



FARGO CONVENTION CENTER

Request for Statement of Qualifications for Architectural and Engineering Services

August 7, 2025

Dear City of Fargo,

On behalf of an extraordinary team that blends **local commitment with national expertise**, we are proud to submit our proposal to develop a **transformative new convention center in downtown Fargo**. Strategically located on the existing **Civic Quad**, this public structure fulfills the vision established in multiple city master plans dating as far back as 2002. This project will **drive the cultural economy**, which is a cornerstone of our region’s long-term resilience and identity, while **supporting the continued growth of Fargo’s downtown retail and entertainment district**. Our vision is to deliver not just a building, but a place that connects, inspires, and economically sustains the Fargo-Moorhead metro and beyond.

Our team includes:

- **Kilbourne Group** – Fargo-based developer with deep experience leading downtown revitalization and delivering community-rooted, design-forward projects.
- **McGough Construction** – A trusted Midwest contractor with a long track record of delivering complex, high-profile civic and commercial projects.
- **Folkways** – Fargo’s leading placemaking organization, ensuring the convention center fosters human connection and vibrant public life.
- **EAPC Architects Engineers** – Fargo-based architect of record, offering technical excellence and local insight.
- **Gensler** – A globally recognized design firm bringing best-in- class convention center and public space expertise.
- **Confluence Landscape Architects** – Regional landscape architecture firm known for designing engaging and connected public spaces that integrate natural, civic, and pedestrian elements seamlessly.
- **ASM Global** – The worldwide leader in venue operations and event programming, prepared to activate and manage a convention center that is regionally significant and nationally competitive.
- **Radisson Blu Fargo** – The convention center’s strategic hotel partner, offering not only adjacent hospitality services but the ability to integrate an additional hotel flag into the project to further expand downtown’s lodging capacity.
- **Swap Integration** – A WBE-certified workflow consultant who helps to optimize team efficiency, facilitate top-notch action planning, and high performing teams.

This balanced, high-performing team brings both the **hyper-local perspective** necessary for neighborhood success and the **national-level capability** required to deliver a convention center that performs at every level. We have the **design expertise to create a premier guest experience**, and the **technical depth to solve critical functional challenges**, including loading docks, parking, and intuitive site access and entrances.

The guest experience in downtown Fargo is like nowhere else: authentic, walkable, and immersed in culture. The convention center will place attendees in the heart of a district that includes:

- **40+ restaurants**
- **65 local retailers**
- **22 bars and 10 coffee shops**
- **5 public parking structures**
- **Multiple cultural venues including museums, theaters, and art galleries**

This is not an average convention district; it is a rich, layered walkable experience creating lasting impressions and drives repeat visitation.

Additionally, the convention center will:

- **Stabilize and expand locally owned businesses** by increasing year-round visitor foot traffic and length of stay.
- **Unlock new infill development opportunities**, seven surface parking lots within two blocks of this site will catalyze over \$200 million of mixed-use, residential, and commercial growth tied to convention activity.
- **Activate the adjacent Red River corridor** with improved visual and physical access.
- **Leverage underutilized civic assets** like the existing Civic Center and city-owned parking infrastructure.
- **Support the long-term vision of the City of Fargo**, aligning directly with longstanding goals for downtown vibrancy, economic diversification, and place-based development.

This is a **once-in-a-generation opportunity** to shape Fargo’s future through a visionary public-private partnership. We are grateful for the chance to be considered and look forward to the opportunity to bring this transformative project to life. It is an investment in what makes Fargo distinct with creative energy, civic pride, and a culture of community-driven innovation.

Thank you for considering our proposal. We look forward to the opportunity to partner with the City of Fargo and stakeholders across the region to bring this vital and visionary project to life.

Sincerely,



Mike Allmendinger, President
Kilbourne Group | 210 Broadway, Suite 300 | Fargo, ND 58102
mike@kilbournegroup.com | 701.237.2279





DEVELOPER

KILBOURNE GROUP
210 Broadway, Suite 300
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POINT OF CONTACT
Mike Allmendinger
President
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CONVENTION CENTER MANAGEMENT

ASM GLOBAL
300 Conshohocken State Rd,
Suite 770
Conshohocken, PA 19428
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POINT OF CONTACT
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Vice President,
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CONVENTION CENTER ARCHITECT

GENSLER
706 2nd Avenue South
Suite 1200
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POINT OF CONTACT
Bill Baxley
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HOTEL MANAGEMENT

RADISSON BLU
201 5th Street North
Fargo, ND 58102
866.994.6316
kelly@zandercapitalmanagment.com

POINT OF CONTACT
Kelly Zander
Owner
701.388.5824



ARCHITECT AND ENGINEERS

EAPC Architects Engineers
112 N. ROBERTS Street
Suite 300
Fargo, ND 58102
eapc.net

POINT OF CONTACT
Alan Dostert
President
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CIVIL ENGINEERING

KLJ ENGINEERING
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West Fargo, ND 58078
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POINT OF CONTACT
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CONSTRUCTION MANAGER

McGOUGH
630 1st Ave North
Suite 8
Fargo, ND 58102
701.639.6282

POINT OF CONTACT
Rich Slagle
Dtr. of Community Development
218.731.8282
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LANDSCAPE ARCHITECT

CONFLUENCE
210 Broadway North
Suite 401
Fargo, ND 58102
thinkconfluence.com

POINT OF CONTACT
Wm. Christopher Cline
Senior Principal Urban
Design Lead
701.235.3990
ccline@thinkconfluence.com



COMMUNITY BUILDING

FOLKWAYS
210 Broadway North
Suite 202
Fargo, ND 58102
folkways.org

POINT OF CONTACT
Joe Burgum
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701.371.8208
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WORKFLOW CONSULTANT

SWAP INTEGRATION
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Westminster, CO 80031
swapintegration.com

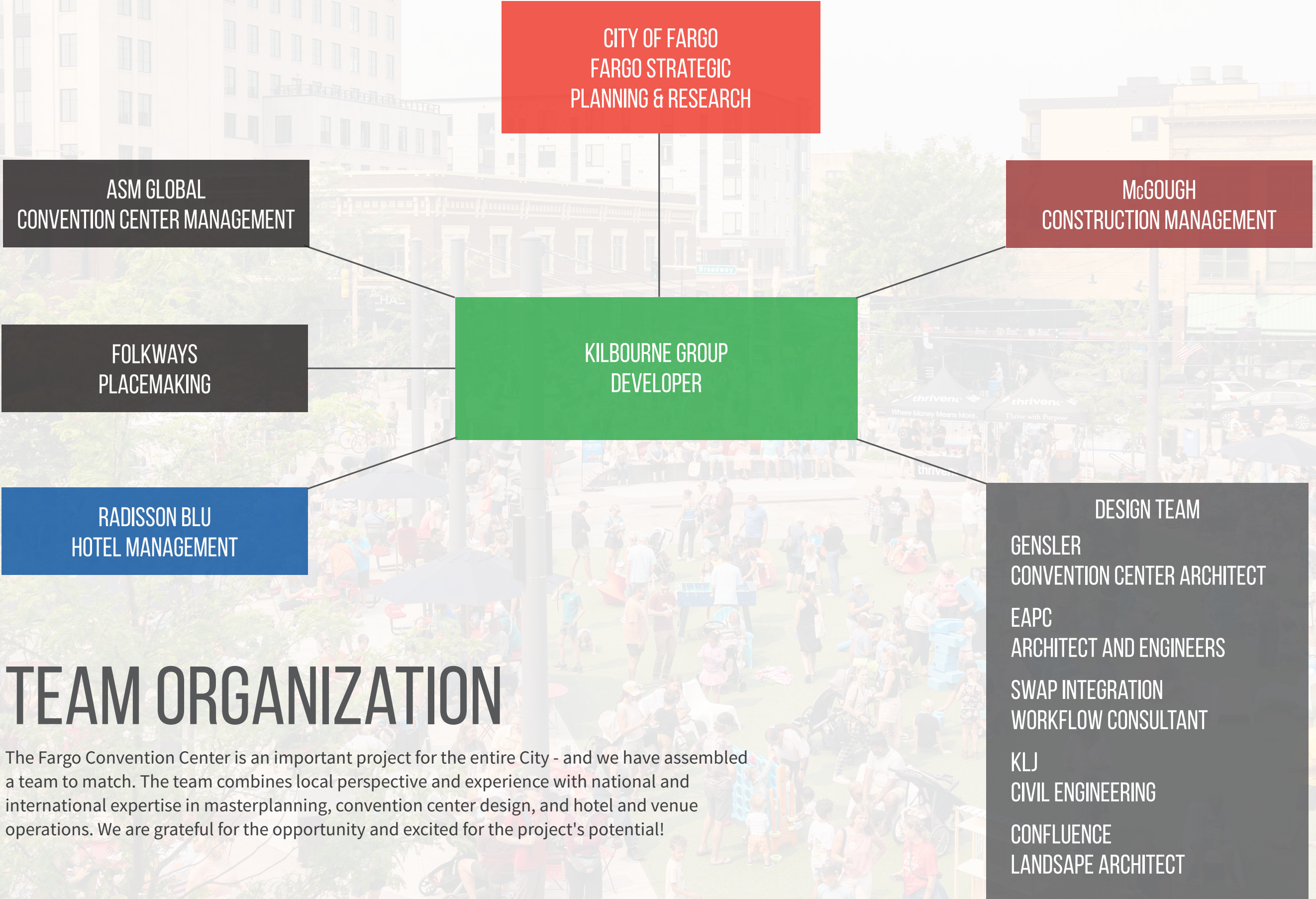
POINT OF CONTACT
Heather Bemis
Founder
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PREPARED FOR

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



TEAM ORGANIZATION

The Fargo Convention Center is an important project for the entire City - and we have assembled a team to match. The team combines local perspective and experience with national and international expertise in masterplanning, convention center design, and hotel and venue operations. We are grateful for the opportunity and excited for the project's potential!

DEVELOPER



kilbournegroup.com | 701.237.2279

Founded in 2006, Kilbourne Group was started to spark the revitalization of downtown Fargo by strengthening its urban core and economic vitality. Our team has led the way in historic redevelopment and thoughtful infill projects that support a dynamic, 18-hour city—where streets are active, businesses thrive, and people feel connected to place.

With deep expertise in urban development, fund management, and real estate operations, we believe vibrant neighborhoods are the foundation of smart, healthy cities. Our work is rooted in the understanding that walkable, mixed-use environments aren't just good design—they're essential to community well-being and sustainable growth. At Kilbourne, we're committed to shaping places where people want to live, work, and gather.

19
YEARS IN ND

28
EMPLOYEES

1
LOCATION

210 Broadway, Ste 300
Fargo, ND 58102
HEADQUARTERS

HOTEL MANAGEMENT



701.388.5824

A Trusted Partner for Memorable Meetings and Events

This stylish and elegant hotel is created with the consumer in mind. The inviting ambience and thoughtful touches are designed to please and create a warm welcome. The small details make a big difference in the most desirable of destinations, which combine convenience and individuality.

Stylish Spaces

Style, form, beauty and function. That's what you'll find at radisson BLU. From the stunning Wine Tower in our focus is all about enhancing the unique traveler-experience through elegant, sophisticated structures and spaces for business and leisure.

Inspirational Lobbies and Public Spaces

Lobby and public space areas make the initial impression on Radisson Blu guests and are about much more than check-in and check-out. They have enhanced all Radisson Blu common areas to further uplift the overall guest experience. Every social space, meetings and events area, food and beverage venue and wellness space has been given the same level of attention that you'll experience during your stay at any Radisson Blu hotel.

201 5th Street North
Fargo, ND 58104-8612
LOCATION



MIKE ALLMENDINGER
President
mike@kilbournegroup.com

As a founding team member of Kilbourne, Mike brings over a decade of extensive experience in the development, underwriting, entitling, and management of mixed-use redevelopment and infill projects. His expertise includes building strong relationships with key stakeholders and fostering partnerships, while leading teams to create and execute cohesive project visions.

He holds a Bachelor of Environmental Design and a Bachelor of Landscape Architecture from North Dakota State University. Additionally, he serves as a board member for several organizations, including the Detroit Mountain Recreation Area, the Downtown Community

Partnership, and the Warroad Community Development Corporation. Previously, he was the owner of Land Elements, a prominent landscape architecture firm based in Fargo, ND.

PROJECT EXPERIENCE:

Roberts Commons, Parking Ramp, Mixed-Use Residential & Retail, Public Private Partnership
Block 9, Parking Ramp, Mixed-Use Residential & Retail, Public Private Partnership
Mercantile, Parking Ramp, Mixed-Use Residential & Retail, Public Private Partnership
The Avery, Parking Ramp, Mixed-Use Residential & Retail, Public Private Partnership



KELLY ZANDER
Commercial & Investment
Real Estate
kelly@zandercapitalmanagement.com

Mr. Kelly Zander, based in Fargo North Dakota, has been an active owner and manager in the real estate industry for the past 20 years. Having started his professional career with a master's in accounting, Mr. Zander segued and utilized his knowledge in financial analysis in 2004 to acquire his first CRE property. 20 years later, Mr. Zander has amassed a portfolio of over 350 properties, valued at over 300MM. His portfolio consists of 4,708 apartment units, 1,920,779 sq ft of commercial space, 666 hotel keys and 939,689 sq ft of land for future multi-family development. Within the portfolio, Mr. Zander owns 44 properties solely on his own, consisting of: 39 MF properties (911 units), 2 mixed use buildings, 2 office buildings and the Radison Blu Hotel in Fargo, ND. Mr. Zander is also one of the larger owners of LIHTC housing in the state of North Dakota and is a passion that is very close to his heart.

PROJECT EXPERIENCE:

Portfolio includes: 4,708 apartment units, 1,920,779 sq ft of commercial space, 666 hotel keys, 939,689 sq ft of land designated for future multifamily development
Sole owner of 44 properties, consisting of 39 multifamily properties (911 units), 2 mixed-use buildings, 2 office buildings, and The Radisson Blu Hotel in Fargo, ND
Treasurer for Rick Berg's House of Representatives political campaign



asmglobal.com

LEGENDS AND ASM GLOBAL HAVE JOINED FORCES TO CREATE THE WORLD’S LEADING LIVE EXPERIENCES COMPANY, DEDICATED TO DELIVERING UNFORGETTABLE MOMENTS FOR FANS AND GUESTS.

As your partner, our focus is your success. Our white-label approach puts the spotlight on your business while we work behind the scenes to execute your vision. With all the services you need now under one umbrella, we deliver results that are hard to match. Simply put, we build it, monetize it, and operate it. No stitching together of services or dealing with complicated logistics.

BUILD → MONETIZE → OPERATE

With decades of experience and a trusted reputation, leading organizations, brands, and venues rely on our teams to tackle their toughest problems. Our customized, end-to-end solutions will strengthen your business and your brand’s role as an economic driver and community pillar. We’re honored that clients continue to trust us to achieve their vision, increase monetization, and enhance the experiences of fans and guests.

OUR SOLUTIONS

At Legends and ASM Global, we provide tailored, data-driven solutions that cover every aspect of your business.
Venue Management: Comprehensive venue management and revenue solutions with a shared ownership mindset.
Content Programming & Booking: Access to top-tier content that attracts diverse crowds.

- **Hospitality:** Enhancing everyday venue and event dining by creating memorable food & beverage experiences.
- **Feasibility Studies:** Quantitative and qualitative research to inform major business decisions and create new revenue streams.
- **Project Development:** Expertise in bringing innovative ideas from concept to completion, delivering projects on time and on budget.
- **Partnerships:** Connecting the right brands with the right properties to drive revenue.
- **Premium Ticketing:** Strategic approach to selling suites, PSLs, and club seats, maximizing revenue by growing fanbases and databases.
- **Omnichannel Merchandise:** Fully customized, customer-centric shopping experiences everywhere fans want to shop.

FIRM BACKGROUND & EXPERIENCE

ORGANIZATIONAL HISTORY

Founded in 2008 through a groundbreaking joint venture between two of the most respected ownership groups in professional sports—the New York Yankees and the Dallas Cowboys—Legends was established with a singular vision: to redefine live experiences through innovation, data, and partnership. From its inception, Legends has delivered powerful, end-to-end service solutions through its proprietary 360° platform, shaping legendary outcomes for venues, sports teams, municipalities, and cultural destinations around the globe.

In 2021, Legends entered a transformative new era through a majority investment by Sixth Street, a global investment firm known for backing high-growth platforms and accelerating enterprise scale. This infusion of strategic capital empowered Legends to grow its client portfolio, expand globally, and enhance its already robust service platform.

The company’s capabilities expanded even further in 2024 with the acquisition of ASM Global, the world’s largest and most experienced venue management and live entertainment firm. This bold move created a best-in-class operating powerhouse—pairing Legends’ strength in strategic planning, commercial revenue generation, and guest experience innovation with

ASM’s unmatched operational expertise across performing arts centers, convention centers, arenas, stadiums, and public assembly facilities. Together, the unified Legends and ASM platform employs more than 80,000 professionals across five continents, delivering on-the-ground excellence and forward-thinking strategies that position every client for long-term success.

ASM Global, through its legacy brands SMG and AEG Facilities, brings more than four decades of experience in operating public assembly venues on behalf of municipal partners. Since 1977, ASM has become the trusted partner to hundreds of cities around the world, managing venues with the highest standards of fiscal responsibility, community engagement, and operational excellence.

By combining Legends’ commercial firepower with ASM’s operational rigor, this newly integrated enterprise stands alone in its ability to deliver the full lifecycle of services required for the Centre’s future. Our legal structure as wholly owned subsidiaries ensures direct access to all capabilities under a single operating entity, eliminating silos and delivering seamless results.

MANAGEMENT EXPERIENCE

COMPANY HISTORY

Since starting with managing the Louisiana Superdome (now Caesars Superdome) in 1977, we have expanded to manage over 450 venues worldwide, including 28 in Texas. Our diverse clients include publicly owned facilities, major league professional sports teams, college sports departments, and more. As industry leaders in venue management, we deliver exceptional financial performance and operational excellence for every client we partner with.

- Leaders in revenue optimization & cost management, driving industry-leading financial performance for partners around the world
- Local leadership & experience that brings to life successes and best practices from across the globe
- Frontline venue expertise ensuring unsurpassed on-the-ground execution
- 360° venue management encompassing industry-leading operations, content programming & the latest data-driven marketing disciplines

AREAS OF EXPERTISE

Our services and systems will be customized for the city and the center food and beverage capabilities.

Revenue Management

- Performance Optimization
- Premium Experiences
- Revenue Audits
- Private Events

Accounting & Finance

- Budget Preparation
- Capital Expenditure Planning
- Finance, Accounting & Auditing
- Media & Public Relations

Construction & Planning

- Design & Construction Management
- Maintenance & Engineering
- Peripheral Real Estate Assistance
- Sustainability Planning & LEED certification

Marketing & Sales

- Advertising & Sponsorship Sales
- Marketing Services
- Media & Public Relations

Venue Operations

- Box Office Operation
- Crisis Planning & Management
- Customer Service Training
- Food & Beverage Operations
- MIS & Technology Services
- Parking Operations
- Risk Management
- Third-party Vendor Management
- Venue & Facility Maintenance

Content & Programming

- Live Entertainment Division Support
- National Branding, Co-ops & Advertising
- Room2Run Initiatives
- Event Creation, Booking & Operations
- Event Analytics & Reporting

We are the only public assembly venue management company offering a professional asset management approach to daily operations, ensuring the strongest fiduciary stewardship of publicly owned facilities in the industry.

FOOD & BEVERAGE CAPABILITIES

Elevating Culinary Experience With Purpose And Profit

Our approach to Hospitality provides a strategic opportunity to enhance guest experience, drive event-day revenue, and showcase Fargo’s unique cultural identity through food. As the hospitality partner to some of the world’s most visible venues, we bring deep expertise in developing culinary programs that align with the character and needs of each destination.

Our capabilities include:

- **Tailored Culinary Concepts:** We curate menus that reflect the diverse tastes of your audience, blending local flavors with world-class execution to create unforgettable event-day experiences.
- **Local & Regional Partnerships:** We source our ingredients from local farms and purveyors, creating a fresh, farm-to-table experience that supports regional economies and aligns with community values.
- **Profit-Driven without Compromise:** Our dynamic pricing, digital menu engineering, and flexible service models ensure maximum per-capita spend, without sacrificing food quality or guest experience.
- **Sustainability at the Core:** From compostable packaging and zero-waste kitchens to local sourcing and food donation programs, we lead the industry in sustainable practices that matter to your guests.

- **Experience-Led Innovation:** Technology-enhanced service—from self-order kiosks to mobile ordering and smart kitchen analytics—ensures speed, accuracy, and satisfaction.
- We deliver more than meals. We build memorable moments, increase margins, and position our clients as culinary-forward destinations.

CUSTOMIZED MANAGEMENT PROGRAMS

ASM has developed and launched operating tools that set us apart from the competition. As part of our value proposition to the City, the following cloud-based platforms will continue to support the Center and the City:

ROOM2RUN: A customized data-driven program designed to optimize revenue and measure ‘same venue’ performance across the ASM facility network. It measures and tracks revenues across seven distinct categories, resulting in a tool that drives record-breaking operating performance across all venues.

AUDIENCE INSIGHTS: Powered by Legends IQ, the leader in the Experience Management (XM) category, to develop a customized tool for measuring customer feedback and transforming the way venues manage and improve the four core experiences of business— customer, employee, product, and brand.A

MOMENTUS TECHNOLOGIES: Customized specifically for ASM’s convention center business, Momentus is a venue and event management system that allows ASM venues to book events, track leads, manage sales, and plan events. It integrates with the venue’s other software systems to allow seamless and efficient operations.

CENTRALIZED MARKETING: ASM provides in-house marketing expertise to further enhance revenue-generating initiatives and promote the Venues’ success. The team specializes in various disciplines, including Show Marketing, Public Relations, Creative Services, Digital and Social Marketing, and Experience Management, and supports all Lines of Business.

