T H E   D U N E

O C E A N S P A · H O T E L · R E T R E A T · B O R E S T R A N D A, J Æ R E N

STRATEGIC PITCH, CONCEPT AND FEASIBILITY STAGE

Borestranda has carried an ambition for more than thirty years. The Dune proposes to complete it.

A unified 100-room hotel, a destination spa and an architectural landmark, placed behind the protected dunes, conceived to strengthen the tourism foundation Klepp already has rather than compete with it.

This document contains no approvals, no commitments and no forecasts. The Dune is a private concept and feasibility initiative. Site control, planning pathway, room count, investment case and public-sector participation all remain subject to investigation, agreement and statutory approval. Every figure in the commercial section is an illustrative model built from published national data and stated assumptions, shown so that a reader can substitute their own inputs. None of it is a projection.

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The idea was never the problem.

Borestranda was identified as a strategic tourism location long before this project existed.

Reporting from the early 2010s indicates that Klepp municipality had by then worked for close to two decades to facilitate a visitor-oriented development here, placing the ambition in the early 1990s and making it **more than thirty years old today**. A destination-scale concept was advanced in the area: more than 110 guest rooms in *hotellhus*, together with a common service building of roughly 1,000 m², supported by a land option and a tourism planning process.

It was never realised as one coherent hotel. The financing depended on selling individual accommodation units in advance. When too few were committed, the scheme was reduced and restructured into individually owned cabins carrying rental obligations.

THE LESSON

> The weakness was not the destination idea. It was a fragmented financing and ownership model.

That distinction is the whole basis of this proposal. The attraction of the place was never disproved, only never tested by a structure capable of delivering a single hotel.

The cabins and Boretunet have since built something real: proven demand, operational knowledge and a visitor economy that did not previously exist. The Dune depends on that foundation and should be judged on whether it strengthens it.

What the region still lacks

- A destination-scale upper-upscale hotel
- A world-class coastal spa
- A coherent year-round wellness product
- A major architectural statement building
- A unified international destination brand
- A significant public architectural attraction
- A reason for high-value guests to stay several nights
- A flagship building representing Jæren internationally

Source. Stavanger Aftenblad, “Her vil gründere bygge hotellhytter”. Secondary press reporting, accessed 28 July 2026. This establishes what was proposed and publicly discussed, **not** what was formally approved. The complete municipal file for Plan ID 8070 has been requested from Klepp and has not yet been reviewed. The Snøhetta-designed hotel referenced in coverage of this period concerned Obrestad, not Borestranda.

A proposal to protect the coast by giving it a reason to be managed.

The Dune is not a request to relax Borestranda's environmental values. It is a proposal to use architecture, landscape design and destination management to protect those values while completing the tourism role the area has carried for more than thirty years.

Landscape and access

- **Build behind the dunes, not in them.** Permanent buildings sit inland, behind the protected dune systems.
- **No private beach and no fencing of the coastline.** Public access is maintained and, where possible, improved.
- **Arrival and servicing from the east**, so vehicles and deliveries are absorbed on the inland side.
- **A constructed dune** is placed seaward of the buildings as new landform. The natural ridge is not built on.
- **A public roof walk and viewpoint**, a piece of public architecture delivered at no cost to the municipality.
- **Low-rise throughout**, nothing above the dune ridge line, with bird-safe glazing and controlled night lighting.

Economy and community

- **Year-round employment** rather than seasonal. A destination spa is the mechanism that makes February viable.
- **Longer stays.** The gap the region has is not visitors, but nights per visitor.
- **Higher spend per visitor**, captured locally through food, culture and experiences.
- **A platform for local suppliers**, Jæren's agriculture, dairy, meat and seafood, with transparent producer relationships.
- **Strengthens existing operators** rather than displacing them: overflow accommodation, shared marketing, surf and guiding partnerships.
- **A signal building for Jæren**, capable of international architectural coverage that no marketing budget can buy.

