



August 7, 2025

Strategic Planning and Research
225 4 Street North
Fargo, ND 58102

To whom it may concern,

Garfield Public/Private LLC ("Garfield") is pleased to present the enclosed proposal for working with you to plan and deliver a new convention center and full-service headquarters hotel for the City of Fargo, ND, located at the southwest intersection of Interstate I-94 and I-29; the highest visibility site in the State of North Dakota and the gateway entrance to the City of Fargo. Our firm is headquartered at 14911 Quorum Drive, Suite 380, Dallas, Texas 75254 and we develop nationally. We can be reached at 972-607-1702, by fax at 972-692-0887, by mobile at 972-740-8845, or by email at ray.g@garfieldpublicprivate.com. Garfield is a limited liability company with no pending ownership changes. Garfield has a 28-year history in public/private development leading developments across the nation. Ray Garfield and Steve Galbreath will be the Project Managers.

We are excited about the opportunity for a collaborative, open, and transparent partnership with you. Our qualifications and our enthusiasm are a great match to help you realize your vision. Passion for these types of developments at Garfield is real, and we want to make this project a reality for you.

As you read our credentials, we hope the message is very clear. We believe that we have assembled the most qualified team that the City of Fargo can select to ensure the greatest likelihood of success for this project - a team with extensive experience in financing, developing, designing, and building convention centers and their complementary full-service convention center headquarters hotels, a proven track record working with the top hotel brands in the business, the talent, capacity, and financial strength needed to meet your capital and time frame requirements. This team also brings a great balance between national expertise in convention hotels and local market knowledge.

Garfield will be the lead developer of the project, providing team leadership from negotiation of all documents and agreements, structuring and implementation of the financing, development, design, construction, and pre-opening planning, budgeting and purchasing leadership and oversight. The hospitality experience of Garfield and its executives includes the development, financing, operating, and/or asset management of more than 20 hotels and resorts representing over \$1.6 billion in debt and equity, 6,600 guest rooms, and several million SF of conference/meeting space.

Garfield's public/private hotel experience includes the Sheraton® at the Puerto Rico Convention Center; the Sheraton® at the Overland Park, KS Convention Center; the Overton Hotel & Conference Center in Lubbock, Texas; DoubleTree by Hilton® convention hotels in Bay City, Michigan and in Abilene, Texas; the Westin® at the Irving Convention Center; and Hyatt Regency® hotels and convention centers in Baytown and Conroe, Texas. We are also in design stages for new convention centers and headquarters hotels in Jefferson City, MO with DLR Architects, as well as Roanoke, TX. As you can see, we have an excellent history and strong relationships with Marriott, Hilton, and Hyatt and we have included Letters of Interest from both Marriott and Hilton expressing their interest in branding and managing this full-service, Fargo, ND Headquarters Hotel and Convention Center.

DLR Group is an integrated design practice with a major focus on architecture and interior design in our hospitality practice. The firm has been providing professional planning, architectural and engineering services for more than 59 years and has established a strong reputation for its unique approach to performance-based design solutions, quality contract documents, client collaboration and responsive customer service. DLR Group has a professional staff of more than 1,700 worldwide.

DLR Group's approach to architecture is a collaborative, consensus-generating process that produces customized, purpose-specific building environments that enhance end-user performance. DLR Group adheres to the client's budget and schedule objectives. Garfield has extensive experience with DLR Group. DLR Group was the architect of The Overland Park, KS Sheraton® and Convention Center and the Lubbock, TX Overton Hotel and Conference Center, both successfully developed by Garfield Public/Private.

The City of Fargo will benefit from the longstanding relationships and track record of our team members. Members of our team, either individually or in tandem, have repeatedly proven their ability to work together to successfully negotiate and execute all documentation and agreements, to structure and place the financing, and to design, construct and operate public/private developments, including convention centers and related hotels. Our partners Rick Berg and Tim McShane as well as Ryan Construction with Great States Construction provide key regional and local talent with significant proven success in the Fargo market and specifically with the City of Fargo. Not only do they represent the site presented, a site owned by Scheels, the prominent American sporting goods and entertainment retail chain that is headquartered in Fargo, but also add development and construction expertise to our team. Our lead design-builder, Ryan Companies, headquartered in Minneapolis, ranks among the top 50 construction companies in the nation on the ENR Top 400 Contractors list. The level of experience and ability to work together, evidenced by our past successes, is the key to making this convention center and headquarters hotel a success.

Garfield recognizes the great significance this development holds for the City of Fargo. We assure you we will approach it with integrity, skill, and our proven ability to complete similar developments on time, within budget, and to the high level of quality expected by our clients. We do what we say we will. This is the foundation of our reputation.

Should you have any questions, please contact us at your convenience. By execution of this letter, the members of this team commit our availability and resources to the success of the Fargo Conference/Convention Center and the adjacent hotel that will support it. We look forward to your favorable consideration.

Respectfully Submitted,

GARFIELD PUBLIC/PRIVATE LLC

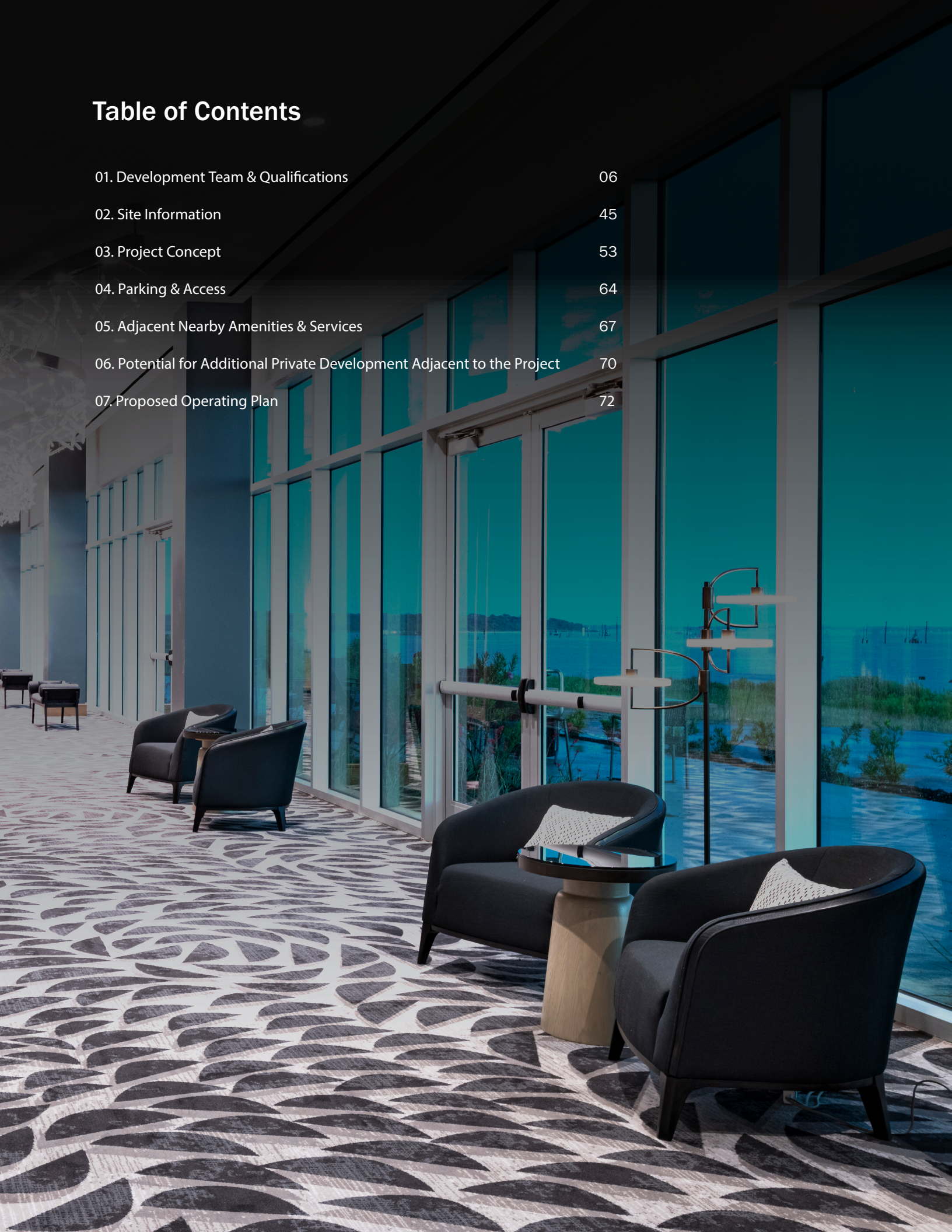


Raymond Garfield, Jr.
Chairman, Garfield Public/Private LLC
14911 Quorum Drive, Suite 380
Dallas, Texas 75254
469.607.1702 (direct) | 972.740.8845 (cell)
ray.g@garfieldpublicprivate.com | www.garfieldpublicprivate.com

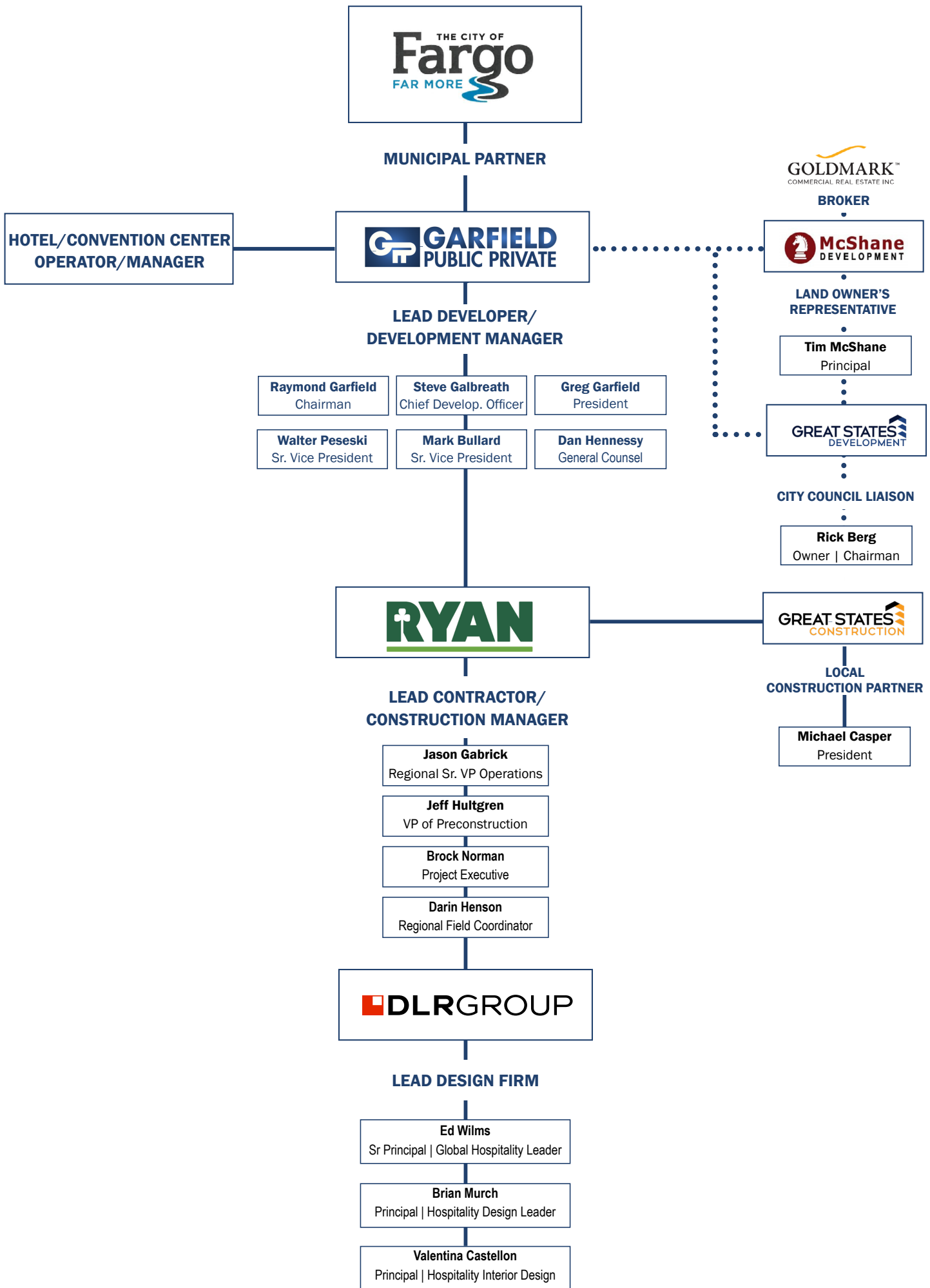


Table of Contents

01. Development Team & Qualifications	06
02. Site Information	45
03. Project Concept	53
04. Parking & Access	64
05. Adjacent Nearby Amenities & Services	67
06. Potential for Additional Private Development Adjacent to the Project	70
07. Proposed Operating Plan	72



Development Team & Qualifications



GARFIELD COMPANY HISTORY

Garfield Public/Private LLC, a Texas Limited Liability Company, has a 28-year history of national leadership in public/private development. Ray Garfield and Greg Garfield founded the company in 1997 to finance and develop publicly-owned and public/private facilities.

Garfield solves impediments to the delivery of needed facilities, enabling them to be built and delivered much faster and more reliably than traditional public bid methods. The company devises innovative solutions for essential developments, using financing structures not commonly known to or employed by conventional developers.

Garfield's proven turnkey delivery method minimizes the public sector's contractual risk and administrative burden, streamlines the procurement process, and enables "fast track" delivery, within budget and schedule, of high-quality facilities months or even years ahead of when otherwise thought possible.

All developments, regardless of magnitude, require leadership and vision that only experience provides. Over the course of four decades, the principals and officers of Garfield have financed more than \$11 billion in debt and equity and developed more than 30 million square feet of all property types, nationally and abroad.

Garfield has more than \$2 billion of development experience and has performed strategic planning/consulting services for an additional \$4 billion of public/private facilities, including \$1.6 billion in hotel debt and equity and development of over 20 hotels comprising 6,600+ guestrooms and millions of square feet of meeting and convention space.

The firm's experience includes convention centers, conference centers and headquarters hotels, performing arts centers, museums, cultural centers, event centers, arenas, expo centers, justice and public safety facilities, K-12 and higher education, government office buildings, parking garages, and other vital public infrastructure.

Through numerous real estate cycles, the company has proven its stability and resilience. Through steady and prudent leadership, Garfield Public/Private is now more successful than ever, with a talented team and book of business that is diverse and portends continued growth and success for the foreseeable future.

*Hyatt Regency Baytown-Houston and Convention Center
Baytown, TX*



CONVENTION/HOSPITALITY FOCUS

Convention center and Headquarters hotel development is a highly specialized and dynamic field. The needs, talents, and interests of the participants, design specifications and inherent complexities of all project components must be competently and effectively supervised. Team leadership by a company/team that has not only consulted but has developed, financed, owned, operated, and/or asset managed similar properties is vital to ensuring the greatest likelihood of success.

