibition hall was a major expansion designed to enhance the resort’s capacity for hosting large-scale trade shows, exhibitions, and other high-profile events.

B. DENNY SANFORD PREMIER CENTER

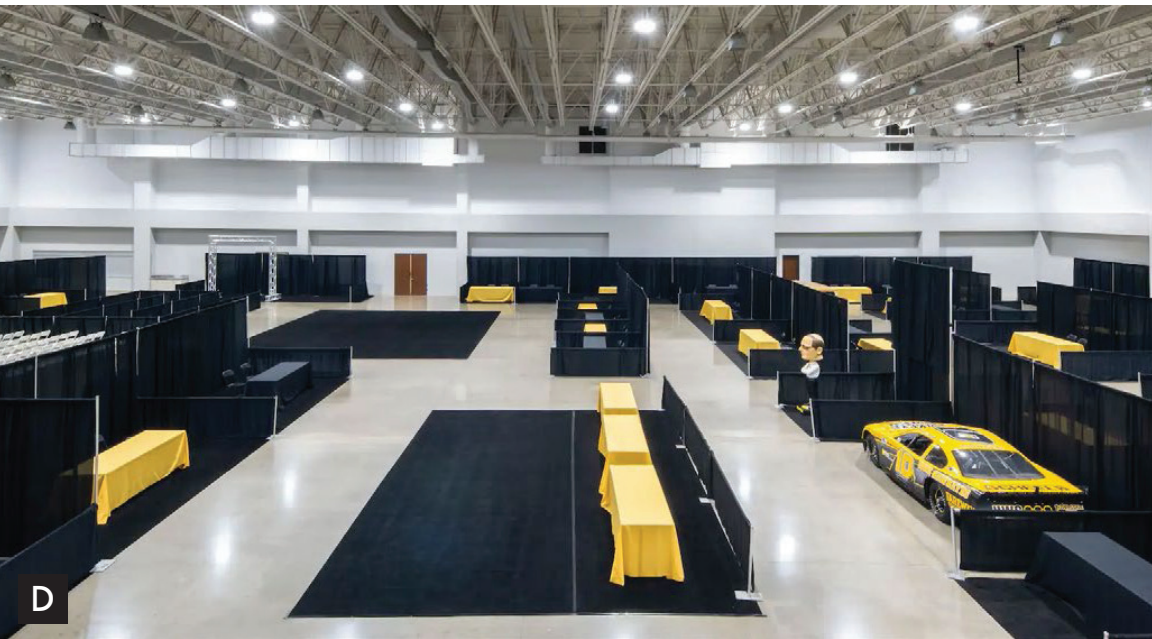
Sioux Falls, South Dakota | 302,000 SF | \$115M
A state-of-the-art, 12,000-seat arena seamlessly connected to the existing Convention Center and Arena in Sioux Falls. Designed to accommodate a wide range of events, it offers two expansive exhibition halls and 12 versatile meeting rooms.

C. MANKATO CIVIC CENTER RENOVATION & ADDITION

Mankato, Minnesota | 65,000 SF | \$32.5M
A new multipurpose event center that is attached to the existing convention center. Designed to be highly flexible, the center has retractable and removable seating for audiences of more than 2,100 attending performances and also can be opened up for conventions, large banquets and other events.

D. CORALVILLE HOTEL & CONFERENCE CENTER

Coralville, Iowa | 190,000 SF | \$54M
The Hotel and Conference Center underwent a significant modernization to the grand ballroom, junior ballroom, exhibition space, meeting rooms, and various common areas.





DEVELOPMENT TEAM REFERENCES

ARMORY EVENT CENTER & ARMORY ANNEX

- Shelly Carlson, Moorhead Mayor
shelly.carlson@ci.moorhead.mn.us
- Dan Mahli, Moorhead City Administrator
danmahli@ci.moorhead.mn.us

FMWF ECONOMIC DEVELOPMENT CORPORATION

- Joe Raso, President and CEO
jraso@fmedc.com
- John Machacek, Chief Innovation Officer
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FOLKWAYS

- Joe Burgum, Executive Director
joe@folkways.org

BELL BANK

- Mike Solberg, President and CEO
 - Greg Hammes, Chief Legal Officer
 - Eric Halvorson, Senior Vice President/Commercial Banking Director
- *personal contact information available upon request*

LIVEWIRE ENTERTAINMENT

- Kent Kolstad, President
- *personal contact information available upon request*

CHEF'S TABLE CATERING

- Dan Hurder
dan.hurder@greatplainshospitality.com

DOWNTOWN COMMUNITY PARTNERSHIP

- Rocky Schneider, Executive Director
rocky@downtownfargo.com

EMERGING PRAIRIE

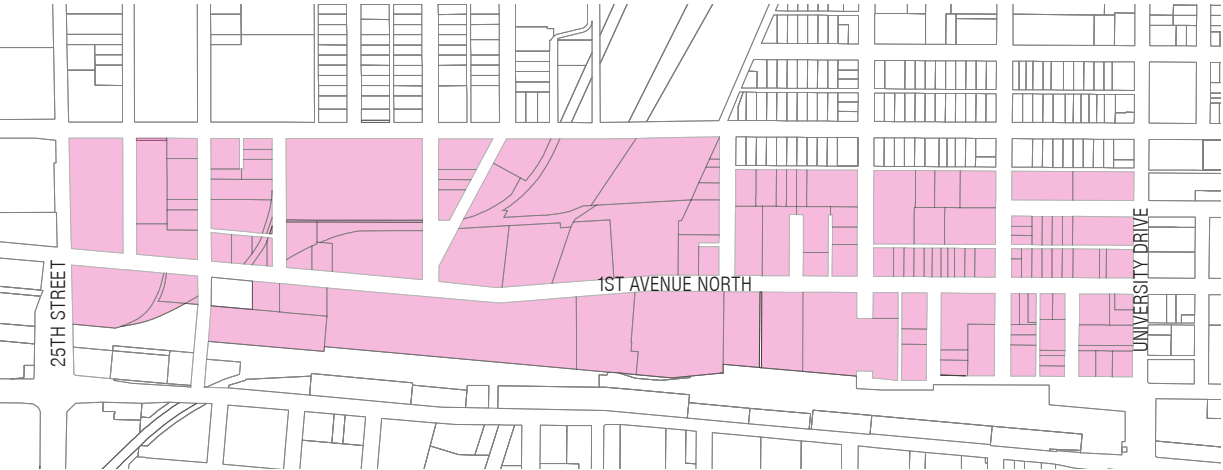
- Greg Tehven, Co-Founder
greg@emergingprairie.com

FINANCING STRATEGY

The Brewhalla + Cityscapes Development Team brings a depth of experience and proven success in delivering complex, high-impact public-private projects. Our strategic financing approach for the Fargo Conference/Convention Center at the Brewhalla - Unicorn Park site is specifically tailored to align with the City of Fargo’s goals—offering a dynamic blend of public benefit, economic growth, and long-term value creation. With a track record of securing and structuring innovative financial packages, our team is uniquely positioned to deliver a facility that maximizes both space and function within the City’s day-one budget parameters. Our plan maximizes the value and impact of the community’s initial capital to be utilized to fulfill the City’s ultimate vision (building size and features), while reducing City risk for operational losses, future expansion and more.

