ALLIANT ENERGY CENTER CAMPUS MASTER PLAN

DANE COUNTY, WISCONSIN

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00 ACKNOWLEDGMENTS

A special thanks to all those, not named on this page, who gave their time and energy to this important planning effort for the Alliant Energy Center Campus Master Plan. This document would not have been possible without the dedication of the following individuals who defined a comprehensive vision for the Alliant Energy Center:

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USER GROUP

World Dairy Expo

Dane County Fair

Porchlight Productions

Wisconsin Agri-Business Association

Madison Area Sports Commission

Greater Madison Convention & Visitors Bureau

American Hereford Association

Brat Fest

Midwest Horse Fair

WPT Garden Expo/Quilt Expo

Clarion Suites

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01 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Alliant Energy Center campus is a cultural, social and economic asset to the City of Madison and Dane County. The campus is a local and national destination for a wide variety of gatherings and events. The Alliant Energy Center Master Plan is the outgrowth of collaboration between Dane County, City of Madison, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau and the residents of Dane County. Three stakeholder committees comprised of elected officials, business owners, property owners, campus user groups, peer institutions, neighborhood residents, and City representatives conducted the study over the past 10 months. The primary purpose of this plan is to create a compelling and feasible Campus Master Plan that will address and balance the desired vision for the campus with the evolving needs of visitors, convening industry, and a growing regional community.

The plan will focus on a campus that is walkable, connected, sustainable, economically self-sufficient and an authentic Madison Region and Wisconsin experience. What resulted was the redevelopment of existing parking lots to create a new, compact, mixed-use district, a new identified "heart" for campus programming and organized activities, and expanded campus facilities to support current user and future user needs. Enhanced transportation circulation was envisioned that includes an enhanced outer ring road, new campus entrances, new sidewalks, streetscape improvements along entry routes, enhanced stormwater management and improved parking strategies. This plan provides a clear roadmap for improvements to be implemented on-campus over the next 20 years.

PURPOSE

Dane County has defined a strategy to reinforce the current strenghts, to create partnerships and to manage future improvements and growth on-campus in a manner that will foster an attractive destination, with the facilities to support current and future user groups, and to create private development opportunities for a world-class entrertainment and convention destination and vibrant mix of uses.

To this end, the plan:

- Defines the AEC campus as an anchor for an integrated and identifiable Destination District.
- Offers a guide for campus growth that is flexible and will respond to fluctuating market conditions to achieve the highest and best use of the campus and surrounding properties.
- Ensures that potential growth of both public and private redevelopment and improvements to the public realm will be orderly, predictable, and sustainable, as well as integrated into a mutually supportive plan for the AEC campus.
- Responds to the vision and goals desired by the community.
- Ensures the campus and facilities remain financially self-sufficient and market viable.
- Maximizes the potential for market synergy and reinforces urban design, redevelopment, and economic development objectives.
- Improves the experience within the campus by creating pedestrian-friendly streetscapes and by strengthening the connections with nearby points of interest.
- Promotes design excellence in all aspects of the campus.
- Defines opportunities for an equitable campus that supports affordable housing, increases employment opportunities and provides community services.
- Ensures that master plan recommendations reinforce the guiding values of the community, focused on the Environment, the Economy and Equity.
- Outlines implementation strategies for facility and infrastructure improvements.

COMMUNITY PARTICIPATION

As the report will detail, the recommendations for the master plan improvements were developed with broad user and community input. The major forces, issues, and opportunities associated with the AEC campus have been defined through a series of interactive oversight committee meetings, user group meetings, peer evaluations, community workshops, and conversations with jurisdictional partners.

01 EXECUTIVE SUMMARY

This planning process worked with the previously established Alliant Energy Center Comprehensive Master Plan Oversight Committee to help guide and inform the planning process. The Alliant Energy Center Comprehensive Master Plan Oversight Committee was comprised of City and County staffs, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau and elected officials from Dane County. Residents of Madison and Dane County were invited to community workshops to engage in design conversations to define what currently exists and to imagine what they would like the campus to become.

OVERALL VISION AND OBJECTIVES

The following vision statement was developed as part of the 2017 AEC Vision and Implementation Framework study.

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.

KEY MASTER PLAN OBJECTIVES

The following objectives were developed as part of the 2017 AEC Vision and Framework Study to support the overall project vision:

- Create a unique visual image and environment representative of the region's core assets including lakes, agriculture and bikes
- Create an image consistent with the three core market focus areas
- Respect and enhance the iconic architecture of the Coliseum

Campus Layout and Internal Relationships

- Knit the entire campus together as a singular whole
- Locate major facility improvements
- Reduce hardscape where possible and add greenspace
- Create a walkable and bikeable campus
- Showcase leading-edge on-site and watershed-wide storm water management technologies and practices and integrate renewable energy systems
- Incorporate on-site passive and active recreation facilities for the benefit of adjoining neighborhoods and campus visitors
- Maximize operational efficiencies of all core facilities
- Identify areas appropriate for private development and their proposed land uses and development intensities

External Connections and Relationship to Surrounding Properties and the Downtown

- Create a more permeable campus with the surrounding district and neighborhoods
- Identify primary access points and through connections
- Seamlessly integrate with the surrounding area and anchor a Destination District
- Mitigate impacts on adjoining neighborhoods through appropriate buffering
- Incorporate alternative transportation modes to and from the campus, particularly bikes and transit, while keeping in mind that parking revenues are a large part of the facility's income

CAMPUS MASTER PLAN RECOMMENDATIONS

Primary campus Master Plan components are identified below. More detailed descriptions of these improvments are identified in the following pages. Notable components of the Master Plan include:

Private Redevelopment
Four distinct areas have been identified for private redevelopment. These areas are generally located at the northern and eastern edge of the campus. The northern parcel is located north of Willow Island adjacent to W. Olin Avenue. The other three redevelopment parcels are located at the eastern edge of campus adjacent to John Nolen Drive and Rimrock Road. The private redevelopment has been defined as mixed-use, including retail, office and residential housing.

The private redevelopment will be located on existing surface parking lots. Structured parking for each development parcel will be built to support the new mixed-use development and provide parking for campus building and programming.

Campus Facility Expansion and Renovation
The Master Plan recommends a series of expansions and improvements to many of the existing campus buildings and facilities. Three phases of improvements have been identified for the Exhibition Hall, including a first phase expansion of 50,000 sf, which will include a new expo hall, a new kitchen and a flexible set of meeting rooms that can be changed into a 34,000-square-foot ballroom space.

A series of recommendations to improve overall user experience at the Coliseum include expanding the building to the south to improve the concourse areas, creating a new entrance area to the south, improving ADA accessibility, improving food service areas, enhancing locker rooms, improving seating and expanding loading dock areas.

The master plan proposes removing the existing arena building and replacing it with a new arena building at the western edge of campus along Alliant Energy Center Way. The new arena will accommodate a 150-foot by 300-foot show ring and accommodate approximately 1,300 fixed seats.

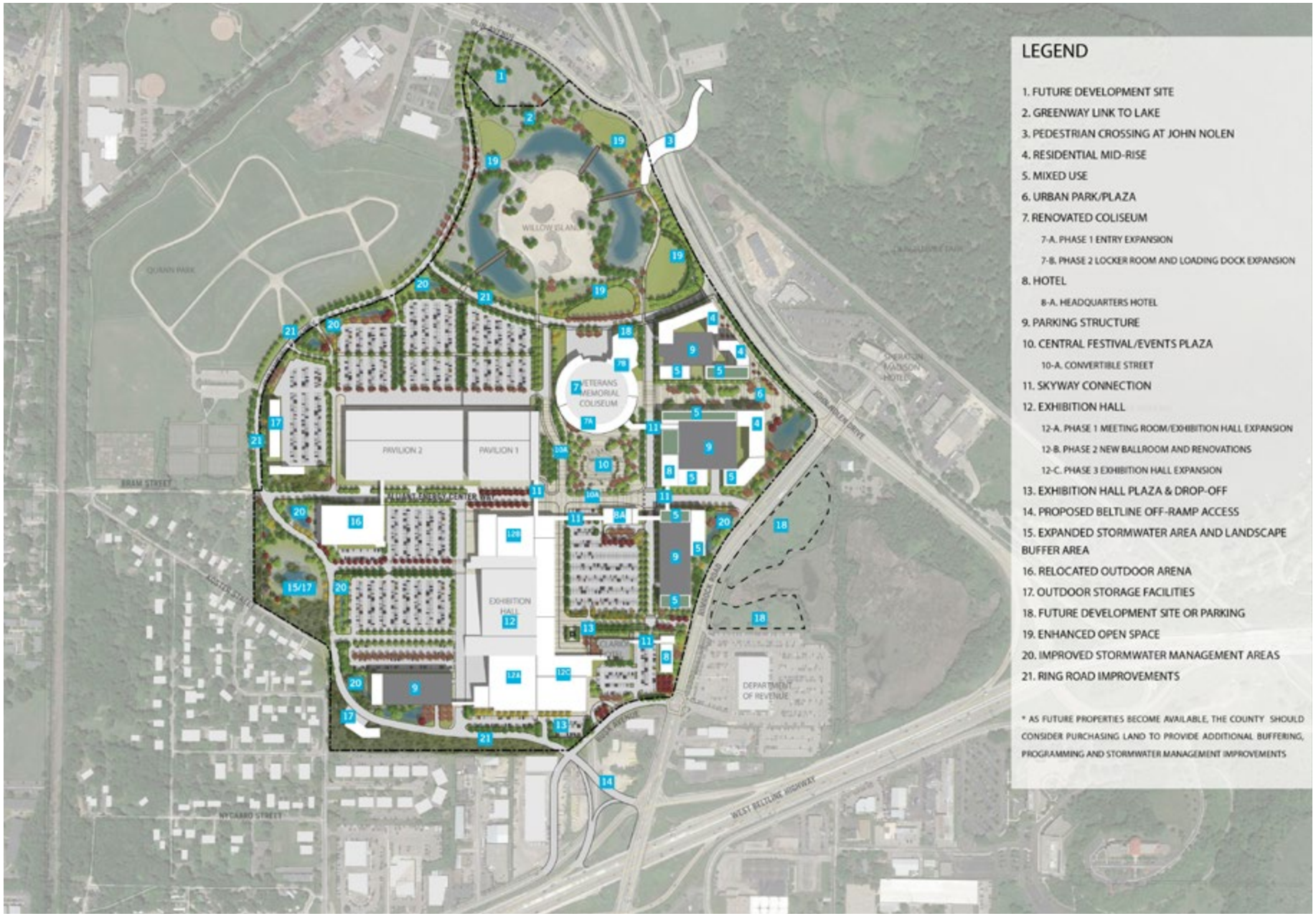
New service, storage and operations buildings will be constructed on-campus to replace existing facilities that are being removed by proposed redevelopment or building expansions.