Garfield Public/Private helped to pioneer both the public/private and the tax-exempt financing models for and convention centers and headquarters hotels, and for the past 28 years, has exclusively focused on the financing and development of hotels which support convention or conference centers and other public facilities. As such, Garfield understands the needs of supporting convention or conference centers, events centers and/or sports/entertainment facilities and the groups that book events. The company has extensive experience with requirements of room block agreements, the design, finance, and construction of these hotels, and the relationships with the brands and knowledge to negotiate all key documents relating to hotel development, finance and operations.

Given the combined experience of Garfield Public/Private and its senior executives over the past four decades, we can say with confidence that no other active development company has more combined experience with public/private hotel development and financing of public/private headquarters hotels. Our company's experience, relationship and resources, as well as access to baseline project documentation, are invaluable assets to our clients in ensuring timely and successful financing and project completion.

Project Experience

The development, financing, and/or asset management experience of Garfield and its senior management includes the following hotels and hospitality properties, among many others:

Westin Irving Convention Center – Las Colinas
Irving, TX

Overton Hotel & Conference Center at Texas Tech University
Lubbock, TX

Hyatt Regency Baytown-Houston and Convention Center
Baytown, TX

Sheraton at the Overland Park Convention Center
Overland Park, KS

Hyatt Regency Conroe and Convention Center
Conroe, TX

Sheraton at the Puerto Rico Convention Center
San Juan, Puerto Rico

DoubleTree by Hilton Abilene Downtown Convention Center
Abilene, TX

DoubleTree Hotel + Conference Center
Bay City, MI

Sheraton at the Albuquerque Convention Center (Planning)
Albuquerque, NM

Sheraton at the Arlington Convention Center (Planning)
Arlington, TX

Hyatt Regency Houston
Houston, TX

Columbus Convention Center HQ Hotel
(Consulting)
Columbus, OH

Conference Center and HQ Hotel
(Planning)
Jefferson City, MO

Sheraton at the Tucson Convention Center (Planning)
Tucson, AZ

Pan Pacific Hotel
San Francisco, CA

Le Meridien San Diego at Coronado
Coronado, CA

Ritz Carlton Hotel
San Francisco, CA

The Melrose
Dallas, TX

Sands Hotel and Casino
Atlantic City, NJ

Divi Divi and Divi Tamarijn Beach Resorts
Aruba, Dutch Caribbean

Westin La Paloma
Tucson, AZ

DoubleTree by Hilton Abilene Downtown Convention Center
Abilene, TX



Westin Irving Convention Center - Las Colinas
Irving, TX



Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX



Sheraton at the Convention Center Overland Park, KS



Hyatt Regency Conroe + Convention Center
Conroe, TX



The development, financing/fundraising, and/or consulting experience of GPP and its executives includes the following public assembly + cultural facilities:

Lubbock County Expo Center/Arena
(Development in Process)
Lubbock, TX

The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX

Huntington Center Arena (Planning)
Toledo, OH

Durham Performing Arts Center (DPAC)
Durham, NC

George S. and Dolores Doré Eccles Theater
Salt Lake City, UT

Santa Clara County House of Blues Concert Hall
(Planning thru GMP)
San Jose, CA

Steinmetz Hall, Dr. Phillips Center for the Performing Arts
Orlando, FL

Rothko Chapel – Opening Spaces Master Plan Phase II
Houston, TX

*The Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX*



Frisco Performing Arts Center (Planning)
Frisco, TX

Conroe Performing Arts Center (Planning)
Conroe, TX

Tulsa Performing Arts Center Renovation/Expansion (Planning)
Tulsa, OK

Amarillo Civic Center/Arena Expansion (Planning)
Amarillo, TX

Century II PAC/Convention Center
(Operator Selection/Negotiation)
Wichita, KS

Abilene Convention Center
(Operator Selection/Negotiation, Project Management of Renovations (In Process))
Abilene, TX

*Durham Performing Arts Center (DPAC)
Durham, NC*



*George S. and Dolores Doré Eccles Theater
Salt Lake City, UT*



*Rothko Chapel
Houston, TX*



*Huntington Center Arena
Toledo, OH*



Westin Irving Convention Center - Las Colinas
Irving, TX



KEY PERSONNEL



Steve Galbreath
Chief Development Officer



Mark Bullard
Senior VP & Project Executive



Rick Wilzack
SVP & Project Executive



Laura Galbreath
SVP Development



Ray Garfield
Chairman



Greg Garfield
President



Walter Peseski
SVP, Asset Management

Stephen L. Galbreath AIA, ISHC, LEED AP BD+C

Chief Development Officer | Developer Principal In Charge



As Chief Development Officer and Head of Design & Construction for Garfield Public/Private LLC, Mr. Galbreath manages the development of hotels, convention and conference centers, entertainment and mixed-use properties. Joining Garfield in 2016, he brought 22 years as a leader in the global hospitality sector for RTKL Associates in the Americas. In addition to the design of hotels and resorts, his experience has centered around hospitality and gaming components of large-scale, mixed-use developments combining retail, entertainment, sports, residential, office, hotel, and other uses known for their commercial success and lasting sense of place.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX

DoubleTree by Hilton Abilene Convention Center
Abilene, TX

Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX

Hyatt Regency Conroe and Convention Center
Conroe, TX

Sheraton at the Puerto Rico Convention Center
San Juan, PR

Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX

Lubbock County Expo Center
Lubbock, TX (in design)

Tysons Corner Center Hyatt Regency Hotel
McLean, VA

Marriott San Antonio Rivercenter
San Antonio, TX

Education

Masters of Architecture,
Bachelor of Environmental Design
Texas A&M University

Registration, Accreditations, Affiliations

Registered Architect
LEED Accredited Prof. BD +C

Raymond Garfield, Jr.

Chairman



As Chairman and Co-Founder of Garfield Public/Private LLC, Mr. Garfield's focuses primarily on leading the financing and legal team to engineer creative financing structures and secure capital for public/private developments. Over more than 40 years, his experience has included the development or disposition of more than 9000 acres of urban properties totaling over \$1 billion and the financing or sale/acquisition of major properties totaling over \$6 billion nationwide.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
Overton Hotel & Conference Center – Lubbock, TX
Sheraton at the Puerto Rico Convention Center
San Juan, PR
Sheraton Overland Park Convention Center
Overland Park, KS
DoubleTree Bay City Hotel + Convention Center
Bay City, MI

Education

Bachelor of Science
Mathematics & Engineering
United States Naval Academy

Lieutenant, Naval Aviator, Squadron Division Officer, U.S. Navy,
1966 – 1969

Greg Garfield

President



As President and Co-Founder of Garfield Public/Private LLC, Mr. Garfield's broad scope of responsibilities includes strategic planning, deal structuring, financial, legal, and political problem-solving, financial and investment analysis, document negotiation, development management, design participation, and construction, operations and maintenance planning, and asset management. His 27 years of experience includes leadership of or participation in the development of 44 properties, the planning of more than \$4.5 billion of facilities, the negotiation and structuring of more than \$2 billion in real estate debt and equity, and more than \$200 million in sponsorships and fundraising.

Select Experience

Westin Irving Convention Center–Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
Overton Hotel & Conference Center– Lubbock, TX
Sheraton at the Puerto Rico Convention Center
San Juan, PR
Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX
Lubbock County Expo Center
Lubbock, TX (in design)

Education

Bachelor of Arts
University of North Texas

Laura Galbreath

Senior Vice President



Mrs. Galbreath has over 25 years of experience in design, management, and operations at large scale architecture and engineering design firms. Most recently, she held the position of COO at a \$100M+ revenue/year national A&E services firm. Prior to that, she was the project executive on hotel development projects around the world with a diverse mix of global full-service and luxury hotel brands. Her expertise and passion for hospitality is a great addition to Garfield's practice.

Select Experience

Sheraton at the Puerto Rico Convention Center
San Juan, PR
Ritz Carlton Palm Beach (renovation and expansion)
Palm Beach, Florida
Tysons Corner Center Hyatt Regency Hotel
McLean, VA
Westin Pittsburgh Convention Center Hotel (renovation)
Pittsburgh, PA
Wutai Mountain Resort
Taihuai, China
Grand Hyatt Shenzhou Peninsula Resort
Hainan Island, China
Chengdu Pearl River Hotel
Chengdu, China
JW Marriott Sahar
Mumbai, India

Education

The Ohio State University, B.S. Arch
Texas A&M University, MArch

Memberships/ Affiliations

Registered Architect
The American Institute of Architects (AIA)
LEED Accredited Professional, BD+C
USGBC LEED Steering Committee, former member of
Hospitality Adaptations Working Group

Rick Wilczak

Senior Vice President and Project Executive



Rick Wilczak has 40+ years of international design and construction management leadership experience and has worked for Garfield's companies since 2003, overseeing projects from \$60 million to over \$200 million in value. He is Garfield's senior and most seasoned project executive, with extensive experience in civil, mechanical, electrical, structural and all minor trades. A civil design engineer by education and training, Rick was most recently Garfield's on-site construction project manager for the DoubleTree by Hilton Abilene Convention Center which opened in 2023.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Overton Hotel and Conference Center
Lubbock, TX
Tucson Convention Center East Entrance Expansion
Tucson, AZ
St. Joseph's Medical Center Parking Garage and Retail
Paterson, NJ
Juhl Condominiums, Las Vegas, NV
Buddy Holly Hall of Performing Arts and Sciences
Lubbock, TX
Lubbock County Expo Center
Lubbock, TX (in design)

Education

Bradley University, Peoria, Illinois, BSCE, Civil
Engineering;
MS Course Work in Structural Engineering and
Business

Walter Peseski

Senior Vice President



Mr. Peseski brings over 15 years of hospitality and asset management experience. Prior to joining Garfield Public/Private, he served as the Vice President of Business Development at First Hospitality, where he played a pivotal role in the firm's growth in part through uncovering investment opportunities for clients including private equity, public REITs, and family offices. As Senior Vice President for Garfield Asset Management, he is responsible for the asset management of a portfolio of hotels for third-party owners and lenders.

Select Experience

DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
The Brown Palace Hotel & Spa (Autograph Collection)
Denver, CO
Hilton DFW Lakes Executive Conference Center
Grapevine, TX
The Ritz-Carlton New Orleans
New Orleans, LA
The Ritz-Carlton Sarasota
Sarasota, FL
The Ritz-Carlton Denver
Denver, CO

Education

New York University, Preston Robert Tisch
Center for Hospitality Management, MS in Hotel
Finance

Wilkes University, Jay S. Sidhu School of
Business and Leadership, BBA

Mark Bullard

Senior VP and Project Executive



Mr. Bullard brings over 18 years of experience overseeing the successful completion of hospitality, office, and mixed-use projects. An architect by training, and a hospitality leader at BOKA Powell LLC, he was involved in all phases of design and construction across a variety of branded hotels. As Vice President for Garfield/Public Private LLC, he leverages this experience to manage the development of hotels, convention and conference centers, and mixed-use properties.

Select Experience

Westin Irving Convention Center – Las Colinas
Irving, TX
DoubleTree by Hilton Abilene Convention Center
Abilene, TX
Hyatt Regency Baytown-Houston + Convention Center
Baytown, TX
Hyatt Regency Conroe and Convention Center
Conroe, TX
The Lumen – A Kimpton Hotel
Dallas, TX
Omni Dallas Convention Center Hotel
Dallas, TX
W Hotel and Residences
Austin, TX
Motel 6 Prototype – Northlake/Roanoke, TX
Southwestern Baptist Theological Seminary Student Housing
Fort Worth, TX

Education

Texas Tech University, B.S. Arch

Memberships/ Affiliations

Registered Architect
The American Institute of Architects (AIA)



Westin® Irving Convention Center - Las Colinas

Irving, Texas

This 350-room, full-service hotel and 16,000-square-foot conference center is located adjacent to the award-winning Irving Convention Center to the north and the Irving Music Factory to the south in Irving's upscale Las Colinas. The facility includes an 840-space parking garage supporting the Hotel and the Convention Center and achieved LEED® Silver certification.

The Hotel is the final essential element for the \$300 million major convention and entertainment district in the heart of the Las Colinas Urban Center. The Irving Music Factory is anchored by an 8,000-seat Live Nation Theater, while the Irving Convention Center includes 250,000 sq. ft. of exhibit, ballroom and meeting space.

The capital structure is a hallmark of Garfield's history of cutting-edge financing solutions. The Conference Center was financed with City bonds repaid by site-specific occupancy, sales, and property taxes. The Hotel was financed with non-recourse tax-exempt hotel revenue bonds privately placed with a capital partner sourced by Garfield.

The Hotel is owned by a private 501(c)(3) entity, and the Hotel and Conference Center are operated as a Westin® by Marriott International under a qualified management agreement. Upon retirement of the hotel revenue bond financing, the facilities will be transferred at no cost to the City of Irving.

"I greatly appreciated not only the financial proficiency Garfield brought to the table, but also the remarkable patience, political acumen, and flexibility. Through my experience with Garfield Public/Private LLC on the Westin Irving Convention Center Hotel, I would highly recommend them to you for consideration for any project you are considering"

- Maura Gast, FCDME
Executive Director – Irving Convention and Visitors Bureau
(972) 401-7706
mgast@irvingtexas.com

Project Relevance

- Convention Center Hotel
- Public/Private Partnership
- Municipal Participation

Components:

350 Keys
13 Stories
279,000 GSF
27,000 SF Conference Center
275-space Structured Parking

Key Personnel:

Ray Garfield, Greg Garfield,
Steve Galbreath, Mark Bullard,
Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$105,188,000

Net of financing and land

Completed 2019



Chris Hillman
City Manager – City of Irving
(972) 721-2600
chillman@cityofirving.org



DoubleTree® Abilene Convention Center Hotel | Abilene, Texas

Garfield was developer and is asset manager of this 170,600-sq. ft., 200-room, full-service conference hotel located at the intersection of N 6th Street and Cypress Street adjacent to the Abilene Convention Center. The facilities include a Conference Center with 17,654-sq. ft. of meeting space and an 8-story rooms tower. The project is designed to LEED® criteria for Certified certification.

The financing solution positions the City as the beneficial owner of the facilities. The capital stack includes publicly sold tax-exempt hotel revenue bonds that are non-recourse to City, \$15 million in grants from anonymous community philanthropists, proceeds of City-issued Certificates of Obligation (C.O.s), and other City sources.

Net cash flow to the City at the time of financing was estimated to be \$71+ million over 27 years, with a residual value of \$82+ million. In addition to being the sole recipient of net cash flow and residual value, the City will receive the property's Hotel Occupancy Tax (HOT) and sales tax revenue, including rebates of the State's first 10 years of HOT and sales tax.

"Garfield Public/Private honored its commitments and delivered an exceptional hotel product to our community. We couldn't be more pleased. We are currently working with Garfield on remodeling our existing convention center to best complement our new DoubleTree by Hilton Hotel."