Our proposed financing plan includes a combination of public bond financing for the Conference/Convention Center and significant private investment, encompassing land value contributions, developer equity, and private financing sources. This hybrid model ensures that public dollars are leveraged efficiently while minimizing risk to the City. A detailed breakdown of the financing structure will be provided in the second phase of the RFP process. Additionally, we will be requesting Tax Increment Financing (TIF) for the private components of the project, including a 160-room connected hotel and associated parking—elements that are essential to creating a vibrant, destination-worthy convention environment.

Proposed TIF District Map:



Unmatched Strategic Benefits to the Brewhalla + Cityscape Development Team at Brewhalla - Unicorn Park Site:



To further enhance the project’s long-term positive impact for the City, we are proposing the creation of a TIF district spanning 1st Avenue North, from University Drive to 25th Street. This district would remain under City control and could serve as a catalyst for future public improvements, including potential expansions of the Conference/Convention Center, enhanced pedestrian and bicycle infrastructure connecting the site to Downtown, and even future public improvements at the City’s direction. This forward-thinking approach positions the Conference/Convention Center not just as a standalone project, but as the cornerstone of a broader vision for economic development in Fargo.

In summary, our team’s deep experience in financing and executing large-scale developments, combined with the unique potential of the Brewhalla - Unicorn Park site, allows us to propose a solution that fulfills Fargo’s goals—both now and into the future. We are not only prepared to finance Phase One of the project, but also to support the City in realizing broader aspirations through the growth of the TIF district and strategic reinvestment in public infrastructure and amenities.



02 SITE INFORMATION

SITE INFORMATION

The primary site for the Conference/Convention Center and attached hotel utilizes 369,454 SF (8.48 acres) and is located immediately adjacent to two key properties: Brewhalla with 107,518 SF (2.47 acres) and the Railyard Complex with 169,806 SF (3.90 acres). These three parcels will be managed together as part of the overall Conference/Convention Center and hotel operations. The proposed combined site area is 646,778 SF (14.85 acres).

In addition, our team owns land north of 1st Avenue North totaling 96,705 SF (2.22 acres), which includes an existing 54,000 SF building. This facility is proposed for use as storage and a management office during the construction phase. Through discussions with adjacent land owners we also have agreements for an additional 410,956 SF of land (9.43 acres) for future expansion purposes. In total, the proposed site area amounts to 1,154,439 SF (26.50 acres).

**Please refer to the following maps and diagrams for a detailed visual overview of the site layout and land distribution.*

SIZE, ADJACENT STREETS & ACCESS POINTS

The 26+ acre site spans along 1st Avenue North, between 16th Street and 23rd Street North. The property includes six access points located off 1st Avenue North and 20th Street North, each spaced several hundred feet apart to support efficient ingress and egress.

Approximately ten years ago, 1st Avenue North was upgraded to include a shared center turn lane, significantly improving traffic flow. Currently, the roadway handles traffic efficiently, even without traffic signals between 25th Street and University Drive. It is well-positioned to accommodate increased traffic volumes associated with the proposed Conference/Convention Center, hotel, and future developments.

Key intersections at 16th, 20th, and 23rd Streets provide direct connections to 3rd and 7th Avenues North, offering multiple routes and further dispersing traffic to and from the site. As part of the proposed improvements, the design team recommends installing a wider sidewalk and bike path along the south side of 1st Avenue North. This would create a safer, more accessible connection to Downtown Fargo, requiring pedestrians and cyclists to cross only two streets along the entire stretch to University Drive.

CURRENT OWNERSHIP OF THE SITE, STATUS OF SITE CONTROL & SITE COST

Railyard Site: Owned by MBA Investments, LLC & Prrrt Worldwide, LLC (same owners as Brewhalla)

Brewhalla Site: Owned by PS Holdings, LLC (an LLC with Kevin Bartram & Prrrt Worldwide, LLC as members)

Primary Convention Center/Hotel Site: Currently owned by Bullinger Enterprises, L.L.L.P.

Bullinger Enterprises, L.L.L.P. and PS Holdings, LLC are preparing partnership agreements whereby the Brewhalla Site (PS Holdings, LLC) will be combined with the Primary Site owned by Bullinger Enterprises into a new partnership.

**Please refer to the following maps, diagrams, and project financing information for further site control details and strategic information related to costs.*

CURRENT OWNERSHIP, SITE CONTROL STATUS & SITE COST

The site is fully supported by existing utilities, with all major services—water, sewer, power, and communications—already located within the 1st Avenue North right-of-way. As a result, no significant additional infrastructure or street improvements are anticipated to be required by the City to accommodate the proposed Conference/Convention Center project. This readiness significantly reduces development time lines and upfront public investment.

ADJACENT LAND USES AND POTENTIAL FOR NEARBY DEVELOPMENT

The site is ideally positioned to support strong pedestrian connectivity to adjacent developments, including Brewhalla and the Railyard Complex—home to Drekker Brewing, Railyard Co-working Offices, InterOffice Business Furniture, and Empower Fitness. These active and diverse businesses contribute to a vibrant mixed-use environment that aligns well with the goals of a Conference/Convention Center and hotel development.

Located along 1st Avenue North, the site sits within a corridor that is quickly evolving as a natural extension of Downtown Fargo’s west edge. The area has seen significant recent investment and redevelopment, including:

- Livewire Building
- Tellwell Building (former Meinecke-Johnson Office/Shop)
- J-Street Lofts (90 residential units with enclosed parking)
- Ivy + Rose Event Space
- Craig Properties Office/Shop
- Brewbird Restaurant

This ongoing momentum highlights the site’s strategic position within a growing district, offering immediate proximity to complementary uses and a walkable connection to Downtown.

**Please see the following maps and diagrams for visuals illustrating the site’s connectivity and surrounding development context.*

ADJACENT NOISE GENERATORS: RAILWAYS, HIGHWAYS, AND AIRPORTS

The proposed development site is located adjacent to the BNSF rail line, the same line that passes through Downtown Fargo alongside successful, high-profile buildings such as the Historic Union, NDSU Architecture Building, Bell Bank Tower, Gate City Bank, The Forum, City Hall, and the new Community Theatre. These projects have proven that proximity to the rail line can be effectively managed.

