

# Breakout Panel Topic: Project Messaging & Building Countywide Support

## Supporting Panel Discussion Material

Alliant Energy Center Redevelopment Committee June 2019 Meeting  
*For Committee Discussion Purposes*

### TABLE OF CONTENTS

1. Breakout Panel Objectives & Discussion Questions
2. List of Potential Funding Sources
3. Framing the Opportunity
4. User Group Discussion Notes, April 2018 Mtg
5. AEC Economic Impact & Community Role
6. Summary of Visitation & Impacts at AEC Venues – Current
7. State Funding Proposal FAQ
8. Alliant Energy Center Competitive Scan
9. List of Contractors Frequently Used by AEC & Users
10. Alliant Energy Center Event Data
11. Exhibition Hall Expansion Phase 1 White Paper
12. Destination District White Paper
13. AEC Vision and Implementation Framework Document  
Summary Handout
14. Public Input on Importance of Alliant Energy Center

Data and information in this packet represents initial research and is not meant to be comprehensive or all inclusive. The purpose of the enclosed information is meant to provide Committee members background information relevant to the panel topic.

## 1. Breakout Panel Objectives & Discussion Questions

Breakout Panel Topic: **Project Messaging & Building Countywide Support**

**Discussion Objective:** Garner countywide support for Alliant Energy Center Phase 1 Exhibition Hall expansion and taxpayer investment.

**Discussion Questions:**

1. What problem are we solving by investing in this project?
2. What larger community needs can be addressed by this project?
3. How is equity, economy, and environment incorporated/addressed in this project?
4. What are strategies to build overall countywide support from the community for this project?
5. Is there other data or information needed or desired to guide decisions on strategies discussed?

## 2. List of Potential Funding Sources

### Potential Funding Sources for Alliant Energy Center Campus Improvements

**Draft for discussion purposes only.**

Funding source analysis based on general eligibility requirements and past uses. Use of public funds will require approval by a governing body and may be subject to additional local polices.

Potential Funding Sources		Alliant Energy Center Venues <sup>(1)</sup>	Alliant Energy Center Infrastructure <sup>(2)</sup>	Private Development Infrastructure <sup>(3)</sup>
LOCAL	AEC Operating Revenues	●	●	
	AEC Property Sale/Lease	●	●	
	County Capital Budget and Levy	●	●	
	Hotel Room Tax	○	○	
	Tax Increment District			●
	Business Improvement District			●
	Special Assessment			●
STATE	Local Exposition District <sup>(4)</sup>	○	○	
	State Grants/Appropriations	●	●	○
PRIVATE SECTOR	AEC Contractors/Partners	●	●	
	Major AEC Users	●	●	
	Venue Naming Rights	●	●	
	Corporate Sponsorships	●	●	
	Foundation Grants	●	●	
	Developers		●	●

- Most improvements would be eligible
- Some improvements may be eligible

Footnotes:

- (1) Venues include the Coliseum, Exhibition Hall, New Holland Pavilions, Arena, and Willow Island.
- (2) Alliant Energy Center Infrastructure includes improvements primarily supporting AEC Venues such as parking, ring road, stormwater management, grounds, etc.
- (3) Private Development Infrastructure includes improvements primarily supporting private development located on the Alliant Energy Center campus such as parking, roads, stormwater management, utilities, etc.
- (4) As authorized by Wis. Stat. § 229.40, such as the Wisconsin Center Tax District in Milwaukee.

May 14, 2019

# FRAMING THE OPPORTUNITY



## The Time to Plan is Now

*Now is the time to set a course for optimizing the economic and community impacts of the AEC and adjacent public and private lands.*

- **The region's economy and convening needs are rapidly evolving.** Community and visitor experience expectations, as well as market opportunities, are rapidly changing due to technology and consumer preferences. The AEC campus and facilities are aging and in need of upgrades and expansion to meet the evolving needs of major users and the community.
- **Investment is needed to remain competitive and financially sustainable.** Recent studies and analyses provide evidence that our competition is making the investments to meet future market needs. We cannot expect that the significant economic and community benefits generated by the AEC will continue without making the improvements needed to stay market competitive.
- **Without a solid vision for the future and a plan to get there we will not optimize the potential.** We cannot afford to make incremental improvements and changes without a comprehensive vision. Investments, large and small, need to be carefully evaluated in terms of their return on investment, economic impacts, and relationships to existing and future facilities and operations, which can be accomplished only with a solid vision and detailed plan.



- **Improvements to the AEC should be a catalyst for revitalizing the entire area.** The AEC is a major community asset, and its activity, uses, and appearance should have a significant impact on the value, use, and investment opportunity of the surrounding private properties as well as increasing opportunities for surrounding communities. Developers, end users, and investors will optimize that potential when a compelling vision for the AEC campus and surrounding area are codified in approved plans. Without them, adjacent lands will continue to develop in ways that do not optimize the tax base and market opportunities or meet the community's expectations and needs.

## Make No Small Plans – Seizing the Big Opportunity

### *Leverage the AEC and other community assets to transform the Nolen gateway and increase access to economic opportunity for the surrounding community*

The AEC is situated in the middle of the Nolen Drive corridor – the city's most beautiful and dramatic entrance, sitting on Lake Monona and comprised of more than 400 acres of public land. With the AEC, beautiful lakefront parks, and Wingra creek as the anchors, this area could be to Madison and Dane County what Millennium Park, McCormick Place, and Grant Park are to Chicago. A cohesive and seamlessly integrated system of public and private uses that draws visitors and offers all residents a major urban waterfront destination for daily use and recharge requires thoughtful planning and a well-coordinated and sustained commitment to implementation. Accordingly, a dynamic and realistic vision for the AEC campus is a critical first step to realizing the potential of this area and ensuring that the AEC will catalyze significant tax base growth, a variety of employment opportunities and enhanced economic activity.



*A recent analysis of the redevelopment potential of the AEC and nearby properties suggests that the area could yield between \$300-450M in new tax base.*

DISTRICT REDEVELOPMENT POTENTIAL

## 4. User Group Discussion Notes, April 2018 Mtg

### AEC User Group Discussion Notes

Meeting Date: April 2018

#### Initial challenges identified:

- Parking is always a concern;
- Use 800 stalls to house horses during the weekend with 300 different event happening throughout the weekend
- Garden and Quilt expo only use the Exhibition Hall and they feel like they have already maxed it out
- Garden and Quilt expo would like to see modern WIFI
- Hereford expo – challenges: electrical was short; catering was a little too expensive and it's a long walk to get from one end to another end of the campus
- Bratfest – WIFI technology is a challenge; parking is always an issue
- Bridal Shower: challenge – WIFI; back doors – it gets very cold
- SkillsUSA: have issues with affordable hotels nearby; WIFI; need more flat space
- World Dairy: want to expand but they are running out of flat space; need more Class A exhibition space but more parking as well
- Parking structure would be an issue for cattle trailers
- Technology training has been a challenge with WIFI at the AEC
- Centerplate would like to have a larger modernized kitchen and a satellite kitchen; need more storage space for equipment