— Robert Hanna
City Manager, City of Abilene (2015-2025)
(325) 338-1934

Project Relevance

- Convention Center and Hotel
- Public/Private Partnership
- Municipal Participation

Components:

200 Keys
8 Stories
170,600 GSF
61,400 SF Conference Center

Key Personnel:

Ray Garfield, Greg Garfield,
Steve Galbreath, Mark Bullard,
Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$73,000,000

Net of financing and land

Completed 2023





Sheraton® at the Overland Park Convention Center | Overland Park, Kansas

This signature 412-key full-service, Sheraton® headquarters hotel is connected by all-weather access and a shared courtyard to the adjacent 237,000 SF Overland Park Convention Center.

The tallest building in the City, the hotel includes over 28,000 SF of meeting, ballroom and pre-function space, a 410-space parking structure, and all the amenities demanded by today's convention planners and delegates.

An innovative tax-exempt revenue bond financing solution positioned the City as the sole recipient of property cash flow and residual value. Despite the 2001 terrorist attacks and 2008-2010 recession, the hotel produced a direct net benefit to the City and other taxing jurisdictions of more than \$20 million from opening through 2011.

The hotel opened for business ahead of schedule and \$1.5 million under budget. Opening as the finest hotel in the Sheraton® system, design features of this award-winning property were adopted as the standard for many successive Sheraton® developments.

"I have been involved in construction and construction management for almost 40 years and have never seen a project executed as flawlessly as the Overland Park Sheraton. Garfield and its team truly 'under promised and over delivered'."

— Robert D. Lowry,
Director of Public Works, City of Overland Park (1995– 2004)
Interim Public Works Director, City of Durano, CO
(817) 937-4934
rdl1966@gmail.com

Project Relevance

- Convention Center Hotel
- Public/Private Partnership
- Citywide HOT and Hotel Net Revenues Secure Debt Service

Project Components:

412 Keys
318,000 GSF
29,000 SF Conference Center
410-space Structured Parking

Key Personnel:

Ray Garfield, Greg Garfield, Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$68,064,000

Net of financing and land

Completed 2002





Overton Hotel & Conference Center

Lubbock, Texas

This 303-room, full-service hotel and 47,000-square-foot conference center is located across the street from Texas Tech University and Jones AT&T Stadium in Overton Park, the largest private development project by acreage in U.S. history.

The hotel was financed with private debt and equity. The conference center was financed with City bonds repaid by site-specific HOT, sales tax, and property taxes. Private foundation grants secured by Garfield reduced the needed City financial participation. The City leases the conference center to the hotel owner, which operates the entire property seamlessly.

The Overton serves as a training facility for students of Texas Tech University's renowned Restaurant, Hotel & Institutional Management (RHIM) School. The partnership with Texas Tech was essential to securing the private foundation grants.

The facilities host business and leisure travelers, conferences, business meetings, weddings, and other social events. This innovative public/private partnership produced the finest hotel and conference center in Lubbock and the region. The Overton is the only West Texas hotel to receive the AAA Four Diamond Award.

"I would give my highest recommendation for Garfield and its team to complete any first class facility for you. If the City has a future project of similar scope, we would not hesitate to use Garfield."

— Rob Allison,
Former Assistant City Manager, Development Services,
City of Lubbock (retired)
(806) 773-5650
rob.allison49@gmail.com

Project Relevance

- Convention/Conference Hotel
- Public/Private Partnership
- Municipal Participation

Components:

303 Keys
224,000 GSF
26,000 SF Meeting Space

Key Personnel:

Ray Garfield, Greg Garfield,
Dan Hennessy

Delivery Method:

Design-Build w/GMAX
Project Cost: \$66,199,000
Net of financing and land
Completed 2009



Hyatt Regency® Conroe Hotel and Convention Center

Conroe, Texas

Garfield was developer and is asset manager of this 210,000-sq. ft., 250-room, 7-story, full-service hotel and convention center in Grand Central Park in Conroe, Texas. Also included are a 3-story, 370-car parking garage and surface parking for an additional 150 cars. The project is designed to LEED® criteria for Certified certification.

Project funds include \$48.2 million in publicly sold first- and second-lien tax-exempt hotel revenue bonds that are non-recourse to City, \$20.7 million in tax-exempt revenue bonds secured by a third lien and a City annual appropriation shortfall guarantee, and \$30 million in net proceeds from City-issued Certificates of Obligation (C.O.s) and other City sources.

Net cash flow to the City at the time of financing was estimated to be \$71+ million over 28 years, with a residual value of \$117+ million. In addition to being the sole beneficiary of all the property's net cash flow and residual value, the City will receive the property's Hotel Occupancy Tax (HOT) and sales tax revenue, including rebates of the State's first 10 years of HOT and sales tax.

"Garfield Public/Private was a seamless project leader and exceeded our expectations for the development of the Hyatt Regency Convention Center hotel. We're now able to reap revenue from the many visitors to our city, setting us up with economic benefits for years to come."

— Jody Czajkoski
Mayor, City of Conroe

Project Relevance

- Convention Center and Hotel
- Public/Private Partnership
- Municipal Participation

Components:

250 Keys
7 Stories
210,000 SF
90,000 SF Convention Center
241 Space Parking Garage

Key Personnel:

Ray Garfield, Greg Garfield,
Steve Galbreath, Mark Bullard,
Dan Hennessy, Jeff Binford

Delivery Method:

Design-Build w/GMAX

Project Cost: \$ \$98,863,000

Net of financing and land

Completed 2023



Hyatt Regency® Baytown-Houston | Baytown, Texas

Hotel and Convention Center

Garfield was developer and is asset manager of this 208-room, full-service hotel and convention center located on Bayland Island on the Houston Ship Channel adjacent to the Bayland Marina in Baytown, Texas. Also included are site improvements and surface parking for approximately 399 cars supporting the facilities and Marina.

Project funds include \$27.5 million in publicly sold tax-exempt hotel revenue bonds that are non-recourse to City, \$35.6 million in tax-exempt revenue bonds secured by a third lien on project revenues and sales tax collections within the Baytown Municipal Development District (MDD), and City-issued Certificates of Obligation (C.O.s) plus cash from MDD.

The City is the sole beneficiary of all the property's net cash flow and residual value. Net cash flow to the City at the time of financing was estimated to be \$44+ million over 28 years, with a residual value of \$71+ million, including collection of the property's Hotel Occupancy Tax (HOT) and sales tax revenue, including rebates of the State's first 10 years of HOT and sales tax.

The Hotel is owned by the Baytown MDD and is operated by Hyatt under a qualified management agreement. The City owns the Convention Center and leases it to the MDD for seamless operation with the Hotel by Hyatt. The Hotel opened for business in May 2023.

"Through all the issues, Garfield expertly guided the City through the problems and complexities, and in time delivered a beautiful property that will benefit our citizens for decades. It was truly my pleasure to work with your team on this project, and on behalf of our citizens, thank you for your invaluable contribution!"
 — Stephen DonCarlos
 Mayor, City of Baytown (2006-2018)

Victor Brownlees
 Director of Strategic Growth, Director of Finance (2019 – 2023)
 (918) 938-1976

vbrownlees@pearlandtx.gov

Project Relevance

- Convention Center and Hotel
- Public/Private Partnership
- Municipal Participation

Components:

208 Keys
 7 Stories
 160,000 SF
 64,000 SF Conference Center
 Surface Parking for 450 Cars

Key Personnel:

Ray Garfield, Greg Garfield,
 Steve Galbreath, Mark Bullard,
 Dan Hennessy

Delivery Method:

Design-Build w/GMAX

Project Cost: \$79,088,000

Net of financing and land

Completed 2023

Timothy P. McShane

Principal



Education

University of Wisconsin
MBA Finance and Marketing — 1984
St. John's University, BS Business — 1981

Registration, Accreditations, Affiliations

NAIOP, Past Board Member
Minnesota Shopping Center
Association (MSCA)
International Council of
Shopping Centers (ICSC)
St. John's University – Building and
Grounds Committee 2005 - 2013

Mr. McShane is the Principal and founder of McShane Development. He has over 35 years of ground up development experience in the industrial, retail and office sectors totaling more than \$1B in value. He is responsible for all aspects of the development process including site selection and acquisition, due diligence, concept planning, financial feasibility, debt and equity structuring, government entitlements, selection of design and construction partners and all contract negotiations. Prior to McShane Development he spent 10 years as VP of Industrial Development for Ryan Companies; the last three of which he was responsible for starting and heading their National Accounts program. He started his career at Trammell Crow Company after completing his MBA in Finance at UW-Madison.

Select Experience

First Bank Service Center, 149,000 SF Call Center,
Fargo, ND

Land Development 11 acres, Fargo ND
Essentia Health Systems – 7 acres
Gate City Savings & Loan – 2 acres
Town & Country Credit Union – 2 acres

Aspen Dental 3500 SF, Hastings, MN

Thrifty White Drug, 3500 SF, Hutchinson, MN

Advance Auto Parts 7,000 SF (5 Locations)

Gander Mountain, 45,600 SF, Dothan, AL
Gander Mountain, 52,000 SF, Killeen, TX

Best Buy Store, 45,000 SF, Blaine, MN
Best Buy Store, 30,000 SF, Rogers, MN

Nokomis Square, 9,000 SF, Retail Strip Center,
Alexandria, MN

Shoppes at 109th, 6,700 SF, Retail Strip Center, Blaine,
MN

Minnesota Department of Revenue 386,000 SF, Office
Building/Parking Ramp, St. Paul, MN

State of Minnesota Retirement Systems
148,000 SF, Office Building, St. Paul, MN

ClickShip Direct (Damark), 724,630 SF
Distribution Center Brooklyn Park, MN

*Graybar Electric, 50,000 SF, 2 locations
Birmingham, AL, Miami, FL
Graybar Electric, 142,292 SF Warehouse/*

Rick Berg

Owner | Chairman



Rick Berg has been a leader in the real estate industry for over three decades. Starting in 1981, he co-founded Midwest Management Co., a multi-family management company. In 1987, he launched Goldmark Commercial Corporation, a brokerage firm specializing in commercial real estate. Under his leadership, Rick oversaw hundreds of millions in real estate transactions, while also managing a top-performing team.

Throughout his career, Rick has developed, built, and managed over \$1 billion in real estate, working with local businesses, developers, and national tenants. His ventures focus on real estate acquisition and development, partnering with experts across the Midwest.

In addition to his business accomplishments, Rick served in the North Dakota House of Representatives from 1984 to 2010 and represented North Dakota in the U.S. House of Representatives from 2011 to 2013.

Select Experience

Marion Industrial

550,000 SF, Sioux Falls, SD

Red River Human Services

32,000 SF, Fargo, ND

Titan Machinery Headquarters

Fargo, ND

Goldmark Office Park

140,000 SF, St. Cloud, MN

EW Wylie Headquarters

150,000 SF, Fargo, ND

BBC Warehouse

40,000 SF, St. Cloud, MN Development

Perficient Tower

120,000 SF, Fargo, ND

CASE Plaza

60,000 SF, Fargo, ND

Education

North Dakota State University

BA - Agricultural Economics

Who We Are

 **1700+**
Employee-
Owners

 **1966**
Firm
Established

 **34**
Offices
Worldwide

Our promise is to elevate
the human experience
through design.

This inspires a culture of design thinking and fuels the work we do around the world. We are 100 percent employee-owned: every employee is literally invested in our clients' success. Our teams champion true collaboration, open information sharing, shared risk and reward, value-

Services

Architecture

Engineering

Civil
Electrical
Mechanical
Structural

Interiors

Planning

Acoustical Design

Audiovisual Design

Energy+Smart Buildings

Experiential Graphic Design

High Performance Design

Landscape Architecture

Lighting Design

Preservation

Reality Capture

Science+Technology

Sustainability

Theater Planning & Systems Design

Locations

Austin
Boston
Charlotte
Chicago
Cleveland
Colorado Springs
Columbus
Dallas
Denver

Des Moines
Dubai
Durham
Honolulu
Houston
Kansas City
Las Vegas
Lincoln
Los Angeles

Minneapolis
Nashville
New York
Omaha
Orlando
Phoenix
Portland
Riverside
Sacramento

San Diego
San Francisco
Seattle
Shanghai
Sonoma
Tucson
Washington, D.C.



UNITED STATES



CHINA



UNITED ARAB EMIRATES



APRIUM

AUTOGRAPH
COLLECTION

canopy
BY HILTON

CONCORD HOSPITALITY
ENTERPRISES

DREAM
HOTELS

HYATT

JW MARRIOTT

KIMPTON

MARRIOTT

MOXY
HOTELS

OTO DEVELOPMENT

SAGE
HOSPITALITY

TAPESTRY
COLLECTION
BY HILTON

TRIBUTE
PORTFOLIO

THOMPSON HOTELS

WHITE LODGING

Having delivered more than 70,000 keys and received over 185 design awards, we get the brief: balancing the needs of owners and operators while personifying the brand through design.

Ed Wilms, AIA

DLR Group | Senior Principal | Global Hospitality Leader



Ed is a key leader of DLR Group's Hospitality and Retail/Mixed-Use studio and the firm's expert for gaming and entertainment design. As a project leader, he empowers his teams to develop design solutions that maintain relevance with consumers and other target audiences over time. In the retail realm, Ed understands the importance of engaging stakeholders in a highly collaborative design process to produce effective retail experiences that will generate increased traffic and revenue for owners. He is instrumental in DLR Group's ongoing design for expansion and renovations at the Mall of America, and works with other national clients including the Las Vegas Sands Corporation and General Growth Properties.

Select Experience

Canopy Mill District by Hilton; Minneapolis, MN
135,000 SF, 183 room hotel

JW Marriott at Mall of America; Bloomington, MN
300,000 SF, three-story retail mall expansion;
10-story, 176,000 SF Class "A" office building; and
303,000 SF, 15-story, 342 room luxury hotel

Overton Hotel and Conference Center; Lubbock, TX
303 Key Hotel and conference Center in conjunction with GPP

Sheraton Hotel at the Convention Center; Overland Park, KS
412 Keys 318,000 GSF Hotel at the Convention Center in conjunction with GPP

Education

Bachelor of Architecture

University of Minnesota

Registration, Accreditations, Affiliations

Architect: AL, AZ, CO, DC, FL, IA, IN, KY, MD, MI, MN, MS, MT, NC, ND, NE, NM, NV, NY, OH, OK, PA, TN, TX, UT, WI

American Institute of Architects

National Council of Architectural Registration Boards

Brian Murch, AIA

DLR Group | Principal | Hospitality Design Leader



Brian is an award-winning architect with a focus on making experienced based design in the retail, mixed-use, and hospitality markets. He is a determined proponent of creative innovation and is well suited to be the leading design advocate for any project. He has a passion for the landscape of architecture and placemaking in which we live and work.