Brewhalla, located directly next to the same rail line, is a strong local example—regularly hosting events, conferences, and weddings with great success, demonstrating that rail noise can be mitigated without compromising experience.

Our Development Team has carefully planned for this adjacency by placing back-of-house functions—including kitchen, storage, mechanical, and loading/receiving areas—along the rail-facing side of the building. This layout serves as an effective sound buffer for the ballroom, meeting, and exhibit spaces.

Additionally, the proposed use of a precast concrete building system provides a high-mass, acoustically resilient structure, further reducing sound transmission and ensuring a quiet, high-quality interior environment.

**Please refer to the Project Concept section for a visual overview of how the current design strategically separates louder site and building areas from those requiring enhanced acoustic performance.*

FINANCIAL INCENTIVES TO CLEAR OR CLEAN THE SITE

As noted in the previous Financing Strategy page, the team anticipates requesting a TIF for a 15-year tax exemption on the private hotel portion of the development. We graciously request to reserve the right to modify this request as part of the Phase Two submittal, with further refinement to land costs and proforma development.

Additionally, the Development Team will work with the City to rezone the site from existing LI zoning.

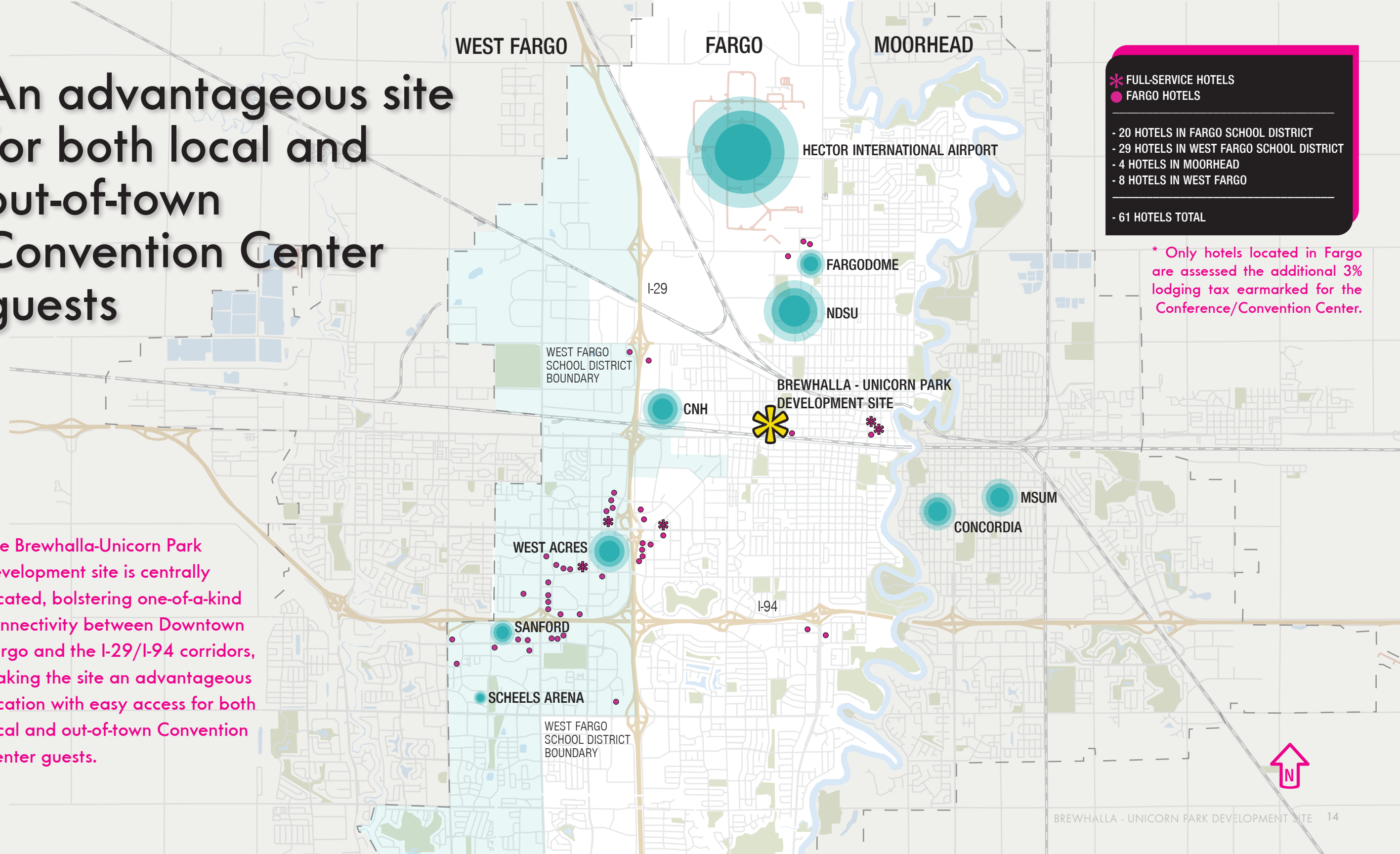
AREAS AVAILABLE FOR FACILITY EXPANSION AND NEW DEVELOPMENT ON NEIGHBORING PROPERTIES