#### Takeaways from Hunden's questions:

- Group would like to see a 25,000 sq.ft. exhibition space expansion
- Majority of group would like a ballroom but it must be flexible and capable of collapsing quickly

#### Facility walk-through: pre-event activities

- Rigging has been a major issue for concerts
- Load-in on the north side is efficient but south side of pavilions has been a challenge
  - There should be similar access south side, as in the north side
- Load-in and dock management has been a good part of campus
- AV is always a challenge (from Garden and Quilt expo)
  - Can't get to all rooms fast enough because of AV
- Bratfest: traffic is always an issue; have too many headliners at once;
- SkillsUSA: WIFI is a challenge
- Being able to store large equipment the day before the event is helpful
- World Dairy: bottlenecks in the southside of the pavilions; there's an opportunity to upgrade AV; if you add more meeting rooms, you will need to upgrade AV
- Better elevator access to move equipment upstairs
- Fiber optic is a challenge
- Challenge to carpet areas same color as curtains

- Horse fair: takes 2 days to load-in
  - Get a little bottle necked with dock space
  - Elevator on west side is also an issue; wish it was bigger
  - Issues with handicapped accessibility to evening shows
- Security in Quann Park has been a problem – not enough lighting, more security would be good
- Physical infrastructure improvements to load-in and out
  - Southside of pavilion
  - High speed doors
  - Be able to maintain load-in and have a drive thru for exhibitors to drop off their equipment/supplies
  - Sound systems – nice if they could broadcast a message to entire AEC campus facilities
- Coliseum: lighting; outdated dressing rooms; takes a long time to get people into concerts; more entry points
- Beer garden in Expo Hall
- More affordable food options available
- Staff is great at accommodating what is needed
- Location of beltline and accessibility is good but access to campus and parking is an issue; problem with parking really far and walking
- Problematic that there's no restrooms by entrances
- Concession food is too expensive
- Would love to see more tables, chairs, and seating space for lunch
- Nice to have gathering areas and foster community
- Encourage rebranding to attract a younger community
- World Dairy: would like to be able to identify attendees and facilitate them paying with credit cards; credit card readers at gates; have a lot of attendees and they don't know who they are
- Would like to have more space for attendees to have sit down meals
- Lake home: Cost of parking is too high and they don't know how many people they've lost because of high cost of parking
  - Restrooms are too far away
- Horse Fair: John Nolen entrance is underutilized; need to improve wayfinding to guide people to other entrances; utilize shuttles to transport people around; overflow parking is an issue – can park in Quann Park but when weather is bad it's an issue; maintenance in bathrooms can become an issue at times
- Build tunnels to use during days when weather is bad; additional buildings for people to wait out bad weather
- Need affordable meal options for families
- Hotels closer to campus
- More seating in pavilions
- More TV monitors and communications monitors
- Visitors Bureau has been a huge help
- Commercial exhibitors would appreciate having food in expo hall

### Competition:

- Having the flexibility to keep up with modern technologies
- Carpet and curtains same color
- Quality of meals in a timely manner has been good
- Smart room
- Whydam facility in Disney - high tech and they provide projectors and computers
- South Point in Las Vegas have drive thru capability
  - Have better signage (digital signs)
- Coliseum in Denver – have staging area underground
- World Dairy: Madison community has become too expensive in general and has become a big concern; increasing cost of hotels has become a problem for exhibitors; cost to stay in Madison for an extended period of time is too high
- Not a lot of places that can handle large equipment so for that reason AEC works best
- Kalahari has the best lighting in meeting rooms
  - Bright, no shadowing, consistent all around and lights are dimmable
- Monona Terrace has a tunnel to help unload
- Carpet and pipe and drapes need upgrading
- Younger people coming in for the experience and state of the art venue would be great
- St. Louis has a nice facility where they shuttle people
  - Parking should be off site (from Bratfest)
- Louisville, Kentucky State Fairgrounds have a lot more hotels nearby
- Air-conditioned barns would be helpful
- Be able to use an outside caterer
- Edgewater Hotels, Monona Terrace, Phoenix Convention Center
- Updated polished and improved AV
- More flexible space and more of a wow factor
- Updated modern technology
- Coliseum: ease of getting in for patrons
- World Dairy: parking must be truck and trailer friendly
  - Arena does not meet needs and want more Class A exhibit space
- CVB: meetings rooms and ballroom is a must
  - Expanding meeting room space and expo hall
  - Design: a lot more activation in convention centers
  - More local community culture
  - Technology is critical
  - Exhibit Hall: have good food and beverage
  - Need more exhibit space for sports and temporary raised seating
  - More hotels closer to Campus
  - Type of hotel lacking?
    - Higher end with afterhours food and beverage

- World Dairy: once you leave you don't come back; there's no reason to come back; more restaurants within walking distance
  - No reason to come back to AEC once you leave
- For people who stay here for an extended period, there are no food choices
- More restaurants
- Transportation services to tie Downtown to AEC
  - Shuttles to other areas of Madison
  - Ease of transportation that make it easier to downtown
- Transportation: How are most of your attendees getting here?
  - World Dairy has a courtesy shuttle to motels but most people like to drive their own car
  - Majority are driving cars
  - Agro business will drive their pickup trucks
  - SkillsUSA – current attendees would benefit from shuttles over having to drive here



## 5. Alliant Energy Center Economic Impact & Community Role

### Economic Impact

In 2016, the 164-acre Alliant Energy Center Campus:

- Hosted over 400 events
- Welcomed over 800,000 attendees
- Generated 177,000 room nights
- Spurred \$76 M in spending
- Earned revenues in excess of expenses

▷ ECONOMIC IMPACT

▷ GATHERING

▷ SHARING KNOWLEDGE

▷ ATTRACTING VISITORS



### Community Role

The AEC campus serves as the region's premier, multi-venue expo, convention, and event destination, providing the regional community with a place to **Gather, Share, and Attract Visitors**. Some examples include:

- **Gather for major events**
  - Bratfest
  - Dane County Fair
  - Concerts and Sporting Events
  - Beer & Cheese Fest
  - Circus
- **Share and gain knowledge**
  - Garden Expo
  - Deer & Turkey Expo
  - Canoecopia
  - Model Railroad Show
  - Quilt Expo
  - Fishing Expo
  - Car Shows
  - Kids Expo
- **Attract visitors from around the country and world**
  - World Dairy Expo
  - Midwest Horse Fair
  - CrossFit Games



## 6. Summary of Visitation & Impacts at AEC Venues - Current



Table 1

Summary of Visitation & Impacts at Major AEC Components - Current						
Component	Current Attributed Attendance	Current New or Recaptured Daytrips	Current Room Nights	Annual Spending (millions)	FTE Jobs	Annual Local Taxes (000s)
Ex Hall/Conference/Parking	323,448	164,890	92,277	\$34	1,145	\$1,031
Coliseum	186,862	107,479	19,089	\$15	543	\$246
Pavilions	141,977	45,593	56,461	\$15	492	\$604
Willow Island & Quann Park	157,000	102,950	9,103	\$11	395	\$135
<b>Total</b>	<b>809,287</b>	<b>420,913</b>	<b>176,930</b>	<b>\$76</b>	<b>2,575</b>	<b>\$2,017</b>

Source: Hunden Strategic Partners

In 2016, the complex attracted approximately 809,000 attendees from its top events. Top events, which generate more than \$10,000 in revenue, account for approximately 94 percent of AEC's total attendees. HSP's calculations indicate that the AEC generated nearly 177,000 room nights, \$76 million in spending, supported 2,575 full-time equivalent jobs in the local economy, and generated \$2.0 million in local sales and lodging tax impacts to the community. Clearly the facility has a positive impact on the community – and generates operating profit.