THE ACADEMY: Our proprietary online training platform educates venue staff and teams about essential best practices and skills that drive excellence and consistency among our venue locations. With over 3,000 accessible courses, the Academy addresses the unique challenges our team members face while creating exceptional guest experiences.

ASM GLOBAL ACTS: Our centralized corporate social responsibility program dedicated to equity and sustainability across our global footprint. The program focuses on driving meaningful actions and measurable results at both corporate and community levels.

ALTUM: Built specifically for ASM, ALTUM is a computerized management system (CMMS) and enterprise asset management (EAM) utilized for tracking maintenance performance and records. With the ability to be accessed from any device 24/7, the platform extends the useful life of all assets.

OSCAR: Accessible to all ASM venues, OSCAR (Operations Support through Communications and Resources) is an active digital library that houses our standard operating best practices. OSCAR allows us to disseminate our unparalleled operational knowledge base to over 2,000+ users across the world, helping to drive consistent and high-quality experiences across each of our venues

REFERENCES

JEKYLL ISLAND CONVENTION CENTER

75 Beachview Dr N, Jekyll Island, GA 31527
Mark Williams, Executive Director, Jekyll Island Authority
100 James Rd, Jekyll Island, GA 31527
912.635.4075 | Cell: 404.821.1956
mwilliams@jekyllisland.com
Operator Since: 2012, 13 years

WILMINGTON CONVENTION CENTER

10 Convention Center Dr, Wilmington, NC 28401
Chance Dunbar, Director of Downton Coordination & Parking
City of Wilmington, P.O. 1810, Wilmington, NC 28402
910-342-2786 | Chance.Dunbar@wilmingtonnc.gov
Operator Since: 2008, 17 years

IRVING CONVENTION CENTER AT LAS COLINAS

500 W. Las Colinas Blvd. Irving, TX 75039
Maura Gast, Executive Director,
Visit Irving Convention & Visitors Bureau
500 W. Las Colinas Blvd. Irving, TX 75039
972.317.6401 | mgast@irvingtexas.com
Operator Since: 2007, 18 years

DAYTON CONVENTION CENTER

22 E 5th St, Dayton, OH 45402
Pam Plageman, Executive Director/CEO, Montgomery County
Convention Facilities Authority
22 E. Fifth Street, Dayton, OH 45402
937.469.1173 | pplageman@montgomerycountycfa.org
Operator Since: 2021, 4 years

DEVOS PLACE CONVENTION CENTER

303 Monroe Ave NW, Grand Rapids, MI 49503
Richard A Winn, Chairperson, Grand Rapids-Kent County
Convention & Arena Authority
303 Monroe Avenue NW, Grand Rapids, MI 49503
616.776.6420 | rwinn@ahchospitality.com
Operator Since: 1994, 31 years

WITH OVER 450 VENUES WORLDWIDE AND A LEGACY THAT SPANS MORE THAN 50 YEARS, ASM GLOBAL IS THE EVENT AND ENTERTAINMENT INDUSTRY’S LEADING VENUE MANAGEMENT PROVIDER.

KEY TEAM MEMBERS



DAN HOFFEND

Executive Vice President,
Convention Centers

dhoffend@asmglobal.com

Dan Hoffend is a highly respected leader in the global convention center and live events industry, with over three decades of executive experience transforming venues into dynamic economic engines. As Executive Vice President at ASM Global—the world’s leading venue management company—he drives convention center strategy across a premier portfolio, partnering with municipalities to boost economic impact, tourism, and visitor experience.

A visionary strategist with an operator’s mindset, Dan collaborates with General Managers to deliver future-ready, guest-focused, and financially sound expansions, renovations, and new builds. His expertise bridges commercial strategy and public policy, helping cities maximize their convention assets while meeting broader community goals.

Before ASM Global, Dan grew his family business, Hoffend Xposition, from the ground up, ultimately selling it to Freeman. As President of FreemanXP, he led growth from \$30 million to over \$475 million globally. He is also co-author of the international best-seller Who Gets It?!, on building high-performance teams.

Dan’s unmatched industry insight, collaborative leadership, and results-driven approach make him the go-to executive for cities and clients aiming to transform their convention centers into world-class destinations.

PROJECT EXPERIENCE:

Transformational venue development & revenue growth
Public-private partnership & stakeholder alignment
Capital project execution & asset management
Strategic event design & destination marketing
Talent cultivation and executive leadership



MIKE O'NEIL

Senior Vice President,
Convention Centers

moneil@asmglobal.com

Mike O’Neil is a visionary leader in convention center strategy and operations, with a proven track record of elevating venue performance and delivering transformative results for cities and clients. As Senior Vice President at ASM Global, Mike oversees a premier portfolio of North American convention centers, driving operational excellence, maximizing revenue, and ensuring alignment with civic and economic development goals.

With more than two decades of experience—including 20+ years in senior leadership at Freeman—Mike brings a rare blend of event production expertise, content innovation, and venue optimization. He has led high-impact initiatives across the live events ecosystem, from streamlining operations and guiding major capital reinvestments to designing immersive guest experiences that increase attendance and stakeholder value.

Mike is known for forging strategic public-private partnerships, building trusted relationships with municipal leaders, and aligning every decision with long-term community benefit. His leadership consistently produces measurable results—enhancing customer satisfaction, generating new business, and positioning venues as vital contributors to local economies.

With unmatched industry acumen and a collaborative, client-focused approach, Mike is a driving force behind ASM Global’s reputation as the world leader in convention center management.

PROJECT EXPERIENCE:

Convention center strategy & portfolio leadership
Public-private collaboration & stakeholder engagement
Operational efficiency & capital project oversight
Event production, content strategy & customer experience
Revenue growth & civic impact optimization



ANNA NASH

Senior Vice President,
Market Development

anash@asmglobal.com

Anna Nash is a nationally recognized expert in destination sales, stakeholder engagement, and tourism-driven economic development. With over 30 years of leadership across the hospitality and public assembly sectors, Anna plays a pivotal role at ASM Global, overseeing national sales strategy and market development for one of the world’s largest portfolios of convention and exhibition centers. Her work empowers cities to attract premier meetings, conventions, and sporting events that fuel local economies and elevate civic pride.

A dynamic and collaborative strategist, Anna has forged deep alliances with Destination Management Organizations (DMOs), Sports Commissions, and civic leaders to align venue capabilities with community priorities. Her approach has delivered measurable success—expanding rotational business, increasing tourism spend, and strengthening a city’s position in the global events marketplace.

Anna is the architect behind ASM Global’s Regional Sales and Event Services teams, which activate the full power of the company’s network to support local venue staff with centralized resources, training, and lead generation tools. She also developed a high-performance lead development platform and spearheaded the creation of the ASM Academy, an industry-leading sales training and professional development program. Her leadership is especially valuable during complex venue renovation or expansion projects, where she ensures seamless communication among clients, operators, and public stakeholders.

Before joining ASM Global, Anna held senior leadership roles with Marriott and led sales, marketing, and services for two major DMOs over a 20-year span—earning a reputation as a trusted partner and growth catalyst.

Anna brings unmatched insight and a results-driven mindset to every engagement—helping venues and cities unlock their full potential as global destinations for events, business, and community connection.

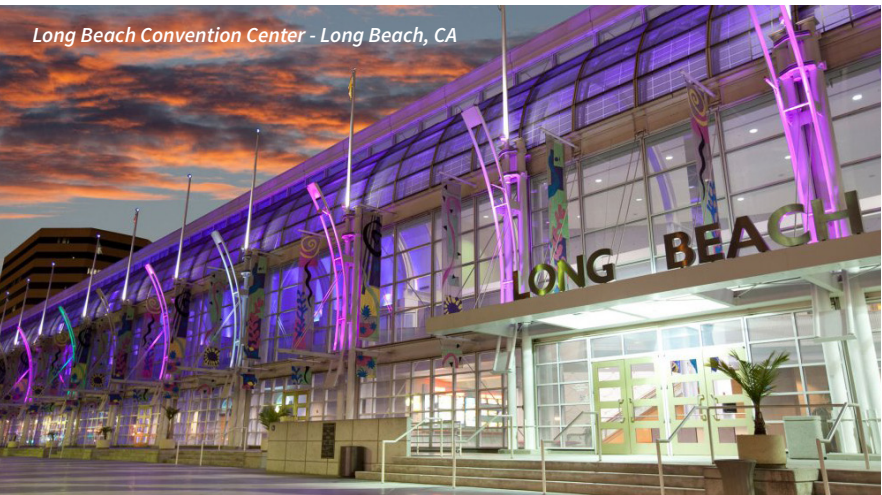
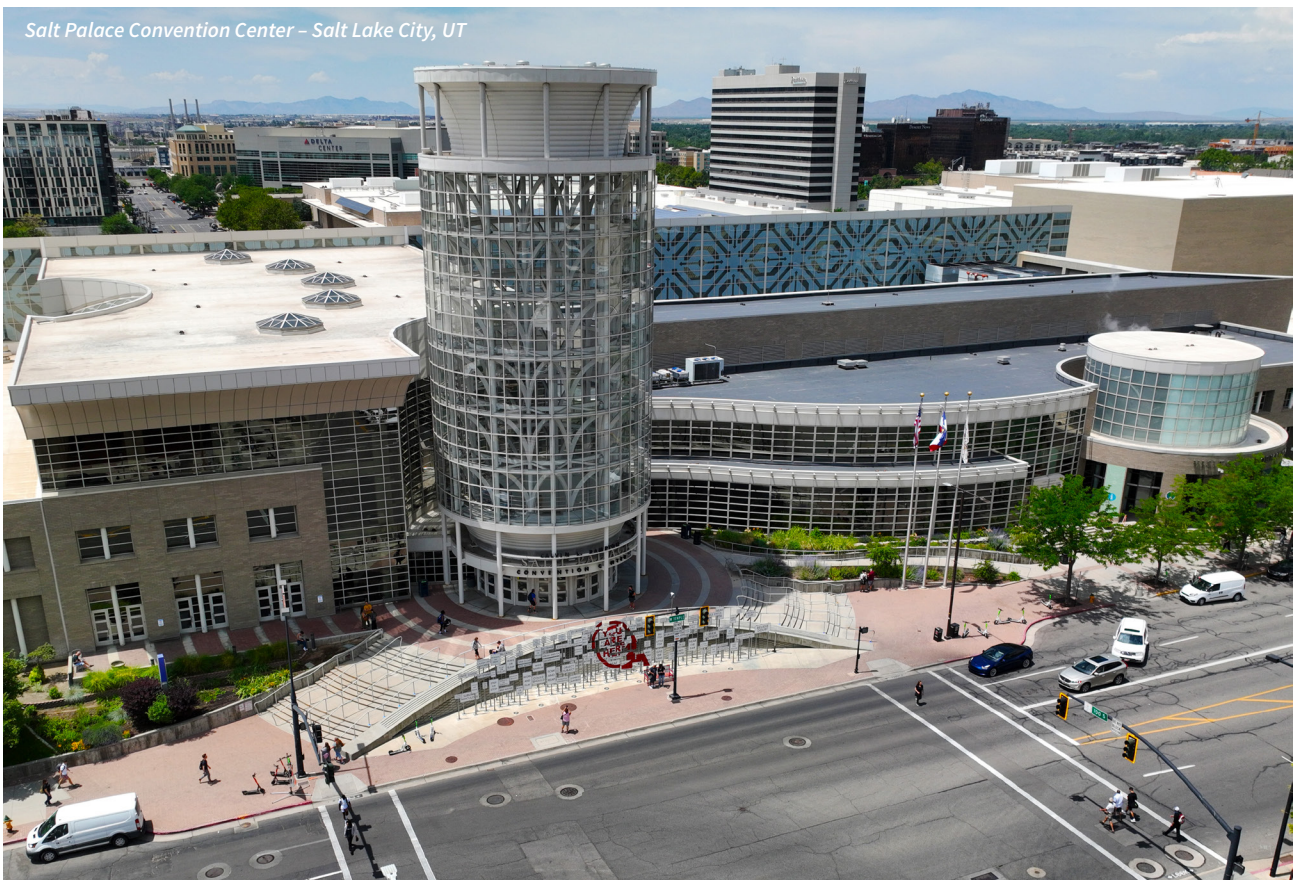
PROJECT EXPERIENCE:

Destination sales strategy & stakeholder alignment
Public-private partnership development
Venue marketing & rotational event growth
Sales training, professional development & performance optimization
Tourism-driven economic impact & civic value creation

FACILITY MANAGEMENT EXPERIENCE

- Abilene Convention Center – Abilene, TX
- Albany Capital Center – Albany, NY
- Albuquerque Convention Center – Albuquerque, NM
- Blue Water Convention Center – Port Huron, MI
- Branson Convention Center – Branson, MO
- Broward County Convention Center – Fort Lauderdale, FL
- Cabarrus Events Center – Concord, NC
- Caesars Superdome Convention Center – New Orleans, LA
- Century Center – South Bend, IN
- Century II Performing Arts and Convention Center – Wichita, KS
- Charles F. Dodge City Center – Pembroke Pines, FL (Miami Metro Area)
- Charleston Area Convention Center – North Charleston, SC
- Charlotte Harbor Event and Conference Center – Punta Gorda, FL
- Chilhowee Park and Exposition Center – Knoxville, TN
- Colorado Convention Center – Denver, CO
- David L. Lawrence Convention Center – Pittsburgh, PA
- Dayton Convention Center – Dayton, OH
- Dena'ina Civic and Convention Center – Anchorage, AK
- DeVos Place – Grand Rapids, MI
- Dow Event Center – Saginaw, MI
- Duke Energy Convention Center – Cincinnati, OH
- Florence Center – Florence, SC
- Fresno Convention Center – Fresno, CA
- Glass City Center – Toledo, OH
- Greater Columbus Convention Center – Columbus, OH
- Hawaii Convention Center – Honolulu, HI
- Huntington Convention Center of Cleveland – Cleveland, OH
- Huntington Place – Detroit, MI

- Irving Convention Center – Irving, TX
- Ithaca Downtown Conference Center – Ithaca, NY
- Judson F. Williams Convention Center – El Paso, TX
- Knoxville Convention Center – Knoxville, TN
- Las Cruces Convention Center – Las Cruces, NM
- Long Beach Convention Center – Long Beach, CA
- Los Angeles Convention Center – Los Angeles, CA
- Mechanics Bank Convention Center – Bakersfield, CA
- Moscone Center – San Francisco, CA
- Mountain America Expo Center – Sandy, UT
- NRG Center – Houston, TX
- Oklahoma City Convention Center – Oklahoma City, OK
- Old National Events Plaza – Evansville, IN
- Palm Springs Convention Center – Palm Springs, CA
- Pennsylvania Convention Center – Philadelphia, PA
- Peoria Civic Center – Peoria, IL
- Pontchartrain Convention and Civic Center – Kenner, LA
- Prime Osborn Convention Center – Jacksonville, FL
- Raising Cane's River Center Convention Center – Baton Rouge, LA
- Salt Palace – Salt Lake City, UT
- Sanford Center – Bemidji, MN
- Shreveport Convention Center – Shreveport, LA
- Sioux Falls Convention Center – Sioux Falls, SD
- The Oncenter/Nicholas J. Pirro Convention Center – Syracuse, NY
- Tucson Convention Center – Tucson, AZ
- Waco Convention Center – Waco, TX
- Wilmington Convention Center – Wilmington, NC





gensler.com | 612.333.1113

For nearly 60 years, Gensler has been a pioneer in creating great places that enhance the quality of work and life. Founded in 1965 by Art Gensler as an interior design practice in San Francisco, Gensler supports the development of innovative places with a philosophy of value-based design and comprehensive services that allow clients to collaborate with a continuous, dedicated team from planning through construction. Gensler offers the best of both worlds—inside-out and outside-in design. We are consistently ranked at the top of both the architectural and interior design industries. We are currently the #1 Architecture Firm as ranked by Architectural Record and World Architecture magazines, and Interior Design magazine has ranked us #1 for Overall Interior Design for more than 30 years.

THE IMPORTANCE OF PARTNERSHIP

We view our clients as our partners and the most important part of each of our projects. Art Gensler’s main passion behind his work was his clients, as voiced by himself, “My source of inspiration has always been very clear, very simple: my clients.”

With five decades of achievements behind us, we’ve maintained this sentiment and importance when it comes to our clients. Looking forward, we’re positioned to anticipate and respond to the forces of change—serving more than 4,300 active clients in virtually every industry and delivering projects as large as an entire city and as small as a task lamp.

TRUSTED ADVISORS

We understand the challenges of planning, financing, constructing, and operating critical public infrastructure that continue to grow in the face of increasing demand for services and economic uncertainty. With a broad base of leading industry experts in infrastructure, Gensler is well-positioned to perform the role of an independent, impartial adviser to clients, stakeholders, and governments.

Gensler has the right mix of talent and experience to bring insight into the design, financing, building, and management of projects. Collectively, our team has a reputation for getting projects financed, approved, built, and delivered—on time and on budget—across a wide array of project types.

RESEARCH-DRIVEN DESIGN



Clients who partner with Gensler receive more than just the industry’s top design talent. They also benefit from the insights, lessons, and data that Gensler has amassed through our in-house research program. No other design firm is as ambitious or thorough as Gensler at uncovering what’s really driving design and real estate decisions across the globe. Our clients recognize the value this knowledge brings to every project, knowing that together we are making the most informed strategy and design decisions possible.

Research is an investment in the future. The status quo is not an option for us, or for our clients. We view research as central to our ability to support our clients, lead our industry, and properly fulfill our role as global citizens and designers. Taking calculated risks in search of solutions has been part of our firm’s DNA since its founding. Core to this commitment is the knowledge that great design is value-added. Our research teams seek to put design in the context of larger business and social issues, ensuring that every strategy and every solution makes a difference where it really matters.

60 YRS EXPERIENCE	6,500+ EMPLOYEES	53 LOCATIONS	220 Montgomery St, Ste 200 San Francisco, CA 94104 HEADQUARTERS	706 2nd Ave. South, Ste 1200 Minneapolis, MN 55402 LEAD OFFICE
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CONVENTION CENTER EXPERIENCE

With over 250 convention centers in the U.S., standing out requires adapting to evolving industry trends. Gensler brings deep experience in hospitality and convention center design to help create memorable attendee experiences.

- Americas Center Convention Complex Reinvestment Plan
- Arlington Convention Center District
- Amman Convention Center
- Armstrong World Industries Conference Center
- Beverly Hills Hotel Events Facilities
- Beverly Hilton Conference Center
- Bogota International Convention Center
- Cato Institute Conference Center
- Century Plaza Hotel Conference Center & Ballrooms
- China International Exhibition Center
- Confidential Energy Client Conference Center
- Confidential Technology Client Executive Briefing Center
- Corferias Bogota
- Costa Rica National Convention Center
- Copper Mountain Resort & Convention Center
- CityCenter Aria Convention Center
- Cuyahoga County Convention Facilities Development
- Gaylord National Harbor Convention Center
- George R. Brown Convention Center Master Plan
- Grand Rapids Convention Hotel
- House of Blues Music Halls
- Houston Convention Center Hotel
- International Association of Venue Managers
- JP Morgan Chase Executive Conference Center
- JW Marriott Conference Center at LA Live
- Korean Expo Campus
- La Crosse Center Expansion/Renovation
- Los Angeles Convention Center Servery Expansion/Renovation
- Mandalay Bay Convention Center Expansion
- Manila Metro World Trade Center
- MCI Telecommunications Conference Center
- Meixi Lake Exhibition Center
- Minneapolis Convention Center
- Moscone Convention Center
- Nashville Convention Center Expansion
- Chicago Navy Pier Convention Center
- New Orleans Convention Center Study
- Oriental Valley Convention Center & Hotel
- Phoenix Convention Center Expansion
- Qingdao Convention & Exhibition
- Sands Las Vegas Expo & Convention Center
- Sharjah Convention Centre
- Staforf Conference Center & Performing Arts
- South Texas College of Law Conference Center
- Tokyo Conference Center Benchmark
- Vdara Hotel Conference Center & Ballrooms

KEY TEAM MEMBERS



BILL BAXLEY
AIA, NOMA
Principal in Charge
bill_baxley@gensler.com

For more than 30 years, through an approach that emphasizes dialogue, transparency, and inquiry, Bill leads teams in the creation of dreams that support the dynamic framework of life. His work has been awarded locally and nationally for the creation of public, corporate, and educational projects.

PROJECT EXPERIENCE:

- | | |
|---|--|
| City Club Development, Sioux Falls, SD | Delta Air Lines, MSP Airside Modernization, St. Paul, MN |
| Minneapolis Convention Center Strategic Plan, Minneapolis, MN | The Dayton’s Project, Building Repositioning, Minneapolis, MN |
| Minneapolis Convention Center, On-Call Services, Minneapolis, MN | North Loop Green, Mixed-Use Master Plan, Minneapolis, MN |
| Mountain View Hotel, Mountain View, CA | Confidential Client Mixed-Use Development Market, Analysis Study & Master Planning |
| Resort & Casino, Philipsburg, Saint Maarten | Amway Grand Plaza and Hotel, Tower Reclad, Grand Rapids, MI |
| Santee Sioux Tribe, Royal River Casino Expansion and Renovation, Flandreau, SD* | Intelligence Community Campus, Bethesda, MD* |
| Band of Ojibwe, Grand Casino, Mille Lacs, MN* | |
| Eddy’s Resort Expansion Master Plan, Mille Lacs, MN* | |

*Work prior to Gensler



SAM EDELSTEIN
AIA, LEED AP

Project Manager
Day-to-Day Contact
sam_edelstein@gensler.com

Sam will be the project manager directing and coordinating the work of the project team and other staff members. Working closely with our collective team, Sam will be responsible for securing required approvals, schedule preparation, and assuring that deliverables are met.