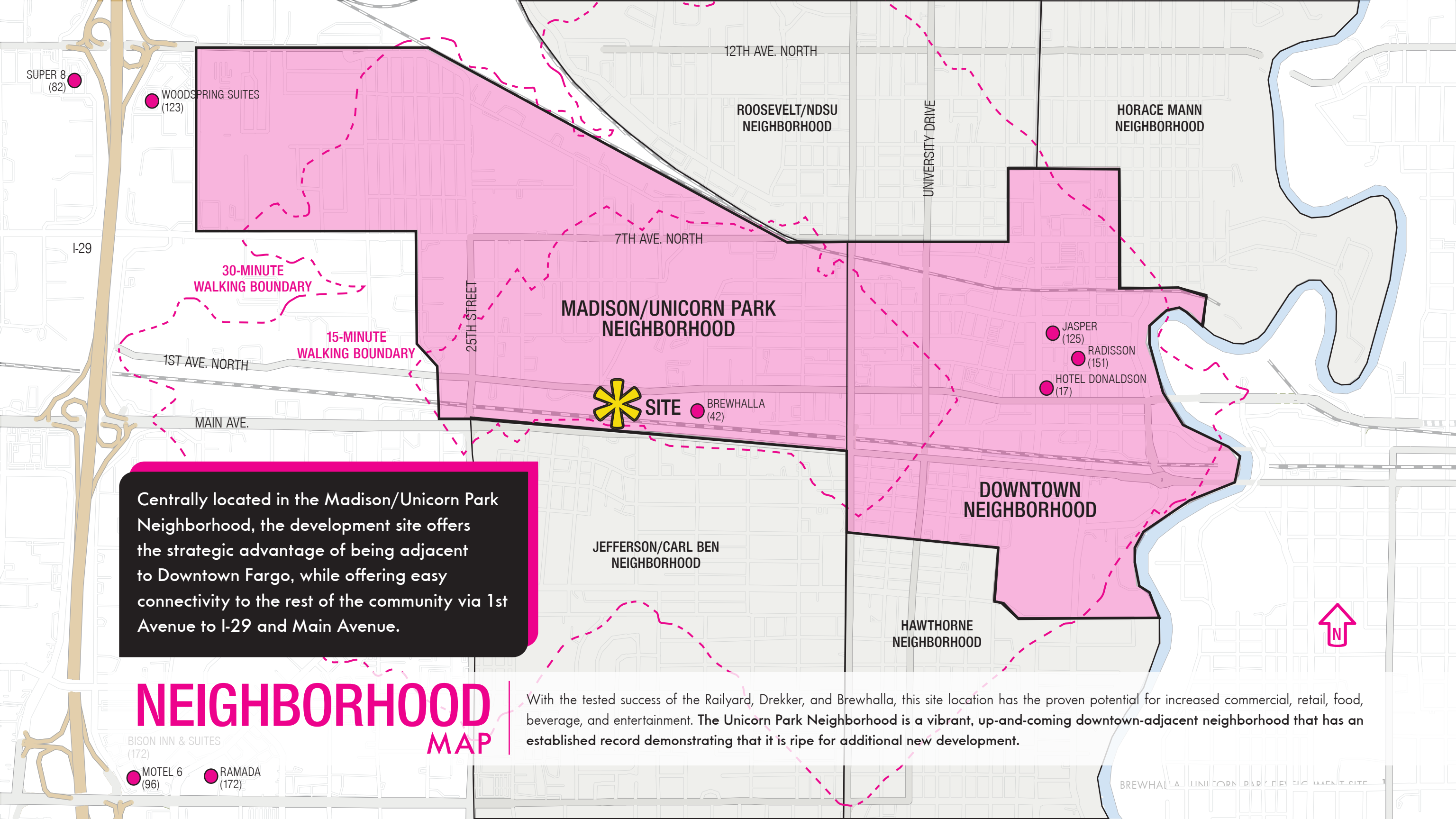
As illustrated in the following maps and diagrams, the Brewhalla–Unicorn Park site offers substantial space for future expansion, infill, redevelopment, and new construction. This site is uniquely advantageous due to consolidated land ownership, strong site control, TIF eligibility, ample parking, and significant potential for economic impact.

For this Development Team, expansion and redevelopment are not obstacles but rather ongoing opportunities that align seamlessly with the long-term vision we have been actively advancing for this vital downtown neighborhood.

An advantageous site for both local and out-of-town Convention Center guests

The Brewhalla-Unicorn Park development site is centrally located, bolstering one-of-a-kind connectivity between Downtown Fargo and the I-29/I-94 corridors, making the site an advantageous location with easy access for both local and out-of-town Convention Center guests.





SUPER 8
(82)

WOODSPRING SUITES
(123)

I-29

30-MINUTE
WALKING BOUNDARY

15-MINUTE
WALKING BOUNDARY

1ST AVE. NORTH

MAIN AVE.

25TH STREET

12TH AVE. NORTH

ROOSEVELT/ND SU
NEIGHBORHOOD

HORACE MANN
NEIGHBORHOOD

7TH AVE. NORTH

MADISON/UNICORN PARK
NEIGHBORHOOD



SITE
BREW HALLA
(42)

JASPER
(125)

RADISSON
(151)

HOTEL DONALDSON
(17)

DOWNTOWN
NEIGHBORHOOD

JEFFERSON/CARL BEN
NEIGHBORHOOD

HAWTHORNE
NEIGHBORHOOD



Centrally located in the Madison/Unicorn Park Neighborhood, the development site offers the strategic advantage of being adjacent to Downtown Fargo, while offering easy connectivity to the rest of the community via 1st Avenue to I-29 and Main Avenue.

NEIGHBORHOOD MAP

BISON INN & SUITES
(172)

MOTEL 6
(96)

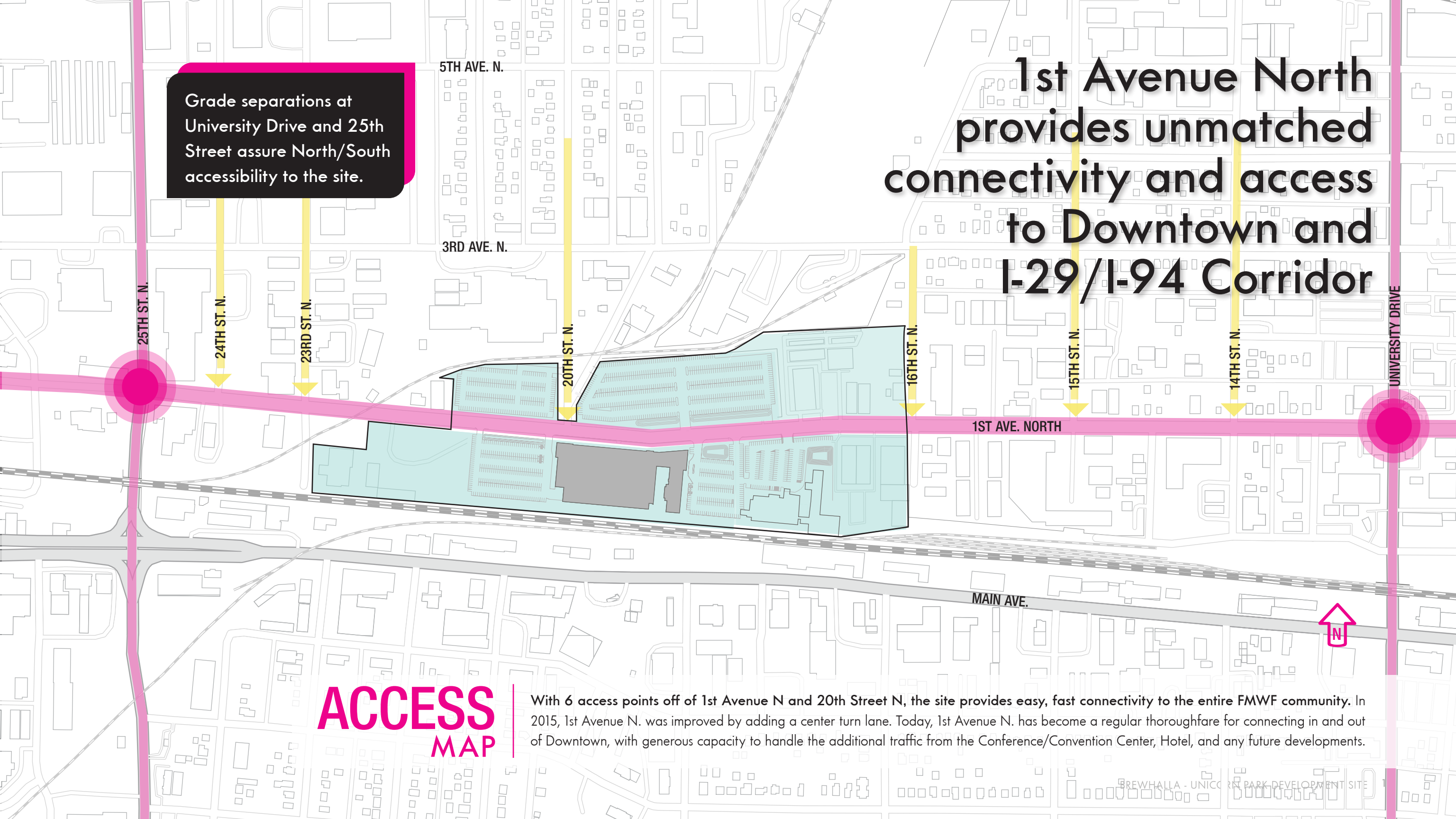
RAMADA
(172)