Select Experience

AC Hotel Raleigh North Hills; Raleigh, NC
81,400 SF, seven-story, 135 room hotel development

Overton Hotel and Conference Center; Lubbock, TX
303 Key Hotel and conference Center in conjunction with GPP

Hilton Hotel at the Iowa Events Center; Des Moines, IA
330 guestrooms and 14,000 SF of new meeting space

Sheraton Hotel and Convention Center; Tucson, AZ
27-story, 525 room hotel with 50,000 SF of function and meeting space

JW Marriott at Mall of America; Bloomington, MN
300,000 SF, three-story retail mall expansion; 10-story Class "A" office building; and 303,000 SF, 15-story, 342 room luxury hotel

Education

Bachelor of Science — Architecture
Bachelor of Construction
Kansas State University

Registration, Accreditations, Affiliations

Architect: MO, NV
American Institute of Architects
National Council of Architectural Registration Boards

Valentina Castellon, IIDA

DLR Group | Principal | Hospitality Interior Design Leader



Valentina is passionate about creating dynamic designs for spaces people visit every day. A conceptual thinker at heart, she collaborates with teams across the nation to unify design elements and create environments that elevate the guest experience. Valentina encourages clients to go beyond the routine, challenging them to envision places that leave a lasting memory.

Select Experience

Hilton Brands
Canopy by Hilton; Minneapolis, MN
DoubleTree by Hilton; Atlanta, GA; Austin, TX;
The Curtis; Denver, CO

Marriott Brands
AC Hotels; 20+ locations nationwide
Cascade Hotel, a Tribute Portfolio Hotel;
Kansas City, MO
Dual Brand Element + AC Hotel Brickell; Miami, FL
Element Hotels; Short Hills, NJ
The Elizabeth, Autograph Collection; Fort Collins, CO
The Vanguard, Autograph Collection; Ann Arbor, MI

Education

Bachelor of Science — Interior Design
Art Institute of Minneapolis

Registration, Accreditations, Affiliations

International Interior Design Association
Network of Executive Women in Hospitality





Activated Corner

Hilton Des Moines Downtown
by Hilton
Des Moines, IA

The new Hilton full service convention hotel is located at the edge of downtown Des Moines' Iowa Events Center. This ground-up hotel connects the Des Moines skywalk system with below-grade parking that serves both guests and the district. A transparent base activates the urban street frontage and invites guests into its lobby and restaurant spaces, while a large sculptural vertical frame that climbs up the structure and anchors the corner of the building.

Project Relevance

- Architecture

Completed: March 2018
Size: 317,000 SF
Budget: \$100 m
Services: Architecture
Number of Keys: 330

Pedestrian and Transit Connections Link to Community

Hyatt Thompson Lifestyle Hotel
Denver, CO

Completed: 2021
Size: 140,000 SF
Budget: Confidential
Services: Architecture, Engineering,
Planning, City Planning Approvals





This hotel mixed-use project, developed by T2 Hospitality, occupies a coveted infill space fronting Denver's 16th Street Pedestrian Mall. DLR Group's design increases the vitality of the neighborhood environment through sensitivity to the historical context of the site. The building's lower floors respond to the historic buildings style, scale and proportion. The upper floor's architectural style is clean and contemporary. A straightforward palette of materials—including stone, masonry, limited use of plaster, steel, galvanized and painted metal accents, and an extensive amount of glazing at the street frontage—breaks up the massing for in a “modern mountain chalet” aesthetic. The exterior colors are simple and subdued.

The blending of contemporary architecture within a contextual influence contributes to the urban design and planning of the overall Lower Downtown plan area.

Hotel guests will have the opportunity to engage with the community with a street-level restaurant and public art areas – offering a seamless connection to nearby offices, restaurants, bars, and shopping.

The 0.36 acre urban site consists of a Hyatt Thompson Hotel with 220 rooms. The hotel is eleven stories, approximately 140,000 square feet in area, and provides a ground floor transit lobby and street-level common access to the ground floor restaurant and cafe. The restaurant fronts 16th Street Mall and provides outdoor patio dining. The main hotel lobby is located on the second floor and provides a separate lounge / bar and restaurant primarily for hotel guests. Access to the hotel is provided by curb drop off and 59 underground parking stalls accessed at Market Street. The project is especially pedestrian / bicycling friendly with numerous enhanced pedestrian and multi-modal bike and bus connections. New public improvements along the project's street frontage will create a safer pedestrian / bicycle linkage throughout the bustling Downtown.

Global Tourism Meets Modern Luxury

JW Marriott Hotel
by Marriott
Bloomington, MN

The JW Marriott at Mall of America brings a new level of sophistication to the Minneapolis market. This luxury hotel features elegantly curated experiences, stripping away the unnecessary to reveal this exceptional hospitality design. The exterior of the building is composed of elegant Swisspearl panels with punched window openings juxtaposed with a beautiful curtain wall façade.

Completed: November 2015
Size: 303,000 SF
Budget: 250 m
Services: Architecture
Keys: 342







FOUNDED
1938

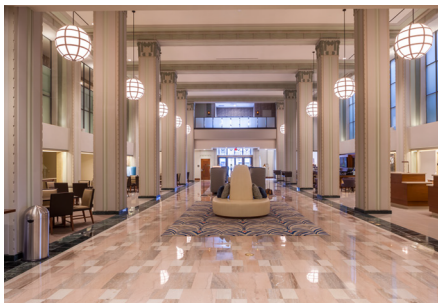
2024 REVENUE
\$3.5 BILLION

1,700+
EMPLOYEES

For more than 85 years, Ryan Companies US, Inc., has been a trusted partner in helping our clients achieve their real estate goals. Headquartered in Minneapolis, Ryan has earned a reputation for integrity, quality and dependability in the hospitality, entertainment, healthcare, life sciences, office, retail, industrial, and multi-family sectors. We have leveraged the expertise of our construction team to construct millions of square feet.

We tailor our preconstruction and construction process to hit the hospitality sweet spot – a balance of superior guest experience, optimized operations and maximum return on investment.

We approach each project with a disciplined process that allows for flexibility to meet your goals and priorities while achieving the best outcome. Owners and design professionals are at the heart of this process, with Ryan providing the delivery process and framework for timely decisions, cost management and design performance.



Hospitality Experience

As a builder of high-quality full and limited service hotels, Ryan's hospitality experience spans a wide range of project types from coast to coast. Our clients include national hoteliers Double Tree, Embassy Suites, Hilton, Canopy, Sheraton, and Radisson. Our team has the experience to build innovative spaces with adaptability and flexibility.



Entertainment Experience

Ryan specializes in building unique projects for our clients, including venues for entertainment. From the award-winning CHS Field for the Saint Paul Saints Baseball Team to the new Lee and Penny Anderson Arena for the University of St. Thomas, our team has the expertise to deliver these challenging and architecturally distinctive facilities on time and within budget.



North Dakota Experience

North Dakota is a key geographic market for Ryan, and we have constructed several significant projects. Amazon, John Deere and Target are among the clients that have asked us to build for them in Fargo. We have worked closely with local design and trade partners to construct more than two million square feet of buildings (and counting) in Fargo alone.

Jason Gabrick, LEED BD+C

REGIONAL SENIOR VICE PRESIDENT, OPERATIONS



With 22 years of experience, Jason leads construction operations for Ryan's North Region, which includes North Dakota, South Dakota, and Minnesota. Drawing on his extensive experience, he excels at navigating the complexities of major projects and has led over \$5 billion of construction projects across the US. In addition to operations, Jason is actively engaged in cultivating long-term relationships with clients, such as Target, Toro Company, Amazon and Polaris Industries. He emphasizes a commitment to collaboration and operational excellence and excels at building high-performing teams. Jason chairs the Construction Management Advisory Board of Minnesota State University, Mankato and is a member of the Minnesota Contractors Association.

SELECTED EXPERIENCE

University of St. Thomas Lee and Penny Anderson Arena
250,000 SF
Role: VP of Construction
Saint Paul, MN

ELEVEN on the River
628,000 SF, Condominiums
Role: VP of Construction
Minneapolis, MN

Rand Tower Marriott Tribute Hotel
184,014 SF, 270 Keys, Renovation
Role: VP of Construction
Minneapolis, MN

Target Retail Store T0061
110,745 SF
Role: Director of Construction
Fargo, ND

Amazon Traditional Non-Sort Distribution Center
1,050,000 SF
Role: Director of Construction
Fargo, ND

Jeff Hultgren, LEED AP

VICE PRESIDENT OF PRECONSTRUCTION



As Vice President of Preconstruction, Jeff directs the activities of highly skilled preconstruction professionals who specialize in the stringent standards of hospitality construction. With more than 30 years of experience, Jeff is responsible for cost estimating, technical design and development, preconstruction, subcontractor negotiations, quality assurance, and personnel management. He takes great pride in his team's ability to compete nationwide, without sacrificing the Midwestern values responsible for establishing Ryan as one of the leaders in the hospitality construction industry. Jeff has delivered hospitality projects across the Midwest.

SELECTED EXPERIENCE

Rand Tower Marriott Tribute Hotel
184,014 SF, 270 Keys, Renovation
Role: VP of Preconstruction
Minneapolis, MN

Westin Galleria Edina Hotel and Residences
5-Level Parking Ramp — 925 Stalls
Hotel/Condominiums — 446,000 SF
225 Keys, 82 Condos
Role: VP of Preconstruction
Edina, MN

The Westin Minneapolis
214,000 SF, 214-Room Hotel
Role: VP of Preconstruction
Minneapolis, MN

ELEVEN on the River
628,000 SF, Condominiums
Role: VP of Preconstruction
Minneapolis, MN

W Minneapolis — The Foshay
230-Key Hotel
Role: VP of Preconstruction
Minneapolis, MN

Sheraton Minneapolis Midtown
83,146 SF, 136-Key Hotel
Role: VP of Preconstruction
Minneapolis, MN

The Chambers
75,000 SF, 60-Key Hotel
Role: VP of Preconstruction
Minneapolis, MN

Tribute Portfolio Hotel and Aloft Hotel by Marriott
339,485 SF, 297-Key Hotel
Role: VP of Preconstruction
Kansas City, MO

Brock Norman

PROJECT EXECUTIVE



Brock oversees all facets of the construction process for industrial, hotel, mixed-use and office projects, working in partnership with owners and trade partners to deliver projects of the highest quality. His responsibilities include project management, estimating, contractor and subcontractor negotiations and cost/schedule control. Brock has managed projects that range from \$45 million hotels to \$100 million industrial facilities. With 19 years of construction experience, Brock has worked as a project manager and superintendent at Ryan and has a detailed understanding of all aspects of construction. He tackles issues on the front-end to ensure long-term value is added to each project and emphasizes working collaboratively to achieve a successful project that exceeds client objectives and expectations.

SELECTED EXPERIENCE

W Minneapolis — The Foshay
268,000 SF, 230-Rooms Hotel,
Historic Renovation
Role: Senior Project Manager
Minneapolis, MN

Rand Tower (Marriott Tribute Hotel)
184,014 SF, 270 Rooms, Renovation
Role: Senior Project Manager
Minneapolis, MN

Sheraton Minneapolis Midtown Hotel
80,000 SF, 136-Key Hotel
Role: Senior Project Manager
Minneapolis, MN

The Chambers Hotel
83,000 SF, 60-Room
Boutique Hotel
Role: Senior Project Manager
Minneapolis, MN

Radisson Red Hotel
228,000 SF, 164-Key Hotel
Role: Senior Project Manager
Minneapolis, MN

222 Hennepin
580,000 SF, 286-Unit Multi-Family
Residential, Retail, Mixed-Use
Role: Senior Project Manager
Minneapolis, MN

Darin Henson

REGIONAL FIELD COORDINATOR



Darin is the regional field coordinator for Ryan's North Region, leading a team of more than 125 construction professionals. With over 25 years of construction experience, he excels at managing teams on complex project sites. His project types include hospitality, entertainment, multifamily, retail, industrial and senior living. Darin applies his leadership skills and field operations knowledge to successfully manage field team members and direct team members to effectively execute the entire construction process. Darin also leads team efforts in maintaining budgets, staying on schedule and complying to all safety standards. He is dedicated to exceeding expectations, and identifying the tasks needed to transform an idea into reality while ensuring the job is done with excellence.

SELECTED EXPERIENCE

University of St. Thomas Lee and Penny Anderson Arena
250,000 SF
Role: Field Coordinator
Saint Paul, MN

The Westin Edina Galleria Hotel and Residences
445,963 SF, Hospitality/Multi-family
18 stories, 225-key hotel, 82 condo residences, 925 parking stalls
Role: Field Coordinator
Edina, Minnesota

Brookings Marketplace
Infrastructure, Target Retail, Kwik Trip, and Aldi
Role: Field Coordinator
Brookings, SD

4th and Park
378,844 SF, 250 Multifamily Units
Role: Field Coordinator
Minneapolis, MN

The Collection at Highland Bridge
518,577 SF, Lunds & Byerlys and 230 Multifamily Units
Role: Field Coordinator
Saint Paul, MN

Highland Bridge Gateway Mixed Use District
157,628 SF, Retail, Daycare, and Multifamily
Role: Field Coordinator
Saint Paul, MN

Ryan Companies US, Inc.



SIZE

250,000 SF

RYAN'S RESPONSIBILITY

Architecture
Civil Engineering
Interior Design
Construction

ARCHITECTS

Ryan A+E - Architect of Record
Crawford Architects - Associate
Architect

LOCATION

2115 Summit Avenue
Saint Paul, MN 55105

In 2021, the University of St. Thomas transitioned from Division III to Division I sports, driving the need for enhanced athletic facilities. Ryan is currently providing design-build services on the \$161 million Lee and Penny Anderson Arena, which will be home to men's and women's ice hockey and basketball programs.

In addition to the full-size collegiate ice rink, Ryan is constructing an auxiliary ice rink for practices. The arena also includes strength training, equipment

storage and athletic training/rehabilitation rooms, locker rooms, administration offices as well as a double height-basketball practice court.

On the concourse level, there are spaces for retail, broadcasting and concessions. The club level includes lounge spaces, production kitchen, offices, media, press and broadcasting support spaces.

Construction of the \$161 million arena is on schedule for completion in September 2025.

Learn more at the [UST website](#).



SIZE

184,014 SF
270 Keys

RYAN'S RESPONSIBILITY

Construction

LOCATION

527 Marquette Avenue
Minneapolis, MN 55402

AWARDS

MCA Awards of Excellence
Finance & Commerce
Top Projects

Ryan transformed the Rand Tower, an office tower, into a 270-room luxury hotel for Marriott's Tribute brand. As the art deco building is listed on the National Register of Historic Places, key features were left in place, including the refurbished exterior stone, butterfly windows and frames, ornate exterior metal panels and interior walnut paneling. We restored the front lobby and elevator lobbies on each floor.

The design team created a modern hotel that complimented the historic aspects of the 27-story building and met all building codes, which required a heightened level of creativity and problem solving. Ryan

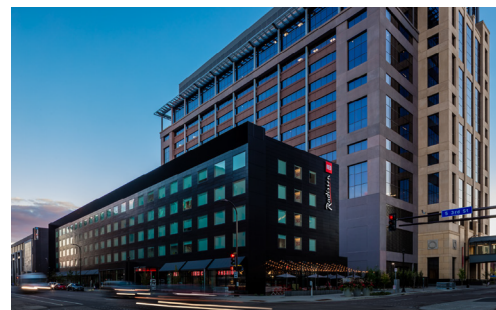
spent over a year in preconstruction pricing design iterations to meet the complex design, historic, and cost criteria.