Open Space
An improved network of open spaces has been defined to allow for improved access and circulation on campus for pedestrians and bicyclists. Proposed improvements to Willow Island include improved trail connections, an improved east-west connection from the areas west of campus toward John Nolen Drive and ultimately Lake Monona, and a new urbanized waterfront edge of the pond at the east edge of the Island.

With the proposed relocation of the Arena building, a new central park plaza is proposed to create a new heart to the campus. The new plaza space will be designed to be flexible to support a wide variety of programming and provide a naturalized area on campus for users. The design of the plaza will incorporate landforms, native landscaping and pedestrian amenities to reinforce the regional character.

A new linear greenway/plaza is also being proposed to connect the area adjacent to the Coliseum to the intersection of John Nolen Drive and Rimrock Road. This plaza will create an outdoor amenity for the mixed-use developments at the eastern edge of campus and will create a destination area on campus that is activated by shop and restaurants.

Transportation
A series of transportation-related improvements are being recommended as part of the campus master plan. The primary recommendation is the creation of a campus ring road. The ring road would connect from W. Expo Drive and connect the northern portion of the core campus to Rusk Road on the south. The ring road would be designed to alleviate traffic during the largest of campus events and provide improved access and circulation on campus to existing and proposed parking areas.


LEGEND
1. FUTURE DEVELOPMENT SITE
2. GREENWAY LINK TO LAKE
3. PEDESTRIAN CROSSING AT JOHN NOLEN
4. RESIDENTIAL MID-RISE
5. MIXED USE
6. URBAN PARK/PLAZA
7. RENOVATED COLISEUM
7-A. PHASE 1 ENTRY EXPANSION
7-B. PHASE 2 LOCKER ROOM AND LOADING DOCK EXPANSION
8. HOTEL
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10. CENTRAL FESTIVAL/EVENTS PLAZA
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13. EXHIBITION HALL PLAZA & DROP-OFF
14. PROPOSED BELTLINE OFF-RAMP ACCESS
15. EXPANDED STORMWATER AREA AND LANDSCAPE BUFFER AREA
16. RELOCATED OUTDOOR ARENA
17. OUTDOOR STORAGE FACILITIES
18. FUTURE DEVELOPMENT SITE OR PARKING
19. ENHANCED OPEN SPACE
20. IMPROVED STORMWATER MANAGEMENT AREAS
21. RING ROAD IMPROVEMENTS
* AS FUTURE PROPERTIES BECOME AVAILABLE, THE COUNTY SHOULD CONSIDER PURCHASING LAND TO PROVIDE ADDITIONAL BUFFERING, PROGRAMMING AND STORMWATER MANAGEMENT IMPROVEMENTS
PAVILION 2
PAVILION 1
EXHIBITION HALL
VETERANS MEMORIAL COLISEUM
DEPARTMENT OF REVENUE
WEST BELTLINE HIGHWAY
BRAM STREET
AUSTIN STREET
MYCARO STREET
JOHN NOLEN DRIVE

Two new/improved access points to the campus are being recommended as part of the master plan. The first proposed new access would connect West Beltline directly to campus via a separate off-ramp at Rusk Road. The second recommendation is the creation of a traffic controlled intersection along John Nolen Drive at W. Expo Drive. This new controlled intersection will provide full access to the northern portion of campus.

A new and improved north-south road is being proposed to replace the existing Veterans Drive. This road will define the edge of public and private development on campus. The road will be designed as a "main" street that will have parking and active landuse fronting the roadway.

Parking

Parking improvements on campus include expanded surface parking lots on the western portion of the campus and four parking structures. The future ring road will allow for surface parking on the west to be expanded to support many of the current campus user groups. Surface parking needs to be flexible to support the variety of vehicles that utilize the campus for events.

Four future parking structure locations have been identified on campus. Three of the parking structures have been identified on the eastern edge of campus to support proposed mixed-use developments and allow for shared parking with campus facilities. The fourth parking structure is a long -term improvement and is located west of future Expo Hall expansion to support a full build-out of the campus.

Stormwater

Numerous recommendations have been identified to improve the way the campus manages stormwater. The recommended stormwater improvements are intended to exceed current County or City standards for removal of suspended solids and for rate control.

IMPLEMENTATION

The rate at which this plan's recommendations are implemented depends on political will and funding availability. The report details numerous potential campus improvements, but clearly identifies a set of next steps and a priority list of projects that should be completed to ensure campus economic stability, to improve campus connectivity, to enhance campus sustainability, and to proliferate competitive advantage in the market place.

A set of preliminary recommendations are described below that identify critical next steps in the planning process to ensure the groundwork is laid for future improvement projects. The next steps for the upcoming one-to-two years are as follows:

1. First, prepare a feasibility study for the expansion of the expo hall as identified in the master plan recommendations.

2. Second, the project partners should host a developer forum to discuss and gauge developer interest in private redevelopment on campus. The proposed first phase of private development includes a headquarters hotel located across from the existing Arena building and a mixed-use development which should include an affordable housing component located adjacent to John Nolen Drive and Rimrock Road just north of Alliant Energy Center Way. Based on outcomes of the conversations, the County should consider creating a development RFP for either or both projects.

3. Finally, the project partners should continue to define potential partnerships and local/State funding sources to implement the defined Phase 1 improvement projects.

PRIORITY PROJECTS

A set of priority improvement and redevelopment projects was defined during the planning process that will strengthen the economic viability of the AEC campus and ensure its competitiveness into the future. The following projects are identified as a first logical phase based on current campus needs, feedback from current user groups and necessary improvements to maintain a competitive advantage as the premiere regional destination for events and community celebrations.

Phasing of the private redevelopment opportunities identified in the planning process is dependent upon the issues and timing associated with each specific parcel and the dynamics of the market conditions. If the County is proactive in making redevelopment occur at the AEC campus, it needs to be prepared to seize opportunities as they are presented.

The identified priority projects include two on campus buildings, one large redevelopment parcel and some site-related improvements. Following is an outline of a preliminary phasing plan that will likely occur in the next 2-5 year time frame:

PHASE 1: PUBLIC CAMPUS IMPROVEMENTS

- Expo Hall Expansion: 50,000-square-foot addition (Identified as Phase 1)
  - New parking lot to provide approximately 115 stalls
- Expo Hall street frontage and new drop-off area
  - Approximately 500 lineal feet of reconstructed roadway with enhanced sidewalks and crosswalk improvements
- Public realm streetscape along Alliant Energy Center Way to Rimrock road and along Rimrock Road out to John Nolen Drive
  - Enhanced sidewalks, boulevards with street trees, seating nodes and benches and crosswalk improvements
  - New bicycle racks on campus to serve users that choose to ride bicycles
  - Wayfinding signage (for pedestrian and vehicles) and campus monumentation
- Estimated costs of $77,394,607.00 for expansion of the Expo Hall includes site preparation, building expansion, new parking lot, landscaping, stormwater improvements and a new entry drive and drop-off area.