With the tested success of the Railyard, Drekker, and Brewhalla, this site location has the proven potential for increased commercial, retail, food, beverage, and entertainment. The Unicorn Park Neighborhood is a vibrant, up-and-coming downtown-adjacent neighborhood that has an established record demonstrating that it is ripe for additional new development.

BREW HALLA, UNICORN PARK / DEY SIG. MARKET SITE

1st Avenue North provides unmatched connectivity and access to Downtown and I-29/I-94 Corridor

Grade separations at University Drive and 25th Street assure North/South accessibility to the site.



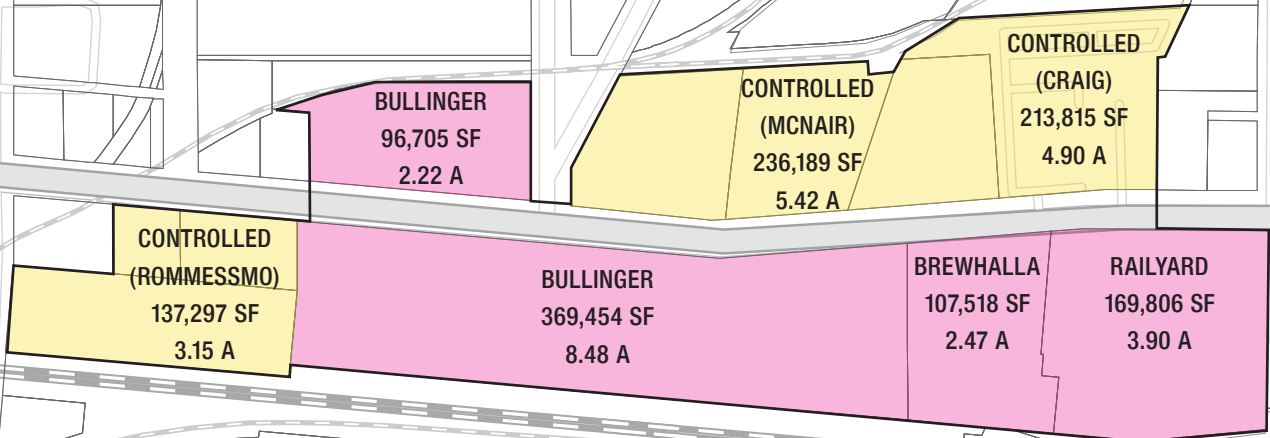
ACCESS MAP

With 6 access points off of 1st Avenue N and 20th Street N, the site provides easy, fast connectivity to the entire FMWF community. In 2015, 1st Avenue N. was improved by adding a center turn lane. Today, 1st Avenue N. has become a regular thoroughfare for connecting in and out of Downtown, with generous capacity to handle the additional traffic from the Conference/Convention Center, Hotel, and any future developments.

Bullinger Enterprises, L.L.P. (common ownership with Cityscapes Development) and PS Holdings, LLC are preparing partnership agreements that will combine the Brewhalla site and the Conferece/ Convention Center site, currently owned by Bullinger Enterprises, into a new partnership.

LAND UNDER OWNERSHIP		
- BULLINGER	369,454 SF	8.48 ACRE
- BREWHALLA	107,518 SF	2.47 ACRE
- RAILYARD	169,806 SF	3.90 ACRE
- BULLINGER	96,705 SF	2.22 ACRE
		<hr/>
	743,483 SF	17.70 ACRE

LAND UNDER CONTROL		
- MCNAIR	236,189 SF	5.42 ACRE
- ROMMESSMO	137,297 SF	3.15 ACRE
- CRAIG	213,868 SF	4.90 ACRE
		<hr/>
	587,354 SF	13.47 ACRE



J-STREET
LOFTS

LAND OWNERSHIP MAP

With nearly 18 acres owned and an additional 13+ acres under control, the Brewhalla + Cityscapes Development Team possess more than enough land to fully support Fargo's Day-One Conference/Convention Center goals. This includes on-grade parking, ample space for future expansion, and additional development opportunities aligned with the City of Fargo's long-term economic and cultural advancement objectives.





03

PROJECT CONCEPT

APPROACH TO CONFERENCE/CONVENTION CENTER AND RESTAURANT ENTRY

BREWHALLA - UNICORN PARK DEVELOPMENT SITE

A vibrant up-and-coming neighborhood that is a proven site for new development.

Building on Fargo's manufacturing and railroad heritage, the Brewhalla - Unicorn Park Development Site presents a unique opportunity to grow tremendous value in a core neighborhood of Fargo. Historically a hard-working district served by its easy access to rail and truck transport, this Conference/Convention Center development site capitalizes on its adjacency to Downtown Fargo and unmatched connectivity to the I-29/I-94 Corridor. Improvements to 1st Avenue have effectively brought the Madison/Unicorn Park Neighborhood and Downtown Neighborhood closer together, creating an Expanded Downtown Zone.