PROJECT EXPERIENCE:

Dept. of General Services, Resources Building, Sacramento, CA*
Dept. of General Services, Richards Blvd. Office Complex, Sacramento, CA*
3M Building (Multiple Projects), Maplewood, MN*
4Front Master Plan, Entitlements + Site Development, Oakdale, MN*
Bayada Headquarters, Pennsauken, NJ*
Boston Scientific Weaver Lake - Campus Master Plan, Maple Grove, MN*
Carleton College Weitz Center for Creativity, Northfield, MN*

Confidential Client, New Headquarters Tower, Cleveland, OH*
Drexel University Antoinette Westphal College of Arts & Design URBN Center, Philadelphia, PA*
Dupont Building Re-Development - Chemours HQ + 101 Dupont Place, Wilmington, DE*
Kindeva, Woodbury, MN*
Public Library Central Library, Madison, WI*
County Library Central Library, Tulsa, OK*
Aon Center Plaza, Chicago, IL*

**Work prior to Gensler*



ANDREW OBENDORF
AIA, NCARB

Design Director
andrew_obendorf@gensler.com

Andrew will establish the overall design direction, lead the conceptual design, advise project designers, and measure overall design against program and project objectives. He will direct the envisioning process and develop design concepts while working closely with the client to ensure their overall vision is realized.

PROJECT EXPERIENCE:

City Club Development, Sioux Falls, SD
8080 Lakeshore Drive Master Plan, Chicago, IL
1000 W Madison - Bathhouse, Chicago, IL
The 78 Mixed-Use District, Chicago, IL
121 + 150 Fayetteville Street, Raleigh, NC
The Shops at North Bridge Chicago Concept, Chicago, IL
1510 W Carroll, Chicago, IL
330 N Green - Concept Study, Chicago, IL
Lincoln Yards South - Parcel E Chicago, IL

1201 Brickell Bay Design Competition, Miami, FL
Confidential Technology & Manufacturing Campus, Dallas, TX
345 N Aberdeen Concept, Chicago, IL
350 N Morgan Concept Design & Entitlements, Chicago, IL
800 West Fulton Market, Chicago, IL*
100 Mount Street, Sydney, Australia*
Bank of China Headquarters, Ningbo, China*
Block 9, Fargo, ND*

**Work prior to Gensler*



GABE HANSON
AIA, LEED AP BD+C

Resilience Leader
gabe_hanson@gensler.com

Gabe co-leads Gensler's global Net Zero and High Performance projects working group crafting the action plan to reduce all global greenhouse gas emissions associated with Gensler projects by 2030. He brings a sensitivity and passion for place, combined with an expertise in organization, communication, and complex problem-solving.

PROJECT EXPERIENCE:

Minneapolis Convention Center Strategic Plan, Minneapolis, MN
Minneapolis Convention Center, On-Call Services, Minneapolis, MN
Bally's Chicago, Chicago, IL
Amway Grand, Hotel Reclad, Grand Rapids, MN
JW Marriott Grand Rapids Spa, Grand Rapids, MI
Grand Rapids Convention Hotel, Grand Rapids, MI
citizenM Hotel, Seattle, WI
North Loop Green Master Plan, Minneapolis, MN
Confidential Mixed-Use Master Plan, Minneapolis, MN

Hunter's Point San Francisco Master Plan
Stadium District Masterplan, Seattle, WA*
Cherry Creek West Development Master Plan, Denver, CO
AREA15 District, Las Vegas, NV
Pacific Place, Seattle, WA
The Terry Thomas Net Zero Ready Office Building, Seattle, WA* *Winner AIA National Committee on the Environment (COTE) Top Ten Sustainable Projects; AIA Local and Regional Honor Award-Winning 4-Story commercial office building.*
**Work prior to Gensler*



MARIE FERNANDES
AIA, LEED AP BD+C

Project Architect
marie_fernandes@gensler.com

Marie leads the technical efforts of the project to ensure all applicable codes are met. She will also provide architectural support early in the project to ensure design elements are properly detailed and cost effective. Her responsibilities will include coordination with engineering consultants, City and regulatory interface, preparation of bid documents, construction documents and construction administration.

PROJECT EXPERIENCE:

Navy Pier, Mixed Use & Entertainment District Redevelopment, Chicago, IL
Hilltop Mall, Master Plan & Repositioning, Richmond, CA
2045 Pacific Highway, San Diego, CA
Mercedes-Benz USA Hqtrs, Sandy Springs, GA
NVIDIA, Corporate Campus, Santa Clara, CA
Workday Development Center (Exteriors), Pleasanton, CA
Wurth Electronics Midcom Headquarters, Watertown, SD

84.51 Centre, Cincinnati, OH
Rubicon Point Partners, San Bruno Bayhill Development, San Bruno, CA
Transamerica Pyramid Center, 545 Sansome Repositioning, San Francisco, CA
Stoneridge Corporate Plaza Repositioning & Master Plan, Pleasanton, CA
W.P. Carey 4747 Willow Road Building Repositioning, Pleasanton, CA
Flandreau Santee Sioux Tribe, New Wellness Center, Flandreau, SD



ERIC STULTZ, AIA, LEED AP

Principal
eric_stultz@gensler.com

Eric will provide convention center design expertise informed by over three decades of experience with complex, technical, and fast-track convention center projects. In his 30+ years, he has worked on a broad range of building types and services, and has been recognized consistently for design and technical excellence. Eric co-founded Gensler's Convention Center Practice Area.

PROJECT EXPERIENCE:

Minneapolis Convention Center Strategic Plan, Minneapolis, MN
La Crosse Center Expansion/Renovation, La Crosse, WI
Austin Convention Center, Expansion Site Study, Austin, TX
Century Plaza Hotel, Los Angeles, CA
COEX, Seoul, South Korea
Culver Studios Master Plan Entitlements, Culver City, CA
Costa Rica National Convention Center, San Jose, Costa Rica
Dallas Cowboys Headquarters at The Star, Frisco, TX

Exhibition City Master Plan Entitlements, Las Vegas, NV
Expo City, Dubai, UAE
Expo City, SongDo, Korea
Ford Center at The Star, Frisco, TX
Gaylord National Harbor Hotel & Convention Center, Forest Heights, MD
Los Angeles Convention Center Master Plan
Medford Oregon Conference Center Master Plan
Navy Pier Festival Hall and Aon Grand Ballroom, Chicago, IL
Panama Convention Center Design Competition
Panama City, Panama 45,000 m



LORI MUKOYAMA

Interior Designer
lori_mukoyama@gensler.com

An interior designer, Lori has led numerous branding and interiors projects throughout her 25 years in the industry, playing an integral role in the design of some of the most successful and award-winning hospitality spaces across North America, Asia, Europe, and the Middle East.

PROJECT EXPERIENCE:

Grand Hyatt São Paulo, São Paulo, Brazil
Point Place Casino Expansion, Bridgeport, NY
15th & High, OSU Hotel Interiors, Columbus, OH
Amway Grand Plaza Hotel, Multiple Projects, Grand Rapids, MI
Confidential Boutique Hotel Interiors, Ada Township, MI
Confidential Integrated Luxury Resort, Orlando, FL
Confidential Hotel, Bar, and Spa, Lake Geneva, WI
Curio by Hilton, Chicago, IL
EVEN Hotel at Tinley Park Convention Center
PIP Renovation, Tinley Park, IL

Hyatt Regency McCormick Place, Chicago, IL
Meeting Rooms and Ballroom Renovation
W Marriott, Guestrooms Renovation, Lobby Renovation, Spa Renovation, Grand Rapids, MI
Marriott Marquis at McCormick Place, The Tap at McCormick Place, Chicago, IL
Morton Hotel Conversion, Resi to Extended Stay, Grand Rapids, MI
Navy Pier Redevelopment, Fifth Third Bank Family Pavilion + Food Hall, Peoples Energy Welcome Pavilion, East End Development Master Plan, Chicago, IL

ARCHITECT AND ENGINEERS



eapc.net | 701.461.7222

With six offices across North Dakota, EAPC has deep roots in the communities we serve—including Fargo. For over 58 years, we’ve partnered with cities across the state to bring forward-thinking design solutions to projects that strengthen public life. The Fargo Convention Center represents a bold investment in the region’s future, and we’re proud to offer the local knowledge and experience to help make it a reality.

We have a long history of successful collaboration with national consultants and design architects. Our role is to support the design vision with responsive leadership, technical excellence, and an unwavering commitment to the project’s success. We take pride in working as true partners—ensuring seamless coordination, honoring the design intent, and delivering results that exceed expectations.

58 YRS EXPERIENCE	200 EMPLOYEES	10 LOCATIONS	3100 DeMers Avenue Grand Forks, ND 58201 HEADQUARTERS	112 N. Roberts Street Ste 300 Fargo, ND 58102 LEAD OFFICE
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ALAN DOSTERT
AIA, NCARB, PRESIDENT
Partner
alan.dostert@eapc.net
ND Architect #1057

Alan brings 44 years of architectural leadership to the table—an asset particularly vital for high-profile civic projects like the Fargo Convention Center. Throughout his career, Alan has led the design and delivery of projects ranging from large-scale public venues to complex remodels and community-focused spaces. Alan is deeply involved from concept through completion, serving as a steady guide for both creative direction and logistical coordination. His dedication to thoughtful, responsive design and long-standing client partnerships make him uniquely suited to shepherd this important project for the Fargo community.

PROJECT EXPERIENCE:

BSC Multipurpose Athletic Center, Bismarck, ND	Energy Wellness Center (Beulah Park District), Beulah, ND
Spirit Lake Casino and Resort, Renovation and Addition, St. Michael, ND	FM Joint Transit Facility, Fargo, ND
Woodhaven Mixed Use Complex, Fargo, ND	Fargo Public Safety Facility, Fargo, ND
Sheyenne Plaza Mixed-Use, West Fargo, ND	Fargo Fire Station #8, Fargo, ND
Plaza Pavillion, West Fargo, ND	West Fargo Fire Department Headquarters, West Fargo, ND
NDSU Peltier Complex, Fargo, ND	



LEAP CHEAR
AIA, NCARB, LEED AP
Project Executive
leap.chear@eapc.net
ND Architect #1717

Leap brings a comprehensive architectural background that spans every phase of project development—from master planning and programming to design, budgeting, construction administration, and post-occupancy evaluation. His experience guiding complex, multi-stakeholder projects makes him a valuable partner for a civic initiative of this scale. As a sector leader at EAPC, he is known for assembling and mentoring high-performing teams driven by purpose and collaboration. Leap’s guidance and client-first mindset make him well-suited to help deliver a facility that will serve Fargo’s residents for decades to come.

PROJECT EXPERIENCE:

Bismarck State College Multipurpose Athletic Center, Bismarck, ND	Spirit Lake Casino and Resort, Renovation and Addition, St. Michael, ND
SDSU First Bank & Trust Arena, Brookings, SD	Isleta Casino Sportsbook Center and Restaurant Pre-design, Albuquerque, NM*
Best Western Glo, Sioux Falls, SD	Urban Development Concept Design*, Sioux Falls, SD: completed with Gensler
Best Western Plus, St. Peter, MN	
Comfort Inn & Suites, Rapid City, SD	
Hawthorne Suites, Grand Junction, CO	

*Work prior to EAPC



TODD JELINSKI
AIA, NCARB
Project Manager
Hospitality Specialist
todd.jelinski@eapc.net
ND Architect #1717

Todd brings specialized expertise in hospitality and commercial design, making him well-suited to manage the detailed demands of the Fargo Convention Center project. As Project Manager, he is deeply involved from early programming and concept development through construction oversight. Todd is known for his thoroughness, collaborative approach, and belief that “successful delivery is in the details.” His commitment to communication and client satisfaction ensures every phase runs smoothly and no question goes unanswered.

PROJECT EXPERIENCE:

Fairfield Inn & Suites, Denver, CO;	stayAPT Suites: Bryan, TX; Huntsville, AL;
Northfield, MN*	Killeen, TX; Lackland, TX; Live Oak, TX;
Hampton Inn, Dexter, MO*	Webster, TX*
Home2 Suites: Bowie, MD; East Hanover, NJ;	Veterans Square Building I, Fargo, ND*
Poughkeepsie, NY*	University of North Dakota, Ralph Englestad
Springhill Suites, Bismarck, ND*	Hockey Arena, Grand Forks, ND*
Holiday Inn, Glendale, AZ*	
Holiday Inn Express, Green River, UT*	

*Work prior to EAPC



RODNEY BISCHOF
AIA, NCARB
Director of Design Process
rodney.bischof@eapc.net
ND Architect #3415

Rodney brings a disciplined, client-centered approach to every project. He is known for creating functional, enduring spaces that align with long-term goals while reflecting the client’s vision. With a strong focus on sustainability, Rodney incorporates environmental, social, and economic impacts into his design thinking—whether pursuing certification or simply using its principles to guide responsible decision-making. His expertise ensures the Fargo Convention Center will be both visionary and lasting in its impact.

PROJECT EXPERIENCE:

BSC Multipurpose Athletic Center, Bismarck, ND	UJ Place Mixed Use Development, Jamestown, ND
Spirit Lake Casino and Resort, Renovation & Addition, St. Michael, ND	West Fargo Fire Department Headquarters, West Fargo, ND
Isleta Casino Sportsbook and Restaurant PreDesign, Albuquerque, NM	UND STEM Education Center, Grand Forks, ND
Peltier Complex, NDSU, Fargo, ND	Williston Career & Technical Education Center, Williston, ND
Energy Wellness Center (Beulah Park District), Beulah, ND	USD Slagle Hall Auditorium Renovation, Vermillion, SD
SDSU First Bank & Trust Arena Renovation & Addition, Brookings, SD	Mason City Public Library Addition and Renovation, Mason City, IA



WHITNEY BOURGOIS
AIA, NCARB
Project Architect
whitney.bourgois@eapc.net
ND Architect #3394

Whitney brings over a decade of experience across diverse sectors including healthcare, education, housing, and recreation—making her well-equipped to support the multi-use needs of the Fargo Convention Center. She contributes throughout all phases of design and construction and is highly skilled in BIM, 3D modeling, and visual communication. Whitney’s ability to translate ideas into compelling visuals helps clients clearly envision the potential of their space from the earliest stages.

PROJECT EXPERIENCE:

University of Jamestown Nursing Simulation Lab, Fargo, ND	Sheyenne Plaza, West Fargo, ND
Isleta Casino Sportsbook Center and Restaurant Pre-design, Albuquerque, NM	Energy Wellness Center (Beulah Park District), Beulah, ND
Dickinson State University Athletic Complex, Dickinson, ND	UJ Place Mixed-Use Development, Jamestown, ND

CIVIL ENGINEERING



kljeng.com | 701.232.5353

KLJ Engineering LLC (KLJ) is a multi-discipline engineering consulting firm specializing in the transportation and municipal market. Since 1938, KLJ has served city, county, state, federal, Departments of Transportation (DOT), Tribal, and private clients, providing planning, design, and construction engineering services for infrastructure projects. Our disciplines include civil, structural, environmental, cultural resources, survey, right-of-way (ROW), Geographic Information System (GIS), electrical, water resources, Subsurface Utility Engineering (SUE), and construction engineering, supported by our grant writing and public engagement experts. We are an employee-owned firm with a staff of nearly 600 in 24 offices across North Dakota, South Dakota, Colorado, Minnesota, Montana, Wyoming, New Mexico, and Texas.

87 YRS EXPERIENCE	600 EMPLOYEES	24 LOCATIONS	400 E. Broadway Ste 600 Bismarck, ND 58501 HEADQUARTERS	300 23rd Avenue E., Ste 100 West Fargo, ND 58078 LEAD OFFICE
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SCOTT MIDDAUGH, PE
Senior Project Manager
scott.middaugh@klj.com

Scott has 18 years of design, construction experience, and project management experience on projects ranging from rural highways to urban arterials. He possesses expertise in all phases of project development—from planning and permitting through design, construction, and closeout. He is adept at coordinating multidisciplinary teams, managing public and private stakeholders, and working with contractors. Scott has led some of the largest within KLJ. Currently, KLJ is a subconsultant to a firm to complete the environmental documentation and approval for the replacement of the 12th Avenue North Bridge between Fargo and Moorhead.

PROJECT EXPERIENCE:

- 42nd Street/DeMers Avenue Railroad Grade Separation, Grand Forks, ND
 - Preliminary design, environmental approval, and public coordination including mitigation for Ray Richards Golf Course
 - Partnered with NDDOT and BNSF
 - Secured \$30M Railroad Crossing Elimination Grant to advance project to construction
- 64th Avenue Reconstruction, Fargo, ND
 - Planning, preliminary design, survey, and environmental approval (CATEX)
 - Multi-phase roadway and bridge design with shared-use paths, utilities, pedestrian underpasses, and future five-lane and interchange accommodations
 - Early segments constructed between 2020-2022



SCOTT BOLLINGER, PE
Civil Engineer
scott.bollinger@klj.com

Scott has a diverse engineering background on various projects within municipal, transportation, and land development, with experience in platting, wetland mitigation, specifications, and cost estimates, as well as design of roadways, trails, water distribution systems, sanitary sewer systems, stormwater systems, ponds, erosion control, water quality measures, and site plans.

PROJECT EXPERIENCE:

- Public Works Administrative Building Parking Lot, Fargo, ND
Southside Fueling Station, Fargo, ND
- 2nd Street Pedestrian Bridge, Fargo, ND
Ground Transportation Center, Fargo, ND

RELEVANT PROJECT EXPERIENCE

2ND STREET PEDESTRIAN BRIDGE

Fargo, ND

The City of Fargo aimed to revitalize downtown with a pedestrian bridge over 2nd Street, connecting the Red River Greenway to the Civic Plaza and improving mobility, safety, and multimodal access. KLJ, Michael Baker, and Folkways led the project with public and agency coordination, including a steering committee, community focus group, and visualized design alternatives. Based on community feedback, the project was ultimately abandoned, highlighting the role of public input in planning and design.



PUBLIC WORKS ADMIN BUILDING HVAC UPGRADE AND PARKING LOT IMPROVEMENTS

Fargo, ND

As part of the 2020 Public Works Campus master plan, the City of Fargo renovated an 18,500-square-foot building at 2401 3rd Avenue North to meet 20-year growth projections. KLJ provided project management, structural and civil engineering, surveying, bidding assistance, and construction administration, while consultant teams delivered architectural, mechanical, and electrical design. Upgrades included replacing HVAC equipment and controls, installing finned tube radiation, modifying the mechanical room, updating electrical systems, replacing the parking lot, and improving site drainage. These improvements increased efficiency, reducing heating and cooling costs by 50 percent.



SOUTH SIDE FUELING STATION

Fargo, ND

KLJ assisted Fargo Public Works with design, bidding, and construction services for a new fueling station, water filling station, and future maintenance facility in south Fargo. Services included project management, surveying, civil and electrical engineering, bidding assistance, and construction administration. Surveying covered control, boundary, and topographic work with a basemap, while civil design addressed site layout, grading, utilities, and erosion control. Electrical design included power distribution, site lighting, security, and fiber for the fueling and water stations.



FIRE STATION #5

Fargo, ND

Since August 2021, KLJ has monitored foundation concerns at the building. Settlement in the southeast corner caused cracks in the masonry walls and slab, and the south exterior door became inoperable. Investigation revealed that tree roots in the area depleted moisture in the clay soils, leading to shrinkage and settlement. Two repair options were evaluated—stabilizing the foundation with helical piers or demolishing and replacing the affected section. The city chose demolition and replacement of the 2,800-square-foot south living quarters. In 2024, KLJ was selected for design, bidding, and construction, with foundations extended eight feet to reduce future settlement. Renovations include new sleeping rooms, offices, restrooms, kitchen/dining, workout, and laundry areas, along with upgraded HVAC, plumbing, and electrical. KLJ provided full project management and engineering services. Design was completed in 2024, with construction expected by August 2025 at an estimated cost of \$2 million.





mcgough.com | 701.639.6282

Incorporated in 1956, McGough is one of the nation’s premier construction firms offering full-service construction capabilities. Beginning more than 60 years ago with Peter McGough and his six sons, the company remains family-owned to this day. McGough has earned a well-deserved reputation for best-in-class construction for best-in-class clients. We’ve built notable major educational campuses; high-end healthcare facilities; community facilities; commercial properties; public and worship spaces; state-of-the-art data centers and science facilities; high-profile corporate campuses and office buildings; and award-winning residential and mixed-use projects. Our accomplishments rest upon a foundation of core values that play a vital role in each of our projects.

Integrity and transparency are core to the way we work. That’s why our collaborative approaches return 100% of cost savings to the owner and employ an open book approach, giving owners access to actual costs at all times. This approach, together with our uniquely customer- and partner-centric company culture, has shaped more than six decades of successful project outcomes, throughout which McGough has never been in litigation with an owner or architect—a particularly rare accomplishment in our industry. We establish true partnerships with owners, design teams, project consultants, and subcontractors early on in our projects, and as a result they are often lasting relationships.

69 YRS EXPERIENCE	900+ EMPLOYEES	14 LOCATIONS	2737 Fairview Ave. North St. Paul, MN 55113 HEADQUARTERS	630 First Ave. North, Ste. 8 Fargo, ND 58102 LEAD OFFICE
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RICH SLAGLE
Director of Development
rich.slagle@mcgough.com

Rich brings extensive experience in community outreach and public relations, with a focus on fostering meaningful engagement throughout the Fargo-Moorhead-West Fargo region. He has held numerous leadership roles, including Vice Chair of the Fargo Planning Commission, Commissioner for the Metropolitan Council of Governments, Community Director during the 2010–2011 Flood Fight, and board member for organizations such as the Essentia Health Foundation, North Dakota State College of Science, Fargo Parks Foundation, and the Fargo Air Museum. He is focused on the long-term client relationships in the Fargo community, bringing extensive experience and a deep understanding of the local landscape. His expertise spans across various sectors, making him a valuable asset in driving meaningful connections and impactful initiatives across the state of North Dakota.