POSITION ON EXISTING DEVELOPMENT

The existing cabins and Boretunet established a valuable tourism foundation and are treated throughout this project as partners and neighbours, not as competition. Nothing in this proposal asks for them to be changed, removed or diminished.

What is actually measured, and what is not.

The following are published national figures. They describe the market The Dune would enter. They do not describe The Dune.

40.6m
Guest nights at Norwegian commercial accommodation in 2025, up 5.2% on 2024. **SSB**

14.2m
Of those, guest nights by foreign visitors, up 14% year on year. **SSB**

1,390
NOK national average room rate, October 2025. Peak of 1,695 in June 2025. **SSB**

What this means for the proposal

Foreign demand is growing roughly fourteen times faster than domestic demand. That is the market a destination hotel with international architectural appeal is positioned to capture, and it is the market Jæren currently converts least well, visitors photograph the coast and drive on.

The seasonal spread between the June rate peak and the October rate is the single clearest argument for a destination spa. A spa is not an amenity in this model; it is the off-season demand generator that makes year-round operation and year-round employment possible.

> NOT ESTABLISHED
>
> County-level guest-night and occupancy figures for Rogaland sit in SSB's StatBank and have **not** been retrieved for this document. Neither has any Jæren- or Klepp-specific visitor count. Any regional claim in a later version must be drawn directly from StatBank or from Rogaland's destination-management data, not inferred from national totals.

Sources. Statistics Norway (SSB), “Record number of guest nights in 2025”, accessed 28 July 2026. Room-rate series: SSB hotel statistics as reported by CEIC, accessed 28 July 2026.

Arithmetic, not a forecast.

Every input below is either a published figure or a stated assumption. The arithmetic is shown so that an investor, operator or municipal officer can replace any input with their own and see the result move.

> **READ THIS BEFORE THE NUMBERS**
>
> This is not a projection, a business plan or a feasibility study. No operator has been appointed, no market study commissioned, no site secured and no cost plan prepared. The scenarios exist to show the *shape* of the opportunity and the sensitivity of the outcome to occupancy and rate, nothing more.

Room revenue, 100 keys

SCENARIO	OCCUPANCY	ADR (NOK)	ROOM-NIGHTS SOLD	ROOM REVENUE
Conservative	55%	1,390	20,075	≈ NOK 27.9m
Mid	65%	1,500	23,725	≈ NOK 35.6m
Upper	72%	1,695	26,280	≈ NOK 44.5m

Basis. 100 rooms × 365 nights = 36,500 available room-nights. **Sourced:** ADR 1,390 is the Norwegian national average, October 2025; 1,695 is the June 2025 national peak (SSB). **Assumed and untested:** all three occupancy rates, and the 1,500 mid-case ADR. Norwegian occupancy by county and by season has not been retrieved. An upper-upscale destination property would normally target an ADR above the national average, but that premium cannot be asserted without operator input and a market study.

Total revenue, order of magnitude

In destination spa hotels, rooms commonly account for roughly half of total revenue, with food and beverage, spa treatments, day-guest admissions and memberships making up the remainder. Applying that planning convention to the range above implies total revenue in the order of **NOK 55–90 million** annually at stabilised operation.

Flag. The rooms-to-total ratio is an industry planning convention, not a measured figure for this project or this region. Spa yield in particular is highly sensitive to day-guest volume and membership pricing, neither of which has been modelled. This figure should be treated as a bracket for discussion and replaced by an operator model before it is used in any decision.

Employment

Upper-upscale hotels with significant spa operations are commonly planned at roughly 0.6 to 1.0 full-time equivalents per room, before separate spa and food-and-beverage staffing. At 100 rooms that implies an order of **60–100 FTE**, weighted toward year-round rather than seasonal roles because the spa carries the off-season.

Flag. This is a planning ratio, not a commitment. The Dune will not state a job number until an operator-led staffing model exists. What can be said with confidence is the *character* of the employment: year-round rather than summer-only, and spanning hospitality, wellness, kitchen, maintenance, grounds and administration.