PHASE 1: PRIVATE DEVELOPMENT

- New Headquarters Hotel
  - Hotel includes approximately 300 rooms, conference center/meeting rooms, restaurant and other desired amenities
  - Enhanced public realm with sidewalks, boulevards with street trees, and crosswalk improvements
  - Parking lot improvements with hotel drop-off and service access
- Estimated costs of $89,339,004.00 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvments

PHASE 1A: PUBLIC CAMPUS IMPROVEMENTS

- New Arena Building
  - Remove existing Arena building and construct a new arena on the west end of Alliant Energy Center Way
  - Expand parking around new Arena building
  - Estimated costs of $7,241,562.00 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvments
- New Gateway Plaza
  - Flexible plaza design with pedestrian amenities including landscaping, lighting, seating, and decorative pavements
  - Provide access to water and electrical
  - Estimated costs of $2,717,172.00 includes site preparation, landscape,

paving, stormwater and site amenities

- Realign north-west Ring Road and expand parking
  - Modify approximately 1000 LF of roadway and add approximately 580 additional parking stalls.
  - Estimated costs of $3,399,516.00 includes site preparation, road reconstruction, parking lot expansion, streetscape and landscape improvments

PHASE 1A: PRIVATE DEVELOPMENT

- New private mixed use development (Parcel C) to include hotel, residential, office and commercial uses.
  - New 180 room Hotel
  - New residential development: Approximately eight floors and 180 total units
  - New Mixed-use office: Approximately 63,000 SF
  - New ground floor retail space: Approximately 33,000 SF
  - New Parking ramp to support redevelopment and campus facilities
  - Estimated costs of $126,368,640.00 includes site preparation, new buildings, road reconstruction, parking ramp, public plaza areas, streetscape and landscape improvments

02 BACKGROUND

BACKGROUND

All previously prepared reports, studies, and other documents having a bearing on the AEC campus have been assembled and reviewed to gain an understanding of key findings, objectives, and policies that inform this planning effort. The key findings have been incorporated into the overall project analysis and are represented graphically on the urban design analysis graphics. The studies include:

- 2006 Feasibility Analysis of Exhibition Hall and Conference Center Facilities (Convention, Sports & Leisure International)
- 2007 Master Plan (Strang/LMN Architects)
- 2011 Master Plan Update (LMN Architects)
- 2012 Executive Task Force Report (ad-hoc community members)
- 2013 AEC Work Group Report (Leadership Synergies, LLC)
- 2015 Coliseum Market and Financial Assessment Report (Markin Consulting)
- 2015 AEC Parcel Site Constraints Analysis (County Land and Water Resources Department)
- 2015 AEC Strategic Feasibility Study (Hammes Company)
- 2017 AEC Vision and Framework Study (Vandewalle & Associates)
- 2017 AEC Market, Financial, Facility Impact Analysis (Hunden Partners)
- 2018 Destination District Vision and Strategy (Ongoing study by Vandewalle & Associates)

The two key studies that informed the current campus master planning effort are the 2017 AEC Vision and Framework Study and the 2017 AEC Economic Analysis. The AEC Vision and Framework Study defined the overall project Vision and key objectives that informed the master planning study. The AEC Economic Analysis developed key recommendations for the campus based on market and economic growth opportunities. The key recommendations from this study are highlighted below:

- Coliseum: Recommended renovation to the Coliseum
  - Include expanded concourses, new entrances, expanded premium seating areas, and improved rigging, loading, dressing rooms, restrooms, concessions, and aesthetics to enhance the production, artist, and fan experience.
- Exhibition Hall: Recommend a 50,000-square-foot expansion of the existing exhibit hall.
  - Existing major events at the complex have outgrown the current facility, and an expansion of the exhibit hall is recommended to improve the overall event package of AEC. A future phase expansion of an additional 40,000 square feet is also recommended.
- Ballroom: Develop a 30,000-square-foot ballroom connected to the existing exhibition complex. This should be a carpeted, high-quality, flexible space that will allow the AEC to attract conventions and other higher rated groups, as well as enhance existing events at the complex.
- Meeting Rooms: Additional breakout meeting room space is necessary to complement expanded exhibit hall and ballroom space. Recommended development of 20,000 square feet of meeting room space.
- Hotels: At minimum, development of two branded, group-oriented hotel properties adjacent and connected to the Exhibition Hall is recommended. These properties should add another 600 walkable hotel rooms to the campus.
- Restaurants: Develop six to eight walkable dining options in a village atmosphere on the AEC campus.
- Arena Building: Remove the arena building to better utilize the centralized location. The events that occur in the arena building will be accommodated in other expansions to the complex.
- Pavilions: Develop a permanent show ring connected to the New Holland Pavilions.
- Parking: Develop structured parking in a future phase.

02 BACKGROUND

SUMMARY OF EXISTING CONDITIONS

This chapter provides an analysis of current conditions at the AEC campus and summarizes pertinent information regarding site context, development patterns, existing facilities, pedestrian and bicycle circulation, opportunity sites, and transportation.

Study Area and Metropolitan Context

The 164 acre Alliant Energy Center (AEC) campus project area is generally bordered on the north by E. Olin Avenue, on the east by John Nolen Drive and Rimrock Road, on the west by Rusk Avenue and Quann Park, and on the south by E. Rusk Road. The areas adjacent to the campus include a variety of commercial, office, residential, hospitality, and public uses.

The AEC campus is an economic engine for Dane County that hosts over 400 local, regional and international events each year that generate an estimated $76 million in local spending.

The site consists of the Veterans Memorial Coliseum, New Holland Pavilions, Exhibition Hall, Willow Island and the Arena building, as well as more than 5,700 parking spaces and the on-site Clarion Hotel.

This campus is also supported by a physical location that provides excellent access to Downtown Madison, regional parks/open spaces, strong connections to the highway network, access to hotels and restaurants and local transit services.

Local Assets

Diverse amenities surround the AEC campus site, including a bucolic landscape which features Lake Monona, bars and restaurants in downtown Madison, education and workforce training at the MATC and the University of Wisconsin-Madison, and a multitude of developable land opportunities. To the west, the AEC is bordered by Quann Park and the Bram's Addition and Capitol View Heights neighborhoods. These neighborhoods are primarily comprised of single-family housing and contain a growing number of service, retail and restaurant uses along South Park Street.

To the east of the campus, John Nolen Drive and the Capital City Trail connect to downtown Madison, Lake Monona, Turville Bay, and the Capital Springs State Recreation Area. Along the north edge of the site, Olin Avenue connects towards the west to Wingra Creek, Goodman Park, and the Henry Vilas Zoo. Along the south of the campus, Rimrock Road and East Rusk Avenue connect to the beltline and the greater metropolitan area.

Development Pattern

The AEC campus hosts a wide range of entertainment, sports and agricultural events which informs the overall development pattern of the site. The campus is characterized by widely-spaced buildings in the center of the campus surrounded by highly visible parking lots. The conventional auto-oriented development pattern that supports motorists creates a cluttered environment lacking a distinct sense of place. A primary challenge for the campus is to balance the functional needs of vehicles with those of pedestrians, to create a sense of personal safety and comfort while also supporting a memorable image.

Natural Feature and Environment

The campus has existing natural assets that can inform future development. Willow Island is a natural oasis within the campus that supports a variety of programming, camping, and events and helps to manage stormwater on the site. Lynchberg Park is a Dane County park that is an underutilized natural area within the campus that provides localized stormwater management. Adjacent to campus is Quann Park, which provides occasional overflow parking and storage for the largest campus events. The campus also sits within close proximity to regional bike routes, Wingra Creek, Olin Park and Lake Monona.

Redevelopment Opportunity Sites

The potential redevelopment opportunity sites were evaluated and determined by utilizing information derived from previous planning studies, and by conversations with developers to reinforce the individual site potential related to the desired goals and objectives of the project.

Existing Transportation and Connectivity

As a part of the Alliant Energy Center Master Plan the project team has evaluated the existing transportation network to identify opportunities to improve connectivity and sustainability for the AEC Campus for all users.

AEC Entrances and Access Roads

The Alliant Energy Center is served by four entryways: the Main Gate from Rimrock Road on the Southeast; the Nolen Gate from John Nolen Drive on the East; the Olin Gate from Olin Avenue on the North; and the Rusk Gate from Rusk Avenue on the South. John Nolen Drive has an estimated average daily traffic (ADT) volume of over 20,000 cars and directly links to West Expo Drive on the Alliant Energy Center campus, as well as to Rimrock Road, which directly links to Alliant Energy Center Way. Olin Avenue links to West Expo Drive on the west edge of campus, and connects John Nolen Drive to South Park Street, a major commercial corridor. The John Nolen and Olin gates are typically only open for special events. Getting to the AEC campus can be difficult, particularly during major events.

A majority of traffic visiting the campus comes from Beltline (US 12/ 18) and enters via John Nolen Drive and/or Rimrock Road. The Beltline Highway has an ADT of over 120,000 cars daily and directly connects to John Nolen Drive and Rimrock Road by exits 263 and 262.

On the west edge of campus, Bram and Koster Streets connect to the edge of campus, but vehicular access is prohibited.

All of the defined roadway entrances operate near capacity during the weekday morning and evening peak periods.