PROJECT EXPERIENCE:

Fargo Parks Sports Center, Fargo, ND
Hector Airport Expansion, Fargo, ND
Minot State, Hartnett Hall Renovation, Minot, ND
NDSU Engineering + Computational Sciences, Fargo, ND

Community Center Library, Moorhead, MN
Elementary School Addition, Parshall, ND
Medina Public Schools, Medina, ND
Twining K-12 Public School, Grand Forks, ND
Fargo Public School, MSA, Fargo, ND



SPENCER HILDE, PE
Principal in Charge
spencer.hilde@mcgough.com

Spencer represents the company ownership and will provide executive leadership for the project team. He will develop an understanding of the key project goals and will ensure that the necessary resources are available to achieve and exceed the owner’s desired results.

PROJECT EXPERIENCE:

Fargo Parks Sports Center, Fargo, ND
UND O’Kelly Hall, Grand Forks, ND
Minot State, Hartnett Hall Renovation, Minot, ND
NDSU Engineering + Computational Sciences, Fargo, ND
UND Student Memorial Union, Grand Forks, ND
UND Pollard Athletic Center Addition, Grand Forks, ND
Becker County Public Works, Detroit Lakes, MN

Elementary School Addition, Parshall, ND
Medina Public Schools, Medina, ND
Twining K-12 Public School, Grand Forks, ND
Fargo Public School, MSA, Fargo, ND
Terex Utilities Replacement Facility, Watertown, SD



OLIVER FINNEMAN, HCC
Director of Preconstruction
oliver.finneman@mcgough.com

Oliver will play a key role in leading the pre-construction efforts for the Convention Center, helping coordinate communication and planning with EAPC, Gensler, and the Kilbourne Group. He will provide proactive leadership during the scope development phase—including design reviews, budget estimates, value engineering, constructability and schedule reviews. During the preconstruction phase, he will keep the entire team focused on maximizing the owner’s program within the established budget by providing detailed, reliable and timely estimates to allow the design and owner teams to make well informed decisions.

PROJECT EXPERIENCE:

Fargo Parks Sports Center, Fargo, ND
UND O’Kelly Hall, Grand Forks, ND
Minot State, Hartnett Hall Renovation, Minot, ND
UND Flight Operations Building, Grand Forks, ND
Block 9, Fargo, ND
Block 9 Parking Ramp, Fargo, ND

Broadway Square, Fargo, ND
Elementary School Addition, Parshall, ND
Medina Public Schools, Medina, ND
Twining K-12 Public School, Grand Forks, ND
Fargo Public School, MSA, Fargo, ND



MIKE BRATTON
Director of Field Operations
mike.bratton@mcgough.com

Mike is responsible for overseeing all construction-related activities for McGough in North Dakota. He has significant experience with complex projects and logistically challenged sites that range from erecting an 18-story structure in Downtown Fargo to attaching a critical access hospital to an existing occupied nursing home. Mike is creatively skilled in handling the many different challenging situations for these projects. He is a great communicator and his focus and dedication to the Client’s needs and technical skill abilities make him a perfect fit for the Fargo Convention Center project.

PROJECT EXPERIENCE:

Fargo Parks Sports Center, Fargo, ND
Hector International Airport, Terminal Expansion, Fargo, ND
Minot State, Hartnett Hall Renovation, Minot, ND
UND O’Kelly Hall, Grand Forks, ND

Elementary School Addition, Parshall, ND
Medina Public Schools, Medina, ND
UND Student Memorial Union, Grand Forks, ND
UND Pedestrian Mall, Grand Forks, ND

CONFLUENCE

thinkconfluence.com | 701.235.3990

Confluence is a professional consulting firm comprised of landscape architects, urban designers and planners. Our staff of 75+ includes 40 licensed landscape architects and AICP certified planners—and our firm is comprised of energetic, creative, and passionate people who are involved in making our communities better places to live. We assist our clients on a wide range of public, educational, institutional and private sector projects. Our landscape architects are licensed to practice in Alaska, Arkansas, California, Colorado, Connecticut, Georgia, Kansas, Idaho, Illinois, Iowa, Michigan, Minnesota, Missouri, Montana, Nebraska, New Mexico, Nevada, North Dakota, Ohio, Pennsylvania, South Dakota, Tennessee, Texas, Utah, Wisconsin, and Wyoming—and this list continues to grow to meet our clients’ needs.

WHAT WE DO

Simply stated—we create places full of life. The diversity of our work and expertise has become a hallmark of our firm, and it’s a big reason why our clients engage us again and again to help establish their next creative vision for the future. We offer a wide array of design and planning capabilities, handling everything from stakeholder and community engagement activities, to crafting urban design and community planning solutions, to representing our clients during construction implementation. With over twenty years of award-winning experience and hundreds of completed projects, Confluence has shaped the practice of landscape architecture, planning and urban design across the Midwest, and we love what we do. What can we do for you?

HOW WE WORK

Our creative process is focused on collaboration and insightful interaction with our clients, consultants and the community in which we work. We begin by gaining an insightful and objective understanding of each project, including how it fits into the surrounding context. From vision to completion, our team excels in collaborating to shape and achieve your “what’s next”—while also planning ahead on your long-term strategy. The diversity of our practice and professional experience provides a solid framework upon which to build successful strategies for achieving our client’s goals.

25 YRS EXPERIENCE	75+ EMPLOYEES	9 LOCATIONS	210 Broadway N, Ste 401 Fargo, ND 58102 HEADQUARTERS
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KEY TEAM MEMBERS



WM. CHRISTOPHER CLINE
ASLA, PLA

Senior Principal
Urban Design Lead

ccline@thinkconfluence.com

Chris brings creative urban design and planning experience to benefit clients and projects of all types. He is adept at establishing creative processes that build consensus through hands-on community involvement and stakeholder interaction.

PROJECT EXPERIENCE:

Irving Convention Center: Conceptual Master Planning, Irving, TX*	BluHawk Mixed Use Development, Overland Park, KS
KC Convention Center: Master Plan, Kansas City, MO*	Kansas State University: Seaton Regnier Hall, Manhattan, KS
KC Convention Center: Ballroom Expansion, Kansas City, MO*	Kansas City University: Campus Master Plan, Kansas City, MO
Destination KC: Convention District Master Plan, Kansas City, MO*	Kansas City University: CMEI Center, Kansas City, MO
Barney Allis Plaza Feasibility Study, Kansas City, MO	University of Kansas: Central District Development, Lawrence, KS
Mid-America Center Arena + Convention Center Complex, Council Bluffs, IA*	Mark Arts at the Mary R. Koch Arts Center, Wichita, KS
SOLO, Performing Arts District Plan, Kansas City, MO*	Downtown KC 2030 Strategic Plan, Kansas City, MO
Grand Farm Phase 2 Master Plan, Casselton, ND	Beyond the Loop, Kansas City, MO
Wichita Art Museum Art Garden, Wichita, KS	Legacy Park Amphitheatre, Lee’s Summit, MO
Linden Square Amphitheater, Gladstone, MO	<i>*Work prior to Confluence</i>



LAURA BOWLES
ASLA, PLA

Project Manager
Landscape Architecture

lbowles@thinkconfluence.com

Laura has a wealth of experience in design and project management in commercial, open space, and residential projects. She strives to ensure projects will be remembered by the communities and individuals that choose to spend their time.

PROJECT EXPERIENCE:

Grand Farm Phase 2 Master Plan, Casselton, ND	University of Jamestown Chapel, Jamestown, ND
Fargo Public Schools, Community Driven Re-development Plan, Fargo, ND	Minnesota State University-Moorhead Alumni Center, Moorhead, MN
Fargo Park District Master Plan, Fargo, ND	International Peace Garden Physical MP & 10-Year Strategic Plan, Dunseith, ND
Applied Digital, Ellendale, ND	VA Garden of Healing, Fargo, ND
Garden of Healing Master Plan, Fargo, ND	Red River Greenway Study, Fargo, ND
FM Rotary Natural Playground, Fargo, ND	404 Rooftop Sky Barn, Fargo, ND
Teddy Roosevelt Presidential Library, Medora, ND	World Garden Commons at Rabanus Park, Fargo, ND
Fargo Sports Complex Phase 2, Fargo, ND	Rivers Bend at the Preserve, West Fargo, ND
Anne Carlsen Center - Pathways, Jamestown, ND	
Pearson’s Pond Development, Arthur, ND	
City of Milnor Placemaking Project, Milnor, ND	

FOLKWAYS

folkways.org | 701.371.8208

Folkway Studio is a community-building and placemaking consultancy. With a focus on placemaking and public engagement, Folkways collaborates with architects, designers, and engineering firms to develop solutions for city and private clients. Folkways takes a multifaceted approach to planning, designing, and managing public spaces. Founded in 2015, Folkways has launched several successful community initiatives aimed at enhancing the quality of life for residents, workers, and visitors in Fargo-Moorhead.

Folkways has rapidly designed and grown community programs, such as the Red River Market, which began with 10 vendors and 500 visitors. It now hosts 80 vendors and over 5,500 visitors weekly, as well as seasonal events like Christkindlmarkt, a German-inspired holiday market that takes place in mixed-use venues around Downtown Fargo. Folkways has collaborated with architectural and development firms, design consultancies, and other organizations to provide strategic support for urban infill projects, mixed-use developments, and municipal master planning, with a particular emphasis on downtown regions.

10 YRS EXPERIENCE	1 LOCATION	210 Broadway N Ste 202 Fargo, ND 58102 HEADQUARTERS
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JOE BURGUM
Principal
joe@folkways.org

Joe Burgum is a community builder and entrepreneur with a background in human-centered design, urban design, and tactical urbanism. As Principal and Co-Founder of Folkways Studio, Joe uses his decade-long experience in design and community strategy to create meaningful solutions to local needs. Whether it's through activating urban areas with projects like the Red River Farmers Market or spearheading wayfinding infrastructure for his residential neighborhood, Joe is actively initiating new ways for others to engage with and participate in their communities.



SIMONE WAI
Principal
simone@folkways.org

Simone Wai co-founded Folkways and serves as its Creative Director and Chief of Staff. She creates moments of wonder and magic in both her professional and personal life. At Folkways, she drives community engagement, marketing strategy, and communications. A Moorhead, MN native, Simone studied marketing at the University of Minnesota's Carlson School of Management.

RELEVANT PROJECT EXPERIENCE

FARGO PUBLIC SCHOOL - FUTURE OF CORE NEIGHBORHOOD SCHOOLS - 2024

Folkways, along with Confluence, led a strategic public engagement process to gather sentiment and public opinion regarding the future of four core neighborhood schools in Fargo. The focus of the project was to help Fargo Public Schools envision the future uses of these sites if they were no longer used as schools. Folkways and Confluence engaged community members through one-on-one, online, and in-person events, polling a series of questions and collecting comments about their desires and feelings for each of the four sites.

CITY OF FARGO - 2ND AVE PEDESTRIAN BRIDGE - 2022

Folkway worked alongside KLJ and Michael Baker International, providing strategic insights and facilitating public engagement to understand public sentiment surrounding the concept of connecting downtown Fargo to the Red River trails on 2nd Avenue. Building on past planning work, Folkways and the KLJ public engagement team hosted open houses and online forms to gather feedback about the selected concepts for the 2nd Ave pedestrian bridge.

MOORHEAD COMPREHENSIVE PLAN - 2021

Folkways worked with Stantec and Toole Design to complete a comprehensive plan for the City of Moorhead. As part of this plan, Folkways focused on Arts & Culture strategic development, with an emphasis on establishing neighborhood identities. Folkways facilitated a community open house for residents to provide insights into the focus areas. They conducted a series of resident engagements while exploring the city on foot to gather local insights further. Folkways led the marketing and promotional strategy for all community engagement on this project.

DOWNTOWN MOORHEAD MASTER PLAN - 2020

Folkways supported Stantec to create the Downtown Moorhead Master Plan. As part of the project team, Folkways identified underutilized and potential locations for public gatherings, as well as highlighted opportunities for public space improvements and placemaking initiatives to aid in the redevelopment of Downtown Moorhead.

Folkways created the Downtown Moorhead Public Space Analysis, which reviewed four locations for future arts and culture events. The analysis examined the current infrastructure and identified areas for improvement, outlining recommendations for the ideal types of events in each space. The analysis also provided recommendations for policy improvements to reduce barriers for community members to organize arts and culture events, such as enhancing the street-closing permit application process, streamlining the food vendor application process, and more.

WEST FARGO PUBLIC LIBRARY - 2021, 2020

West Fargo Public Library was undergoing a strategic planning process for the future of its Library and hired Folkways to gather public sentiment and insights. This project followed a human-centered design approach, starting with interviews from both stakeholders and users of the Library. The study concluded with a robust citywide survey to develop a qualitative report on the thoughts and feelings of the local community regarding the Library's services and programming.

FARGO ARTS AND CULTURE COMMITTEE SURVEY - 2019

The goal of this survey was to gather public input to provide direction for the installation of public art in the City of Fargo. Folkways facilitated a series of client meetings to develop the survey and created a comprehensive marketing and promotion strategy for advertising the public poll.

WORKFLOW CONSULTANT



swapintegration.com

What is SWAP? Strategic Workflow Action Planning

We are a WBE-certified workflow consultant on a mission to optimize team efficiency, facilitate top-notch action planning, and create high performing teams.

SWAP Integration provides integrated scheduling services customized to your project needs and budget. Specializing in design-based projects for the built environment, SWAP Integration has developed a process that identifies road blocks, builds consensus, and helps your team get to the finish line with really well coordinated drawings. The Milestone SWAP MEET is the cornerstone of our service offerings. Our Weekly Management service supplements the SWAP process and is used to hold your team accountable and stay on track.

- 1. **A VISIONING SWAP MEET** is the first collaborative planning session of the project. This session provides a birds-eye view of the overall project. We evaluate and align all previously created schedules and establish a logical organization of milestones while keeping a pulse on the project goals and expectations. We will identify potential obstacles or areas of concern, review the approval process, and forecast known critical path items.
- 2. **A SWAP MEET** is a milestone driven, collaborative planning session that works to improve the flow of work through a project. During this session, with all of the collaborative minds in the room, we create a series of coordinated action items to meet the project deliverable requirements. Through open communication and transparency, we will build team consensus and give the entire team the confidence to lean into the sequence.
- 3. **WEEKLY MANAGEMENT** is critical to the success of the project. This is how we work the plan we created together. During our weekly check-ins, we review the previous week of work to ensure the planned work was completed and we forecast the coming weeks of work to ensure we are on track. We modify and add to the project schedule during these check-ins to respond to project changes or newly understood constraints.

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YRS EXPERIENCE	EMPLOYEES	LOCATIONS	HEADQUARTERS

“The SWAP integration process has helped our entire team stay accountable and ensured we track critical coordination items all the way through. Heather always brings a great energy to the weekly check-in meetings and asks great questions to keep our project moving forward.”

—Malina Villanueva, COAR DESIGN GROUP

KEY TEAM MEMBER



HEATHER BEMIS
AIA, NCARB, LEED AP BD+C

Founder, Scheduling Expert
hbemis@swapintegration.com

Heather Bemis is an accomplished professional with more than 18 years of experience in the fields of architecture and project management with credentials showcasing her deep industry knowledge and skills. As the owner and lead scheduling expert of SWAP Integration, a nationally recognized woman-owned business, Heather’s expertise covers diverse sectors including aviation, civic/municipal, commercial, community/recreation, healthcare/medical, higher education, K-12, multifamily, retail, senior living, and tribal. Her experience managing projects equips her with the ability to handle a broad array of building-related challenges, stakeholder perspectives, and real-time construction complexities. Heather effectively spearheads project teams applying her unique approach to integrated scheduling. She fosters a collaborative planning process that results in an efficient workflow and well coordinated, timely project deliverables, adding significant value to her clients and project teams.

PROJECT EXPERIENCE:

- Albany Terminal, Albany, NY
- Bear Soldier District Community Center, McLaughlin, SD
- Belcourt Discovery Center, Belcourt, ND
- Bismarck State College Multipurpose Athletic Center, Bismarck, ND
- Cass Lake School Age Project, Bemidji, MN
- Colorado State University (CSU) Allison Hall, Fort Collins, CO
- CSU Allison Hall Visioning, Fort Collins, CO
- CSU Andrew Clark, Fort Collins, CO
- Erie Town Hall, Erie, CO
- Great Northern Event Center, Willison, ND
- Hollidaysburg Veterans Home, Hollidaysburg, PA
- Irvine Animal Care Center, Irvine, CA
- Lewisville Public Safety Campus, Lewisville, TX
- New York State Division of Military & Naval Affairs (DMNA) Statewide EV Study & Design, Various, New York
- New York State Office of Government Services (OGS) Department of Transportation (DOT) Lab Building & Schematic Design, Albany, NY
- New York State OGS Empire State Plaza Survey of Tunnels, Albany, NY
- Peltier Complex, North Dakota State University, Fargo, ND
- Police District 6 Replacement, Denver, CO
- Prairie West Activities Center, Dickinson, ND
- Sonoma County Morgue & Public Health Lab, Sonoma County, CA
- Stanley Vocational Tech & Bus Barn, Stanley, ND
- Tioga School Addition, Tioga, ND
- Westray Multifamily II Visioning, Centennial, CO
- Williston School District Career Technical Education Facility, Williston, ND

TELLING THE STORY OF FARGO

PLACEMAKING THROUGH THE DESIGN PROCESS

At its core, storytelling is about connecting with others - sharing experiences, ideas, and values. That's exactly what the Convention Center will provide - a place to connect and share the story of Fargo. How is that accomplished through design? Key components of a story - Characters, Imagery, Backstory, and Theme - are also key to informing the project design.

Our entire team believes that a well-defined narrative can serve as a "North (of Normal) Star" to create a memorable place by capturing the clients' sentiments about the project and the city, reinforcing the goals and priorities, and provide an overall design intent to direct the entire team.

We asked ourselves where do we personally go to showcase the city to our own guests - and the answers led us to Downtown. Access to both the built and natural environments, ample amenities and experiences, existing venues that can immediately support the Convention Center, and the ability to easily and enjoyably walk between them all guided the site selection and assembling this team.



EXPANDING OPPORTUNITIES

Downtown Fargo has changed much through the years and has developed into a destination for the region - and the team is excited to propose a downtown location for the convention center to further build on that development and expand the opportunities for both the neighborhood and the City.

The project team has been assembled to leverage a deep bench of local knowledge and national expertise in development, design, construction, and operations with experience in Fargo and the surrounding region. Collectively, the team is committed to deliver the best outcome for both the residents of and visitors to the city.

DOWNTOWN AS A LIFESTYLE DISTRICT

Downtown areas throughout the country have been changing from single-use, monolithic central business districts to multi-use lifestyle districts. These lifestyle districts create a more vibrant, connected, and dynamic personal experience that provides a mix of uses - education, entertainment, retail, restaurants, hospitality, sports, and cultural attractions.

As people crave opportunities for social interaction, the development of districts with a diverse mix of spaces and amenities will be highly valued. To attract more visitors beyond traditional uses, mixed-use developments are incorporating amenities like live music, sports, and festivals to foster shared, communal experiences.

This is already happening in Downtown Fargo with events such as Folkways' Christkindlmarkt, Red River Market, and Night Bazaar and development of Block 9 and Broadway Square. The desired amenities and events are in place - and the Convention Center could serve as another catalyst for even more development and engagement.



COMMUNITY
CONNECTOR



THE VALUE
OF THE MIX



PROGRAMMING
FOR EXPERIENCE



CREATING A
NEIGHBORHOOD
CATALYST

GUIDING PRINCIPLES FOR CREATING A DISTRICT



COMMUNITY CONNECTOR

Providing a unique, authentic sense of place inspires kinsmanship and curiosity.

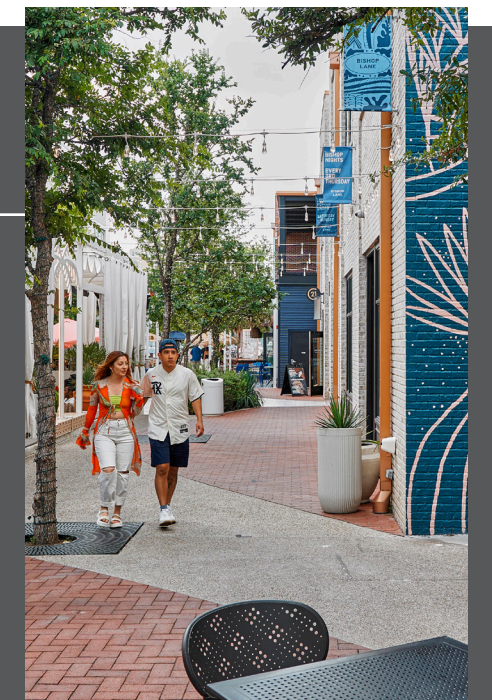
A tangible sense of belonging and aspirational community ties combined with moving first impressions create lasting memories and bring people together and back to the destination. Ensure convenient access to various transportation modes, such as public transit, micro-mobility, and pedestrian pathways, to connect visitors and encourage frequent visits.



THE VALUE OF THE MIX

Embrace engagement and diversity.

Carefully curated environments, tenants, programs, and opportunities create subtle, complex, pleasant, profound, and inspirational impressions. A varied, captivating, and noteworthy experience that aligns with the environment attracts a diverse group of users.



PROGRAMMING FOR EXPERIENCE

Year-round community engagement.

The flexibility of a district, the surrounding buildings, and open space make it an inviting place for both residents and tourists to explore year-round. Encourage engagement through site activation and year-round programming.