However, there are challenges and opportunities, as with any physical complex that must compete and be sustained amidst the challenges of time and changing conditions. HSP's analysis determined that, although the AEC's place in the local community is well received, the complex cannot prosper, or be sustainable, without continued reinvestment.

The primary area of concern on the campus is the condition of the Veterans Memorial Coliseum, as both event organizers and attendees continue to express frustration with the quality of the aging venue and most arena-style events, such as concerts and family shows pass it by for other quality venues in other markets.

One of the most important determinations made during the analysis was whether or not the Coliseum needed to be replaced in order to allow Madison the opportunity to compete again for prime concerts, family shows and sporting events. After numerous market interviews with experts and promoters, including physical analysis by Sink Combs Dethlefs, HSP determined that a new arena development on the AEC campus is not necessary. Conversations with local, regional, and national promoters and industry professionals indicate that a renovation to the Coliseum will provide nearly the same incremental benefit as a new-build for about half of the cost.

The Exhibition Hall is very well received in the market. Its challenge is that, while the size and flexibility of the exhibit hall is one of the complex's greatest assets, the AEC does not offer the complete package of meeting facilities, walkable hotel options, and amenities necessary to accommodate modern conventions, conferences and meetings. Existing users want the facility to expand to accommodate their growing need for space. The market is demanding an expansion by 50 percent of the size of the exhibit hall. In addition, many users (including many who cannot currently meet in Madison due to facility size constraints), require a large ballroom and numerous breakout meeting rooms in order to host their event. Yet in order to host these large events and be competitive, the number of hotel rooms within walking or a very short driving distance is too

### State Funding Proposal FAQ

March 14, 2019

The Alliant Energy Center is a valuable cultural, social and economic asset to Dane County and the state of Wisconsin. Throughout its 100-year history, the Center has generated substantial economic impacts and contributed to the quality of life of locals and visitors from across the state and around the world. However, community needs and market analyses have shown great potential to increase impacts and that a failure to begin making improvements will diminish this asset and create a fiscal burden.

#### What is being requested?

- State assistance is requested to fund a portion of a net 200,000 square foot addition to the Exhibition Hall in order to expand existing events and attract additional events that will bring increased national prominence to Wisconsin.
- The total estimated cost is \$77.4 million. The governor's budget includes \$30 million for the project.
- Other funding sources are expected to include naming rights, land lease/sale proceeds from on-campus private development, existing vendors, contributions from existing large users, new operating revenues, and the County.

#### Where did this idea come from?

- Beginning in 2016, a County-appointed public-private committee used a methodical approach to future planning for the Alliant Energy Center Campus, including extensive public outreach.
- A detailed market and economic analysis completed in 2017 concluded there was significant potential to attract larger, national events in addition to retaining and expanding existing events, especially those related to agriculture.
- A detailed Campus Master Plan completed in 2018 prioritized the Exhibition Hall expansion and included significant areas for private development on the grounds to support the additional visitors, including hotels and restaurants, as well as offices and residential units.
- The Exhibition Hall expansion is driven by existing users who need more space for vendors and programming and by feedback from events that chose other locations due to a lack of adequate meeting space.

#### Why is this a matter of statewide interest?

- 1. State investment in the Alliant Energy Center expansion will enrich Wisconsin's position as a premiere global convener in the agricultural industry.***
  - Wisconsin agriculture contributes \$88.3 billion annually to our state's budget, and the dairy industry alone employs nearly 42,000 skilled individuals and has an economic impact of \$43 billion.
  - Dane County is the fifth-ranked dairy producing county in the state and 27<sup>th</sup> in the nation. Agriculture provides 17,294 jobs in Dane County, contributes \$1.3 billion to the County's total income, and pays \$80.6 million in state and local taxes (not including school property taxes).
  - In 2017, Wisconsin exported \$3.5 billion of agricultural products to 147 countries, ranking 12<sup>th</sup> among states in the value of agricultural exports.
  - In 2017 and 2018, the Alliant Energy Center hosted more than 55 ag-related events of state and national significance bringing in more than 455,000 people from around the country and across the globe.
  - In 2018, the World Dairy Exposition alone had 835 exhibitors from 24 countries and 44 states and attracted 296 media members from 13 countries.
  - A 2012 study found that the World Dairy Exposition had a direct and indirect \$50 million impact on the regional economy.
- 2. The Alliant Energy Center expansion will raise Wisconsin's profile nationally and internationally in general and across a variety of other rapidly expanding industry clusters in the region and state with convening needs including biomedical/biotech, information technology, knowledge creation, and business and financial.***
  - In 2017 and 2018, the Alliant Energy Center held 14 national and international non-agricultural events that drew nearly 200,000 people from dozens of countries.
  - The Reebok CrossFit Games, alone, are televised nationally, attract athletes and spectators from over 31 countries, generate \$12 million in visitor spending, and pay \$1.2 million in state taxes.
  - The biohealth industry in Wisconsin is a fast-growing, high-paying sector with more than 4,000 companies, 107,600 jobs, and directly contributes \$27 billion to State's economy.



- Dane County plays a key role in that sector with some of the biggest and fastest growing companies in biohealth: Epic Systems Corp., Exact Sciences Corp. and Promega Corp.
  - IT-intensive industries employ nearly 18,000 workers in south central Wisconsin, with a 30% growth in employment from 2010 to 2015.
- 3. *State investment is critical to catalyzing significant on-campus private investment that improves the visitor experience and enhances our market position against a host of competing facilities in other states that are investing tens of millions of dollars and pursuing our customers.***
- The Exhibition Hall expansion will catalyze \$205 million in on-campus private development generating \$1.7 million in new property taxes and providing an array of needed support services demanded in the convening marketplace.
  - The Alliant Energy Center is a County-owned and operated facility and one of the very few nationwide with self-supporting operations; expansion will nearly double our net revenues to help support the related debt.
  - Over the past four years, significant facility investments have been made by states that are in direct competition with Wisconsin for major agricultural shows, conferences and conventions including: Indiana, Oklahoma, Colorado, Kentucky and Texas.
  - Investments by these competing states have ranged from \$50 to nearly \$700 million using a variety of sources including state bonds and capital campaigns, state grants, hotel taxes, and private donations.
  - The Exhibition Hall addition will help Wisconsin attract several more national events such as those that recently opted to go elsewhere including the Family Motor Coach Association, American Shetland Pony Club, and Association of Moving Image Archivists, each of which draws 500-1,200 attendees and generates 700-2,400 room nights.
- 4. *Investment in the Alliant Energy Center expansion will drive significant return on investment to the State.***
- Create 1,400 new jobs generating an additional \$670,000 in annual State income taxes, or \$25.3 million over 20 years
  - Generate more than \$1 million in additional annual State sales taxes, or \$58.9 million over 20 years.
  - Total new state taxes over 20 years with a present value of \$31.8 million.