Transit

Madison Metro bus service has regular stops along John Nolen Drive, Olin Avenue, and Rimrock Road. There are currently two bus stops on Rimrock Road, two on John Nolen Drive, and one on Olin Avenue, adjacent to the Alliant Energy Center. No buses currently stop on campus.

Bike / Pedestrian Paths

There are two major bike path systems that provide connections to the facility. The Wingra Creek Bike Path to the north follows Wingra Creek through Quann Park and connects to the Park Street and Fish Hatchery Road area. There is also the Lake Monona bike path system that runs along Lake Monona on the East side of John Nolen Drive.

There are currently pedestrian accommodations along the east side of John Nolen and both sides of Rimrock Road. There is bicycle and pedestrian access at the Main Gate, through Bram Street on the west side and through Quann Park. The bicycle and pedestrian crossing of John Nolen and both sides of Rimrock Road are challenging due to the heavy volumes of traffic.

Campus Parking

On campus, the circulation is primarily through parking areas. Currently the campus has over 5,700 surface parking spaces. The large parking areas prioritize vehicular traffic movements, with limited accommodations for pedestrians and bicyclists. This current parking supply is adequate for most events but does not meet the demand for larger events such as the World Dairy Expo and Brat Fest. During larger events overflow parking is utilized in Willow Island, Quann Park, and Olin Park along with additional off-site parking/ shuttling.

Pedestrian and Bicycle Circulation

Within the current AEC campus project area there are limited facilities for pedestrians and bicyclists. Most of the sidewalk areas along John Nolen Drive or Rimrock Road are narrow and not conducive to the creation of a friendly, walkable street corridor. Internal sidewalks on campus are fairly limited to some areas adjacent to the Coliseum, along parts of Alliant Energy Center Way, and adjacent to the AEC Expo Hall.

The AEC campus is also characterized by long continuous street blocks without any designated pedestrian crossings and extensive surface parking lots. There are currently no existing or planned on-street or off-street bicycle lanes on the campus.

Existing Facilities

Below is a summary of the existing buildings and facilities on campus.

Veterans Memorial Coliseum

The Coliseum was built in 1967 and features 8,200 fixed seats with a maximum capacity of 10,000. It is the largest non-university owned facility of its type in south central Wisconsin. In 2016, the Coliseum was utilized for 57 events including three agriculture-related events, five concerts, and 41 sporting events. The Coliseum boasts eight suites, two concourse levels and two loading docks. The venue features a lower bowl and up to 75,000 square feet of flexible function space, allowing for the setup of approximately 360 exhibit booths. The venue is highly flexible and can be formatted for a variety of event types including those that require ice, sport courts, artificial turf, dirt, concrete, or carpeting. Although restroom facilities were recently upgraded along with new carpet and paint throughout the concourse area, the facility is in need of major upgrades in order to continue attracting first-rate concerts, family shows and sporting events.

Exhibition Hall

Opened in 1995 with 255,000 square feet of space, the Expo Hall is the premier facility for conventions, meetings, and banquets. The function space at the Exhibition Hall is divided between a number of components including a 100,0000-square-foot, column-free exhibit hall, a 75,000-square foot loading dock, a 30,000-square-foot lobby, and 14 breakout meeting rooms. Additionally, the Exhibition Hall is connected to the 140-room Clarion Suites Hotel via an enclosed walkway. The Exhibition Hall and its accompanying 14 meeting rooms host a variety of events including banquets, ceremonies, conferences, consumer shows, conventions, family shows, festivals, meetings, sporting events, testing and exams, and trade shows.

New Holland Pavilions

The two New Holland Pavilion buildings opened in 2014 and are the newest buildings on the AEC campus. They were developed to replace nine aging agricultural barns and to better accommodate the numerous agricultural shows. Pavilion 1 has 90,000 square feet and features heating capabilities and covered

wash bays, manure storage, restrooms, showers, Wi-Fi, and pre-function space. Pavilion 2 spans 200,000 square feet and boasts a cattle capacity of 1,800 and a horse capacity of 900. It does not have a heating system or showers but does include a milking parlor in addition to office space, concessions, Wi-Fi, restrooms, covered wash bays, and covered manure storage. Both Pavilions have a 120-foot clear span for show rings and a total of 30 overhead garage doors, each of which is adjacent to a covered wash and manure rack. In 2016, the primary use of the Pavilions was for agriculture-related events, but the CrossFit games and other events made extensive use of both buildings as well.

Arena Building

The Arena is the oldest building on the campus, having opened in 1954. In total, the building spans 22,000 square feet and was renovated in 1996. The Arena is primarily used to host small staged entertainment performances in addition to 4-H events and consumer shows. The venue has seating for 550 people across two sets of bleachers and can accommodate up to 105 exhibit booths.

Surface Parking Lots

Existing surface parking lots have more than 5,700 stalls covering approximately 40 acres. However, several events utilize many of the lots for outdoor exhibition and event space, because the lots can be provided with temporary power and water. This provides the AEC with a significant competitive advantage over other venues that lack such flexibility.

Willow Island

AEC's outdoor entertainment and event venue encompasses approximately 29 acres. This venue is utilized for outdoor festivals, concerts, and corporate gatherings in addition to overnight camping associated with on-site events. Willow Island features 99 overnight campsites with electric and water hook-ups. The Island has three access points and is surrounded by two ponds/wetlands.

Clarion Suites Hotel

The Clarion Hotel has approximately 30 years remaining on its lease of AEC property. The property is to be integrated into the rest of the campus as part of the Master Plan, but changes to this facility are not a part of this planning process.

Ferris Huber Center

Located directly to the west of the Clarion Hotel is the Ferris Huber Center, a county work release corrections facility, which is scheduled to close in the next five years.

Adjacent AEC Property

On the East Side of Rimrock Road the County owns an undeveloped 8.9-acres. Approximately 1.8 acres are not in wetlands and are available for development.

03 COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT

Collaborative, Community-Based Planning
Community input was foundational to the master planning process. The planning process provided opportunities to engage this public asset in creative and practical ways to help shape the future of the Alliant Energy Center campus. The major forces, issues, and opportunities associated with the campus have been defined through a series of interactive committee meetings, user group meetings, community workshops/open houses, and conversations with a community peer group. The results of the community interactions have been synthesized into goals, objectives, policies, and implementation programs to shape the vision for the campus and guide the creation of the master plan.

Alliant Energy Center Comprehensive Master Plan Oversight Committee
Comprised of City and County staffs, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau and elected officials from Dane County, the Alliant Energy Center Comprehensive Master Plan Oversight Committee worked closely with the consultant team to develop and evaluate Alliant Energy Center master plan alternatives and make recommendations on a preferred plan. Members of the committee provided advice and assistance to the project team for broader community outreach to residents and businesses within the study area. The committee met approximately seven times during the planning process.

Alliant Energy Center User Group
Representatives from the organizations that host and sponsor major events on the AEC campus comprised the Alliant Energy Center User Group. The User Group collaborated with the consultant team to develop and evaluate Alliant Energy Center master plan alternatives, and to make recommendations on preferred elements of the plan. Members of the User Group provided advice and assistance to the project team regarding other project site needs and desires to support the continued growth and expansion of their current and future events on campus. The User Group met twice during the planning process.

Alliant Energy Center Peer Review Committee
Local and regional experts, who manage or have experience managing similar types of events and facilities as the AEC, comprised the Alliant Energy Center Peer Review Committee (PRC). The PRC met with the consultant team to develop and evaluate Alliant Energy Center master plan alternatives, and to make recommendations on important elements and considerations related to a preferred master plan. The PRC met three times during the planning process.

Members of the Community Advisory Group

Community Workshop #1

The first public workshop was held on the evening of June 18th, 2018 at the AEC campus. The meeting was formatted around three topic area stations. Each topic area station included a facilitator and recorder, background plans, topic questions and questionnaires, a comment map/aerial photo, and drawing and writing utensils. The three topic area stations were titled: 1) Learn, 2) Imagine and 3) Share. At the Learn station, participants were asked if there was any information or existing conditions that needed to be considered beyond what had been presented to inform the planning process. At the Imagine station, participants were asked to prioritize the current top three priorities for the planning process, and at the Share station, participants were asked to identify what they liked most and least about the current campus master plan concepts.

Combined AEC/Destination District Vision Study Public Event

The second public workshop was held jointly with the Destination District Vision Study on October 15th, 2018 at the AEC campus. Enlisting an open house meeting style, the workshop focused on presenting recommendations for the Destination District Vision Study and provided an overview of the Alliant Energy Center Campus Master Plan. The meeting offered active polling Q&A for attendees to weigh in on plan components.

04 CAMPUS VISION AND OBJECTIVES

Photo of horse show in Coliseum

CORRIDOR VISION AND OBJECTIVES

The Alliant Energy Center (AEC) campus is a key asset to Dane County's residents and businesses with its continued mission to serve as the region's premier, multi-venue expo, convention and event destination. The AEC has significant economic and community impact, and as recently as 2016, the AEC hosted more than 400 events, welcomed over 800,000 attendees, generated approximately 177,000 room nights, and spurred more than $76 million in local spending.