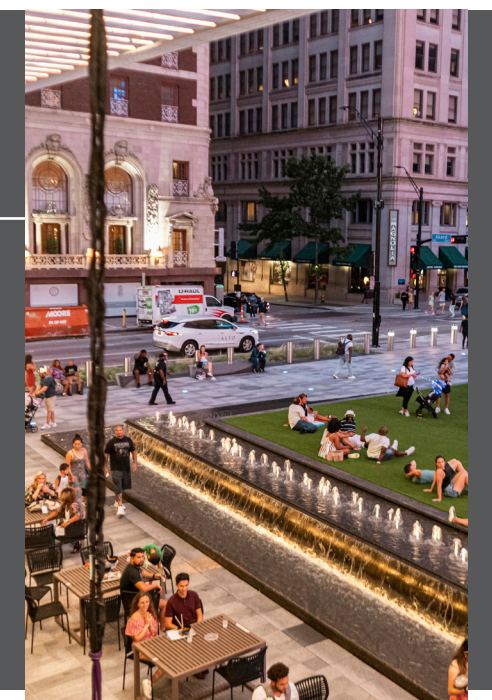
Focus on connecting people with place, with human interaction at the core.



CREATING A NEIGHBORHOOD CATALYST

A center of gravity for downtown Fargo.

Memorable districts are dependent on purposeful, activated public open spaces that encourage interactivity, connectivity, and variety. Curated, branded moments bolster the identity of the place, activate transitional spaces, and play a critical role in authenticity. A district designed for the human experience is active, vibrant, and unique to its respective city, drawing in the community.



PLACEMAKING AS AN AMENITY

Public spaces that can be programmed as community catalysts will be market differentiators. Our team recognizes the importance of well-programmed public spaces that can be used and activated by owners and tenants, and act as catalysts for the surrounding community. With flexible programming and thoughtful placemaking, these developments can transform a single-use development into a valuable, multipurpose community asset.

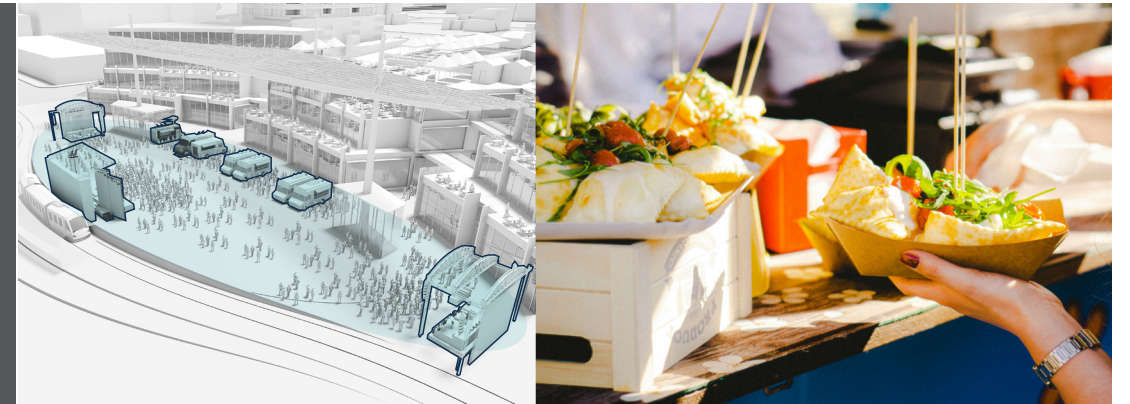
Additional flexibility of the venue and its surrounding buildings and open space creates a place for nearby residents and tourists to visit and explore throughout the year. This flexibility allows the district to remain active as an amenity for the community when it is not in use for major or scheduled events.

Public spaces also function as community connectors providing the opportunity to build a civic district in downtown, and create stronger connections to adjacent parcels and even the riverfront.

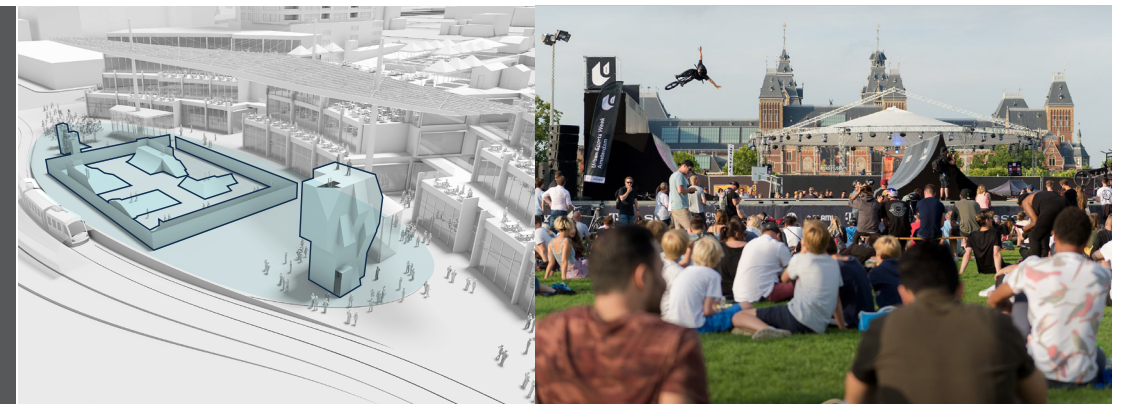
WINTER MARKET



FOOD FESTIVAL

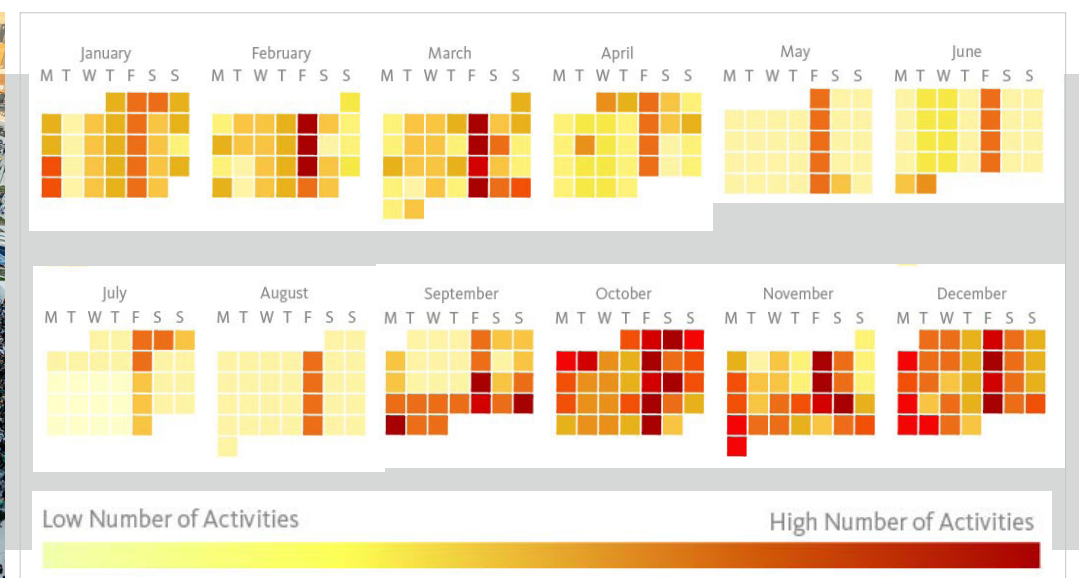


SPORTING EVENT



A Case Study from Another Northern City →

The Milwaukee Bucks Entertainment District, also known as 'Deer District' is an indoor-outdoor sports, retail, and entertainment destination. Designed by Gensler, it features an interactive public plaza that hosts festivals and events year-round - much like the opportunity with the development of the Convention Center in Fargo. It is an example of how integral public space can enhance the experience for both visitors and residents.



CONVENTION CENTER DESIGN

Our team is excited to include Gensler, who has collaborated with several convention center clients on both new and expansion projects. Their team has the depth of expertise necessary in hospitality and convention center design - as well as masterplanning and design for entire lifestyle districts - to provide the memorable experiences your attendees are seeking.

Standing out by exceeding the demands of today's conferences, exhibitions, and trade shows involves making changes and adapting to the current trends:

Making the Event a Local Experience

Attendees are seeking connection, community, and entertainment reflective of the character of the district. Direct access to both Downtown and the Red River emphasize that local connection and including team members such as Folkways provides insight to better inform the design.

Offering Flexible Public Areas

Variety of lounge and seating areas can create spontaneous interactions and networking. This includes access to a variety of outdoor spaces for attendees.

Integrating Advanced Technology

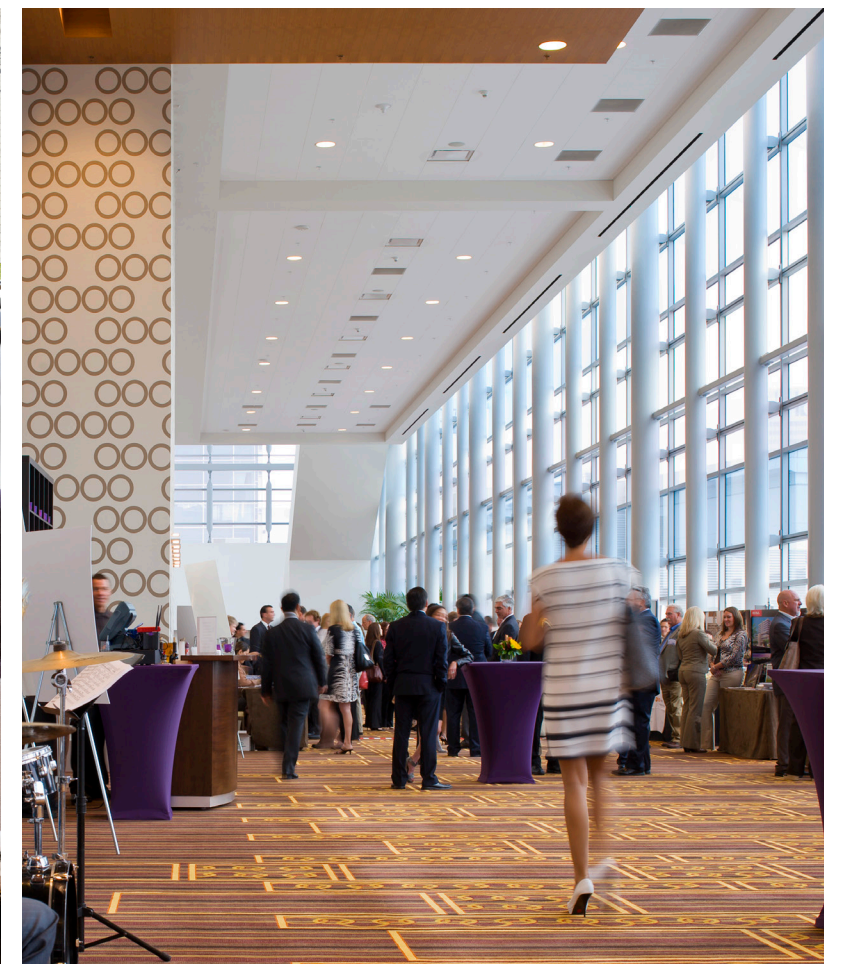
Invest in infrastructure to support ever-changing technology landscape for meeting planners and attendees.

Providing Specialty Food & Beverage

Healthy, locally-sourced options throughout the day are expected from today's attendee. Partnering with local restaurateurs on this team will provide that opportunity.

Planning for the Future

Masterplanning the convention center for planned expansion is important to meet the needs of a growing area. This will include evaluation of nearby event spaces that could also supplement the convention center.



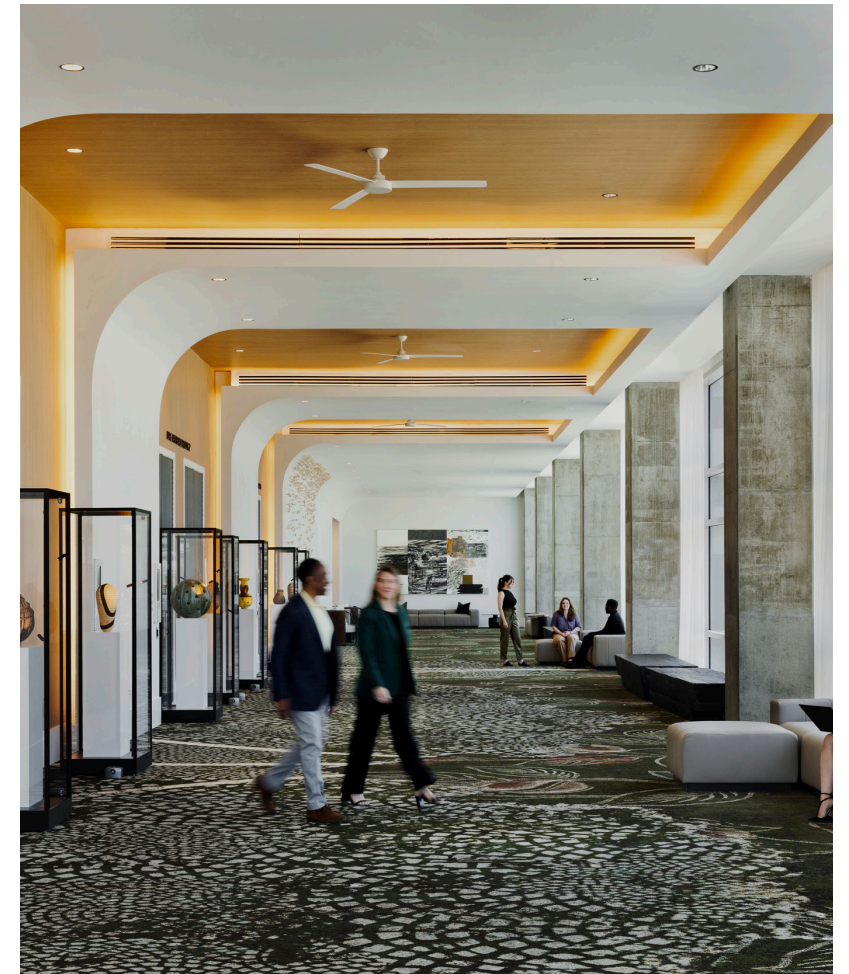
CONFERENCE, EXHIBIT & BALLROOM SPACE

Led with Gensler's expertise, our team will approach conference and ballroom space design from a hospitality perspective—outpacing that of a typical convention center. Flexibility serves as the driver to creating large spaces that provide ample room for entertaining, private dinners, corporate meetings, and more. These spaces serve as a dynamic hub for both convention-goers and the community in the diverse activities of the surrounding district.

Conference rooms are designed with the needs of the presenters in mind, while efficient service zones support them behind the scenes. We respond to the conferee's needs with comfortable seating, high performance acoustics, A/V systems, lighting and temperature control, and ample access to building systems like power, telecom connectivity, to name a few. The design will also focus on back-of-house circulation, providing the loading areas, storage, and support spaces to serve the conference rooms and exhibit space.

But the functional considerations are only part of a successful meeting and event space design. The public space experience and unplanned interaction that take place there will leave the most lasting impression on the guests and draw them back time and time again for business meetings, training events, and leisure activities.

ASM will also provide invaluable insight to the operations of a typical convention center - using their "in the field" experience from their portfolio of 450+ facilities to inform the design for the Fargo Convention Center. Planning for the future is also important and the design will explore and plan expansion opportunities.



Working Collaboratively to Ensure Realization of the Project Vision

The Committee has completed much work and compiled information in preparation for the request for proposal. This work will be incorporated in the design discussions. Meeting the needs of the project requirements will involve fully understanding the implications of early decisions and communicating effectively.

Workflow Management

A project like the Convention Center includes several user groups and team members. Because of this, our team includes SWAP Integration to guide and facilitate the workflow between each member - identifying information needed within the timeline, establishing milestones and how they affect future decision-making, and assisting the entire team to maintain the project design schedule. The ENTIRE team - including the client team - will meet regularly during design to define tasks within their lane and coordinate the schedule with each other.

Community Inclusion and Involvement

The Convention Center is a very visible project for the community and we know there will be great interest in the planning and design. Folkways with the design team has experience in facilitating community engagement opportunities and sharing information and progress with the public. We will work directly with the Convention Center committee to create an action plan for this outreach.



IDENTIFY PROJECT ESSENTIALS

The story for the project is built upon the foundation of IDENTIFYING the project essentials:

- ✓ Identify and clearly define the Users Groups, Client Team Members, Project Team Members, and final Decision-makers for the Owner Group.
- ✓ Understand the facts informing the backstory of the project.
- ✓ This encompasses the project's physical and historical context, as well as discussions about budget planning and scheduling objectives.
- ✓ Gather visual representation and imagery used to tell the story of the project. This can include a variety of visual representations like photographs the existing Downtown site or a client's logo telling others who you are.
- ✓ Define the motivating message, key words, and overarching goals to inform the project planning and design.



DISCOVER PROJECT VALUES

During the DISCOVERY discussions, the team reviews goals, facts, needs, and ideas related to a series of project values. Project values are separated into different categories, such as human, culture, and technology.

- ✓ Listen and discuss project values to inform and confirm building programming.
- ✓ Ask detailed questions to develop design intent and guide the design direction.



REFLECT & PRIORITIZE

During the REFLECTION and PRIORITIZATION step, the team reviews the gathered information and creates guiding principles for the project and design. Clearly defining priorities will also inform future decisions during the design process.

The intent is to revisit this discussion throughout the design process to ensure the project goals are met and that the ENTIRE team knows what will make the project successful.



IMPLEMENT

The information is collected and used to create and confirm the building program and develop conceptual designs.

- ✓ Develop design options with documentation and renderings to communicate the design.
- ✓ Evaluate cost options to inform design decisions, including CMaR value optimization.
- ✓ Integrate all systems of the building to promote design excellence.
- ✓ Create detailed schedule, including anticipated schedule for construction.

Cost Control and Management

We believe that open and honest conversations about budgets and estimates are critical to the success of the Fargo Convention Center. This is another driving reason for selecting the Downtown site because there is existing infrastructure and adjacent facilities to support the Convention Center, which could allow for more dollars to be allocated to the building itself.

The overall budget included in the request for proposal is understood and the building programming and design will need to respond to that budget. McGough Construction will provide cost estimation services and will be involved in every stage of design to ensure the project is planned within the available budget.

Upon review of the preliminary budget, the design team will develop and then refine the design documents to identify the specific needs of component of the building program and user group. The team will evaluate cost drivers such as current and future economic conditions, material lead times, and current and future labor projections.

McGough Construction will prepare detailed estimates at each design phase to ensure the intended goals are being met within the budget. Establishing clear priorities in the early stages of design will also assist with decision making during cost evaluation. This may also lead to identifying meaningful alternates to the project as a tool for cost control.



PROJECT EXPERIENCE



KATY BOARDWALK HOTEL & CONFERENCE CENTER, KATY, TX | GENSLER

MIXED-USE DEVELOPMENT DRIVING DOWNTOWN GROWTH

THE AVERY - NP AVENUE PROJECT

FARGO, ND

This \$65 million public-private partnership with the City of Fargo includes a 472-stall parking garage—Downtown Fargo’s fourth since 2017—bringing total public parking to over 2,000 spaces. Mayor Mahoney calls the project “a shining example of collaboration and innovation,” reinforcing Fargo’s leadership and economic growth.

- Opening summer 2025, the NP Parking Garage and adjacent developments will transform a surface lot on NP Avenue into a vibrant mixed-use hub. The project includes:
- A state-of-the-art, 400+ seat theater with cutting-edge technology for technical theater training, plus meeting rooms and community spaces.
- The Avery: 168 residential units with upscale finishes, rooftop deck, fitness center, bike storage, and petrun.
- 2,525 sq ft of ground-floor commercial space available for lease.

Together, these elements support downtown revitalization, education, and community engagement.

REFERENCES

Jim Gilmour, Director of Strategic Planning & Research, The City of Fargo | 701-241-1476

Judy Lewis, Executive Director, FMCT | 701.235.6778



FROM PARKING LOT TO VIBRANT MIXED-USE DESTINATION

BLOCK 9 / RDO TOWER

FARGO, ND

- The core and shell of this project was co-developed between RDO and Kilbourne Group.
- The project was previously 60 surface parking lot spaces and now, 130,000 square feet of office space, 15,000 square feet of ground floor retail, a 125-room boutique hotel, a restaurant, six residential condominiums and a 357-stall parking garage.
- It also includes a programmed plaza called Broadway Square which is a half-acre in size and has seasonal amenities including a skating rink, splash pad, band shell, and vendor spaces.

SIZE

130,000 square feet of office

15,000 square feet of retail

REFERENCE

Kilbourne Group is the developer and owner



SHAPING THE FUTURE OF THE MINNEAPOLIS CONVENTION CENTER

MINNEAPOLIS CONVENTION CENTER

MINNEAPOLIS, MN

Our projects at the MCC have included a strategic plan for a facility update, new Visitor Information Center with Craft Bar and Lounge, new carpeting and paint design for all public spaces, enhanced link-up lounges, show offices refresh, exhibit hall front enhancements, new wayfinding and room identification signage, a new railing design, employee locker room remodel, event and sales space remodel, trash and recycling units, portable catering enhancements, maps, studies to reposition the historic Talmadge Building, development of sponsorship standards, and creation of a road map for an urban vision. We've also improved the branding and environmental graphics at MCC.

SERVICES PROVIDED

Architectural Design, Consultation,
Building Renovation, Corporate Identity,
Environmental, Graphics, Facility
Management, FF&E, Interior Architectural
Design, LEED Coordination Services,
Signage, Standards, Development, Strategic
Planning, Sustainable Design

REFERENCE

Jeff Johnson
Executive Director
Minneapolis Convention Center
jeff.johnson@minneapolismn.gov
612.335.6310



HOSPITALITY WITHOUT LIMITS

KATY BOARDWALK HOTEL & CONFERENCE CENTER

KATY, TX

The rich history of Katy, Texas is one that deserves to be acknowledged and the new Katy Boardwalk Hotel is the perfect way to showcase it. As a city, Katy has been greatly influenced by its location. Just 28 miles outside of Houston, It was crucial stop along the well-established MKT railway. It's landscape is filled with bountiful rice fields, and surrounding ponds, which have played a significant role in its growth over the years. It also has a strong sense of community, that can be seen in the support and love shown for the long standing legacy of Texas high school football.