Home to three bars, two restaurants, and five kitchens, the hotel also features guestrooms with impressive windows that welcome in natural light and offer spectacular city views.

A new five-story annex features a rooftop addition that houses the hotel's signature spot—a restaurant and bar with a 2,135-SF patio under a large retractable glass skylight.

Ryan Companies US, Inc.

Radisson Red Downtown East Minneapolis



SIZE

228,000 SF
164 Keys

RYAN'S RESPONSIBILITY

Development
Construction
Capital Markets

LOCATION

609 South Third Street
Minneapolis, MN 55415

Designed to appeal to “the ageless millennial mindset” Radisson Red is a hotel concept from the Carlson Rezidor Hotel Group. With the vision of “enhancing their world via art, music, fashion, and a distinctive connection,” Carlson chose this downtown Minneapolis location to introduce this new concept.

Characterized by bold colors and an eclectic style, Radisson Red breaks from traditional hotel design with streamlined check-in options and a heavy emphasis on technology. The hotel features galleries,

social spaces, work and meeting spaces, and fitness amenities, along with a cutting-edge on-site restaurant/bar specializing in local, seasonal fare.

“We see huge opportunity for Radisson RED in a segment we have termed ‘lifestyle select’ that strives to create a uniquely engaging, personalized guest experience.”

- Deane Bruner, Senior Vice President, Strategic Investments, Carlson Rezidor Hotel Group

Development Plan

Early Alignment/Planning Overview

We will begin the project by meeting with the City to confirm our understanding of the goals and objectives for the project, as well as to review in detail any preliminary thoughts or plans regarding the development, including any further detailed programming envisioned for the development.

Our initial assumption is a convention center with 50,000 SF Ballroom/Exhibit Hall, 8,800 SF Meeting Rooms for approximately 59,000 SF of total function space. Additionally, we envision including an adjacent or attached approximately 150-200-room full-service hotel with meeting space and flexible, divisible ballroom space, a full-service restaurant and bar, “grab and go” market, fitness facilities, a business center, swimming pool, and other amenities consistent with a first class, upscale full-service convention center hotel.

Our team will work closely with the City to verify the market demand for the Convention Center and Hotel, and then to create a business plan including a building program and design concept, a development budget and schedule, an operating pro forma, and a plan of finance.

Operator Identification and Outreach

The market study that will be produced for the convention center will include recommendations for prospective operators and the hotel component will include recommendations as to prospective hotel brands. Based on those recommendations, Garfield will solicit proposed term sheets and credentials from brands and operators for the City’s consideration.

With City input and approval, we will secure a major international hotel operator/flag. As a leading developer of P3 hotels, Garfield maintains relationships with all of the leading operators/brands, including Marriott, Hyatt, and Hilton. Those operators/brands will show serious interest in and provide competitive proposals for a Garfield-led hotel development.

Strategic Business Plan

A market study is the foundational document of a complete Strategic Business Plan, which is the first phase of any development undertaken by Garfield Public/Private. The full list of Strategic Business Plan components is as follows:

- Review market study/work with market consultant
- Perform economic/fiscal impact analysis
- Develop spatial program/design concept
- Produce development budget and schedule
- Identify potential operators/brands
- Solicit operator/brand proposals
- Negotiate initial agreement/LOI with operator
- Produce operating/business plan
- Prepare operating pro forma
- Structure financing alternatives
- Develop funding/fundraising strategies
- Present results for Client decision.

Building on the market study and master plan, the Strategic Business Plan is a complete blueprint for the development upon which the City may make a fully informed decision as to how to proceed.





Development Tasks/Sequence

Once the Strategic Business Plan has been completed, Garfield will present the results in the appropriate forum as directed by the City. Upon approval of the plan and notice to proceed to the development/design phase, the summary sequence of development activities would be as follows:

1. Negotiation of operating agreement
2. Engage additional development team members
3. Oversee design and development planning
4. Scheduling and periodic cost estimating
5. Financial structuring
6. Rating agency presentations (if a rating is sought)
7. Investor presentations
8. Funding and closing of financing
9. Construction, commissioning and tuning

Communication and Collaboration

Garfield assumes the leadership and development supervisory role to oversee that the architects, engineers, contractor, operator, and all other team members are fulfilling their responsibilities and that their work is well orchestrated to provide for an efficient use of the City's resources. Clear reporting procedures and

communication protocols will be established for utmost efficiency and so that Garfield, and by extension the City, are fully aware of team activities and assigned tasks and deliverable dates.

Team coordination meetings are held at regular intervals throughout business planning, conceptual design, schematic design, design development, and construction documents. Agendas circulated before each meeting provide an outline for efficient work and see that all relevant issues are addressed. Meeting minutes are recorded and promptly distributed to development team members and other stakeholders.

Team meetings and presentations to the City will include agendas and updates. These interactive meetings welcome City participation in the project development at all stages. These sessions will be extremely valuable to the team, will keep the project's work on track, see that all options are explored, and all project requirements are fully satisfied. In addition, these regular meetings allow for problems or challenges to be raised and resolved at the appropriate time.

Transparency and Accountability

Finally, as a company focusing exclusively on development of P3 projects, Garfield shares its municipal clients' commitment to public approvals and development team accountability. In all aspects of planning and execution of the project, including pre-development planning, development, design, financing, construction, pre-opening, and operations, Garfield commits to open communication, transparency, and collaboration with the County and other stakeholders to ensure a solution that meets the needs of all parties.

Garfield will gladly participate in presentations to the City, press availabilities, public forums, and any other meetings the City deems appropriate to ensure the public and elected officials are kept fully and regularly informed of project progress and the community's investment. Decisions and expenditures beyond the authority set forth in the Development Agreement will not be made without City approval. Further, Garfield will keep full and detailed accounting and project files for access by the City at any time throughout the course of the services and for a designated period beyond the expiration of its agreement with the City.

Financial Plan

Conceptual Financing Plan

Garfield Public/Private will collaborate with the City, its finance staff, its financial advisor and bond counsel. Garfield will obtain financing, subject to completion of due diligence and negotiation of mutually satisfactory terms with the City, including the public “gap” financing needed to complete the capital plan for the Convention Center and Headquarters Hotel Components. Garfield will work with the City and its advisors to structure the convention center financing. Working collaboratively with the stakeholders and our design team, we will work to make the buildings efficient in order to be as economical as possible in the financing of both facilities.

There are two approaches to the financing of public/private hotels – conventional financing with private debt and equity, or tax-exempt bond financing. Both approaches have been used extensively over the past three decades to finance convention center headquarters hotels. Because both models require substantial financial participation by the public partner, the decision of which alternative to use must be made by the participating public entity, and is usually based on a combination of political, economic, philosophical and legal factors within a given community. Following is a brief description of each method:

Conventional Public/Private Financing Approach

Under the conventional public/private financing model, the Project would be financed with a combination of private capital (conventional debt and private investor equity) and a public “gap” contribution. The gap contribution amount is equal to the difference between the total development budget and the amount of private financing that can be raised based on the estimated net cash flow from the Project and capital markets conditions at the time of financial closing.

The typical private/public structure would have the private equity owning the hotel tower (“Hotel”) on a long-term ground lease from the public partner of the Hotel footprint. In exchange for its financial participation, the public partner would typically own the parking, the ballroom and meeting spaces, pre-function area, certain public areas, and certain back-of-house support spaces (collectively, “Public Facilities”), and underlying land. The Public Facilities would be leased to the Hotel owner on a long-term basis on terms acceptable to both parties and the private lender.

The amount of debt that can be raised will depend on factors including lender interest rates, achievable loan-to-cost ratios, minimum debt service coverage ratios, and amortization schedules. The amount of private equity is based on cash-on-cash return and internal rate of return (IRR) requirements for hotel investments in the subject market. The constant presence of Garfield in the capital markets discussing debt and equity with a variety of institutions and individuals gives us a very good idea of available private capital at any given time.

The public “gap” contribution under the conventional financing approach is a subsidy to the private hotel owner. In exchange for assuming the risk of developing, financing, and operating the Hotel, the private Hotel owner receives all net cash flow from the Project after payment of debt service and all net proceeds from any sale or refinancing of the Hotel. The public partner benefits from the fiscal and economic impacts of the Hotel and improved business at the convention center for which the Hotel serves as the headquarters.

Tax-Exempt Financing Approach

Private financing under the tax-exempt approach would take the form of long-term tax-exempt hotel revenue bonds publicly sold to Qualified Institutional Buyers. The bonds would be issued by an LGC (Local Government Corporation) set up by the City with support by GPP, or a to-be-determined single-purpose governmental or 501(c)(3) issuer (“Hotel Owner”) established for the benefit of the City.



Under this financing approach, the public gap contribution is equal to the difference between the total project costs and the amount of tax-exempt bond proceeds that can be raised based on the estimated net cash flow from the Project and capital markets conditions at the time of financial closing. The public gap contribution would be used to finance the Public Facilities, which would be owned by the public sponsor.

The land under the Hotel would be owned by the public sponsor and is assumed to be ground leased to the Hotel Owner for \$1.00/year for a long term. The public sponsor would also lease the Public Facilities to the Hotel Owner under a facilities lease for a term coterminous with the Hotel ground lease. The Hotel Owner (and the selected operator) would then operate the Hotel and Public Facilities seamlessly for the term of the facilities lease.

The Hotel Owner would own the Hotel and operate the Hotel and Public Facilities while the bond financing is repaid (typically 30 years). Upon full repayment of the bond financing, and as directed by the public sponsor in the project documentation, the Hotel Owner will either transfer the entire property to the public sponsor at no cost, or will sell the Hotel and give the sale proceeds to the public sponsor.

Under the tax-exempt approach, the public “gap” participation becomes an investment for the public sponsor rather than a subsidy to a private Hotel owner as is the case under the conventional financing model. The public sponsor will receive 100% of all net cash flow after debt service and the Hotel residual value.

The governmental or nonprofit owner would be the only owner of the property for the life of the financing. Accordingly, the public sponsor need not have the concern of multiple changes of Hotel ownership, as is likely under the conventional public/private approach. Accordingly, the interests of the Hotel owner are aligned with the long-term interests of the public partner rather than geared toward maximizing private equity returns.

Ability to Execute Under Either Financing Approach

Garfield has delivered hotels under the conventional public/private financing approach as well as the tax-exempt approach. We are able to execute under either alternative, provided the City of Fargo is willing and able to commit the necessary public gap participation. Garfield’s financing experience includes more than \$1.5 billion of debt and equity for more than 20 hotels, resorts, conference centers and convention centers.

The amount and form of public financing required from the City, along with the project program, budget, operating pro forma and capital plan, will be verified and finalized during the strategic business planning period described earlier in this proposal. We look forward to working with the City and other stakeholders to tailor the program and budget to ensure the “right” product for the market and the Convention Center, and to mitigate the amount of public participation needed to complete the capital plan.

We are confident that no other party or team will be able to structure a more efficient capital structure, or to finance and deliver the City of Fargo Convention Center and Headquarters Hotel with greater speed and certainty than Garfield Public/Private. Our track record will ensure speed, efficiency, and certainty of successful financing.

Site Information

A large, stylized blue graphic that resembles a combination of a letter 'G' and a key. The 'G' is on the left, and a horizontal bar extends to the right, ending in a shape that looks like a key's head. Below this bar, there are two vertical rectangular shapes, suggesting a key's teeth or a base.

Site Location - Crossroads



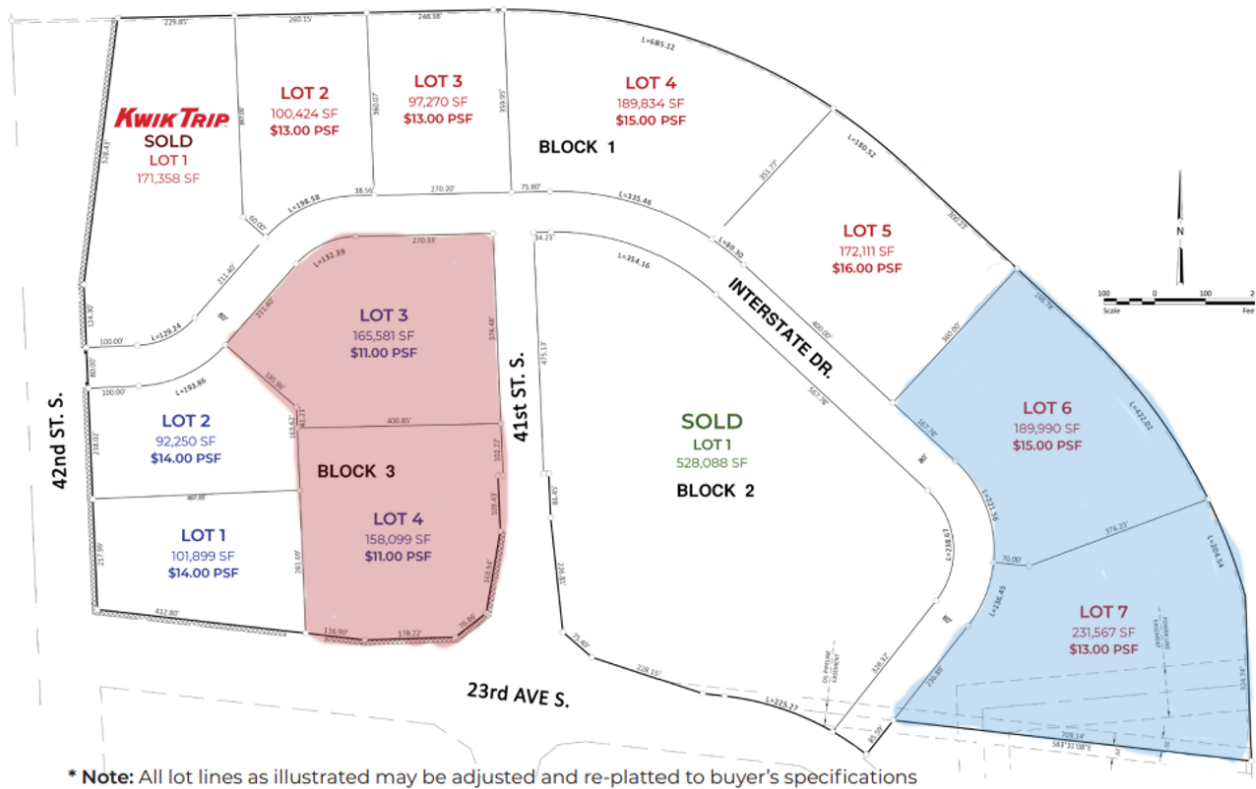
Site Information two sites being considered at the Crossroads

Option 1: Interior site (Lots 3-4, Block 3):

- 323,680 SF
- 7.43 acres

Option 2: Interstate facing lots (Lots 6-7, Block 1):

- 421,557 SF
- 9.68 acres



Site Ownership

Current Ownership, Status of Control and Cost

- Owned 100% fee simple by Scheels All Sports Inc. of Fargo, ND

Street access shown below:



Site Utilities and Infrastructure

Interior site (Lots 3-4, Block 3):