Today, the AEC campus continues to renovate and expand facilities and to host new events, remaining self-sustaining with revenues covering operating costs. However, aging and outmoded facilities will cause the complex to operate in the red in the near future unless new investments are made. Key factors in the future story include:

- Increasing operating and labor costs over time
- Aging facilities
- Groups outgrowing the current size of facilities
- Competing expo/convention facilities in other parts of the region and State are renovating and expanding facilities; and new cities and/or private entities are entering the expo/convention market

Essentially, the status quo means moving backward in real financial exposure, as well as in competitive viability. Further investments are required to ensure a sustainable future for the AEC. At some point, the costs to stay competitive overwhelm the opportunity and return on investment. Timing is key, as the facility is currently in a position to improve from a relative position of strength if investments are made soon. With all of these considerations, Dane County made a strategic decision to develop a long-term, comprehensive master plan for the campus to define the highest and best use of the site while reflecting the priorities and values of the community stakeholder and campus users. To develop the long-term campus master plan the County defined a four phase process to develop the strategic vision and market-driven, financially sustainable design and plan. The phases of the planning process are identified below:

04 CAMPUS VISION AND OBJECTIVES

Phase 1: Market, Financial, Facility & Impact Analysis (Completed April 2017)

Phase 2: Visioning Process (Completed 2017)

Phase 3: Master Planning Process (Completed 2018)

Phase 4: Long Term Implementation (2019 and beyond)

Based on the defined process, the expected outcome for the master planning process is the creation of a compelling and feasible Campus Master Plan that will address and balance the Vision components developed in Phase 2 and provide a clear roadmap for improvements to be implemented over the next 20 years. This section outlines the primary vision for the campus, overall project goals, and coordinating objectives.

The overall vision for the Alliant Energy Center campus was established during the 2017 AEC Vision and Implementation Framework planning study. The overall vision statement is:

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.

Supporting the Vision are six core foundations upon which the Master Plan and long-term implementation efforts will be built. These foundations developed as part of the 2017 AEC Vision and Implementation Framework study provide the big picture guideposts to enhance the AEC and surrounding area to meet the evolving needs of visitors, convening industry, and growing regional community.

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 Lake Monona 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 a welcoming and valued asset to our county's diverse communities and cultures through an approachable design character. Designs will improve access through the campus district, connecting the Park Street Corridor Neighborhoods to the lakefront, incorporating improved transit connections, and cataylyzing 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, by facilitating alternative transportation improvements and services for district employees, residents and visitors, and by integrating on-site renewable energy production.

MASTER PLAN OBJECTIVES

The overall objectives for the Alliant Energy Center campus master plan were also established during the 2017 AEC Vision and Implementation Framework planning study. The following objectives were developed as part of the master plan process to support the overall project vision:

Campus Image and Experience

- Create a unique visual image and environment representative of the region's core assets including lakes, agriculture and bikes
- Create an image consistent with the three core market focus areas
- Respect and enhance the iconic architecture of the Coliseum

Campus Layout and Internal Relationships

- Knit the entire campus together as a singular whole
- Locate major facility improvements
- Reduce hardscape where possible and add greenspace
- Create a walkable and bikeable campus
- Showcase leading-edge on-site and watershed-wide storm water management technologies and practices and integrate renewable energy systems
- Incorporate on-site passive and active recreation facilities for the benefit of adjoining neighborhoods and campus visitors
- Maximize operational efficiencies of all core facilities
- Identify areas appropriate for private development and their proposed land uses and development intensities

04 CAMPUS VISION AND OBJECTIVES

External Connections and Relationship to Surrounding Properties and the Downtown

- Create a more permeable campus with the surrounding district and neighborhoods
- Identify primary access points and through-connections
- Seamlessly integrate with the surrounding area and anchor a Destination District
- Mitigate impacts on adjoining neighborhoods through appropriate buffering
- Incorporate alternative transportation modes to and from the campus, particularly bikes and transit, while keeping in mind that parking revenues are a large part of the facility's income

A set of design considerations was developed to drive the creation of facility improvements and redevelopment concepts for the AEC campus. The design considerations guide the overall design and solve the design problems highlighted as part of the AEC campus planning process.

- Consider needs of current campus users (events, trade shows, parking, etc.)
- Consider current and future operations and maintenance practices on campus to support current users
- Mixed Use density based on current and projected market demand
- Surface parking (west side of campus) is highly desirable and necessary to facilitate many of the current events
- Building expansion recommendations based on current space needs, appropriate phasing, trends and market availability
- Access and circulation are key to creating a more walkable and inviting campus
- Consider onsite experience of all users (from the moment they arrive until they leave the site)
- Define shared parking opportunities and parking structures on the east side of the campus
- Stormwater improvements onsite should exceed City of Madison and Dane County stormwater requirements
- Improve environmental conditions on site (reduce urban heat island effect, add tree canopy and create outdoor spaces)
- If AEC is to remain self sufficient decisions need to be made from sound credible data and user input
- When any private property comes available or presents itself, the County should consider acquiring properties to further serve as a buffer or for programing.
- If a major project is going to occur it may be beneficial to have progress started prior to City annexation
- ROI, investment options and data should inform the final Master Plan recommendations and project phasing

BIG IDEAS

Ring Road

The ring road will provide enhanced connectivity to campus and create a enhanced street network to alleviate traffic circulation issues during the largest of campus events.

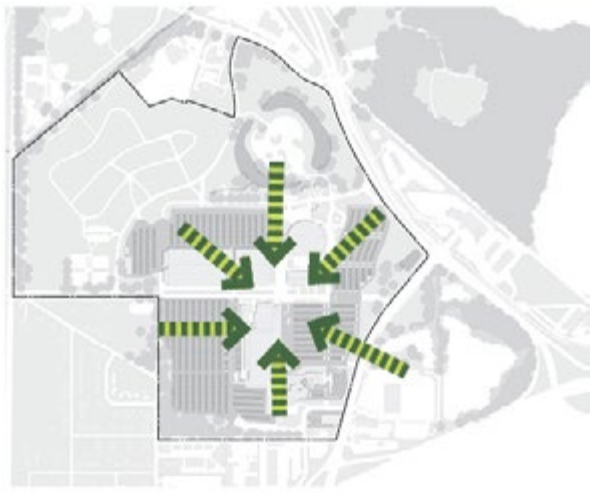
Green Linkages

Enhance the public realm streetscape with pedestrian amenities and enhanced lighting. The enhanced streetscaping will occur primarily along Alliant Energy Center Drive and other internal streets on campus. This idea also identifies the opportunity to enhance pedestrian connectivity from existing and future parking lots into the heart of the campus. The enhanced connections should include improved sidewalks, improved crossings, ADA accessibility, and stormwater management improvements.

Reinforce the Heart

Create a central campus and community gathering space that is designed to be flexible to support a variety of campus-wide programming. The gathering space should also provide outdoor gathering space for campus visitors and designed to reinforce the regional character and create a sense of place on the campus.

Big Idea: Ring Road



Big Idea: Green Linkages

Big Idea: Reinforce the Heart

05 CAMPUS MASTER PLAN

CAMPUS MASTER PLAN RECOMMENDATIONS

The master plan is the physical manifestation of the vision for the Alliant Energy Center campus as a community resource and economic engine. The plan portrays an illustrated vision of the facility expansion, private redevelopment, and street and parking improvements, improving the public realm, multi-modal connectivity and public spaces that will form the Alliant Energy Center. The campus master plan recommendations reinforce the guiding values of the community focused on the Environment, the Economy and Equity.

The illustrated version of the Master Plan presents the aspirations of a walkable, active urban form, connecting new mixed-use redevelopment with current campus programs and events.

This section outlines the primary project recommendations and identifies plans and designs that were created during the planning process.

CAMPUS MASTER PLAN

Primary campus Master Plan components are identified below. More detailed descriptions of these improvements are identified in the following pages. Notable components of the Master Plan include:

Private Redevelopment

Four distinct areas have been identified for private redevelopment. These areas are generally located at the northern and eastern edge of the campus. The northern parcel is located north of Willow Island adjacent to W. Olin Avenue. The other three redevelopment parcels are located at the eastern edge of campus adjacent to John Nolen Drive and Rimrock Road. The private redevelopment has been defined as mixed-use including retail, office and residential housing.