The look and feel of the Katy Boardwalk Hotel will highlight these unique stories in a subtle and sophisticated way, while developing an identity for this central hub for people looking to connect. While incorporating the warm and welcoming aesthetics of its past—with a touch of Texas—the Katy Boardwalk Hotel will become a new and modern location, to stay and relax, while embracing its foundation that help form the city as we know it today.

SERVICES PROVIDED

Architectural Design, Interior Design,
Site & Building Analysis

RELEVANCE

Design-Build Delivery



AN ICONIC BEACON FOR CHICAGO'S SOUTH SIDE

MARRIOTT MARQUIS AT MCCORMICK PLACE

CHICAGO, IL

Despite being the largest convention center in North America, McCormick Place was losing business due to a lack of nearby accommodations. The addition of the 1,200-key, 50+ story LEED-Silver Marriott Marquis has significantly boosted convention traffic and city revenue.

The 1.125 million sq ft hotel features an indoor/outdoor lobby lounge, green roof with event terrace, rooftop lounge with city and lake views, fitness center, grand and junior ballrooms, and conditioned pedestrian bridges connecting to the West Hall Convention Center and Wintrust Arena.

The project also includes the historic renovation of the 1912 American Book Company Building, now home to hotel meeting rooms, admin offices, and retail, preserving its landmark facades.

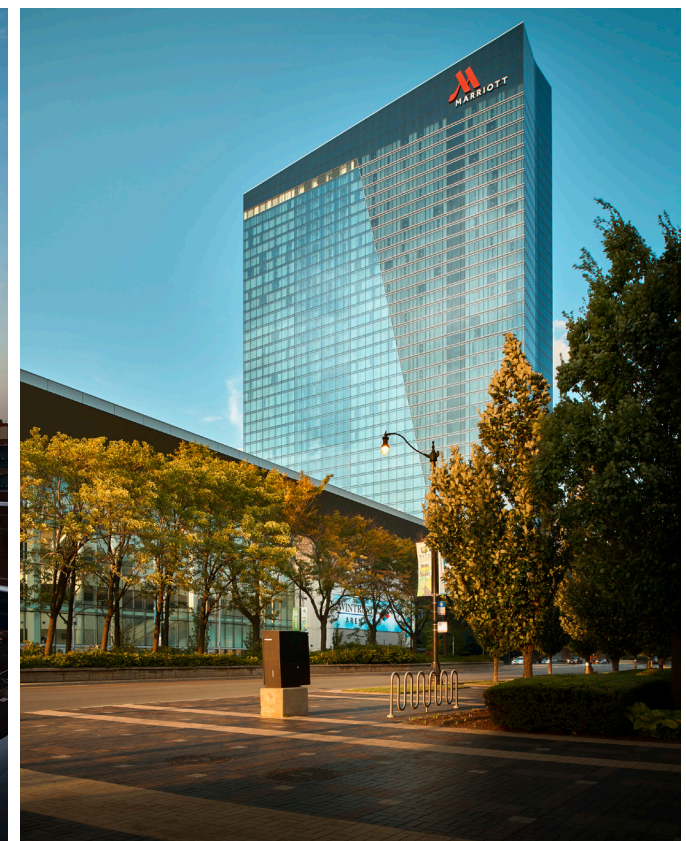
Together with Wintrust Arena, the hotel has helped establish a vibrant entertainment district in a formerly underutilized neighborhood.

SERVICES PROVIDED

Architectural Design, Interior
Architectural Design, Planning /
Entitlements

RELEVANCE

City Government, Increasing Revenue for
City Expansion & Renovation



EXPANDING CAPACITY, BOOSTING DEMAND

MOSCONE CONVENTION CENTER RENOVATION & EXPANSION

SAN FRANCISCO, CA

Moscone is a new kind of convention building—three public floors filled with natural light and seamlessly connected to the surrounding city. Expressive detailing gives human scale to the large structure, while a transparent façade both celebrates the building’s users and offers visitors sweeping views of San Francisco. Its four-level configuration breaks from conventional design, using an inventive structural system to stack extremely heavy floors while relocating loading docks, storage, a central kitchen, and mechanical rooms underground for 24-hour operations. This arrangement is unique among U.S. convention centers. Public and service circulation are separated, with clear wayfinding and secure access for each. Sustainable strategies include occupancy sensors that power down unused rooms, recycling of construction debris, and high-performance glass that reduces cooling loads while maintaining a visual link between interior activity and the city. Challenging the typical “big box” model, Moscone’s design enhances performance, comfort, and civic engagement. Over a 15-year partnership with the City, we have been entrusted with three convention buildings, maintaining the same leadership team from start to finish.

SERVICES PROVIDED

Interior Architectural Design, Building

Renovation, Graphic Design, Master

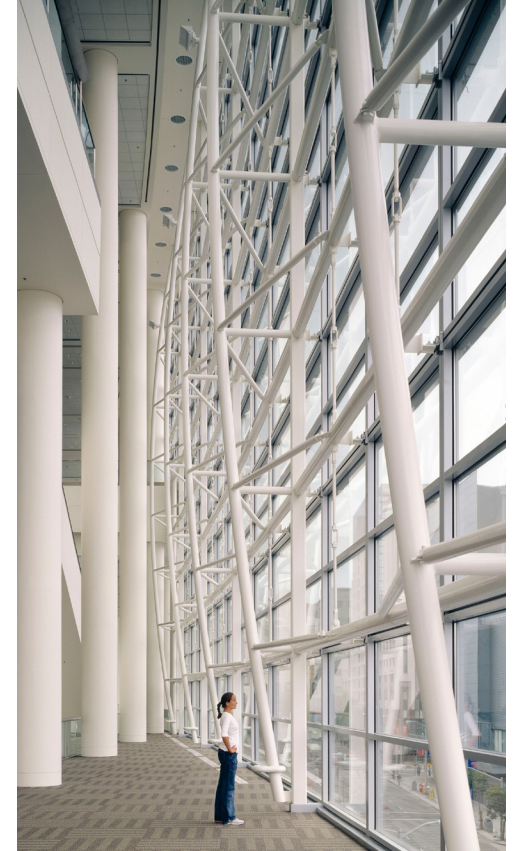
Planning/Urban Design Signage/Wayfinding

RELEVANCE

City Government, Complex

Program, High Performance

Solutions



DRIVING LA CROSSE'S ECONOMIC FUTURE

LA CROSSE CENTER RENOVATION & EXPANSION

LA CROSSE, WI

Ideally situated between the historic downtown and the picturesque Mississippi River, but last renovated in the 1990s, the La Crosse Center will undergo a renovation and expansion to maintain their competitive edge in the 21st Century. The transformation will include the addition of a 14,000-square foot raised ballroom, meeting rooms, offices for the LCC staff, and renovations of the entire seating bowl, entrance lobbies, public areas, and general upkeep and maintenance.

Gensler and partner ISG are collaborating with the city planning leaders to further integrate the convention center site into the surrounding district while making significant upgrades to exhibit halls and meeting spaces. With these changes, the city hopes to create a facility that is aligned with future convention center and arena market while transforming its image in a thriving community. Working closely with stakeholders, Gensler synthesized community input to reach consensus on improvements and the project’s budget.

SERVICES PROVIDED

Architectural Services, Master Planning,

Community Outreach, Brand Design

RELEVANCE

City Government Expansion &

Renovation Convention Center



A VISION FOR EXPANSION AND DISTRICT GROWTH

AUSTIN CONVENTION CENTER MASTER PLAN

AUSTIN, TX

The master plan's recommendations were developed through a thorough evaluation that included an analysis of the current market, industry trends and supply-demand dynamics, an assessment of the existing facility and its potential for future use, a detailed financial analysis of revenue, debt, and expenses, and a long-range strategy for phased implementation. The plan proposes expanding the convention center by acquiring four city blocks adjacent to the current site. Notable features include a vertical development approach that doubles the existing convention space while occupying only half the footprint, and a three-block urban park atop the convention center that offers green space in the heart of downtown. An open-air paseo will run through the expansion at street level, enhancing pedestrian connectivity and featuring local restaurants and shops to serve Austin residents, downtown workers, and convention visitors alike. The expansion's street-facing façade will include vibrant restaurants and bars designed to activate and energize the surrounding streetscape. Completed in May 2015, the long-range master plan earned full endorsement from the Urban Land Institute's Technical Assistance Panel Report in September 2015, affirming its vision and strategic direction.

SERVICES PROVIDED

Master Planning, Economic Assessment, Environmental Design, Architectural Design, Stakeholder Outreach and Visioning

RELEVANCE

City Government, Convention Center, Expansion Planning



SMART DESIGN, SIGNIFICANT SAVINGS

GAYLORD NATIONAL HARBOR CONVENTION CENTER & HOTEL

WASHINGTON, DC AREA

Situated on 48 acres of Potomac River waterfront near Washington, DC, Gaylord's National Harbor Hotel & Convention Center spans over 2.45 million square feet, making it the largest hotel in the region with 2,000 rooms and a stunning 17-story atrium filled with gardens and waterscapes. Gensler's careful planning reduced the project size by 250,000 square feet, saving millions in construction costs while delivering an ambitious program comparable to Gaylord's Orlando and Texas properties. The hotel features six restaurants, four bars, upscale retail shops, a 13,500-square-foot spa, fitness center, and indoor-outdoor pool. The 825,000-square-foot convention center includes 180,000 square feet of flexible exhibition space, a 50,000-square-foot ballroom, and numerous meeting rooms and boardrooms. Additional amenities such as a large outdoor amphitheater, marina pier, and water taxi service to downtown DC and Alexandria create a distinctive and versatile destination for conventions and leisure travelers alike.

SERVICES PROVIDED

Architectural Design, Interior Design, Sustainability Cons. Signage & Wayfinding

RELEVANCE

Waterfront, Parking Facility, Convention Center, Hotel, Upscale Retail and Amenities



SEAMLESS, STATE-OF-THE-ART CONVENTION HOSPITALITY

THE WOODLAND CONVENTION CENTER & HOTEL

THE WOODLANDS, TX

The Woodlands Operating Company retained Gensler to design a regional convention center and a 350-key, 257,000 square foot hotel in a prime location along the man-made waterway in the Woodlands, an upscale suburb of Houston. The challenges were very clear.

The complex includes: a 14-story hotel; a 2 level convention center; 40,000 sf exhibition hall; 20,000 sf grand ballroom; 4,000 sf junior ballroom; and 15,000 sf of meeting spaces.

The pre-function space of the 197,000 sf convention center coincides harmoniously with the public spaces and lobby of the hotel to serve corporate meetings and trade shows as well as consumer shows. A professional catering kitchen shares the responsibility for hotel room service and hotel and convention center catering. A floor-level restaurant also offers guests patio dining overlooking the Waterway and a health club is located on the mezzanine level, above.

Adjacent to the complex are two garages to accommodate the large crowds drawn to both the hotel and the convention center. One is dedicated exclusively to the hotel for valet parking and the other is connected via sky bridge and devoted to the convention center patrons.

SERVICES PROVIDED

Architectural Design,
Interior Design

RELEVANCE

Conference Center, Convention Center,
Hotel, Fast Track Schedule



A COMPLETE VENUE FOR BUSINESS AND LEISURE

YAHQI GATEWAY CONFERENCE CENTER

BEIJING, CHINA

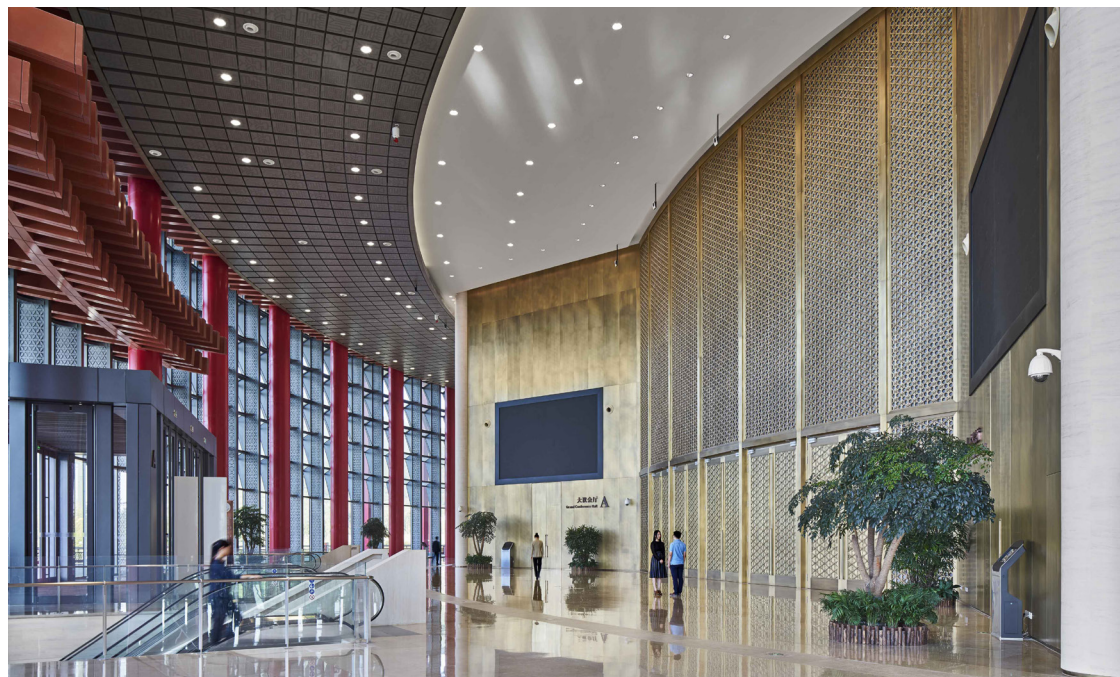
Following the 2014 APEC summit, Beijing's Yanqi Lake district is set for a major development overhaul to create what government officials call a "conference capital". Fittingly, the Yanqi Lake International Conference Center is the crowning addition to the site's several other conference facilities. The exterior architecture references Beijing's famous Temple of Heaven, placing emphasis on the importance of the future conferences it will one day house. The entire first floor is devoted to a circular conference space for up to 5,000 guests that can be reconfigured into several smaller meeting spaces using a custom Skyfold partitioning system. The exterior of the building is wrapped by a massive colonnade, and interior motifs carry the visual impact of these pillars indoors. Surrounding the conference hall is a double-layer wall with a traditionally patterned bronze screen. Visitors' attention is immediately drawn upwards to the conference hall's ceiling that opens up in the center allowing daylight to illuminate the space. Before the rest of the building's completion, its B1 level will be operational in time for the APEC Summit and will serve as a media center.

SERVICES PROVIDED

Interior Design

RELEVANCE

Captures History of Context,
Emphasis on Placemaking



IMPROVING EXPERIENCE FOR ATTENDEES

SDSU FIRST BANK & TRUST ARENA
RENOVATION & ADDITION

BROOKINGS, SD

- New main and student entrances for improved circulation and visibility.
- Complete bowl reconfiguration to improve seating, fan experience and sight lines
- Various seating options including 12 private boxes, 3 clubs, 2 party decks
- The project focused on improved circulation by enlarging the concourse and providing gathering areas outside of the main circulation path.
- An improvement for the attendee experience was providing more concession areas. The increased food options included an emphasis on local products, such as the "Dairy Bar", serving ice cream from SDSU's own Department of Dairy and Food Science.
- Locker room suites with private team rooms, lounge, and shower facilities
- Other improvements included additional restrooms, a prefunction area for gathering prior to events, and a feature display wall and trophy case that reused wood from the former bleachers and basketball court.
- 3 modern and flexible classrooms along with dedicated study spaces
- New office suites for volleyball and basketball coaches

SIZE
59,625 SF Expansion
94,600 SF Renovation

ESTIMATE/COST
\$55.7M/\$56.6M

COMPLETION
Fall 2024

FIRM'S ROLE
Architecture

SUBCONSULTANTS
Perkins+Will, Athletic
Facility Design
West Plains Engineering,
MEP Engineering
CDI, Civil Engineering

REFERENCE
South Dakota State
University
Reed Leibel, Project
Manager/Engineer
605.688.4136
Reed.Leibel@sdstate.edu



PREMIER VENUE TO SERVE THE COLLEGE AND COMMUNITY

BISMARCK STATE COLLEGE MULTIPURPOSE ATHLETIC CENTER FOR HUMAN PERFORMANCE

BISMARCK, ND

- The exterior design features precast concrete wall panels with patterning that is borrowed from agriculture, nearby built structures such as the historic railroad bridge over the Missouri River, and local Native American art.
- Attendees are welcomed with multi-story prefunction space, providing a place to gather before and after an event - or host an event itself.
- The Multipurpose Athletic Center for Human Performance will be the competition venue for volleyball, Men's and Women's basketball and wrestling along with supporting baseball, softball and track with locker rooms and other amenities.
- The Center will be used for more than just athletics, with planned large events such as graduation ceremonies and career fairs.
- 2,500 seats with clubs, suites, and lounges to provide premium seating options with spaces to gather and meet.
- Dual purpose facility to allow for shared use with intramural sports, general student use, and the potential to host community events.
- Providing multiple concession and food options was important to the attendee experience - including a juice bar with views to center court.
- Also contains all athletic administrative offices, E-sports, team store, visiting/intramural lockers and rock climbing wall.

SIZE
80,000 SF

ESTIMATE/COST
\$37.6M/\$37.7M

COMPLETION
January 2026

Firm's Role:
Architecture

SUBCONSULTANTS
Perkins+Will,
Athletic Facility Design
CWStructural Engineers,
Structural

Prairie Engineering,
Mechanical
Apex Engineering, Electrical
Swenson Hagen, Civil
Engineering

REFERENCE
Bismarck State College
Donald Roethler
Chief Buildings &
Grounds Officer
701.224.5485
donald.roethler@
bismarckstate.edu



MODERN, SUSTAINABLE HUB FOR COMMUNITY CONNECTION

CITY OF MOORHEAD LIBRARY AND COMMUNITY CENTER

MOORHEAD, MN

- City of Moorhead Library and Community Center will serve as vibrant community hub, combining essential amenities under one roof.
- Facility will feature a modern library, a walking loop, a children's play area, and flexible meeting rooms for gatherings and events.
- Designed for accessibility and sustainability, it will provide a welcoming space that promotes learning, wellness, and community engagement.

SIZE

20,500 SF
(includes 2,600 SF indoor playground)

COST

\$31.8M

REFERENCE

Kristie Leshovsky
218.299.5332



A VIBRANT CENTERPIECE IN DOWNTOWN FARGO

KILBOURNE GROUP RDO TOWER & BROADWAY SQUARE

FARGO, ND

- RDO Tower, formerly Block 9, is a mid-rise, mixed-use tower in the heart of downtown Fargo, North Dakota.
- The project includes headquarters for hundreds of team members of R.D.
- Offutt Company, ground-floor retail, a boutique hotel, restaurant and residential condominiums.
- RDO Tower also includes a programmed public plaza, over a half-acre in size, that is anticipated to become a gathering and celebration space for the region.
- Plans include seasonal amenities such as a skating rink, splash pad, vendor spaces and a bandshell for live performances.

SIZE

130,000 square feet of office

15,000 square feet of retail

COST

\$74.5M

REFERENCE

Mike Allmendinger, Kilbourne Group

701.237.2279



YOUR GATEWAY TO THE TWIN CITIES

BLOOMINGTON CENTRAL STATION HYATT REGENCY

BLOOMINGTON, MN

- The Hyatt Regency at BCS is 303-room property operated by Aimbridge Hospitality and is the most recently completed in a series of transit-oriented projects located at BCS.
- The project broke ground in September of 2014 and opened early 2016.
- The full-service hotel serves as the center point of the growing work-live-connect-play community currently anchored by the HealthPartners corporate office campus, Reflections Condominiums, and a two-acre central park.
- Positioned between the Minneapolis-St. Paul International Airport and the Mall of America, it offers convenient and fast access to both of these destinations, as well as to downtown Minneapolis, via light rail.

SIZE

208,000 SF

COST

\$41.2M

REFERENCE

Emily Kelp, Director of Design
Hyatt Hotels Corporation
312.680.5874



WHERE BUSINESS MEETS LUXURY

UNITED PROPERTIES RBC GATEWAY

MINNEAPOLIS, MN

- The Gateway Tower is a 1.2M SF, 36-story, mixed-use development located in downtown Minneapolis.
- The project encompasses a complete city block including: three levels of below grade parking, the Podium Levels 1-4 include entrances for the offices, Four Seasons Hotel (only 5 Star hotel in Minnesota) and private residences.
- Amenities at the podium include (office, spa, pools, meeting rooms etc.) Levels 5-21 are dedicated as office space, Levels 23-30 are the guestrooms and 31-36 are 34 Four Seasons private residences.

SIZE

1,200,000 SF

COST

\$300M

REFERENCE

Rick McKeivey

612.919.5294

rick.mckelvey@unitedproperties.com



AMPHITHEATER UPGRADES SPARK OUTDOOR EVENTS

LEGACY PARK AMPHITHEATER

LEE'S SUMMIT, MI

As part of a multi-disciplinary team, Confluence provided design services for improvements to the amphitheater site at Legacy Park, located adjacent to the Legacy Park Community Center. Webb Management Services facilitated the development of a business plan to help guide the design and operations of the amphitheater. Among the plan's recommendations are a summer outdoor film series, community events, occasional rentals for events hosted by others and concessions operated by a third-party. In addition, the plan calls for eventually contracting with a third-party ticket service when a reasonable volume of sales is realized.