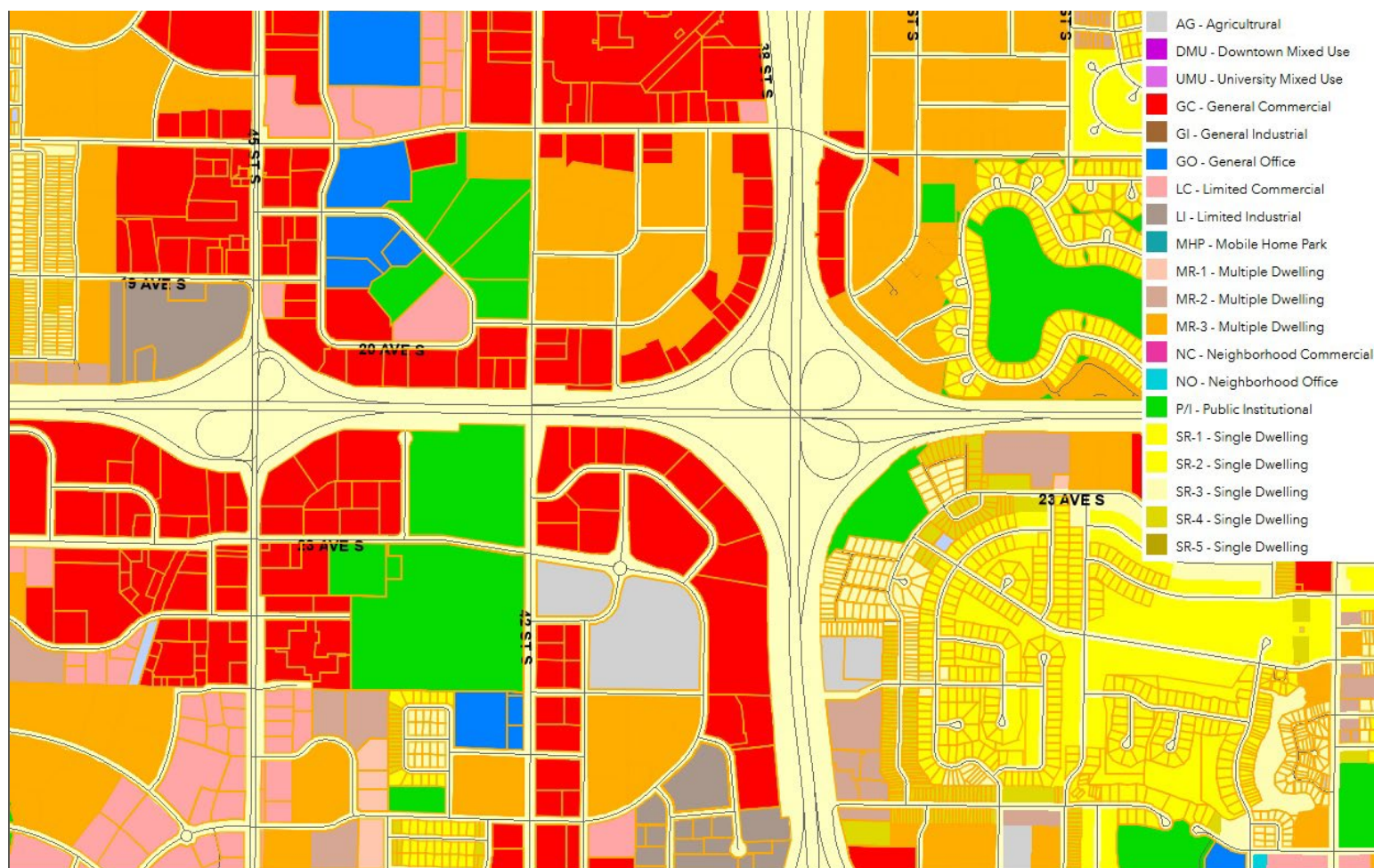
- Completed - served by all utilities (water, sewer, gas, electric)

Interstate facing lots (Lots 6-7, Block 1):

- Adjacent but Not directly serving

Site Adjacent Land Uses

Adjacent Land Uses and zoning categories:



Additional Site Information

Adjacent Noise Generators

(interstate highways, railways, airports)

1. Interior site (Lots 3-4, Block 3):
 - Adjacent to 42nd St South
2. Interstate facing lots (Lots 6-7, Block 1):
 - Adjacent to I-29 and I-94

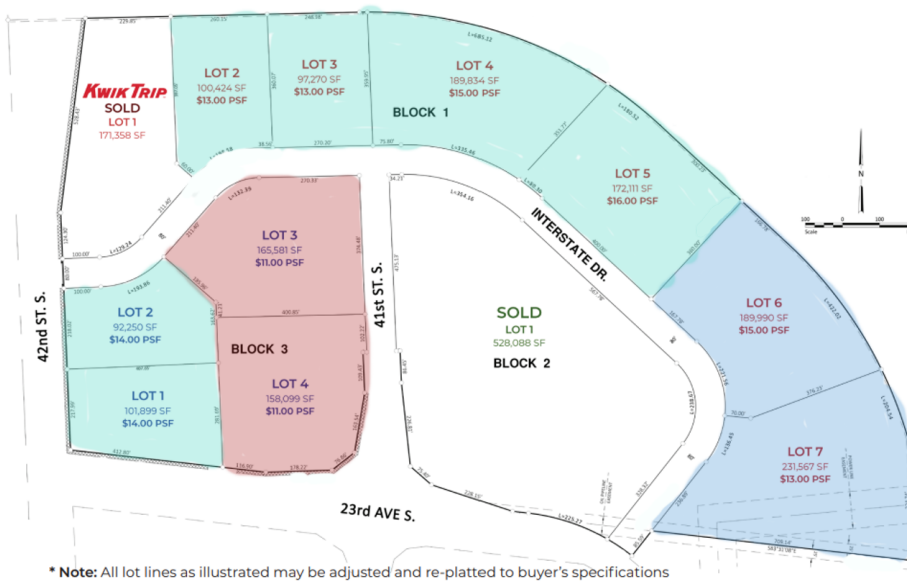
Financial Incentives Needed to Clean or Clear the Site

- TBD

Expansion Opportunity

Areas available for Facility Expansion or New Development on Neighboring Properties

- The map below shows additional land available on the site that is controlled by the same owner/seller.



- The land shown below is owned by a separate ownership group and could be available for additional development as well (an additional 31 acres +/-).



Project Concept



SITE SELECTION



SITE ALTERNATIVES



DESIGN



CONCEPT DESIGN

The new full-service convention hotel and conference center for Fargo is designed as a vital connector within a larger mixed-use development—blending hospitality, public life, and walkability. The building engages the city through its park-like setting, active public edges, and a ground level that emphasizes human scale and comfort.

Arrival and circulation are pedestrian-focused, with pathways, terraces, and outdoor rooms creating fluid transitions between the hotel, conference spaces, and surrounding neighborhood. The architecture steps down at the base, with warm materials and transparency reinforcing a welcoming street presence.

Public-facing spaces—including lounges, meeting rooms, and pre-function zones—wrap the perimeter, activating the edges and extending the energy of the district into the building. The conference center balances functionality with experience, offering flexible, light-filled spaces that open to the landscape and encourage both formal and informal connection.

This is more than a convention hotel—it is a civic presence that invites engagement, anchors its district, and enhances the life of the city.



SITE PLANNING PLANNING OPTIONS FOR SITE 01 AND 02

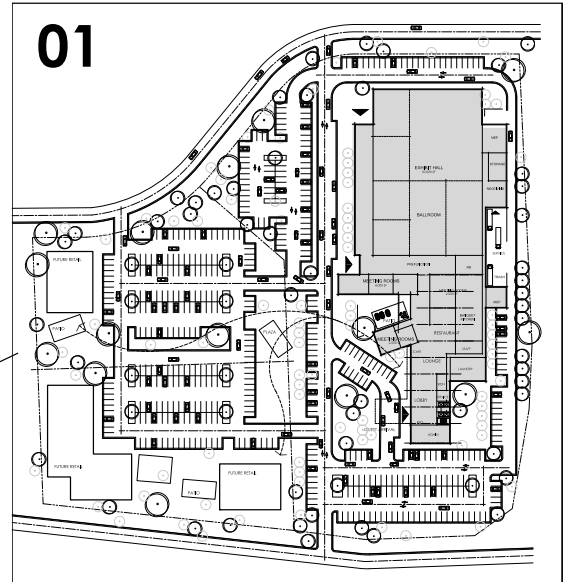
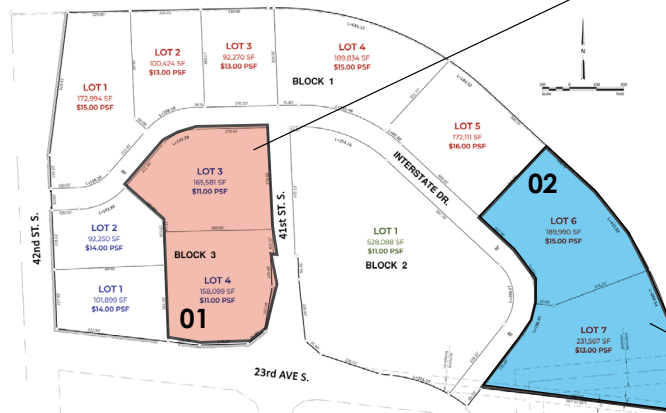
SITE 01 CONSIDERATIONS

Site 01 is our **preferred option**. The site is centrally located with excellent access, strong district connectivity, and opportunities for shared parking, making it a natural hub for activity. Its position within a dense, active context offers high visibility from all sides, enhancing the project's presence within the district. The location supports steady energy and foot traffic, reinforcing its role as a vibrant destination within the new Crossroads district's fabric.

The current site 01 layout accommodates approximately 345 on-site parking stalls, with the flexibility to expand capacity through additional parking in adjacent lots as demand requires.

THE CROSSROADS

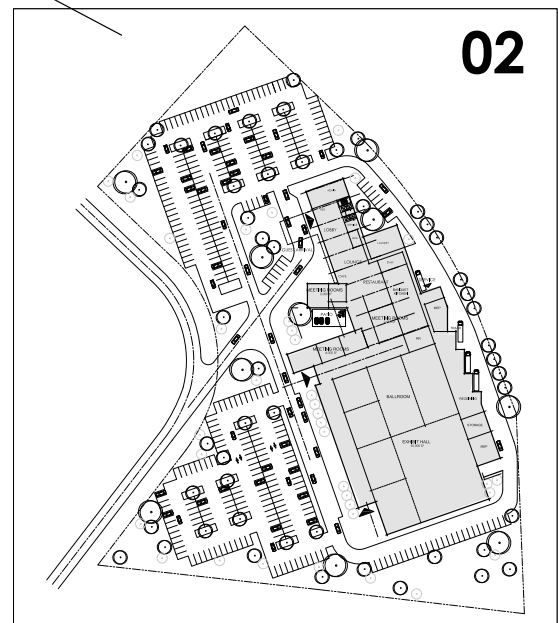
4001 23RD AVE S, FARGO, ND 58104



SITE 02 CONSIDERATIONS

Site 02 offers strong visibility from adjacent highways and expansive area to master plan the new hotel and conference facility within the larger Crossroads mixed-use development. The site provides flexibility to create a cohesive arrival experience, thoughtful adjacencies, and long-term growth potential. This perimeter site presents a strong second option if high visibility within the district is a key deciding factor.

The current site 02 layout accommodates approximately 415 on-site parking stalls, with the flexibility to expand capacity through additional parking in adjacent mixed-use lots as demand requires.

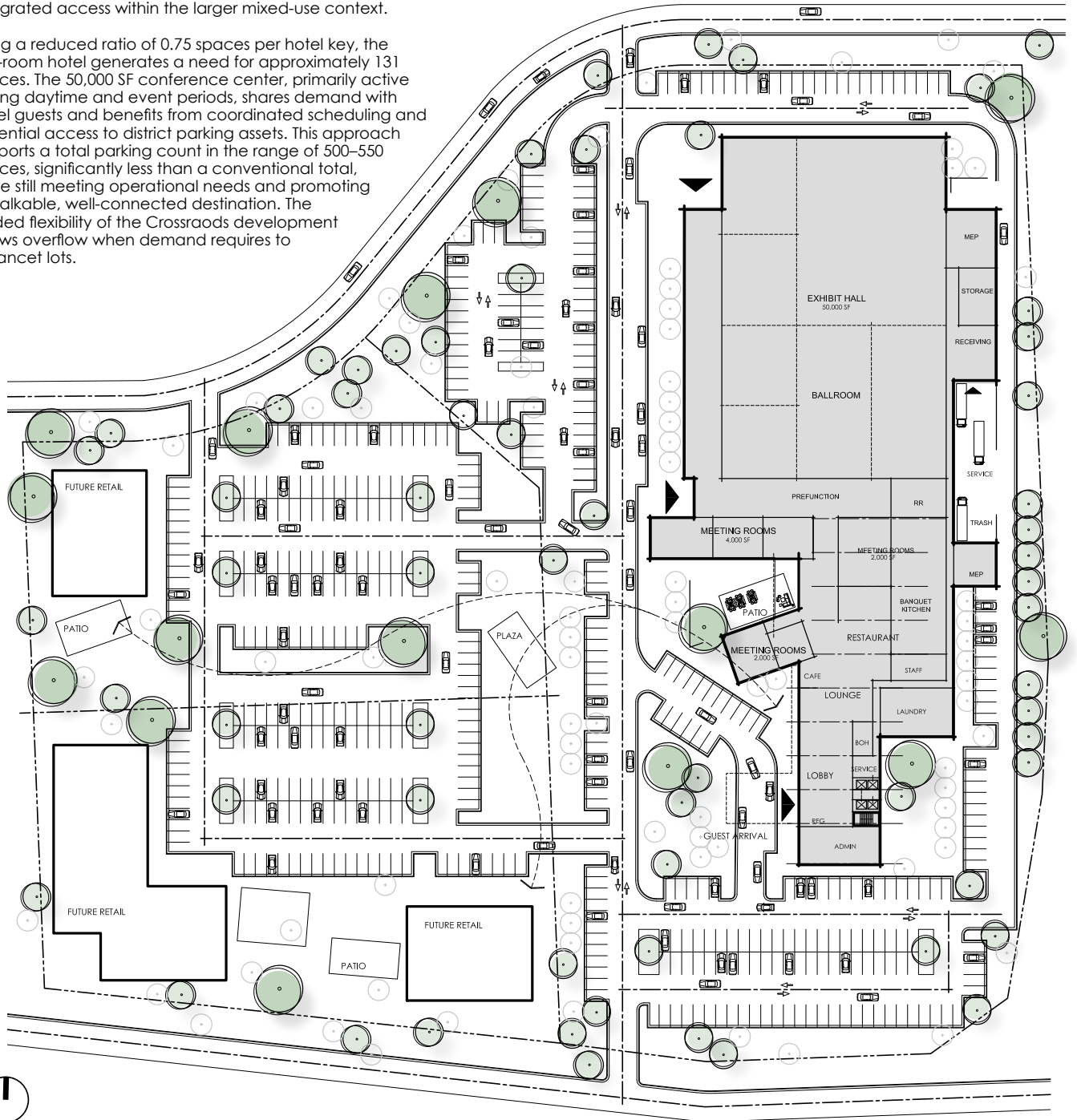


PREFERRED SITE PLAN SITE 01

PARKING DEMAND & STRATEGY

The parking strategy is based on a shared-use approach that recognizes the complementary peak times of the hotel and conference center. Rather than applying traditional additive demand formulas, this method allows for more efficient planning by leveraging overlapping uses and integrated access within the larger mixed-use context.