The private redevelopment will be located on existing surface parking lots. Structured parking for each development parcel will be built to support the new

05 CAMPUS MASTER PLAN

LEGEND

1. FUTURE DEVELOPMENT SITE
2. GREENWAY LINK TO LAKE
3. PEDESTRIAN CROSSING AT JOHN NOLEN
4. RESIDENTIAL MID-RISE
5. MIXED USE
6. URBAN PARK/PLAZA
7. RENOVATED COLISEUM
    - 7-A. PHASE 1 ENTRY EXPANSION
    - 7-B. PHASE 2 LOCKER ROOM AND LOADING DOCK EXPANSION
8. HOTEL
    - 8-A. HEADQUARTERS HOTEL
9. PARKING STRUCTURE
10. CENTRAL FESTIVAL/EVENTS PLAZA
    - 10-A. CONVERTIBLE STREET
11. SKYWAY CONNECTION
12. EXHIBITION HALL
    - 12-A. PHASE 1 MEETING ROOM/EXHIBITION HALL EXPANSION
    - 12-B. PHASE 2 NEW BALLROOM AND RENOVATIONS
    - 12-C. PHASE 3 EXHIBITION HALL EXPANSION
13. EXHIBITION HALL PLAZA & DROP-OFF
14. PROPOSED BELTLINE OFF-RAMP ACCESS
15. EXPANDED STORMWATER AREA AND LANDSCAPE BUFFER AREA
16. RELOCATED OUTDOOR ARENA
17. OUTDOOR STORAGE FACILITIES
18. FUTURE DEVELOPMENT SITE OR PARKING
19. ENHANCED OPEN SPACE
20. IMPROVED STORMWATER MANAGEMENT AREAS
21. RING ROAD IMPROVEMENTS

* AS FUTURE PROPERTIES BECOME AVAILABLE, THE COUNTY SHOULD CONSIDER PURCHASING LAND TO PROVIDE ADDITIONAL BUFFERING, PROGRAMMING AND STORMWATER MANAGEMENT IMPROVEMENTS

mixed-use development and provide parking for campus building and programming.

CAMPUS FACILITY EXPANSION AND RENOVATION

The Master Plan recommends a series of expansions and improvements to many of the existing campus buildings and facilities. Three phases of improvements have been identified for the Exhibition Hall, including a first phase expansion of 50,000 square feet which will include new expo hall, a new kitchen and a flexible set of meeting rooms that can be changed into a 34,000-square-foot ballroom space.

A series of recommendations to improve overall user experience at the Coliseum include expansion of the building to the south to improve the concourse areas, creating a new entrance area to the south, improving ADA accessibility, improving food service areas, enhancing locker rooms, improving seating and expanding loading dock areas.

The master plan proposes removing the existing arena building and replacing it with a new arena building at the western edge of campus along Alliant Energy Center Way. The new arena will accommodate a 150 foot by 300 foot show ring and accommodate approximately 1,300 fixed seats.

New service, storage and operations buildings will be constructed on campus to replace existing facilities that are being removed by proposed redevelopment or building expansions.

Open Space

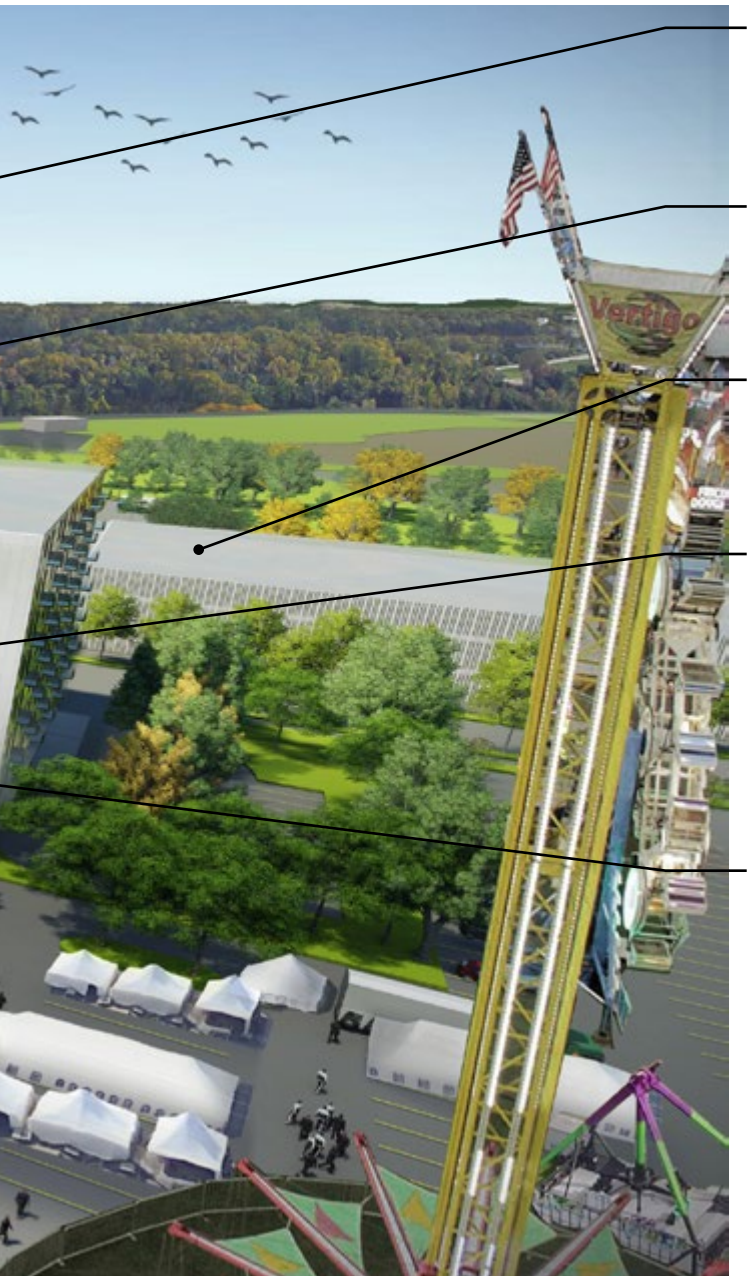
An improved network of open spaces has been defined to allow for improved access and circulation on campus for pedestrians and bicyclists. Proposed improvements to Willow Island include improved trail connections, an improved east-west connection from the areas west of campus toward John Nolen Drive and ultimately Lake Monona, and a new urbanized waterfront at the edge of the pond at the east end of the Island.

With the proposed relocation of the Arena building, a new central park plaza is proposed to create a new heart to the campus. The new plaza space will be designed to be flexible to support a wide variety of programming and provide a naturalized area on campus for users. The design of the plaza will incorporate landforms, native landscaping and pedestrian amenities to reinforce the regional character.

A new linear greenway/plaza is also being proposed to connect the area adjacent to the Coliseum to the intersection of John Nolen Drive and Rimrock Road. This plaza will create an outdoor amenity for the mixed-use developments at the eastern edge of campus and will create a destination area on campus that is activated by shops and restaurants.

Transportation

A series of transportation-related improvements are being recommended as part of the campus master plan. The primary recommendation is the creation of a campus ring road. The ring road would connect from W. Expo Drive and connect the northern portion of the core campus to Rusk Road on the south. The ring road would



Mixed-Use residential development with Commercial uses and parking Ramp A

Mixed-Use development with Hotel, Residential, Commercial uses and parking Ramp B

Mixed-Use development (Office) with Parking Ramp C

Headquarters Hotel

New central park/plaza

be designed to alleviate traffic during the largest of campus events and provide improved access and circulation on campus to existing and proposed parking areas.

Two new/improved access points to the campus are being recommended as part of the master plan. The first new proposed access would connect West Beltline directly to campus via a separate off-ramp at Rusk Road. The second recommendation is the creation of a traffic-controlled intersection along John Nolen Drive at W. Expo Drive. This new controlled intersection will provide full access to the northern portion of campus.

A new and improved north-south road is being proposed to replace the existing Veterans Drive. This road will define the edge of public and private development on campus. The road will be designed as a "main" street that will have parking and active land use fronting the roadway.