**What’s the plan for getting this built?**

- The County is beginning the preliminary design this year.
- The County is aggressively pursuing the additional funding in 2019 and 2020 with the goal of starting construction in 2021.

**Didn’t the State already make a significant investment in the facility?**

- In 2014 the New Holland Pavilions were constructed at a total cost of \$23.9 million; the State contributed 38%, the private sector 25%, the Center itself 25%, and 12% in County borrowing.
- The Pavilions replaced several antiquated barns and were a requirement to retain the World Dairy Exposition and Midwest Horse Fair, both of which contributed to the cost and have seen increased event attendance and revenues.
- The Pavilions also have allowed all of our other agriculture events to expand and helped to attract several additional national livestock shows as well as the Reebok CrossFit Games.
- In the five years since the opening of the Pavilions, the Alliant Energy Center has attracted 24 new events (many of which are now annual), which have attracted more than 580,000 attendees and generated nearly 59,000 room nights.

## 8. Alliant Energy Center Competitive Scan

### Alliant Energy Center Competitive Scan

Sources: Hunden Strategic Partners, Destination Madison, Vandewalle & Associates

#### Indiana State Fairgrounds – Indianapolis, IN

- Owner – Indiana State Fair Commission
- 250 acres
- 1,000,000 SF of event space, arena, pavilions, barns
- \$53 million renovation to coliseum in 2014
  - State bonds and capital campaign

#### Oklahoma State Fair Park – Oklahoma City

- Owner – Oklahoma State Fair, Inc. – 501(c)(3)
- 435 acres
- Arena, exposition hall, pavilions, and horse barns
- \$100 million barn complex in 2016
  - 3% hotel-motel tax
- \$59 million event center in 2017
  - 1% sales tax

#### National Western Complex – Denver, CO

- Owner – City of Denver
- 240 acres
- Arena, events center, exposition halls, barns
- \$669 million in expansions and renovations committed in 2016 to \$1.1 billion overall master plan
  - Lodging and rental car tax
  - \$200 million in state certificates of participation
  - State grant
  - Private donations

#### Kentucky Exposition Center – Louisville, KY

- Owner – Kentucky State Fair Board
- 1.7 million square feet of event space
- Arena, exposition halls, pavilions
- \$200 million in expansions and renovations planned for 2020

#### Will Rogers Memorial Center – Fort Worth, TX

- Owner – City of Fort Worth
- 85 acres
- Coliseum, auditorium, exhibit halls, equestrian barns
- \$450 million new arena in 2020
  - \$225 million in special use taxes within 3 miles
  - \$225 million private sector

#### Colorado Convention Center – Denver, CO

- Owner – City of Denver
- Exposition halls and meeting rooms
- \$250 million expansion
  - Lodging and rental car taxes

#### American Royal Center – Kansas City, KS

- Owner – American Royal Association
- 112 acres
- 300,000 SF exposition space, arena, barns
- \$200 million new complex
  - State sales tax revenue bonds and county transient guest tax
  - Private sector donations



## 9. List of Local Contractors Frequently Used by the AEC & User Groups

### Top Vendor -Recurring / Operating Expenses 2018 - YTD 2019

MADISON GAS & ELECTRIC	electric & electric upgrades of \$24K
CENTERPLATE	reimburse reserve fund, catering 131,188.67
R AND K CONSTRUCTION	dirt moving
GREATER MADISON CONVENTION & VISITOR BUREAU	sales manager
H&H ELECTRIC	outside electrician labor
SUNBELT RENTALS	rental of equipment
CITY OF MADISON WATER	water & sewer
FOUR SEASON SECURITY	outside parking labor
JBM PATROL	security
STAPLES CONTRACTS	janitorial supplies
UPHOFF COMPANY	Pavilion clean out and removal of manure
MONONA PLUMBING	plumbing, sprinkler, backfill in Pavilions
PREMIER GOLF CART	rental of carts
UNGERBOECK SYSTEMS	licensing
MEFFERT OIL	gas & oil
SMG	commission 2018
WISCONSIN WIRELESS	wireless internet support
KELENY TOP SOIL	dirt, sand, gravel
HOMBURG CONTRACTORS	base work, light pole
PREMIER LABOR	outside parking & cleaning labor
NALCO COMPANY	chemicals
JOHNSON CONTROL	PSA for Metasys
TENNANT	janitorial equipment repairs & supplies
ROCKET INDUSTRIES	tape
	<hr/>
	\$ 2,931,077.29

### Top Vendor -Contractor / Equipment Expenses 2018 - YTD 2019

MIRON CONSTRUCTION	Coliseum lighting & rigging
FEARINGS AUDIO VISUAL SECURITY	meeting rooms audio visual upgrades
PERKINS & WILL	Campus master plan
BOLDTRONICS INC	security cameras
VANDEWALLE & ASSOCIATES	Campus master plan
GRAYBAR ELECTRIC	electric upgrades, parking lots & transformers
YES EQUIPMENT	equipment
LIVESEY PAINTING	painting
LERDAHL BUSINESS	furniture
GEMINI ENTERPRISES	carpet
REVERE ELECTRIC	electric upgrades
WE-BORE-IT LLC	electric upgrades
JWC BUILDING	repairs to walls in xhall
CARL F STATZ & SONS	equipment
1901 INC (FKA H&H INDUSTRIES)	repairs to chilled water pump
MCFARLANE MFG	equipment
VIKING ELECTRIC	electric upgrades
	<hr/>
	\$ 2,379,611.87

\*Disclaimer: List of above represents what the Allaint Energy Center contracts for directly. It does not include what the users contract for directly.

## 10. Alliant Energy Center Event Data

Table 1-2 (Source: Alliant Energy Center)

Alliant Energy Center - Total Event Count by Type								
Event Type	2011	2012	2013	2014	2015	2016	2017	2018
Agriculture/4-H	32	30	22	18	27	43	41	34
Banquet	35	36	31	31	37	40	27	26
Ceremony	26	42	37	41	30	18	9	9
Concert	16	14	4	5	4	7	6	6
Conference	30	28	13	14	16	14	15	11
Consumer Show	38	36	31	30	28	32	35	29
Convention	7	10	4	6	10	8	9	7
Family Show	9	6	5	6	7	5	7	8
Festival	5	4	4	4	5	4	2	2
Meeting *	93	133	147	133	106	135	159	137
Parking Lot Rental	15	20	16	18	12	21	21	23
Sporting Event	11	24	23	14	28	58	32	16
Trade Show	7	13	15	18	13	12	18	18
<b>Total Events</b>	<b>324</b>	<b>396</b>	<b>352</b>	<b>338</b>	<b>323</b>	<b>397</b>	<b>381</b>	<b>326</b>

\* Meeting Category Includes Testing/Exam and Civic Event Categories

Table 1-3 (Source: Alliant Energy Center Market, Financial, Facility and Impact Analysis prepared by HSP)