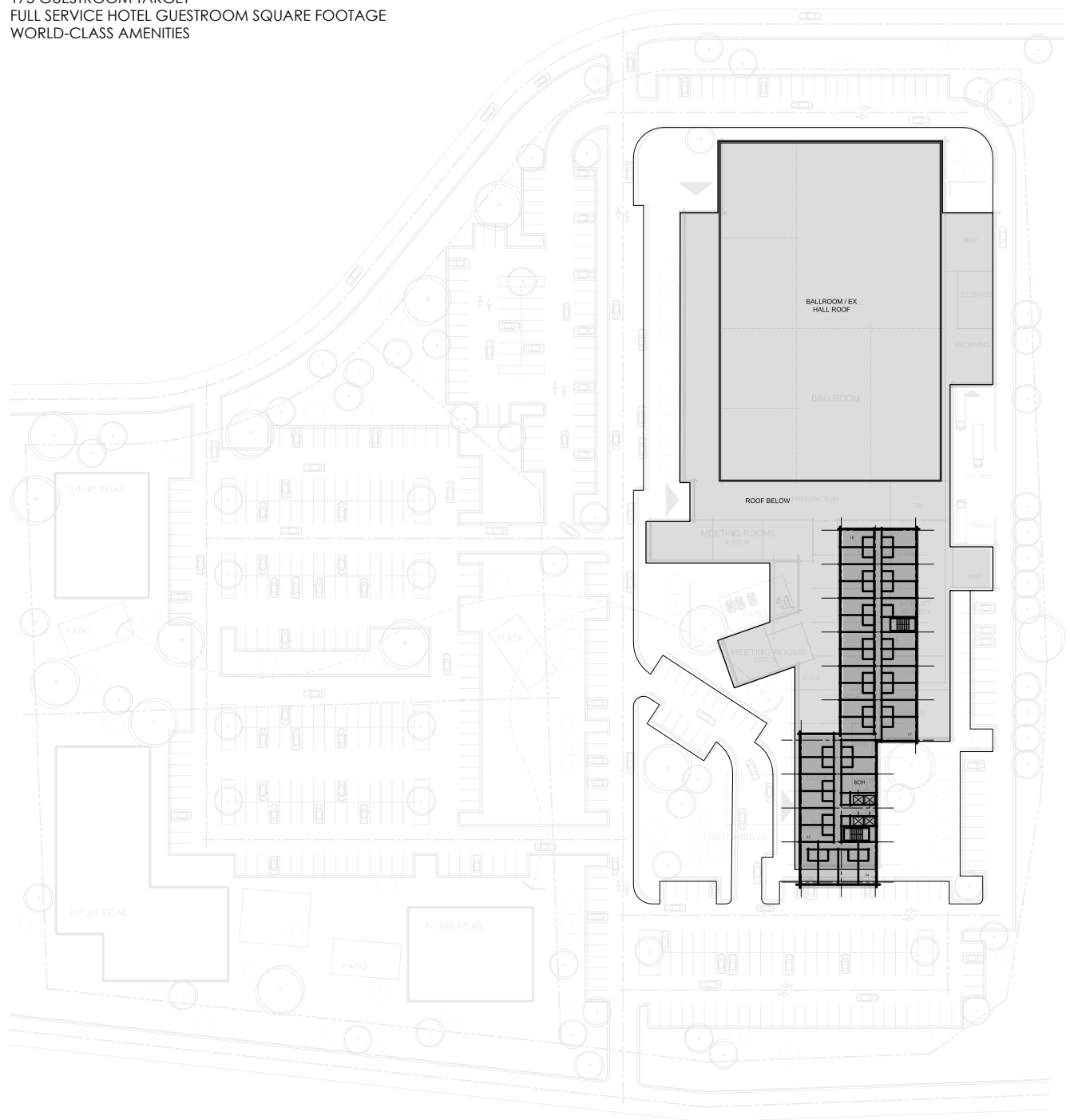
Using a reduced ratio of 0.75 spaces per hotel key, the 175-room hotel generates a need for approximately 131 spaces. The 50,000 SF conference center, primarily active during daytime and event periods, shares demand with hotel guests and benefits from coordinated scheduling and potential access to district parking assets. This approach supports a total parking count in the range of 500–550 spaces, significantly less than a conventional total, while still meeting operational needs and promoting a walkable, well-connected destination. The added flexibility of the Crossroads development allows overflow when demand requires to adjacent lots.



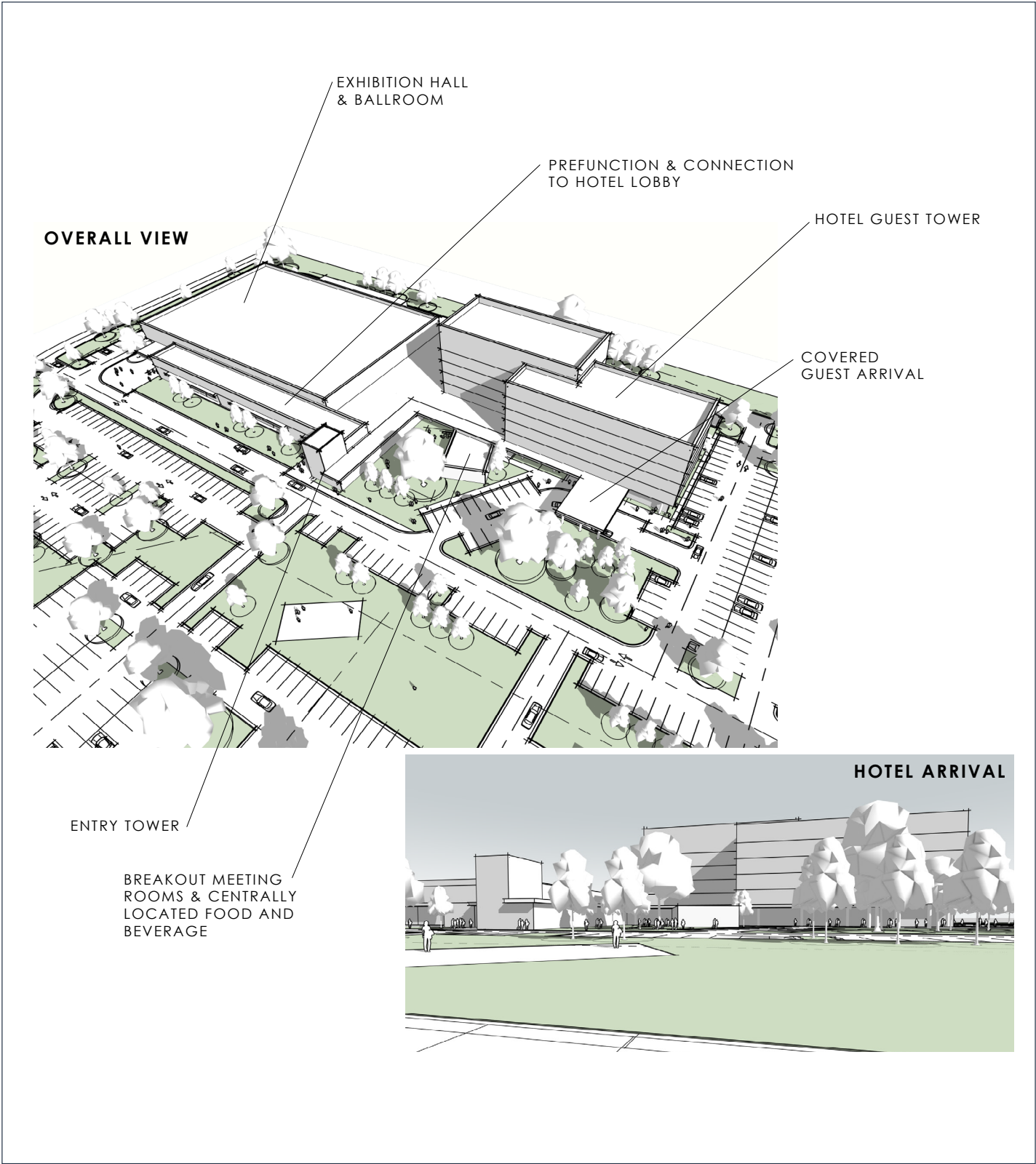
SITE PLAN GUESTROOMS

TYPICAL GUESTROOM FLOOR PLAN

175 GUESTROOM TARGET
FULL SERVICE HOTEL GUESTROOM SQUARE FOOTAGE
WORLD-CLASS AMENITIES

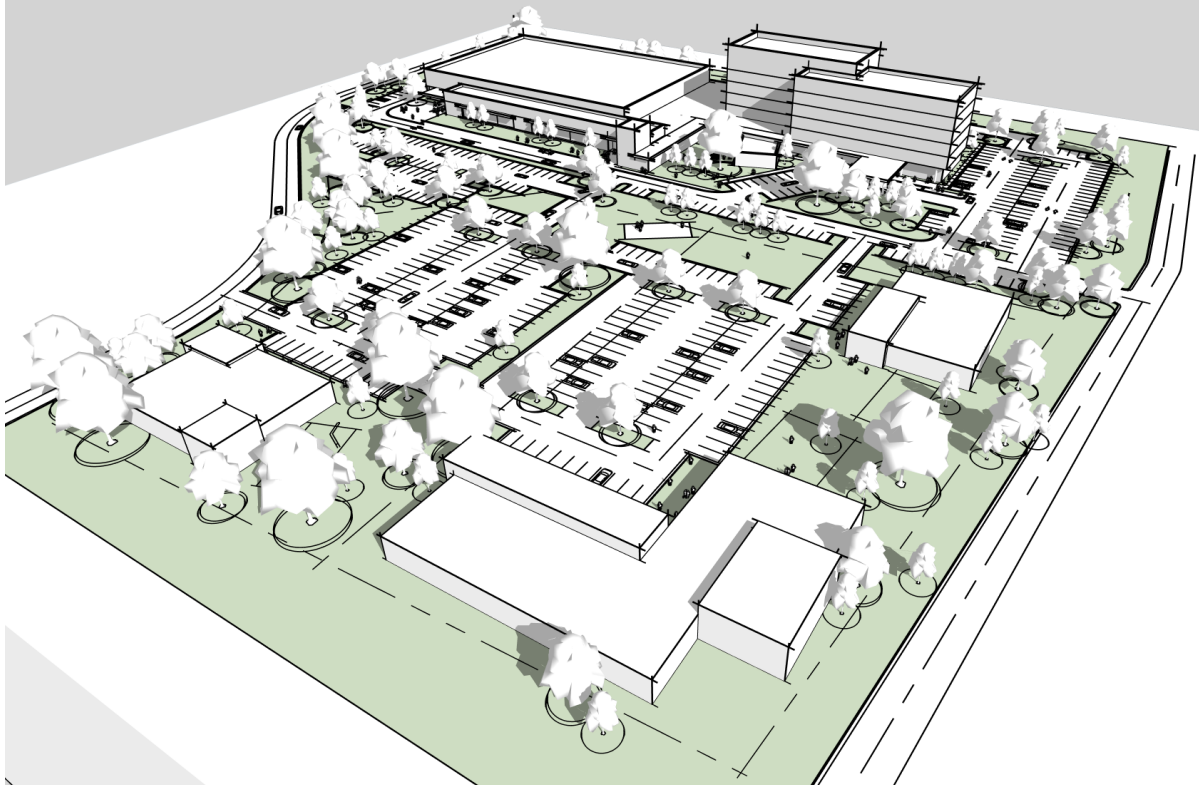


ARCHITECTURAL CONCEPT VIGNETTES

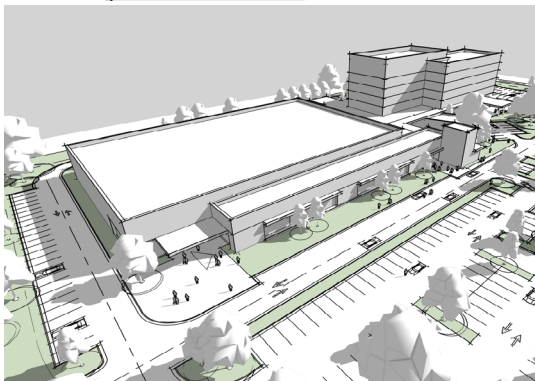
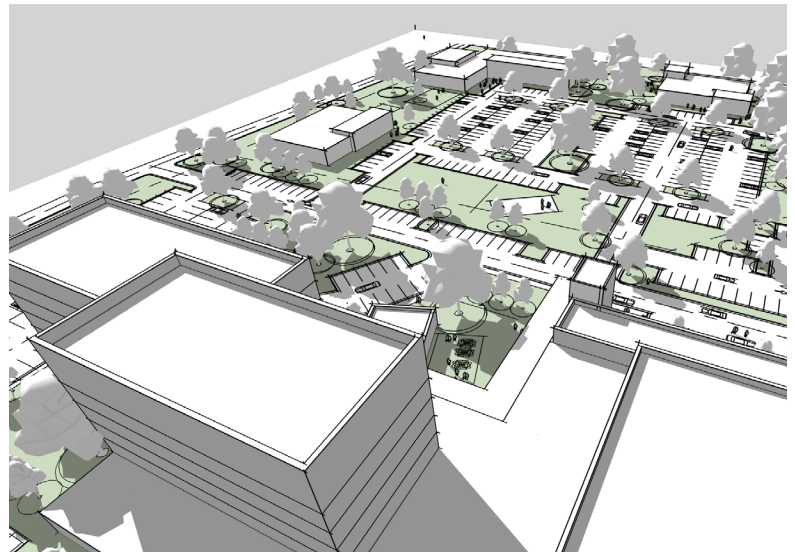


ARCHITECTURAL CONCEPT VIGNETTES

OVERALL VIEW OF MASTERPLAN



VIEW LOOKING OVER HOTEL



CONFERENCE CENTER ENTRANCES

Letters of Interest - Headquarters Hotels



Glenn Goerke
Senior Director
Development-Northwest
Region

Hilton Worldwide
755 Crossover Lane
Memphis, TN, 38117
PH: 901-359-5774
Glenn.Goerke@hilton.com

July 30, 2025

Walter Peseki
Garfield Public/Private LLC
Dallas, Texas

RE: Proposed Convention Center Hotel in Fargo, North Dakota

Dear Walter,

Thank you for your interest regarding the opportunity to develop a Hilton-affiliated property in Fargo. We believe this market would be a good fit for our Embassy Suites brand and could be an excellent complement to our existing Hilton product in Fargo that will provide both group and transient travelers with full-service lodging option. Hilton has been very successful in the Midwest with our Hilton convention center hotels including Cleveland, OH (600 keys), Columbus, OH (1,000 keys), and Des Moines, IA (330 keys).