Capital reference point

The Well, outside Oslo, the Nordic region's largest spa and wellness destination at 10,500 m² with 11 pools, 15 saunas and 25 treatment rooms, was built at a reported cost of **NOK 275 million** for the spa facility alone. It is cited here only to establish that a destination spa of genuine scale is a nine-figure undertaking in Norwegian terms, and to caution against underestimating that line in any early cost plan.

Flag. The Well is a day-spa-led destination without a 100-room hotel attached, and its cost is not transferable to The Dune. No construction cost estimate exists for this project.

Sources. SSB national accommodation and room-rate statistics, accessed 28 July 2026. The Well investment figure: Health Club Management, accessed 28 July 2026.

The architecture must be matched by a credible structure.

The earlier Borestranda project did not fail on design. It failed on structure. This one is organised to avoid the same outcome.

THE DISTRIBUTED MODEL	THE DUNE MODEL
Individually owned units	Unified project and operating structure
Several design expressions	One architectural language
Largely seasonal use	Year-round hotel and wellness operation
Distributed guest experience	Curated arrival-to-departure journey
Limited central wellness offering	Destination-scale spa
Property-sale-led financing	Professional development and investment model
Local tourism function	Regional and international destination role

Development principles

- Secure conditional site control before major design expenditure
- Develop through a single project company
- Commission architecture and landscape as one discipline
- Establish hotel and spa feasibility before fixing final scale
- Preserve unified operating control
- Use public funding only for clearly defined public-interest work
- Separate public planning studies from private hotel design
- Build an investor-grade data room
- Phase expenditure according to planning certainty
- No uncontrolled private subdivision of the site

What could stop this.

A pitch that lists only upside is not a pitch, it is an advertisement. These are the material risks as currently understood.

Planning and site

- Site ownership not confirmed; site control not secured
- Protected landscape constraints across Jærstrendene
- Shoreline rule and LNF considerations
- Possible agricultural-land conflict
- New zoning almost certainly required
- Environmental-impact assessment required
- Public-sector support not secured
- Potential local opposition
- Infrastructure capacity unverified

Commercial and technical

- Construction cost, on an exposed coastal site
- Coastal wind, salt, flood and erosion exposure
- Seasonality, if the spa underperforms as a demand generator
- Hotel operator selection and terms
- Spa utilisation assumptions untested
- Retractable-roof engineering unproven at this scale on this coast, wind loading is the governing case and has not been calculated
- No cost plan, no market study, no feasibility study yet exists

THE HONEST SUMMARY

The historical record reduces *market* uncertainty, it shows destination-scale accommodation has been taken seriously here before, and that a visitor economy now exists. It does nothing to reduce *planning* risk, which remains the dominant variable and will be decided by evidence this project has not yet produced.

What we are asking for at this stage.

From Klepp municipality

- Access to the complete file for Plan ID 8070 and the earlier accommodation proposal
- An early, informal dialogue about where a destination-scale project could sit without touching the protected dunes
- An indication of what evidence the municipality would require before a planning initiative would be considered

We are not asking for support, commitment or approval. We are asking for the information needed to test whether this is worth pursuing, and for the chance to design against Klepp's constraints rather than around them.

From investors and partners

- Early-stage capital scoped to planning and feasibility work, not construction
- Hotel and spa operator dialogue to test positioning, rate and staffing assumptions
- Introductions to consultants for coastal risk, landscape, environmental impact and hotel feasibility

Expenditure is phased against planning certainty. No major design spend is committed before conditional site control.

> Jæren is already a place people travel through, photograph and remember. The Dune can make it a place they stay.

Project status

The Dune is a private concept and feasibility initiative. The proposed site, land control, planning pathway, architecture, room count, investment case and public-sector participation all remain subject to investigation, agreements and statutory approvals. All imagery associated with this project is AI-assisted concept illustration of an architectural direction, not drawings, verified site models or planning material. No report, partner, approval or permission described in this document has been secured.

Full project material, source register and current status: thedune-app.vercel.app