The Conference/Convention Center development celebrates these vital connections by presenting a vibrant, welcoming face to 1st Avenue. Much like the passing rail cars next to our site, program spaces line the street, end to end. Prefunction and Building Entrance spaces are prominently located for visibility from 1st Avenue through high performance curtain wall glazing. Principal interior spaces are visible from the parking lots across the street, allowing visitors and conference attendees to understand the building organization before they cross the Conference/Convention Center threshold.

This practical and simple building organization situates service spaces adjacent to the rail line, creating an acoustic buffer. A hard-working circulation zone along the east face of the Ballroom supports food service to Prefunction Spaces and Mechanical service to the north half of the Conference/Convention Center. Exhibit Hall and Ballroom spaces are positioned between the service zone and the Public Concourse on the north for easy access. This primary circulation zone channels daylight into the heart of the building and provides clear routes to Prefunction and Meeting Spaces.

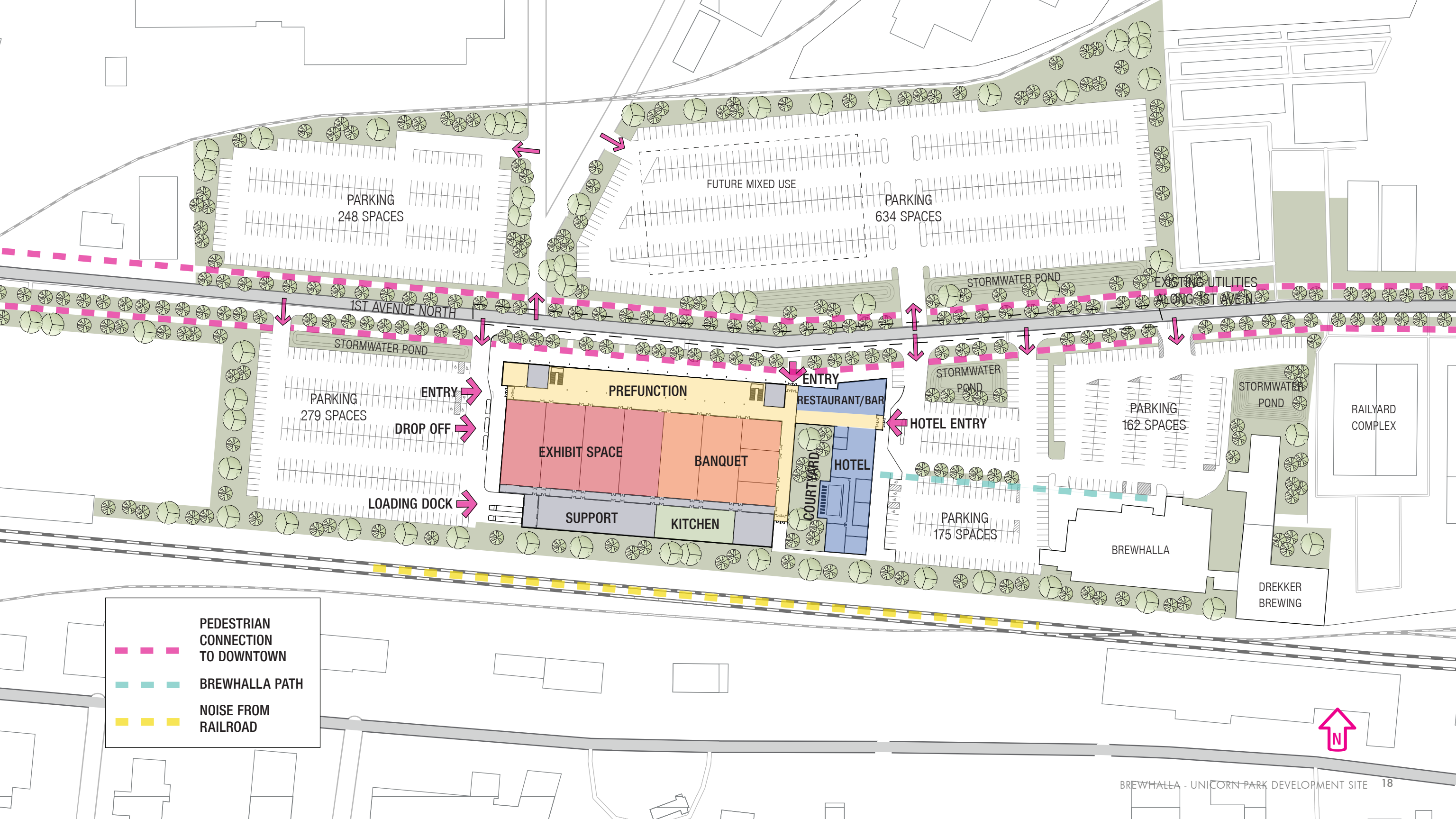
The attached 160-room hotel is planned for convenient access from the Conference/Convention Center and Brewhalla. The ground-floor restaurant is situated for visibility from 1st Avenue and easy access to a place for respite from conference activities - the beautifully landscaped internal Conference/Convention Center Courtyard. Hotel rooms are steps away from the Ballroom, Exhibit Hall, and Meeting Facilities ... And Brewhalla is right next door!

Implementing practical planning and simple construction, this building creates a vibrant and healthy environment. Building materials are selected for economy, occupant comfort, and durability. Recognizing that conference attendees will spend all day here, Concourse, Meeting Rooms, and Prefunction spaces are planned for flexible use and access to daylight to combat conference fatigue.

The Conference/Convention Center at Brewhalla - Unicorn Park is designed to be a good neighbor and vital part of a vibrant neighborhood. The building's light-filled spaces and visual openness activates 1st Avenue and contributes to the welcoming collection of businesses at the threshold to Downtown Fargo. The development of this historic industrial site is a critical step in the exciting project of rejuvenation of a core Fargo neighborhood with easy connectivity to Downtown.

In Phase II of the Proposal Process, additional detailed floor plans will be provided, further illustrating the Development Team's financial strategy to achieve the City of Fargo's desired space program (square footages) aligned to construction costs. The current design concept meets and exceeds all outlined space requirement suggested minimum sizes.