Walter, as one of Hilton's preferred franchisees with outstanding Hilton brands in your portfolio including the Abilene Doubletree by Hilton Convention Center, we are confident you will provide a successful development for this emerging downtown Fargo market. In fact, the Abilene Doubletree, opened in 2023 and awarded by Hilton as the best new build project of the year, is a Public/Private development with the City of Abilene. Interestingly, the hotel is owned by a not-for-profit, City formed Local Government Corporation, and financed by a combination of tax-exempt hotel revenue bonds, City issued Certificates of Obligation, and \$14 million in Foundation Grants raised by the City. The hotel is both branded and operated by Hilton

As you are aware, it is the policy and practice of the company to enter into license agreements for specific locations only after formal applications for the franchise has been received, processed and duly considered by our Franchise Committee. Once we are in position to present your Application to our Franchise Committee for approval, we will be happy share their decision with you shortly thereafter.

Sincerely,

Glenn Goerke
Senior Director – Development
Northwest Region



Letters of Interest - Headquarters Hotels



Marriott International, Inc.
Lodging Development

7025 N Scottsdale Rd
Scottsdale, AZ 85253

Anne Bertsch
VP Lodging Development
(240) 463-0782

VIA ELECTRONIC TRANSMISSION

August 4, 2025

Mr. Walter Peseski
Senior Vice President
Garfield Public Private
14911 Quorum Drive
Dallas, Texas 75254

RE: Fargo, North Dakota RFP

Dear Walter:

I hope this letter finds you well. At Marriott International, we are continually seeking opportunities to expand our presence and provide exceptional hospitality experiences in vibrant communities across the globe. Thank you for your team's interest in working with Marriott on the proposed hotel RFP in Fargo, North Dakota. Our decades-long legacy in the hospitality industry, coupled with our dedication to innovation and guest-centricity, positions Marriott as a leader in creating spaces that transcend mere accommodation. The Fargo convention center hotel presents an opportunity to serve both the evolving needs and expectations of travelers and the needs of the city. We would welcome the opportunity to collaborate with Garfield Asset Management and the City of Fargo on a hotel to support the new convention center. While the hotel's specific programming elements and brand identity remain subject to further diligence and discussion, Marriott offers several brands that would be well-positioned to support the RFP's objectives.

Marriott International, Inc. is a global hospitality leader, with more than 9,000 properties in more than 130 countries, and we operate and franchise hotels under 36 brands, including Marriott Hotels, The Ritz-Carlton, St. Regis, JW Marriott, Bulgari, EDITION, Sheraton, Renaissance, Westin, Gaylord Hotels, Le Meridien, Luxury Collection, Delta Hotels, Tribute Portfolio, and Autograph Collection, and license vacation ownership resorts under the Marriott Vacation Club brand. The company also manages the award-winning guest loyalty program, Bonvoy, which surpasses 225 million members.

Please note that this project will be subject to our standard due diligence, underwriting and approval process. In the meantime, if I can be of assistance, please do not hesitate to contact me directly at 240-463-0782.

Warm Regards,

A handwritten signature in blue ink, appearing to read 'Anne Bertsch'.

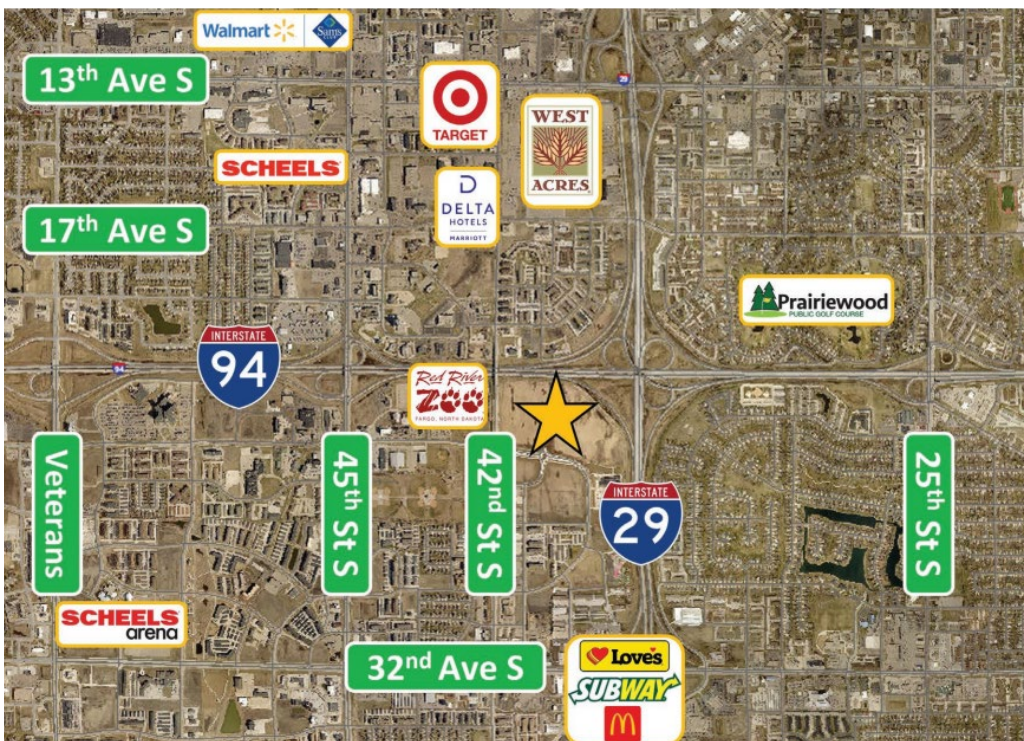
Anne Bertsch
VP Lodging Development

Parking & Access

Parking and Access

Adjacent Streets and Access to Site

The site is accessible via I-94 (east or west bound) and I-29 (north or south bound) within 2-3 minutes. The site is also adjacent to the arterial roadway of 42nd St S. These roadways are illustrated within the maps shown below.



Parking and Access

Pedestrian Connections

- City owned/maintained walking paths border the west and south sides of the Crossroads development.

Onsite Parking Capacity

- Parking would be developed with the project (no existing parking lots are in place yet).

Adjacent Nearby Amenities & Services

Adjacent Nearby Amenities & Services

Hotels, including number of rooms

- 18 Hotels, 1650+ Rooms within 1 mile radius

Restaurants: full-service, casual dining, and fast food

- 20+ full-service, casual dining, and fast food restaurants within 1 mile radius

Bars and Entertainment Venues

- 10+ bar/restaurants within 1 mile radius

Shopping Areas

- **West Acres Mall**, the region's premier shopping mall within 1 mile of the site
- **13th Ave retail and 45th St shopping districts.** include options such as Target, Scheels, Home Depot, and much more. within 1.5 miles of the site

Visitor Attractions

- **Red River Zoo**, adjacent to site

Within 1 to 3 miles of the site are numerous attractions, including:

- **West Acres Cinema**
 - **Suite Shots** (Top Golf-like property)
 - **Kingpinz** (arcade/bowling alley/restaurant)
 - **Slick City** (indoor amusement center, soon to open)
- include options such as Target, Scheels, Home Depot, and much more.

Pedestrian Connections

- City owned/maintained walking paths border the west and south sides of the Crossroads development.

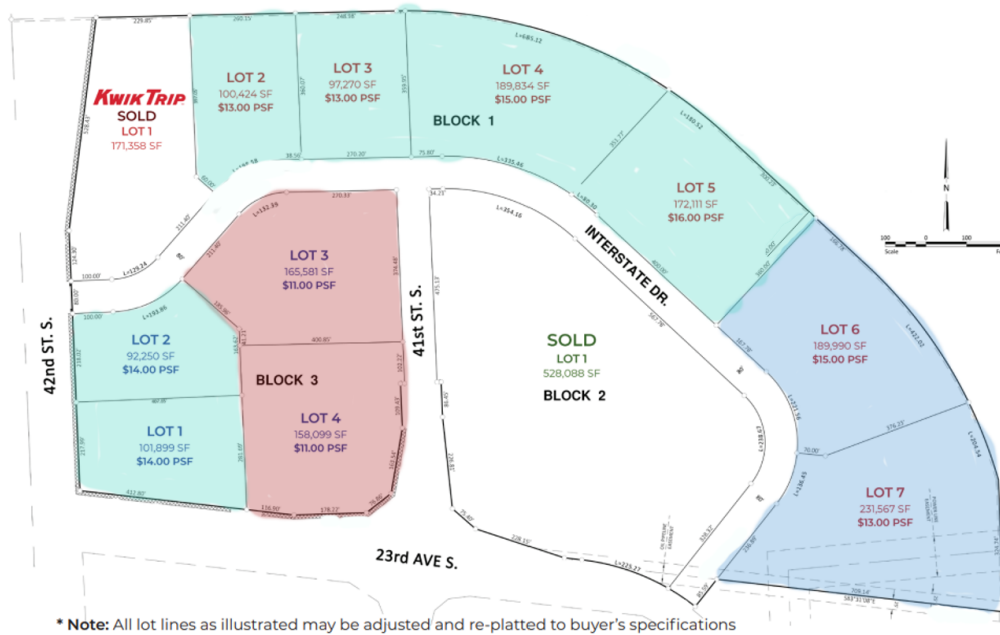
On-Site Parking Capacity

- Parking would be developed with the project (no existing parking lots are in place yet).



Potential for Additional Private Development Adjacent to the Project

Potential for Additional Private Development Adjacent to the Project



In addition, the land shown below is owned by a separate ownership group and could be available for additional development as well (an additional 31 acres +/-).



Proposed Operating Plan

Proposed Operating Plan

Our team will deliver a turnkey project for the City. Our structure does not require the City to operate or maintain the Conference/Convention Center. Instead, we propose a more economical approach in which the Hotel Operator, who is chosen through Garfield's selection process and approved by the City, will operate the Hotel and Conference/Convention Center seamlessly for the term of the facilities lease, through a Qualified Management Agreement.

In keeping with a full-service, first-class, upscale/upper upscale headquarters hotel and convention center, the Hotel Operator would manage all aspects of the hotel and conference/convention center, including all F&B venues (hotel three-meal restaurant, lounge bar, any potential rooftop/pool bar, coffee shop, and sundry store/market). The Hotel Operator would also aggressively market to provide online/outside catering to other venues, to maximize revenue for the facility.



DOUBLETREE by Hilton

DOUBLETREE

DOUBLETREE



What our Clients Say About Us

Westin® Irving Convention Center - Las Colinas

"I greatly appreciated not only the financial proficiency Garfield brought to the table, but also the remarkable patience, political acumen, and flexibility. Through my experience with Garfield Public/Private LLC on the Westin Irving Convention Center Hotel, I would highly recommend them to you for consideration for any project you are considering"

— **Maura Allen Gast, FCDME, Executive Director, Irving Convention and Visitors Bureau**

The Buddy Holly Hall of Performing Arts and Sciences – Lubbock, TX

"We are in the 'squeeze chute' (cowboy term) now, and it is very, very exciting. Garfield helped us visualize the awesome future reality. I am not sure what we would do without your talent and experience. This would not have been possible without you and your amazing team."

— **Kay Sanford, Board Member, Lubbock Entertainment and Performing Arts Association**

Hyatt Regency® Baytown-Houston and Convention Center – Baytown, TX

"Through all the issues, Garfield expertly guided the City through both the problems and complexities, and in time delivered a beautiful property that will benefit our citizens for decades. It was truly my pleasure to work with your team on this project, and on behalf of our citizens, thank you for your invaluable contribution!"

— **Stephen DonCarlos, Mayor (2006 – 2018)**

DoubleTree by Hilton® Abilene Downtown Convention Center – Abilene, TX

"Garfield Public/Private honored its commitments and delivered an exceptional hotel product to our community. We couldn't be more pleased. We are currently working with Garfield on remodeling our existing convention center to best complement our new DoubleTree by Hilton Hotel."

— **Robert Hanna, City Manager**

Hyatt Regency® Conroe and Convention Center – Conroe, TX

"Garfield Public/Private was a seamless project leader and exceeded our expectations for the development of the Hyatt Regency Convention Center hotel. We're now able to reap revenue from the many visitors to our city, setting us up with economic benefits for years to come."

— **Jody Czajkoski, Mayor**

Overton Hotel & Conference Center – Lubbock, TX

"I would give my highest recommendation for Garfield and its Team to complete any first-class facility for you. If the City of Lubbock has a future project of similar scope, we would not hesitate to use Garfield."

— **Rob Allison, Assistant City Manager (Retired)**

Lubbock County Expo Center – Lubbock, TX

"I want to thank you for all you are doing to move the Lubbock County Expo Center along. You may say "that is just part of my job," but what y'all have done to keep us moving is way past just part of the job. On behalf of all the good people of Lubbock County who will be blessed by the Expo Center – thank you!"

— **Randy Jordan, Chairman, Lubbock County Expo Center, Inc.**

Durham Performing Arts Center (DPAC) – Durham, NC

"We benefited greatly from Garfield's leadership and expertise. I highly recommend them to you for the development of your essential facilities."

— **Alan DeLisle, Assistant City Manager for Economic and Workforce Development (2002 – 2008)**

Los Angeles Unified School District "Bundle of 8" Schools – Los Angeles, CA

"Garfield's experience and expertise ensured ultimate success of this highly visible and important project in LAUSD's building program. They did a superb job."

— **Jim Cowell, Deputy, Chief Facilities Executive, LAUSD (2004 – 2007)**

Reno Public Safety Training Center – Reno, NV

"We couldn't have made a better choice. The taxpayers of Washoe County benefited from Garfield's leadership throughout the entire process. I highly recommend Garfield Public/Private."

— **John Breternitz, County Commission Chair (2008 – 2012)**

DoubleTree® Hotel and Conference Center – Bay City, MI

"I cannot speak highly enough of Garfield and its principals. In their absence, Bay City would not be celebrating the fulfillment of an otherwise impossible development dream."

— **James M. Palenick, City Manager (1996 – 2002)**

Sheraton® at the Overland Park Convention Center – Overland Park, KS

"I have been involved in construction and construction management for almost 40 years and have never seen a project executed as flawlessly as the Overland Park Sheraton. Garfield and its team truly 'under promised and over delivered'."

— **Bob Lowry, Director of Public Works (1995 – 2004)**

Lenwood A. Jackson, Sr. Justice Center (City Court of Atlanta) – Atlanta, GA

"This was a very complicated transaction fraught with difficulties, all of which Garfield and its team worked through successfully. The City of Atlanta is very pleased with the outcome."

— **Hon. Lenwood A. Jackson, Sr., City Court Judge and Director of Facility Development (1992 – 2005)**

New York DOT Region 1 Headquarters Schenectady, NY

"This project demonstrates what partnering of the private and public sector can accomplish together. Garfield's contribution in this team effort has resulted in an asset to the community."

— **Joseph Stellato, Director of Real Estate, State of New York**

We look forward to the opportunity to work together in a true public/private partnership to deliver a World Class Convention Center/ Headquarters Hotel to the City of Fargo.
Thank you for your consideration!