Parking

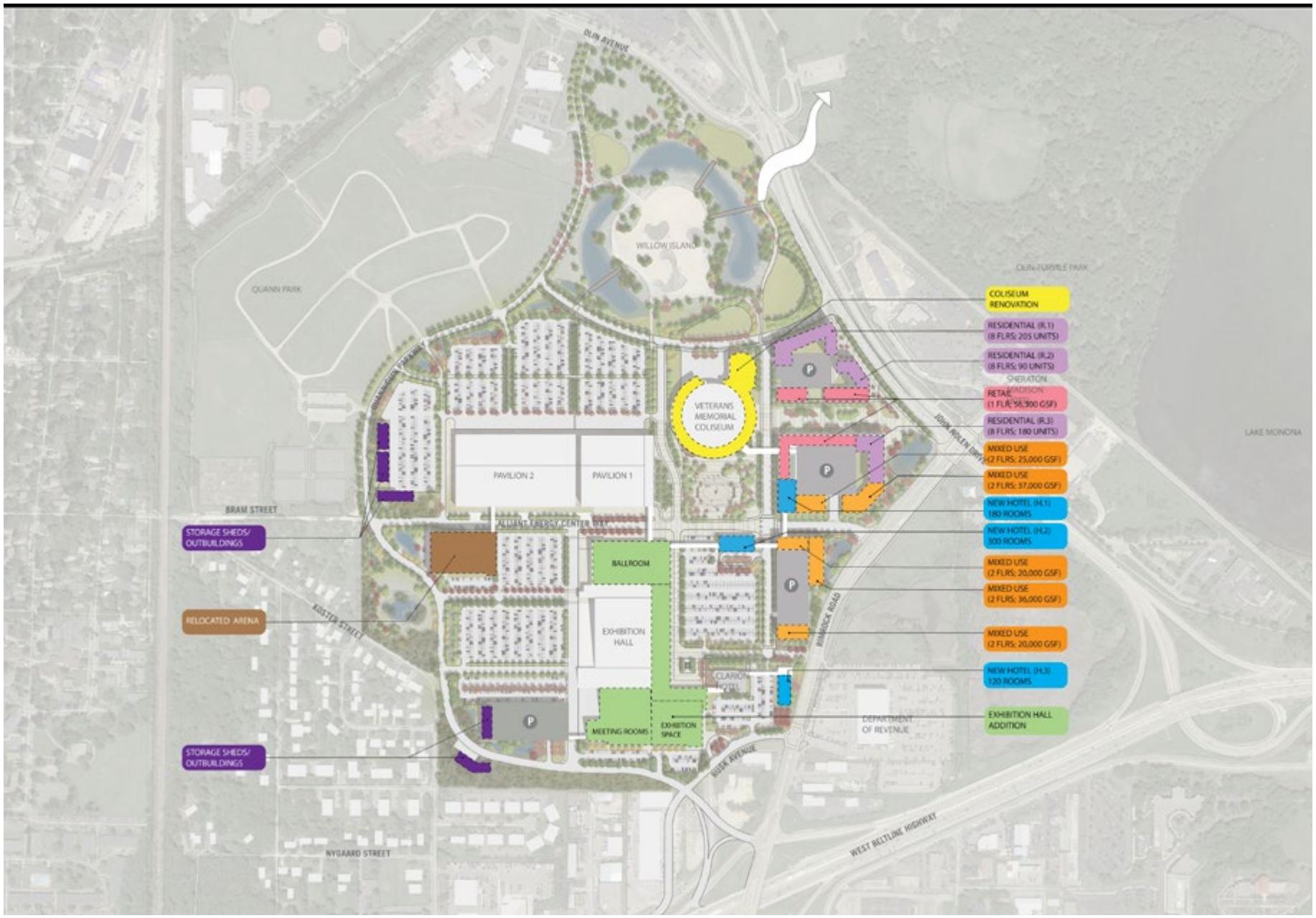
Parking improvements on campus include expanded surface parking lots on the western portion of the campus and four parking structures. The future ring road will allow for surface parking on the west to be expanded to support many of the current campus user groups. Surface parking needs to be flexible to support the variety of vehicles that utilize the campus for events.

Four future parking structure locations have been identified on campus. Three of the parking structures have been identified on the eastern edge of campus to support proposed mixed-use developments and allow for shared parking with campus facilities. The fourth parking structure is a long -term improvement and is located west of future Expo Hall expansion to support a full build-out of the campus.

Stormwater

Numerous recommendations have been identified to improve the way the campus manages stormwater. The recommended stormwater improvements are intended to exceed current County or City standards for removal of suspended solids and for rate control.

05 CAMPUS MASTER PLAN



PRIVATE REDEVELOPMENT

Private investment on the campus can be spurred by an attractive destination and vibrant district with a strong sense of place and architectural cohesion. Proposed private development on a few catalytic sites can begin to spur a transformation along John Nolen Drive and Rimrock Road that brings more of the elements of great urbanism: a human-scale public realm, pedestrian friendly streets and sidewalks, diverse residential options, focused retail areas, new hospitality, green spaces, and areas that encourage collaborative partnerships.

The design and urban form of new development along each of these corridors will be tailored to the specific uses and context of each corridor, and shaped to convey each corridor's unique strategy for future improvements to open space and the public realm. Four identified redevelopment areas within the AEC campus and along John Nolen Drive and Rimrock Road were identified for this master planning study. All scenarios except for Site C are thought to be long term — taking potentially up to 20 years to see the redevelopment changes.

Some key market factors that will influence the timing and nature of redevelopment at the AEC campus include the following:

- There is a strong market opportunity to capitalize on the growing population within the City of Madison.
- High rents and low vacancy rates spur demand for all types of housing, including affordable units.
- Proximity to regional trails, parks, open spaces and Lake Monona offers convenient access to recreational opportunities.
- People are drawn to a dynamic and walkable Downtown area that has a strong brand and identity.
- Proximity to the University of Madison is an important asset.
- Great highway access and regional transit services support growth.

Specific recommendations for each redevelopment site are listed below:

Redevelopment Site A

(North of Willow Island): Located south of E. Olin Avenue, the existing parcel offers a unique redevelopment opportunity located at the north end of campus with potential views of Lake Monona and Downtown Madison. The proposed redevelopment of this site is as a mixed-use office building. A high water table on this portion of the site will limit some of the redevelopment opportunities.

- Create new mixed-use office development site
- Provide public open spaces connected to office development
- Provide mixed office building with shared parking opportunities

Redevelopment Site B

(South of Willow Island and west of John Nolen Boulevard): This site is the current location of surface parking to support the Coliseum and other campus uses. The proposed redevelopment of this site will allow for mix of uses, including commercial, office and residential to front along John Nolen Drive. The proposed residential uses fronting John Nolen Drive would be a range of market rate apartments with a variety of family oriented unit sizes.

- Create new mixed-use development area
  - Provide mixed residential (market rate and affordable units) multi-story buildings
  - Residential building one is proposed as an 8 floor building with approximately 205 units.
  - Residential building two is proposed as an 8 floor building with approximately 90 units.
  - Both residential buildings will include underground parking
- Provide shared parking ramp with approximately 510 stalls to support Site B redevelopment
- Provide approximately 16,000 sf of commercial buildings that activate the street
- Provide central public open space connected to residential developments

Redevelopment Site C

(West of John Nolen Boulevard and north of Alliant Energy Center Way): Site C is the current location of surface parking to support the Coliseum, Arena building and other campus uses. The proposed redevelopment of this site will allow for a mix of uses, including commercial, office, residential and a hotel to front along John Nolen Drive and Rimrock Road.

- Create new mixed-use development area
  - Provide mixed residential (market rate and affordable units) multi-story buildings
  - Residential building one is proposed as an 8 floor building with approximately 180 units
  - Residential building will include underground parking
- Provide two mixed-use and multi-story buildings with first floor uses that activate the street. Each building will be two stories with approximately 67,000-gross-square-feet (GSF) total between both buildings
- Provide a new mid-tier hotel with 8 floors and approximately 180 rooms
- A centralized parking structure is proposed to allow for district parking with approximately 1,156 stalls to support Site C redevelopment
- Provide approximately 33,000 square feet of commercial buildings that activate the street
- Provide central public open space connected to residential developments

Redevelopment Site D

(West of Rimrock Road and south of Alliant Energy Center Way): Site D is the current location of surface parking to support the Expo Hall, Arena building and other campus uses. The proposed redevelopment of this site will allow for mix of uses, including commercial and office to front along Rimrock Road.

- Create new mixed-use development area
  - Provide three mixed-use and multi-story buildings with first floor uses that activate the street. Each building will be two stories with approximately 76,000 GSF total between all three buildings
- A centralized parking structure is proposed to allow for district parking with approximately 714 parking stalls to support Site D redevelopment

Private Development - Traffic Impact Study

Once development plans are programmed for the AEC campus it will be important to complete a traffic impact study in order to estimate the additional site-generated traffic and determine its impact on campus and the adjacent public streets.

- Preliminary trip generation as completed with the AEC Master plan project, using trip data published in the Institute of Transportation Engineer's (ITE's) Trip Generation Manual, 10th Edition (2017) – see appendix XX . It is expected that the current site access would be acceptable for the Phase 1 development. With Phase 1A and Phases 2+ of the development, it is anticipated that intersection improvements may be required.

- Phase 1 of the development proposes a new 300 room signature hotel, which is expected to generate 140 total vehicle trips (85 entering/55 exiting) during the weekday morning peak hour and 180 total vehicle trips (90 entering/90 exiting) during the weekday evening peak hour and 215 total vehicle trips (120 entering/95 exiting) during the Saturday mid-day peak hour.

- Phase 1A of the development proposed a second 180 room hotel, 180 dwelling units (apartment or condo), and approximately 100,000 SF of mixed-use space (retail, office, and restaurants). Phase 1A has made assumptions on mixed-use land use but is expected to generate approximately 600 total vehicle trips during the weekday morning peak hour and 765 total vehicle trips during the weekday evening peak hour and 1,035 total vehicle trips during the Saturday mid-day peak hour.

- Phases 2+ of the of the development proposed a third 180 room hotel, 295 dwelling units (apartment or condo), and approximately 100,000 SF of mixed-use space (retail, office, and restaurants). Phases 2+ has made assumptions on mixed-use land use but is expected to generate approximately 365 total vehicle trips during the weekday morning peak hour and 580 total vehicle trips during the weekday evening peak hour and 620 total vehicle trips during the Saturday mid-day peak hour.