Alliant Energy Center - Total Attendance by Type (Top Events)						
Event Type	2011	2012	2013	2014	2015	2016
Agriculture	132,000	152,200	139,800	147,100	165,000	169,400
Banquet	3,000	3,800	3,000	2,400	3,300	3,700
Ceremony	13,000	23,400	15,800	15,400	24,900	22,500
Concert	42,700	68,900	32,000	32,600	22,000	38,200
Conference	16,000	18,400	25,600	13,000	20,600	16,600
Consumer Show	167,600	178,300	177,100	163,700	184,900	174,400
Convention	44,200	7,500	17,500	50,500	36,000	9,800
Family Show	56,900	39,800	49,000	37,800	51,100	50,200
Festival	131,900	154,700	155,400	207,800	203,000	166,900
Meeting*	6,600	10,600	6,600	11,200	6,400	8,800
Sporting Event	75,600	95,800	101,700	92,700	121,900	136,800
Trade Show	8,300	10,800	13,900	14,100	13,800	12,000
<b>Total Attendance</b>	<b>699,600</b>	<b>768,200</b>	<b>742,100</b>	<b>791,400</b>	<b>854,400</b>	<b>810,800</b>

Source: Alliant Energy Center, Hunden Strategic Partners  
\*Meeting Category includes Testing/Exam and Civic Event Categories

Table 1-4 (Source: Alliant Energy Center)

Annual Repeating Events at AEC - Total Attendance								
Event Name	2011	2012	2013	2014	2015	2016	2017	2018
Bratfest	70,000	100,000	100,000	150,000	150,000	125,000	245,000	140,000
World Dairy Expo	68,006	71,788	70,903	77,204	72,427	74,572	68,710	65,136
Midwest Horse Fair	47,702	70,557	63,173	60,109	62,346	62,000	61,000	49,836
DC Fair	55,405	53,816	47,365	57,808	46,507	35,000	44,137	34,073
Zor Shrine Circus	28,235	31,748	30,708	28,612	30,583	25,243	19,303	20,910
Deer & Turkey Expo	22,000	17,900	19,965	19,286	16,280	20,717	19,426	20,619
Garden Expo	18,880	18,471	15,107	16,738	14,719	16,027	16,635	13,665
Quilt Expo	14,999	15,282	15,058	15,130	15,811	16,872	17,095	16,440
Canoecopia	16,500	18,000	14,000	16,300	16,000	16,000	16,300	14,300
WIAA Hockey	17,497	14,537	17,626	12,225	14,529	12,814	15,376	14,084
Madison Fishing Expo	9,500	14,000	12,000	11,500	12,500	12,584	14,254	22,000
Model Railroad Show	7,700	10,000	11,750	9,000	9,000	9,000	10,000	6,000
<b>Total Events</b>	<b>376,424</b>	<b>436,099</b>	<b>417,655</b>	<b>473,912</b>	<b>460,702</b>	<b>425,829</b>	<b>547,236</b>	<b>417,063</b>

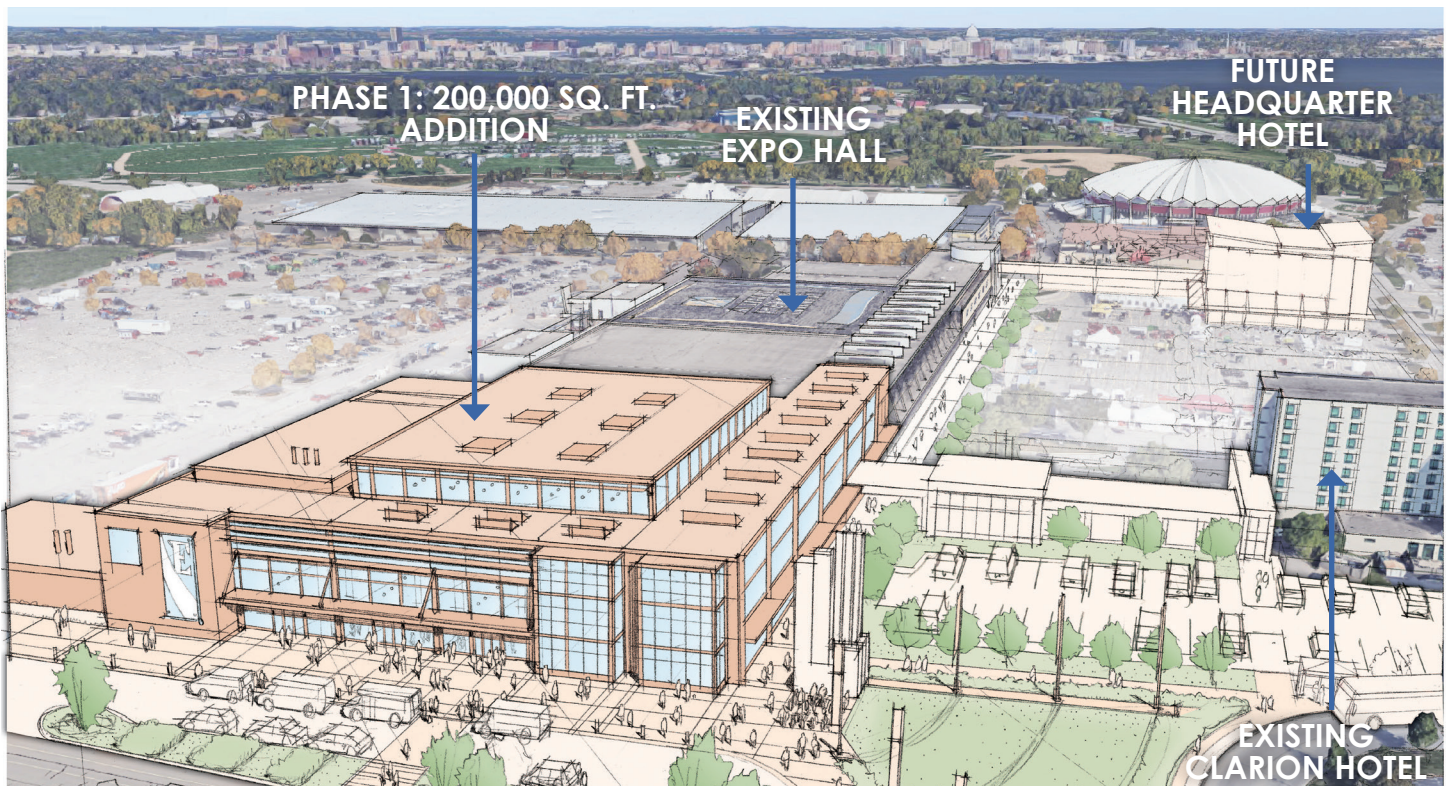
Table 1-5 (Source: Alliant Energy Center Market, Financial, Facility and Impact Analysis prepared by HSP)

2016 Alliant Energy Center Use Days by Facility	
Facility	Use Days
Arena	80
Exhibition Hall - Exhibit Space	259
Exhibition Hall - Conference Facilities*	526
<i>Lake Rooms</i>	259
<i>Mendota Rooms</i>	257
New Holland Pavilions	151
Parking Lots	103
Quann Park	26
Veterans Memorial Coliseum	103
Willow Island	98
<b>Total Use Days</b>	<b>1,346</b>
*Includes Ex Hall Boardroom, Lake Rooms, Mendota Rooms, Madison Room & Atrium	
Source: Alliant Energy Center, HSP	



# ALLIANT ENERGY CENTER REDEVELOPMENT PHASE 1

Throughout its 100-year history, the Alliant Energy Center campus has served as one of our most valuable cultural, social, and economic assets generating substantial economic impacts and contributing greatly to our quality of life. A master planning process completed at the end of 2018 demonstrated a need and market viability for substantial improvements to the campus, beginning with a significant expansion to the Exhibition Hall and accompanying, on-campus private development to catalyze and anchor a dynamic, mixed-use “Destination District.”