The design team developed concepts that respond to the following programmatic elements desired by the City: Expanded parking facilities, stage canopy or bandshell to enclose performance area, backstage support facilities for performers and crew, a box office structure, restrooms, concessions, infrastructure for sound and lighting control, acoustical control and additional seating areas.

SIZE	REFERENCE
6 Acres	Steve Casey, Superintendent of Park Development and Construction 816.969.1507 stephen.casey@cityofls.net



EIGHT ACRES TRANSFORMED INTO A SCULPTURE PARK

WICHITA ART MUSEUM: ART GARDEN

WICHITA, KS

The project involved the integration of landscape architecture, exterior art and sculpture, aesthetic lighting, crafted earthwork and identification signage to create a welcoming environment in support of the Museum's impressive outdoor sculpture collection. The results provide an inviting collection of garden spaces and pathways around and through the site to facilitate community interaction with art and landscape. Confluence led a collaborative and interactive design and planning process to create a master plan for transforming the museum grounds.

As a result of enormous enthusiasm and financial support from the board members, major donors and other museum patrons involved in the planning process, what began as a small first phase garden design project quickly morphed into a full-throttle revitalization of the entire grounds. Even with the significant increase in scope, our team was able to effectively manage and complete the entire project to meet the schedule for the original first phase project.

SIZE	REFERENCE
8 Acres	Teresa Veazey, Community Services Representative 316.352.4886 tcveazey@wichita.gov (Formerly Public Relations Manager at Wichita Art Museum)



VILLAGE CENTER'S HUB FOR YEAR-ROUND EVENTS

LINDEN SQUARE AMPHITHEATER AT DOWNTOWN GLADSTONE

GLADSTONE, MO

Confluence led planning and design efforts for the new Village Center redevelopment area by incorporating an amphitheater, pavilion, parking, pedestrian plaza spaces and lawn space that converts into an ice rink.

This new community amenity was designed to stimulate interest in redeveloping surrounding properties in the area, including a multi-story building on the current property. Our team assisted the City in coordinating these two projects to improve the relationship of the adjacent facilities. Amenities include the use of a walk-out basement providing community restrooms, concessions area and storage for a variety of city-owned equipment that supports the multi-use nature of this dynamic park space.

SIZE

0.75 acres

AWARDS

Best Streetscape & Public
Space Improvement Project:
Missouri Main Street Connection
Urban Land Institute Kansas
City Development of Distinction
Award

Merit Award - Design Built:

Prairie Gateway Chapter ASLA

Merit Award - Design Built:

Central States ASLA
Kansas City Business
Journal Capstone Award
Clay County Economic
Development Council Keystone
Award

REFERENCE

Scott Wingerson / City Manager
scottw@gladstone.mo.us
816.436.2200



TRANSFORMING PARKING INTO A VIBRANT PEDESTRIAN PARK

BARNEY ALLIS PLAZA - DUE DILIGENCE STUDY

KANSAS CITY, MO

Confluence was instrumental in developing a comprehensive due diligence study to explore the potential for redeveloping Barney Allis Plaza and the Auditorium Plaza Garage. Our role included extensive stakeholder and community outreach, the development of an initial program of park spaces and uses, and anticipated construction costs, revenues, operations and maintenance expenditures as part of a concept-level business plan to guide future development of this space.

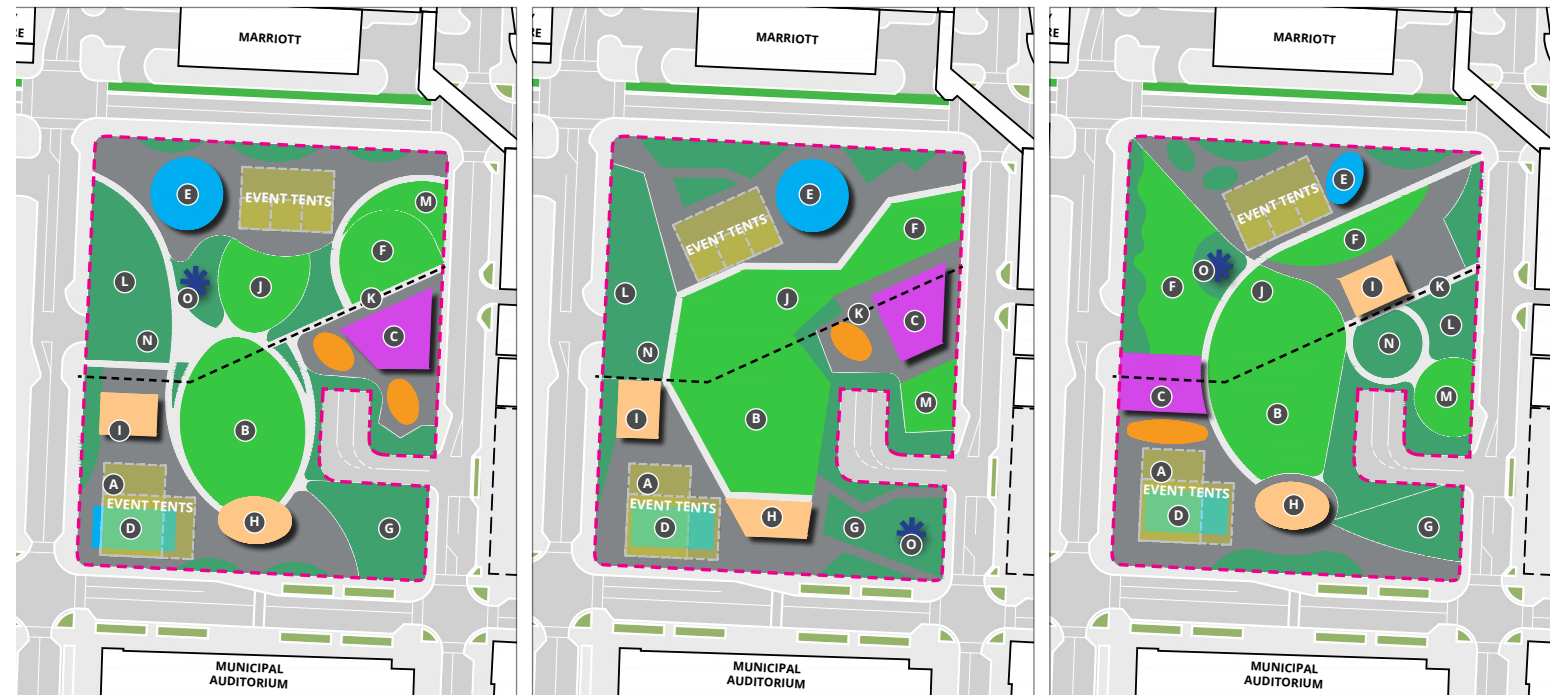
This study also included researching emerging trends in urban parks and plaza design throughout the United States - and analyzing several precedent projects. Recommendations included potential park, plaza, and parking configurations to serve daily use, with flexibility to host numerous events and festivals. It also included innovative opportunities to address sustainable stormwater solutions to benefit the surrounding Downtown area.

SIZE

3.5 acres

REFERENCE

Diane Binckley, Deputy Director
City of Kansas City, Missouri - Planning and Development Department
816.513.8817 | diane.binckley@kcmo.org



PROJECT GOALS SUMMARY: FISCAL RESPONSIBILITY, SUSTAINABILITY, AND RESILIENCY

The proposed Downtown Fargo Convention Center is strategically designed to be fiscally responsible, environmentally sustainable, and operationally resilient, while delivering a vibrant civic amenity that enhances the cultural and economic vitality of Fargo.

Fiscal Responsibility

This project is being developed on land already owned by the City of Fargo within the Civic Quad, eliminating land acquisition costs and allowing the project to remain within a conservative budget. It leverages existing public infrastructure, including city utilities, streets, and services, which reduces the need for expensive new systems and accelerates the construction timeline. Furthermore, the convention center will take advantage of existing city parking structures, many of which are connected to skyways and already integrated into the downtown transportation network. This cost-effective approach significantly reduces the need for new parking construction while providing year-round convenience for visitors. All of these benefits results in a project with a smaller site and lower long term operating cost for site work, snow removal and maintenance.

Sustainability

Sustainability is embedded in both the design and location of the project. By building on an existing underutilized surface parking lot, the development repurposes impervious land into a high-value, pedestrian-friendly destination that encourages walkability and compact land use. Additionally, the convention center's use of existing infrastructure and services reduces environmental disruption and supports Fargo's broader sustainability goals.

Resiliency

This project is built for the future. In winter months, the skyway-connected parking and enclosed infrastructure will provide resilient, climate-controlled access essential for visitor comfort and mobility during cold-weather events. In warmer months, the project will contribute significantly to street-level vibrancy, creating outdoor gathering spaces and activity zones that strengthen community engagement and boost downtown energy.

The site location also enhances **functional resiliency**. Situated adjacent to the existing Civic Center, the convention center will create synergistic programming and operational efficiencies. ASM Global, the proposed venue manager, brings additional value through its partnership with **GSC**, a sister company that can help coordinate future operations of the existing Civic Center. This alignment provides streamlined logistics, reduced overhead, and the ability to scale events across multiple venues — making downtown Fargo more competitive in the regional events and convention market.

In summary, this project meets the highest goals of fiscal responsibility, sustainability, and resiliency by maximizing public investment, minimizing environmental impact, and creating long-term operational and economic value for the City of Fargo and its residents.



Suzhou Zhongnan Center – Jiangsu, China | Gensler

OPERATIONAL PLAN SUMMARY: DOWNTOWN FARGO CONVENTION CENTER

The operational strategy for the proposed Downtown Fargo Convention Center is designed to ensure an exceptional guest experience, efficient management, and long-term financial sustainability. The project leverages best-in-class venue operations through a partnership with **ASM Global**, supported by strategic alignment with the **Radisson Blu** and a proposed **Marriott Moxy** hotel addition.

Venue Management – ASM Global

ASM Global, the world’s leading venue management and services company, will serve as the full-time operator of the convention center. With a vast national and international network of clients and event organizers, ASM brings unmatched expertise in booking, operations, marketing, and customer service. ASM will lead all aspects of operations, including:

- **Sales and Event Booking:** Managing all public and private event bookings to optimize utilization and community access.
- **Maintenance and Facility Operations:** Ensuring the convention center remains in top condition through regular preventative maintenance and best-in-class building services.
- **Customer Network:** Leveraging its deep client base to attract regional and national conventions, trade shows, and special events to Fargo.

On-Site Catering and Kitchen Facilities

- The convention center will feature a **dedicated commercial kitchen** to support high-capacity catering services for conferences, banquets, and public events. This kitchen will be managed either in-house or via vetted local partners, providing fresh, high-quality food options with operational flexibility.

Strategic Hospitality Partner – Radisson Blu

- The **Radisson Blu Fargo**, located adjacent to the proposed convention center site, will serve as a critical strategic partner. The hotel will complement the convention center through:
- **Room Blocks for Attendees:** Seamlessly integrating overnight accommodations into event planning.
- **Ballroom and Meeting Space:** Offering additional flexible event space to support larger or multi-venue functions.
- **Catering Coordination:** Supporting catering overflow or custom options for events with specialized needs.

Future Hospitality Expansion – Marriott Moxy

The owner of the Radisson Blu is actively pursuing a new **70-room Marriott Moxy hotel** as part of the broader convention center vision. This addition would increase downtown Fargo’s hospitality capacity, offer a boutique experience tailored to younger and business-focused travelers, and support large-scale event lodging needs within walking distance.

Together, these operational components create a **scalable, flexible, and professionally managed convention ecosystem** that will raise the profile of Fargo as a competitive event destination. With a unified team in place from day one, the convention center will operate with a high degree of efficiency, quality, and community impact.



INSIGHTS FROM ASM GLOBAL

What Do Convention Center Users and Community Members Look For—And How Can a Downtown Fargo Venue Meet Those Expectations?

What Attendees and Community Members Want:

1. Personalization and Convenience

- Seamless, tech-enabled experiences with mobile apps, contactless check-ins & smart wayfinding
- Grab-and-go markets & curated food & beverage offerings tailored to event types & dietary needs

2. Wellness and Comfort

- Quiet zones like “Hush Hubs” for relaxation or private calls
- Wellness lounges & programming (yoga, guided breaks, lactation rooms)
- Flexible lounge seating & coworking-style nooks

3. Authentic Local Experience

- Culinary showcases featuring regional ingredients & chefs
- Local artwork, live performances & cultural programming that celebrate Fargo’s identity

4. Sustainability and Social Responsibility

- Visible sustainability practices (composting, refill stations, LED lighting, green certifications)
- Community partnerships & local vendor prioritization

5. Technology and Interactivity

- Digital screen networks for dynamic content, event information & sponsor integration
- Hybrid event infrastructure & charging lounges for connectivity

6. Premium and Revenue-Driving Spaces

- Exclusive lounges for sponsors, VIPs & corporate events
- Multi-use “Culinary Institutes” for activations, demos & food & beverage-driven event concepts

7. Community Access and Equity

- Programming that includes cultural festivals, job fairs, civic forums & nonprofit galas
- Flexible rental pricing & open-access policies to encourage local use

How Downtown Fargo Can Deliver

Downtown Fargo is uniquely positioned to deliver these modern amenities through a mix of intentional design, capital investment, and programmatic creativity. With the right operating partner, the convention center can:

- **Activate Exclusive Lounges & Premium Food & Beverage** through partnerships orchestrated by Legends Hospitality, offering upscale experiences that drive revenue & community pride
- **Implement Digital Wayfinding & Smart Tech** to streamline navigation, registration & real-time communication
- **Leverage Local Culture** by featuring artists, musicians & chefs—making the Center a true extension of Fargo’s personality
- **Introduce Sustainability & Wellness Programs** that align with regional values & national best practices, appealing to both planners & the public
- **Expand Community Access** by hosting curated content that brings people downtown for more than just large-scale conventions—turning the venue into a year-round civic hub



ACTIVATING DOWNTOWN

Our Proposal will pursue a continuation of the investment in Downtown Fargo that has developed a vibrant, compact, and walkable urban destination.

In realizing the Civic Quad as an Anchor to 2nd Avenue the project site reinforces the importance of the city's primary corridors, and allows downtown to meaningfully connect to the riverfront.

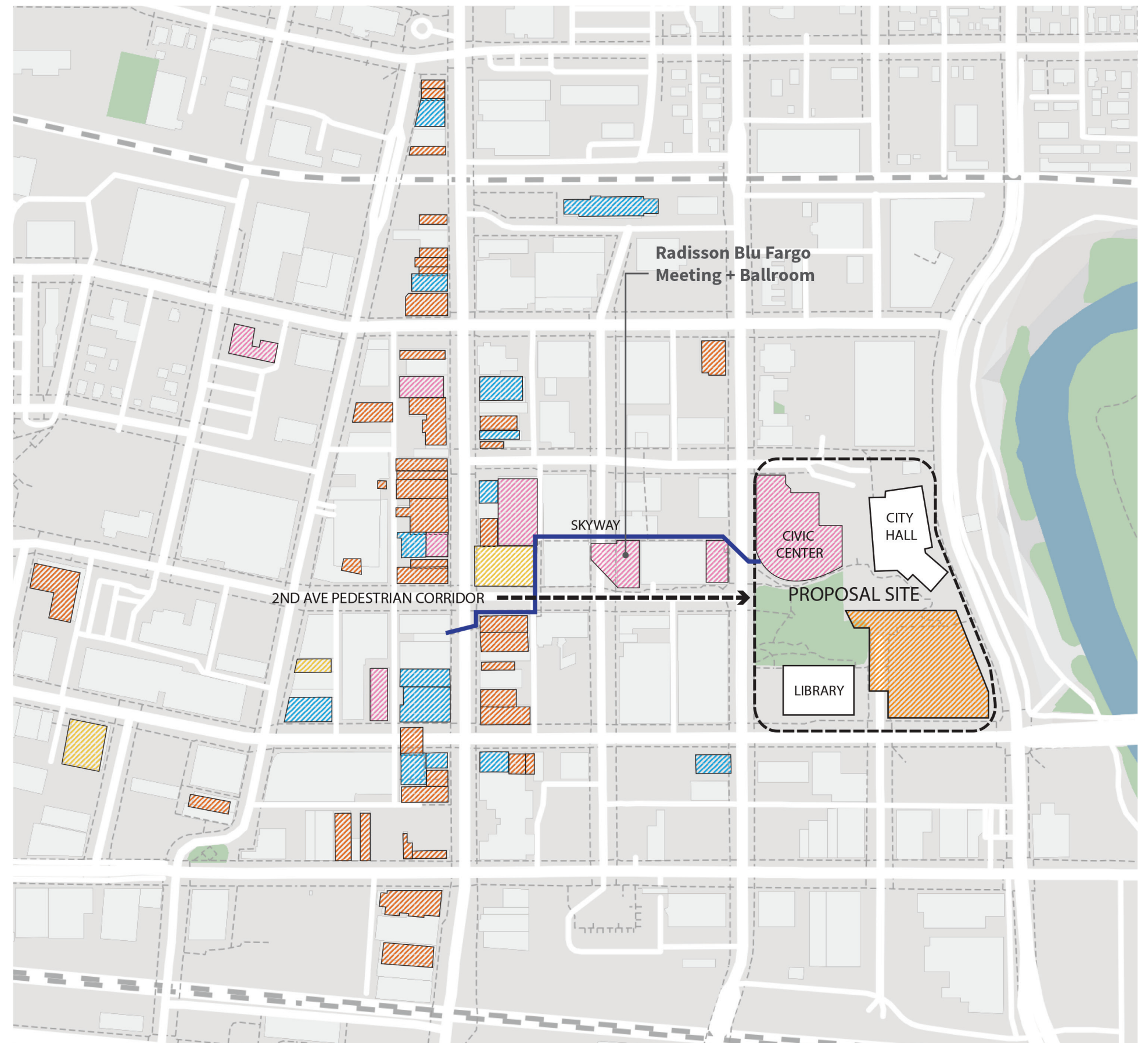


WALKABLE AMENITIES

Leveraging downtown's high concentration of dining, retail, and entertainment amenities can create a convenient environment that appeals to both event organizers and participants.

- PROPOSED CONVENTION CENTER
- RETAIL
- RESTAURANTS/BARS/CLUBS
- RECREATION/ENTERTAINMENT
- SUPPLEMENTAL MEETING SPACES

75 Retailers
 41 Restaurants
 22 Bars
 10 Coffee Shops
 8 Art Galleries
 6 Theatre Companies
 5 Parking Ramps
1 Vibrant Neighborhood



EXPANSION OPPORTUNITIES

Several adjacent properties near the proposed site have potential for additional development. The site proximity to Broadway and nearby existing bars, restaurants, and hotels will provide immediate access to amenities, but existing surface parking and underutilized structures create unique opportunity for expansion in this area of downtown.

 PROPOSED CONVENTION CENTER

 OPPORTUNITIES FOR ADDITIONAL PRIVATE DEVELOPMENT

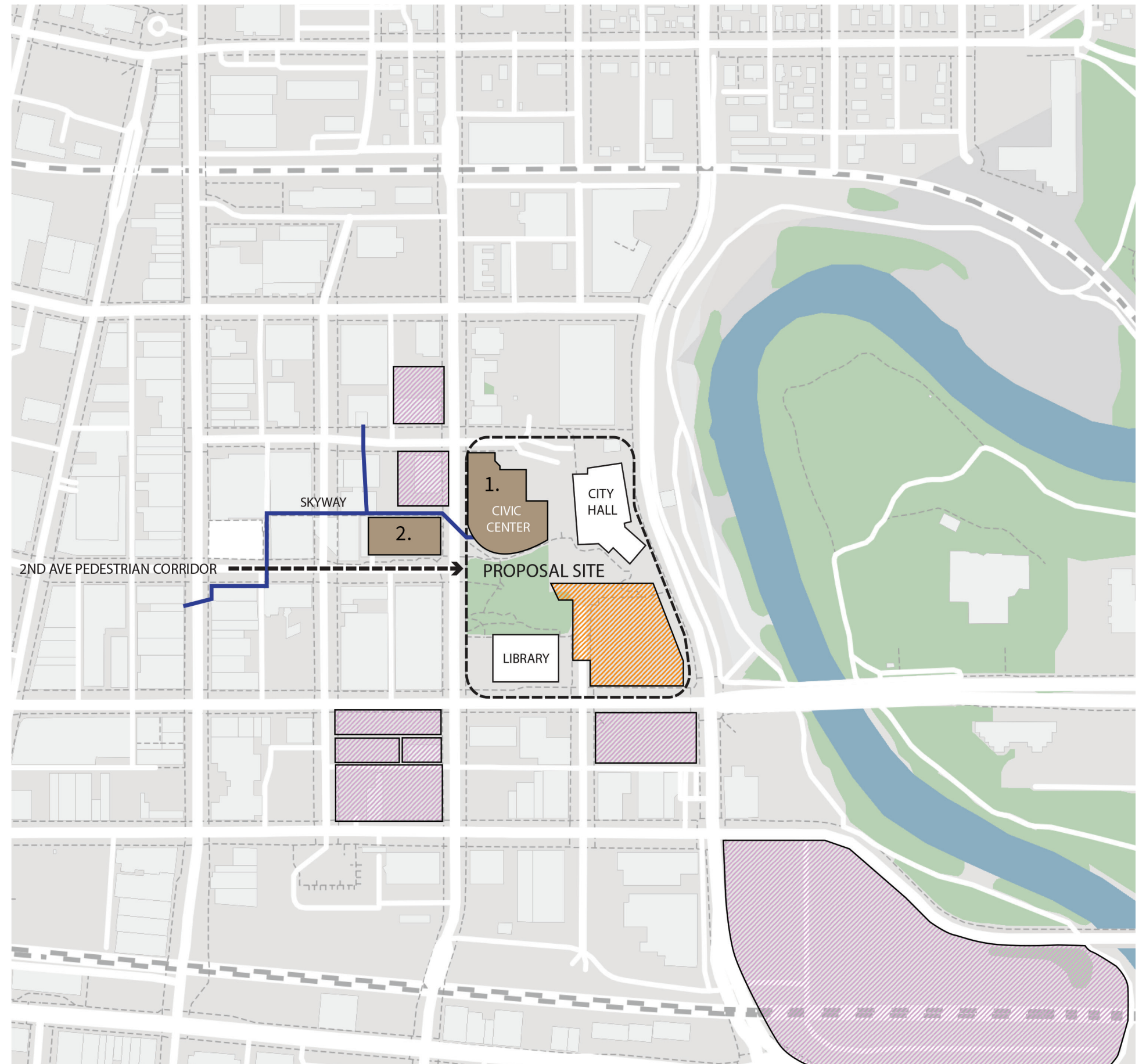
 OPPORTUNITIES FOR SUPPLEMENTAL PROGRAM USE

1. Existing Civic Center

Potential readaption of existing structure

2: Civic Center Garage

Additional level to the structure would add 70 parking spaces



LEVERAGING EXISTING ASSETS

Partnerships with nearby hotels and parking can be leveraged to satisfy the project requirements, reduce the overall investment, and act as a further catalyst to the vibrancy of downtown Fargo.