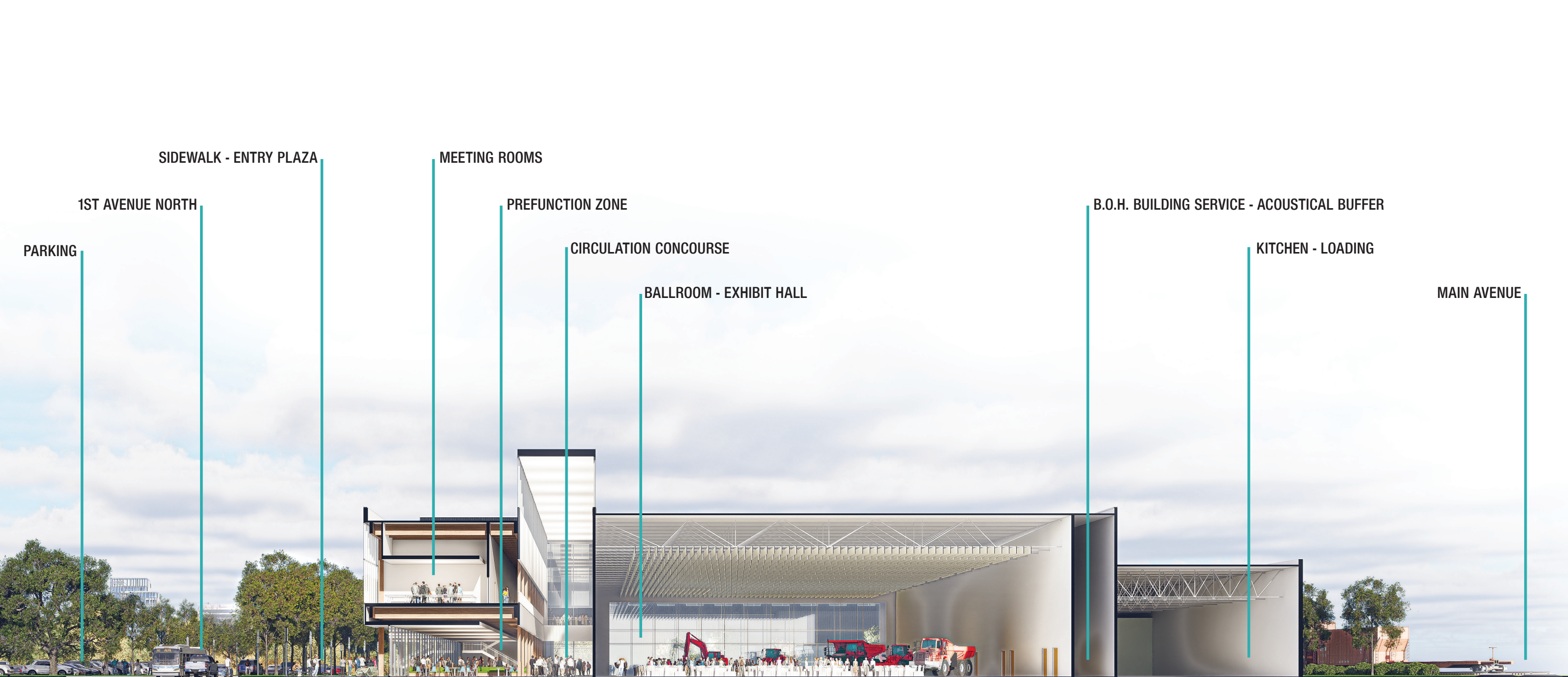
- **Attached Hotel: 160 Rooms + 42 Rooms at Brewhalla**
- **Ballroom/Exhibit Hall: 55,000 SF**
- **Kitchen: 6,500 SF**
- **Meeting Rooms: 9,000 SF**
- **Storage: 10,000 SF**
- **Pre-function: 15,000 - 20,000 SF**
- **Loading: 3 loading docks**
- **Parking: 1,300 - 1,500 (+) on-grade stalls**



PEDESTRIAN CONNECTION TO DOWNTOWN

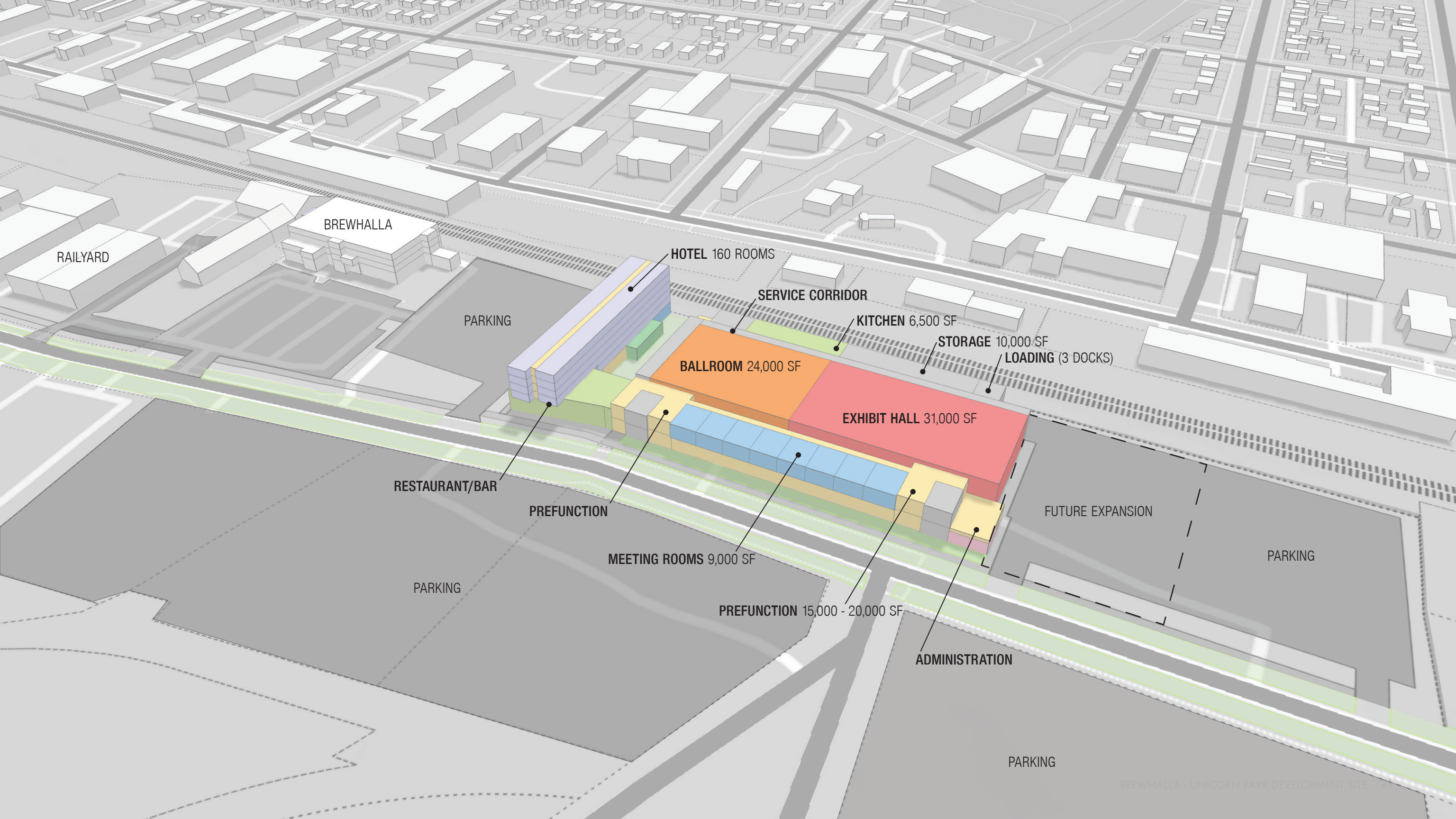
BREWHALLA PATH

NOISE FROM RAILROAD



SECTION - PERSPECTIVE VIEW THROUGH 1ST AVENUE - CONFERENCE ZONE - EXHIBIT HALL - ACOUSTICAL BUFFER - BUILDING SERVICE ZONE