## PHASE 1 PROJECT ELEMENTS

- Exhibition Hall expansion increasing open floor expo space by 50%, doubling the amount of meeting room space with a 30,000-sq. ft. ballroom
- On-campus, 300-room headquarters hotel
- Landscaping and aesthetic improvements along the front of the existing Exhibition Hall, along the main entry drive from Rimrock Road, and along Rimrock Road out to the John Nolen Drive intersection
- Creation of a new central plaza that ties all campus facilities together and serves as a new outdoor expo space and community gathering area
- A new showering with covered access to the New Holland Pavilions
- Six acres of new on-campus, mixed-use development potentially including an additional hotel, restaurants, offices, recreation/entertainment, and housing
- Improved stormwater management facilities to further protect our lakes



# ECONOMIC IMPACTS

## VISITORS



- Increase **day trips** to Dane County by **108%**
- Increase **room nights** to Dane County by **59%**
- **\$3.5 billion** in new spending in Dane County over the next 30 years



## TAX BASE AND JOBS

- The **\$90 million** in **public investment** will trigger more than **\$205 million** in **private investment** on the campus for the first phases alone
- Generate nearly **\$3 million** in annual local property, sales, and lodging taxes
- Create **1,400 new** full-time ongoing **jobs**
- Leverage **\$175 million** in off-campus private investment in a Destination District



## STATE IMPACTS

- New jobs generating **\$670,000** in annual State income taxes, or **\$25 million** over 20 years
- Generate more than **\$1 million** in annual State sales taxes, or **\$58 million** over 20 years.
- Total new state taxes over 20 years with a present value of **\$31.8 million.**

Source: Hunden Strategic Partners

# MAKING IT HAPPEN

The Alliant Energy Center Redevelopment Committee has set an ambitious goal to obtain funding from a variety of public and private sources and begin construction on the Exhibition Hall expansion by 2021.

**2019** Investigate Funding Potential Sources and Complete Preliminary Design

**2020** Secure Funding, Complete Construction Plans and Solicit Private Development Proposals

**2021** Begin Construction of Initial Public and Private Elements

**2022** Complete Initial Construction and Continue with Remaining Phase 1 Elements



## Catalyst for an entire Destination District Vision

The Phase 1 Alliant Energy Center improvements will be the catalyst and an anchor for a go-to destination district with an activated lakefront and parks and integrated with new lakeview housing, restaurants, and hotels; all seamlessly knit together and connected to our Downtown, Park Street, and adjacent neighborhoods.

DRAFT  
4.24.2019

Working Discussion Material - For Committee Discussion Purposes



# A DESTINATION DISTRICT VISION:

Connecting Downtown Madison with the Greater Southside



## THE VISION

A go-to destination district anchored by an activated lakefront and parks; a revamped Alliant Energy Center integrated with new lakeview housing, restaurants, and hotels; all seamlessly knit together and connected to Downtown, Park Street, and adjacent neighborhoods.



# CREATING A DESTINATION DISTRICT

## An activity hub on the City's Southside

Dane County, the City of Madison, Madison Gas & Electric, Destination Madison, and Alliant Energy partnered and engaged with the public to shape a vision for the massive, 500-acre gateway between the Beltline and the Downtown.

This area has always been a gathering place, hosting many of our community's biggest events. Yet it is disconnected, lacks a sense of place, and needs to be enhanced to meet the needs of our growing region and optimized to drive new community revenue.

## A quick summary:

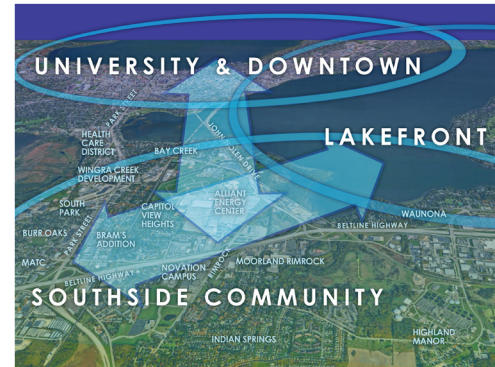
- Transformative Vision in place to optimize investment impact over 10-15 years
- Delivers significant economic and community impacts and benefits
- Opportunity to create an accessible Southside lakefront destination
- This collaborative vision can provide the context for future plans and decision-making by various government institutions and private parties
- Implementation of this bold vision is underway and can be realized incrementally over a 15-year timeframe, driven by market forces and availability of public and private funding

## SIX KEY STRATEGIES

1.  
Integrate a mix of uses and everyday attractions



2.  
Connect Southside, Downtown, and the Lake



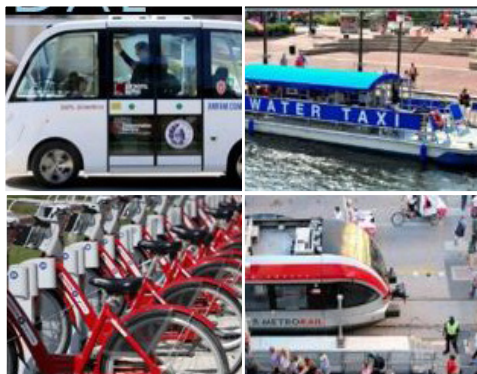
3.  
Activate a cohesive greenspace destination