Leveraging the existing Skyway could make many of these connections indoors.

P1: Civic Center Garage

250 Spaces, connected to Skyway, Additional level to the structure would add 70 parking spaces

P2: Block 9 Garage

379 Spaces, connected to Skyway, public parking evenings and weekends

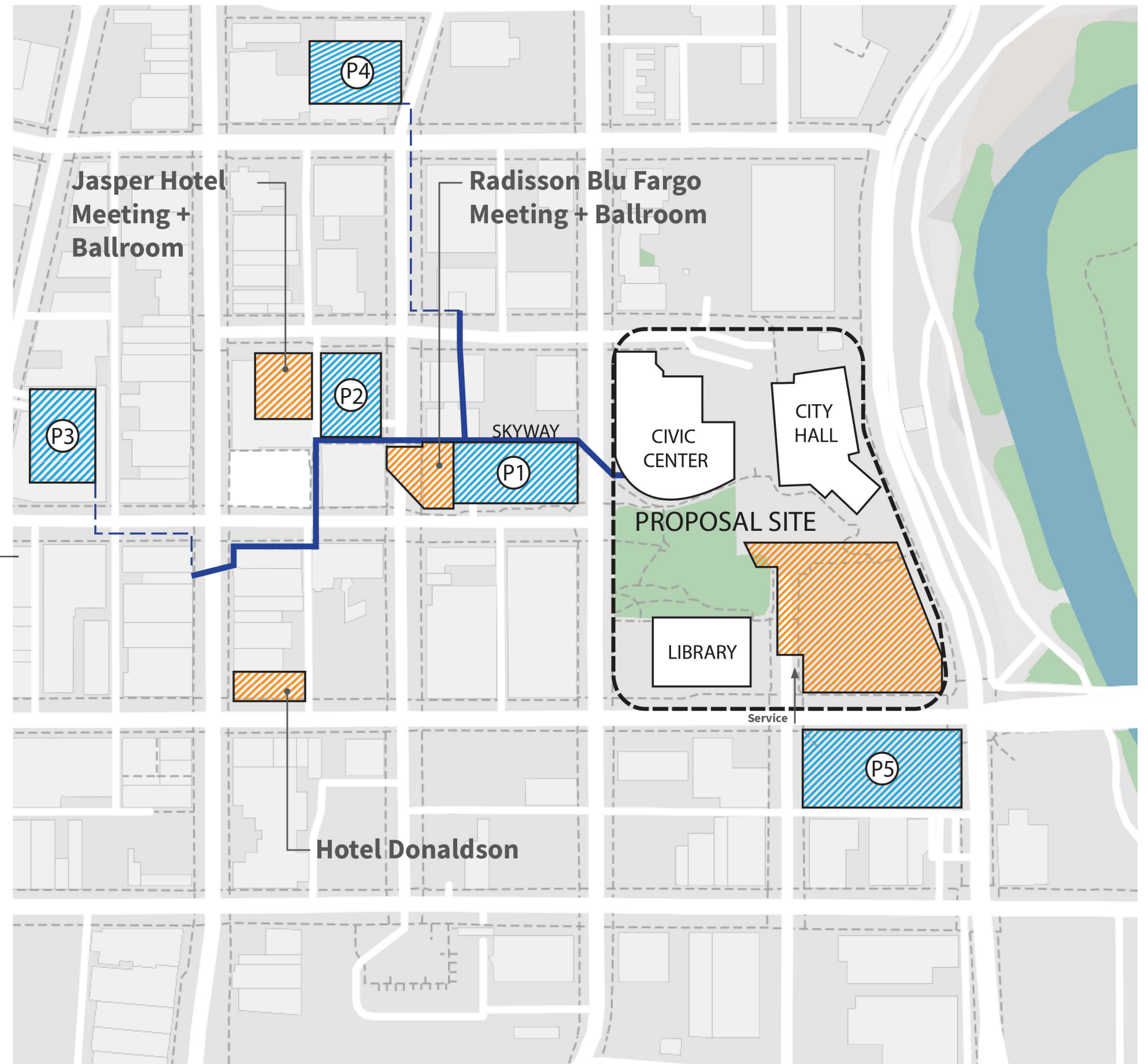
P3: RoCo Garage

455 Spaces, One block walk to Skyway

P4: Mercantile Garage

367 Spaces, One block walk to Skyway

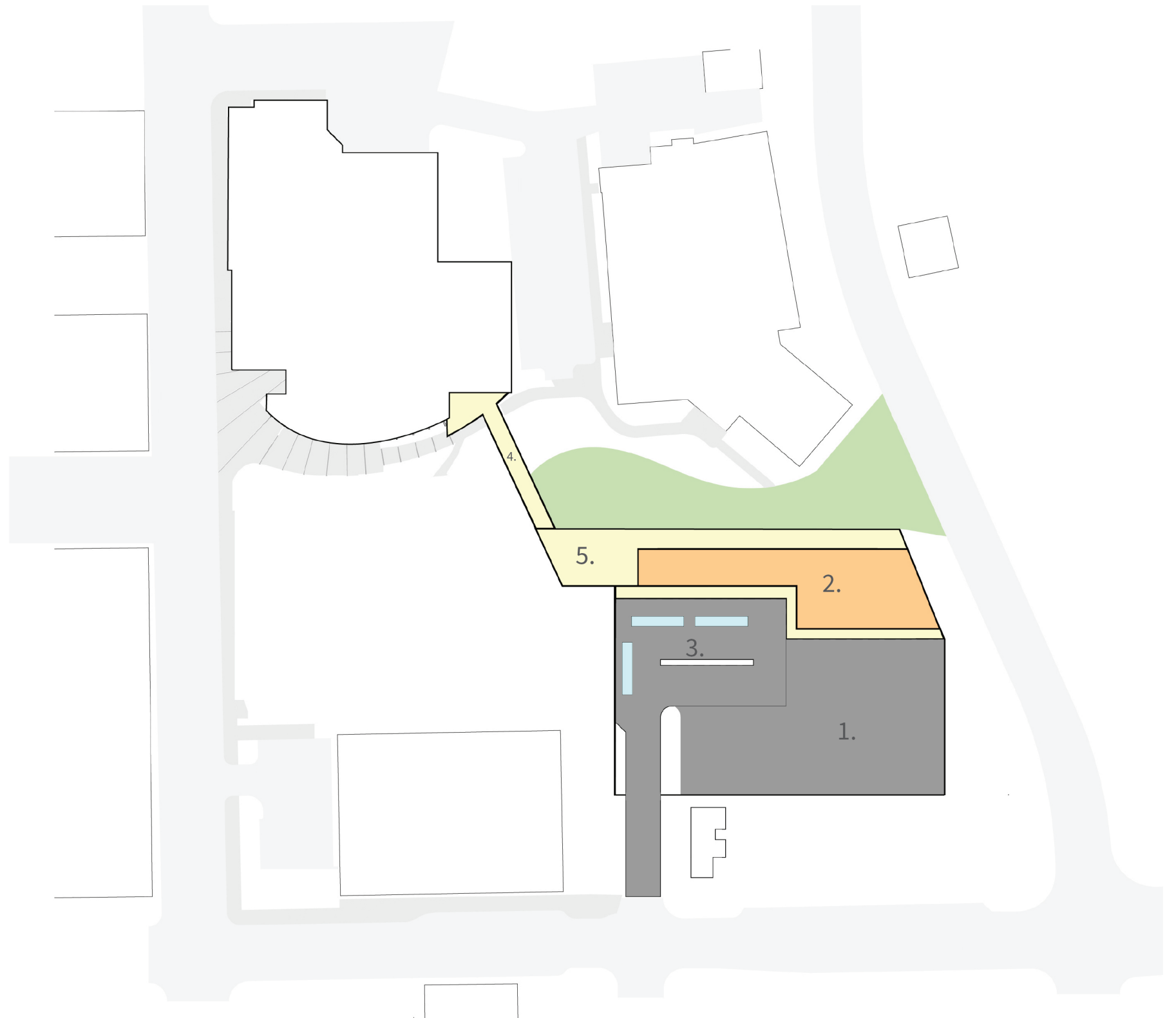
P5: Surface Parking



CONCEPTUAL FLOOR PLANS

- CIRCULATION
- BUILDING SUPPORT
- PARKING
- FLEXIBLE PUBLIC SPACE

1. Underground Parking | 90-100 Spaces | Potential Use for Library + City Hall Visitors
2. Kitchen / Storage | 11,900 SF
3. Bus / Delivery Drop-Off
4. Underground Connection to Skyway
5. Lower Level Circulation

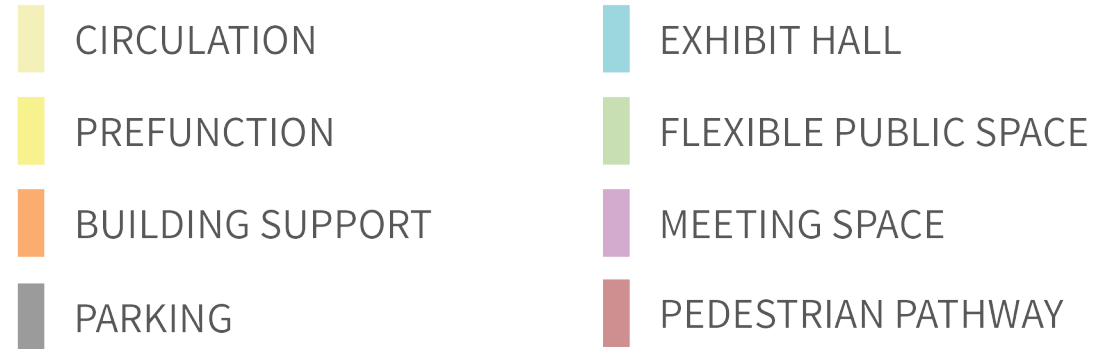


LOWER LEVEL

Total Level Square Footage | 67,000 SF



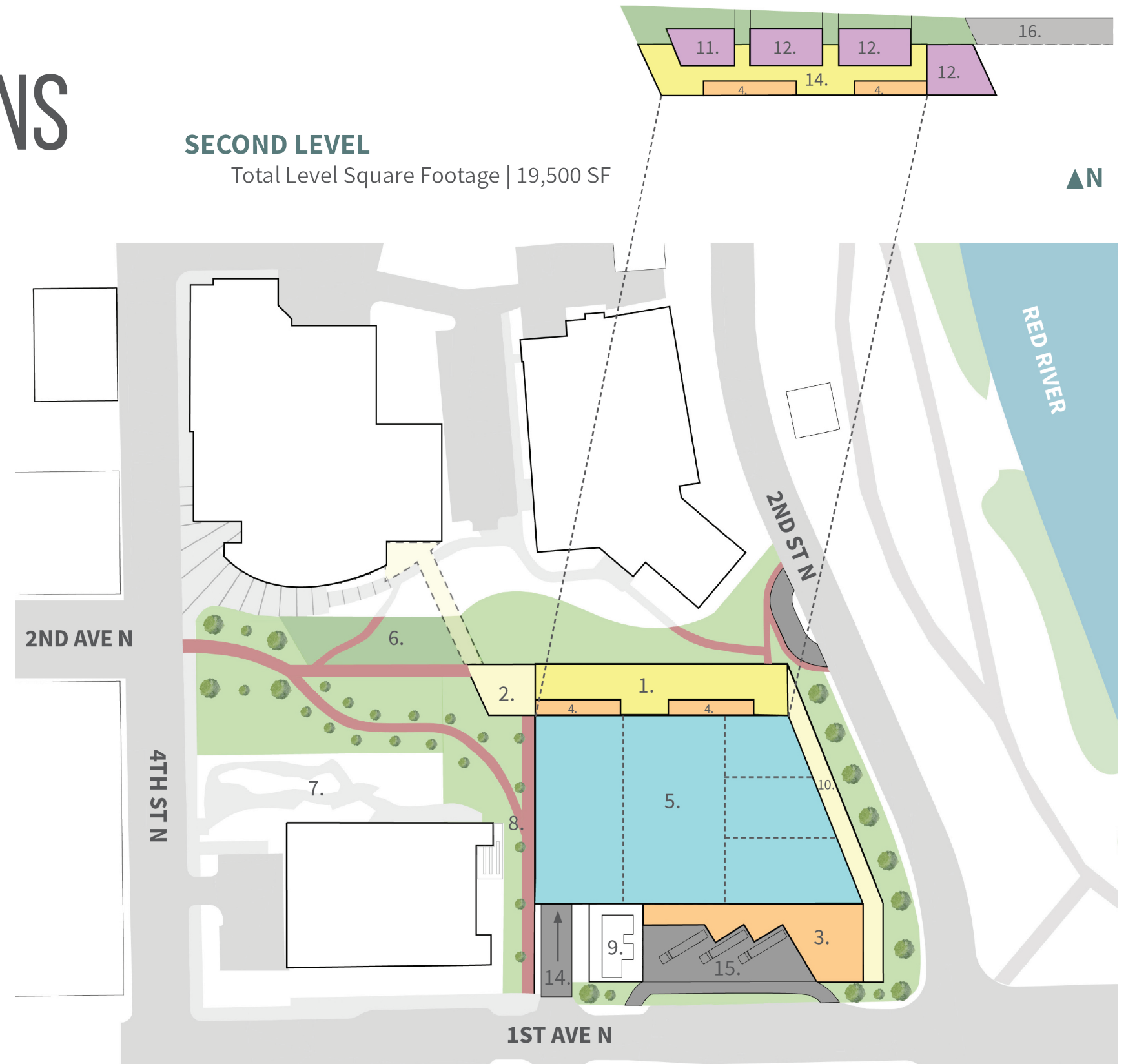
CONCEPTUAL FLOOR PLANS



1. First Level Prefunction | 15,000 SF
2. Main Entry Lobby | 1,200 SF
3. Loading / Storage | 16,500 SF
4. Support Space / Storage / Restrooms | 1,240 SF
5. Exhibit Hall | 50,500 SF | With Divisible Walls
6. New Sloped Greenspace
7. Existing Library / Sodbuster Plaza | To Remain
8. New Hardscape/Softscape | Connection to Library Entry
9. Existing Lift Station | To Remain
10. River Overlook Terrace
11. Meeting Space | 2500 SF
12. Meeting Space | 3000 SF
13. Second Level Prefunction | 10,900 SF
14. Ramp / Access to Underground Parking
15. Loading Dock / Delivery Access / Storage | (1) 15 ft Height Dock, (2) 13 ft Height Docks
16. Potential Pedestrian Bridge Connection

SECOND LEVEL

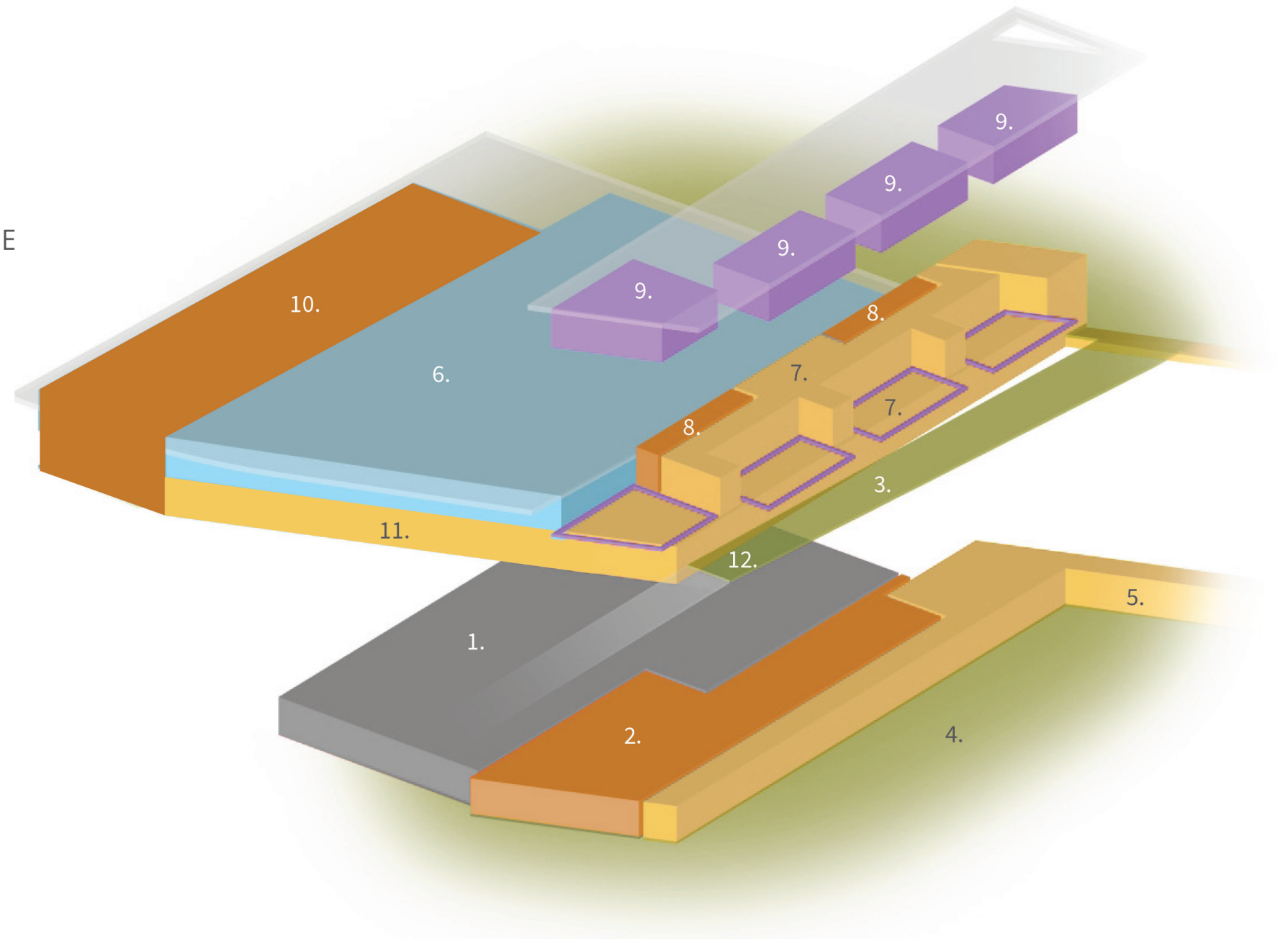
Total Level Square Footage | 19,500 SF



FIRST LEVEL | SITE PLAN

Total Level Square Footage | 88,000 SF

CONCEPTUAL DESIGN



1. Underground Parking
2. Kitchen / Storage
3. Sloped Green Space
4. Lower Green Space
5. Underground Connection to Skyway
6. Exhibit Hall
7. Prefunction
8. Support Space / Storage / Restrooms
9. Meeting Space
10. Loading / Storage
11. River Overlook Terrace
12. Potential Bridge Connection to Red River

3D MASSING DIAGRAM

LOOKING AHEAD: EXPLORING POSSIBILITIES

Convention center users today—whether attending large-scale conferences, local events, or community gatherings—are no longer satisfied with functional spaces alone. They seek immersive, flexible, and inclusive environments that reflect the character of the destination and prioritize their personal comfort, wellness, and engagement. A convention center in downtown Fargo has a powerful opportunity to meet and exceed these expectations.

The Convention Center can also be more than just a meeting space—It can be a driver of economic activity, a reflection of community identity, and a destination for all. Our team is committed to working with the City of Fargo team and greater community to create a successful solution that:

- **SHARES THE STORY OF FARGO:** Expresses community identity and shares all Fargo has to offer.
- **INTEGRATES WITH THE DOWNTOWN NEIGHBORHOOD AND CIVIC QUAD:** The proposed project location meets many of the City's own goals established in the Fargo Comprehensive Plan and Downtown InFocus Masterplan, such as activating streets, creating all-seasons green space, developing infill sites, prospering as a business center by supporting local businesses, and thriving as a destination.
- **ENHANCES THE EXPERIENCE FOR ALL USERS:** This venue is not only for guests or visitors - the Convention Center, the surrounding campus, and the greater lifestyle district will all be assets for the City and provide more opportunities for community use.
- **PRACTICES BUDGET RESPONSIBILITY:** Through leveraging existing facilities, infrastructure, and amenities to compliment the Convention Center, more funding can be allocated to the Convention Center itself.

Our team is ready to collaborate with the City of Fargo and its stakeholders to explore a solution that is contextually integrated, fiscally responsible, and future-ready. We are energized by the potential to contribute to this vision for the Fargo Convention Center and greatly appreciate the opportunity to continue the conversation.