04

PROPOSED OPERATING PLANS

OPERATION PLANS

The Brewhalla—an all-under-one-roof operating model that integrates hotel, convention, and catering operations through a unified management structure designed for efficiency, accountability, and excellence. Drawing on the proven success of Brewhalla and supported by strategic hires in key leadership roles, our team will deliver a seamless, guest-focused experience across all aspects of the facility. By assuming full operational responsibility and all associated financial risk—including any potential operating losses—we eliminate the burden on the City while aligning our success with the facility’s performance.

This self-sustaining approach not only protects public investment but also positions the Conference/Convention Center as a vibrant economic engine for Fargo, built to attract events, drive tourism, and serve the community for decades to come.

1. RESPONSIBILITIES OF PUBLIC AND PRIVATE PARTIES

Public Sector (City of Fargo): The City will own the Conference/Convention Center land and building while the Development Team will oversee all development and facility operations. The City will receive the land for its portion of the project at no cost, allowing more resources to be directed toward construction and long-term value. The Development Team will assume full responsibility for any operating losses, significantly reducing the City’s financial risk while ensuring that public funds remain focused on creating a first-class facility. In return, the Development Team will retain all profits, providing the incentive and accountability to maximize both operational excellence and financial performance. This ownership and operating structure creates a strong public-private partnership and reduces initial capital outlays.

Public Oversight: The City may provide ongoing oversight or coordination with the developer to ensure community access, economic development goals, and alignment with Fargo’s long-term vision.

Private Sector: Brewhalla Development & Operations Team—All under one roof.

Full Operational Responsibility: The Development Team will assume complete responsibility for the operation, scheduling, maintenance, and financial performance of the Conference/Convention Center, Hotel, and associated facilities.

Assumption of Risk: The Development Team will assume 100% of any operating losses, thereby minimizing the financial risk to the City and taxpayers.

Retention of Profits: In return, the Development Team will retain all profits generated by the operation, incentivizing high performance, innovation, customer satisfaction, and long-term sustainability.

2. PROPOSED OPERATION

The team would leverage Brewhalla’s current operations in scheduling and managing event spaces and rentals and would have additional staff to manage all activities associated with the Conference/Convention Center, including scheduling, daily and ongoing operations, and facility maintenance. The Leadership team will hire staff 1.5 or 2 years prior to construction completion to enable the facility to start competing immediately for conventions and other events booked months and years in advance. We will handle all bookings, staging, room set-ups and flips, cleaning, maintenance, etc.

The Leadership Team will be responsible for managing all aspects of the Conference/Convention Center, Hotel, and Catering under a unified strategic plan. The Leadership Team is comprised of:

- Sales
- Marketing
- Finance and Accounting
- Human Resources

The Leadership Team will direct and oversee:

- Conference/Convention Center Team
- Hotel Team—160 rooms (Hilton or Marriott)
 - Guest Services
 - Operations
 - » Facilities Management
 - » Housekeeping
- Full-Service Restaurant
 - Catering Team
 - » Great Plains Hospitality



3. PROPOSED OPERATION OF HOTEL/RESTAURANT

The Development Team is in strategic conversation with both the Hilton and Marriott hotel flags. The team intends to collaborate with a national team on the development of the hotel portion of the project and then utilize the Brewhalla operational team to manage the Hotel, Restaurant, and Conference/Convention Center to strategically plan events and book rooms—maximizing room booking while supporting the convenience and experience of Conference/Convention Center visitors. The Hotel/Restaurant would be part of the Conference/Convention Center/Hotel Management Team that will be put into place 1.5 to 2 years before construction is completed. The Management Team will work closely with Brewhalla to incorporate the additional conference spaces, event spaces, Hotel Rooms, and Food Market into offering the BEST Convention Experience possible and one that is unique to Fargo.

4. CATERING PLANS

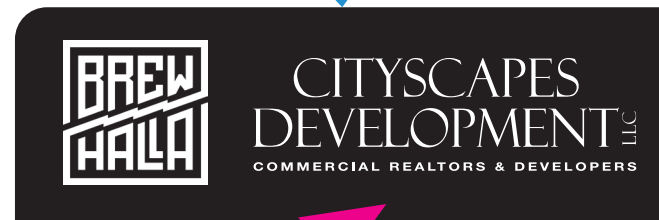
The Fargo Conference/Convention Center’s catering and food service program will be led by one of the region’s most experienced and capable hospitality teams: Great Plains Hospitality (GPH). Under the direction of Dan Hurder, President & CEO, and powered by its flagship brand Chef’s Table Catering, GPH will deliver a world-class culinary experience tailored to a broad range of events—from conventions and expos to weddings, galas, and corporate meetings.

Chef’s Table Catering will serve as the exclusive food and beverage partner for the Fargo Conference/Convention Center. Since 2016, Chef’s Table has built a reputation for chef-driven, high-quality, scratch-made cuisine, and seamless full-service catering. Their recent investment in a state-of-the-art commercial kitchen in Downtown Fargo—located just minutes from the new Conference/Convention Center—ensures the infrastructure is in place to support high-volume, convention-scale operations from day one.

Catering services will include:

- Customizable menus with locally sourced and seasonal ingredients
- Full-service plated, buffet, reception, and concession-style offerings
- Full bar and beverage services, including curated local beer/wine
- Green room, backstage, and VIP catering
- Full accommodation of dietary restrictions and cultural preferences
- Efficient execution for events ranging in all sizes for all Conference/Convention Center and Meeting space needs

OPERATIONS CONCLUSION: Our proposed operating plan ensures that the Fargo Conference/Convention Center is run with professionalism, innovation, and accountability. By uniting hotel, convention, and catering operations under a single management umbrella—and backed by a team experienced in delivering guest-first experiences—we will create a vibrant, self-sustaining asset for the City of Fargo that drives economic development while minimizing public risk.



ARCHITECT



CONSTRUCTION MANAGER