4.  
Connect across John Nolen Drive & Rimrock Road



5.  
Add multi-modal connections to Downtown area



6.  
Deliver an authentic regional experience

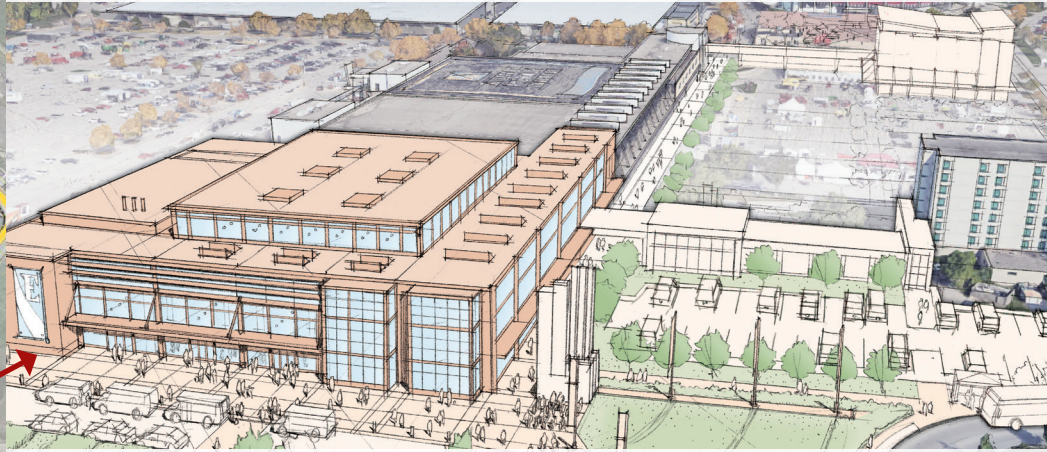




# ALLIANT ENERGY CENTER PHASE 1 AS THE CATALYST



The County is proceeding with preliminary design of a \$90M expansion to the Exhibition Hall and grounds, transforming the Alliant Energy Center into a true convention center with adjoining hotels. The Governor's proposed 2019-2021 budget includes \$30M for the Exhibition Hall expansion.

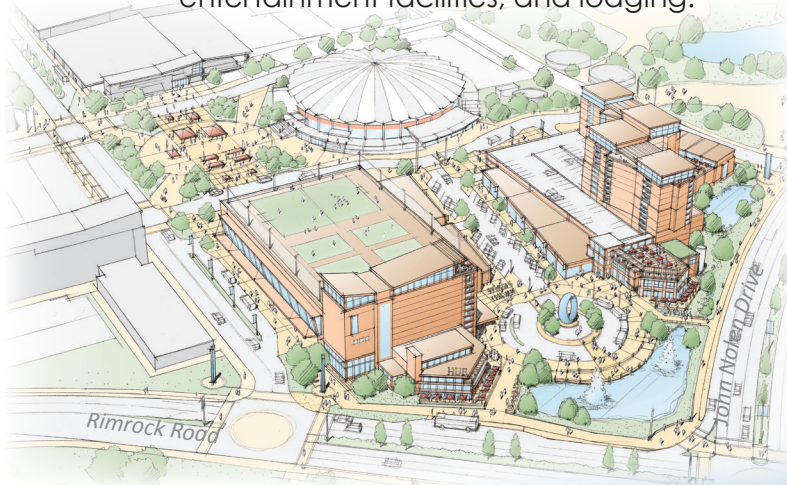


The expansion and enhancement of the Alliant Energy Center Facilities will drive over 45,000 additional room nights per year in Dane County and \$3.5 B in new spending over the next 30 years.

## OTHER GAME-CHANGING OPPORTUNITIES

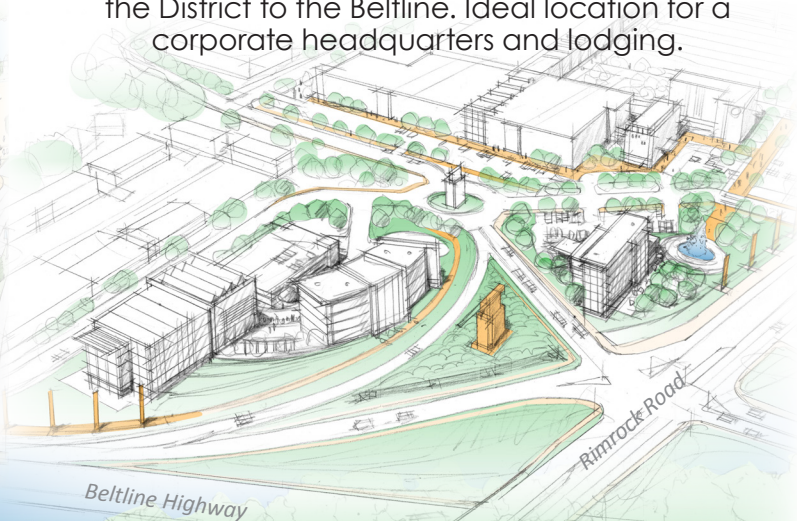
### The Core

A premier activity hub with a vibrant mix of uses including restaurants, residential, sports/entertainment facilities, and lodging.



### Beltline Gateway

A great opportunity to enhance the gateway to the Downtown and bring the presence of the District to the Beltline. Ideal location for a corporate headquarters and lodging.



### Lakeview Living

Capitalizing on the lake views and parks with high-density, mixed-income housing and employment.





# FREQUENTLY ASKED QUESTIONS

## ▶ WHAT IS THE TIMELINE FOR THE IMPLEMENTATION OF THE 'DESTINATION DISTRICT' VISION?

Catalyzed by the public and private development on the Alliant Energy Center campus, this bold vision can be realized incrementally over a 10-15-year timeframe, driven by market forces and availability of public and private funding.

## ▶ WHAT IS THE TIMELINE FOR REDEVELOPMENT OF THE ALLIANT ENERGY CENTER?

The County is underway with preliminary design of a \$90M expansion for the Exhibition Hall and grounds to transform the Alliant Energy Center into a true convention center with on-campus hotels and mixed-use development. \$30M is in the Governors' proposed 2020/21 budget for the exhibition hall expansion, with groundbreaking anticipated by 2021.

## ▶ WHAT GEOGRAPHIC AREA DOES THE 'DESTINATION DISTRICT' COVER?

The Destination District refers to the vision for the 500-acre gateway encompassing the entire Alliant Energy Center campus, both sides of Rimrock Rd. from the Beltline to John Nolen Dr., the east side of John Nolen Dr. over to Lake Monona shoreline, and the 200-acres of public green/park space to the north of the Alliant Energy Center including Wingra Creek, Goodman Park and Quann Park.

## ▶ HOW CAN THE 'DESTINATION DISTRICT' CONNECT WITH THE SOUTHSIDE?

The Destination District is envisioned to connect with the Southside through programming, including new restaurants, increased family activities, recreation opportunities, and improved access to the parks and lake. In addition, improved and increased transportation connections to and within the District are envisioned to ease access to the entire Southside community for living, working and recreating in the District.

## ▶ WHAT OPPORTUNITIES FOR PRIVATE DEVELOPMENT EXIST WITHIN THE 'DESTINATION DISTRICT'?

The vision calls for the redevelopment of over 40 acres of prime real estate in the core of the Destination District. There is tremendous development opportunity for a vibrant mix of uses including restaurants, mixed-income residential, sports/entertainment facilities, and lodging.

## HOW CAN I GET INVOLVED?

- Subscribe to our monthly Newsletter, send your email address to: [aecvision@countyofdane.com](mailto:aecvision@countyofdane.com)
- Find out about events where you can participate in the planning and implementation by visiting: <https://aecstudy.countyofdane.com/>
- Encourage legislators to include the proposed \$30M in the non-state capital budget
- Attend the monthly Alliant Energy Center Redevelopment Committee meetings
  - **Date/Time:** Third Monday of every month at 3pm
  - **Location:** Alliant Energy Center, Exhibition Hall, Board Room on the 2nd Level

Funding and Participation for the Vision and Strategy from:



Working Discussion Material - For Committee Discussion Purposes

## VISION FOR THE ALLIANT ENERGY CENTER CAMPUS

### Critical to Success

*A vital next step in the master planning process is to define a clear and future-focused vision that:*

- Inspires, empowers, and aligns various constituents
- Is grounded in the place and core values of the community
- Helps set priorities and guides planning
- Guides decision making for years to come

*The AEC vision was developed by synthesizing the work of the committee, recent studies, and public and stakeholder engagement activities.*

*A Vision is more than a vision statement. The Vision Chapter of this document outlines the AEC's regional role and purpose, its future market focus, and the core vision foundations that will guide the master planning process and implementation efforts in the future.*

### Vision Statement

*The Alliant Energy Center is a key regional asset that serves as a dynamic convening campus providing an exceptional and authentic experience for the community and visitors alike. The seamlessly integrated campus serves as a catalyst for a vibrant destination district driving tax base growth and increased access to economic opportunity for area residents.*





## VISION FOUNDATIONS

*The Vision Foundations provide the core elements upon which the Master Plan and long-term implementation efforts will be built. These foundations provide the big picture guideposts to enhance the AEC and surrounding area to meet the evolving needs of the visitor, convening industry, and the growing regional community.*

### AEC Primary Role and Market Focus

The AEC campus will continue to serve as the region's premier, multi-venue expo, convention, and event destination, providing the regional community with a place to:

- **GATHER** for major events
- **SHARE** and gain Knowledge
- **ATTRACT** visitors from around the country and world



### Impact and Return on Investment

The AEC has significant economic and community impact, and as a goal will continue to operate with revenues exceeding expenses. Community and financial return on investment will be a crucial decision criterion for making improvements to meet the diversifying needs of the convening industry and growing regional community. Developing public-private partnerships will be critical for funding large-scale improvements.



### Walkable Destination District

The Campus will integrate additional hotels, food, beverage, retail and entertainment establishments, a range of employment opportunities, and new housing on or around the AEC campus. Together these will build a critical mass of activity that will benefit visitors and the community.



### Connected and Cohesive

The AEC campus area and Dane County community will benefit by improving ties between on-site facilities, integrating the campus into a recognizable district, strengthening linkages to surrounding neighborhood destinations, and seamlessly connecting the AEC to the Lake and Downtown.





## Transit and Multi-Modal Oriented

**As a major regional destination and auto gateway to the downtown,** facilitate enhanced transit service and emerging transportation technologies to serve a growing employment district, and improve transit connections to the downtown for visitors and area residents.

## Equity and Access

**The campus will be welcoming and a valued asset to our county's diverse communities and cultures** through an approachable design character, improving access through the campus district connecting the Park Street Corridor Neighborhoods to the lakefront, incorporating improved transit connections and being a catalyst for increased economic viability and employment opportunities.



## Sustainability

**The AEC will prioritize sustainability objectives** including managing stormwater for lake quality by showcasing the area watersheds' model technologies and practices throughout the improved campus, facilitating alternative transportation improvements and services for district employees, residents and visitors, and integrating on-site renewable energy production.

## An Authentic Madison Region and Wisconsin Experience

**The AEC campus experience will embrace the authentic flavor of the region,** weaving in the lakes, the natural landscape, local food, and bike culture of the region.

- **The AEC can showcase the State of Wisconsin's agricultural diversity** and can provide locally produced food offerings for events.
- **Enhancing the City of Lakes presence through strong connections to the lakefront,** a lakes theme and integration of lakeside experiences.
- **AEC grounds become a bike trailhead** making riding downtown, enjoying the Capitol City Trail or Lake Loop a must-do AEC visitor experience.



# STRATEGIC INITIATIVES

*Implementing the Vision requires addressing several interrelated issues. These Strategic Initiatives will create an achievable comprehensive plan for making significant improvements to the AEC campus, growing market share, maintaining financial sustainability, meeting community goals in a meaningful and pragmatic manner, and providing greater access to opportunity.*



## VISION

*The Alliant Energy Center is a key regional asset that serves as a dynamic convening campus providing an exceptional and authentic experience for the community and visitors alike. The seamlessly integrated campus serves as a catalyst for a vibrant destination district driving tax base growth and increased access to economic opportunity for area residents.*

### 1. AEC Campus Master Plan

*Translate the Vision into a dynamic, long-range physical plan to guide investments over the next 15-20 years*

### 2. Multijurisdictional Destination District Redevelopment Plan

*Utilize a public-private approach to plan for a lively district that enriches the AEC visitor experience and serves as a destination for area residents and the region*

### 3. Funding and Governance

*Develop a robust funding strategy for campus improvements and ensure consistent governance and oversight of improvements and operations*

### 4. Operations/Business Plan

*Maximize operational efficiencies while adapting to ever-changing customer and community needs*

### 5. Market Strategy/Branding

*Develop a strong brand and comprehensive market strategy consistent with the primary market focus areas*

### 6. Public and Stakeholder Engagement

*Maintain continuous communications and engagement with the public and stakeholders to ensure improvements and operations reflect community needs and goals*

## 14. Public Input on Importance of Alliant Energy Center

At different junctures, the community has been asked what they think is the most important role the Alliant Energy Center plays in the County. Supporting a high quality of life has continuously been their top response.

Source: POLCO Survey Conducted in 2017

### The most important role that the Alliant Energy Center (AEC) plays in the County is \_\_\_\_\_.

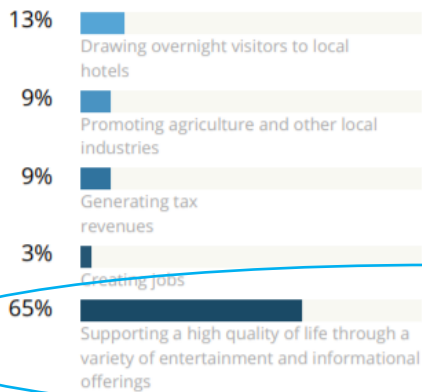
Policy added **2017-05-22**

Voting ends **2017-08-07**

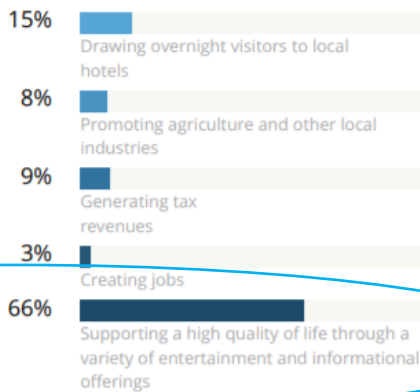
6 opinions

296 votes

#### All Respondents



#### Registered voters



Source: Joint Alliant Energy Center Campus Master Plan and Destination District Public Event October 2018

### 7) The most important role that the Alliant Energy Center plays in the county is:

Responses		Answer Options
(Percent)	(Count)	
6%	3	1) Drawing overnight visitors to local hotels
10%	5	2) Promoting agriculture and other local industries
6%	3	3) Generating tax revenues
6%	3	4) Creating jobs
73%	37	5) Supporting a high quality of life through a variety of entertainment and informational offerings
<b>Totals</b>	<b>100%</b>	<b>51</b>