Hotels

The AEC campus master plan includes transformative expansions to the Exhibition Hall that will convert it from being a regional exhibition center to a full-service convention center for Madison and the upper Midwest. This expansion includes new ballrooms, which are currently non-existent, more breakout meeting rooms, as well as an expanded exhibit hall. All told, the expansion and renovation will change and expand the types of business that Madison and Dane County are able to attract to the complex. This will include large conventions, business and association conferences, additional exhibitions and consumer shows, and a variety of banquets, receptions and ballroom events. In addition, indoor sports like basketball, volleyball, dance, cheer and wrestling will be more viable.

- The expansion of the types of business, as well as the higher spending associated with these additional event types is only viable if the AEC complex offers a competitive hotel package. So, as part of the overall master plan, the consulting team recommends a goal of 15 quality, branded walkable hotel rooms per 1,000 square feet of exhibit space. For example, for a convention complex with 100,000 square feet of exhibit space, 1,500 quality, branded and walkable hotel rooms will be optimal to compete for conventions versus similar complexes around the country. Without these quality options, higher-rated group business will not come to the complex.

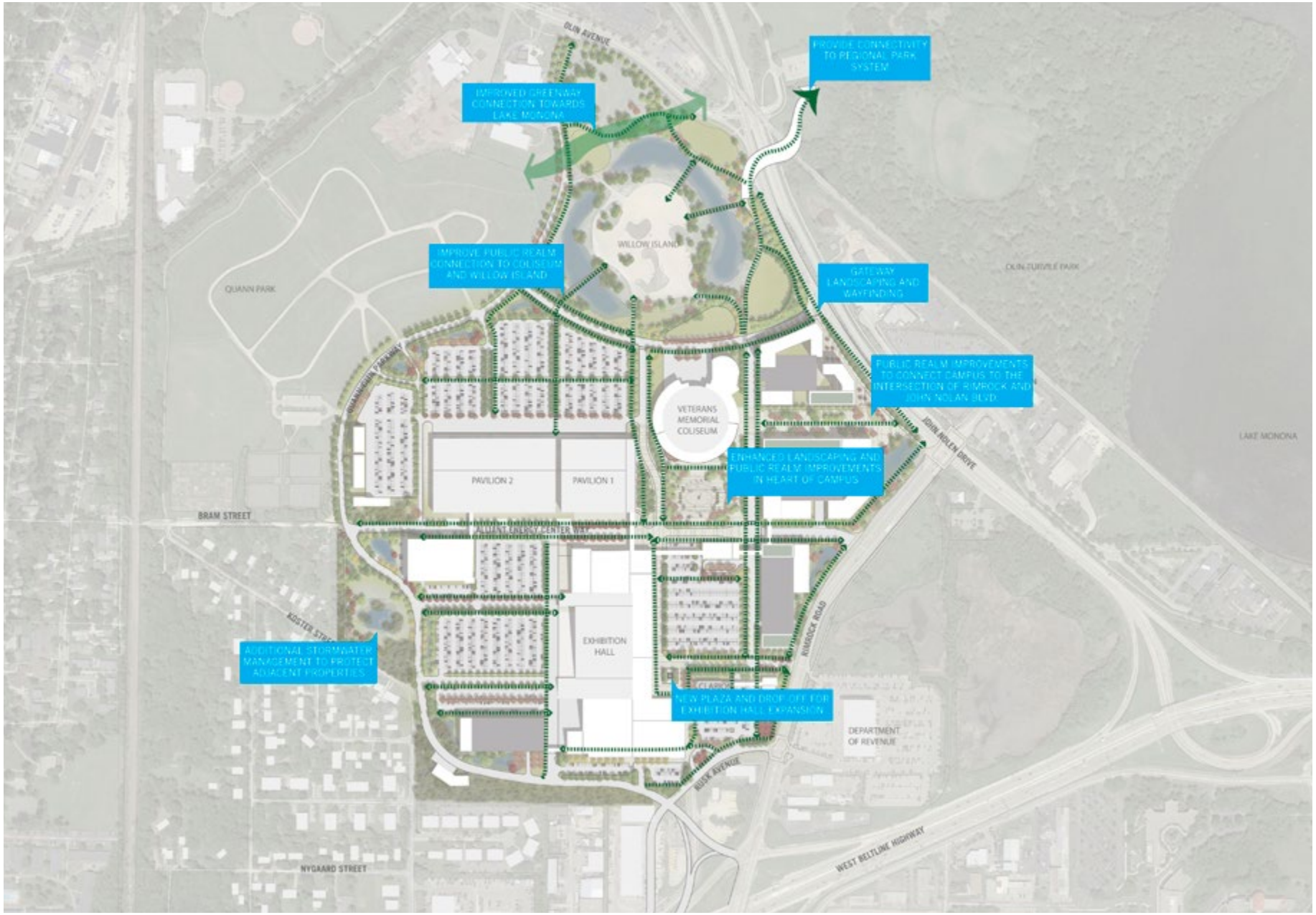
- In addition, the competitive group marketplace demands at least one headquarters hotel that can house a sizeable portion of convention and other groups that would use the AEC. Meeting planners want to have a full-service branded convention hotel with its own ballroom and meeting rooms within which to house their VIPs, have board meetings and other meetings and events and otherwise anchor their event. In addition, planners want this hotel to be connected directly to the convention center, similar to the downtown Hilton that is connected to Monona Terrace. Given the sometimes harsh weather conditions, attendees and planners like all major activities to be connected and accessible, no matter the weather. They also want to have as few hotel contracts to enter into as possible, so having several larger hotels is always

more competitive than having multiple small hotels. While guests prefer several brands and price points, meeting planners like to engage with as few hotels as possible as part of their core room block. As such, the consulting team recommends a headquarters hotel of 300 rooms, with its own ballroom of 10,000 square feet and a number of breakout meeting rooms. In addition, two additional hotels totaling another approximately 450 rooms would bring the new campus hotel total to 750 new rooms.

- In terms of the dining and entertainment needs and desires of groups, conventions and other major events want to be able to have breakfast, lunch or dinner (or entertainment after) in close proximity to their event. This helps solve for the often compressed timelines of events, trainings and related itinerary items. The more that can be found onsite, in a walkable, fun environment, the better. Most convention centers have experienced the development of an entertainment and restaurant district surrounding the convention/hotel complex to capture this pre- and post- event spending and activity. The more of a variety and critical mass of options that can be developed within the walkable village feel, the better. As such, the consulting team has recommended a village or district of restaurants, bars, entertainment and some retail offerings on the campus.

- Alternate Hotel Location: The County should consider this alternate hotel location if the opportunity arises to improve and expand upon the existing Clarion Hotel. The hotel expansion should include a minimum of 120 rooms and a full renovation of the existing Clarion should include common areas and rooms.

05 CAMPUS MASTER PLAN



LANDSCAPE + OPEN SPACE IMPROVEMENTS

An improved network of open spaces has been defined to allow for improved access and circulation on campus for pedestrians and bicyclists. Proposed improvements to campus open space are identified below:

- Willow Island includes enhanced pedestrian and bicycle circulation through the site. A new enhanced east-west greenway connection to the north of the island would connect users from Quann Park and the neighborhoods to the west to John Nolen Drive and potential bridge connection across John Nolen to Olin Park and Lake Monona.
- A new and improved north-south connection on the east edge of the island will connect users to the proposed bridge connection as well as offer the opportunity to access the natural amenities associated with the Island and waterways. This connection should be designed as an urban water edge with promenade, overlooks, gathering space and allow for more direct access to the water's edge.
- Central Park/Plaza - The central park plaza is proposed to create a new heart to the campus. The new plaza space will be designed to be flexible to support a wide variety of programming and provide a naturalized area on campus for users. The design of the plaza will incorporate landforms, native landscaping and pedestrian amenities to reinforce the regional character
- Coliseum Greenway: the coliseum greenway is designed to link the Coliseum area and new central park to the intersection of John Nolen Drive and Rimrock road. This enhanced connection will provide a more direct connection from the existing hotels and retail establishments on the east side of John Nolen Drive to the campus. Future users will be able to connect directly to additional retail and restaurant options fronting the greenway area and provide an enhanced plaza area for additional programming and activation.
- Expo Entry Plaza: this space will serve as a new entry to the expanded expo hall. The space would contain an enhanced drop-off, public gathering plaza and enhanced landscaping. Wayfinding and signage would reinforce this as the primary entrance to the expo hall expansion.
- Lynchberg Park: Lynchberg Park is proposed to include additional landscape and stormwater improvements. With the proposed amount of additional development on campus, this area will serve to maximize stormwater management on site while offering an area to increase buffering of adjacent residential neighborhoods.

Pedestrian and Bicycle Improvements

- Walking and biking are critical transportation modes within the City and a major component of a livable community. Currently, sidewalks on both John Nolen Drive and Rimrock Road are substandard: there are missing sidewalks creating connection gaps, they are narrow, adjacent to the roadway, and obstructed by signage. Dedicated bicycle facilities do not exist along either of the roadways and are not considered bikeable for most people. Following are recommendations to promote safe and inviting pedestrian and bicycle experiences by creating or strengthening connections to nearby bicycle facilities, neighboring points of interests, shopping, Lake Monona, trails and open spaces.

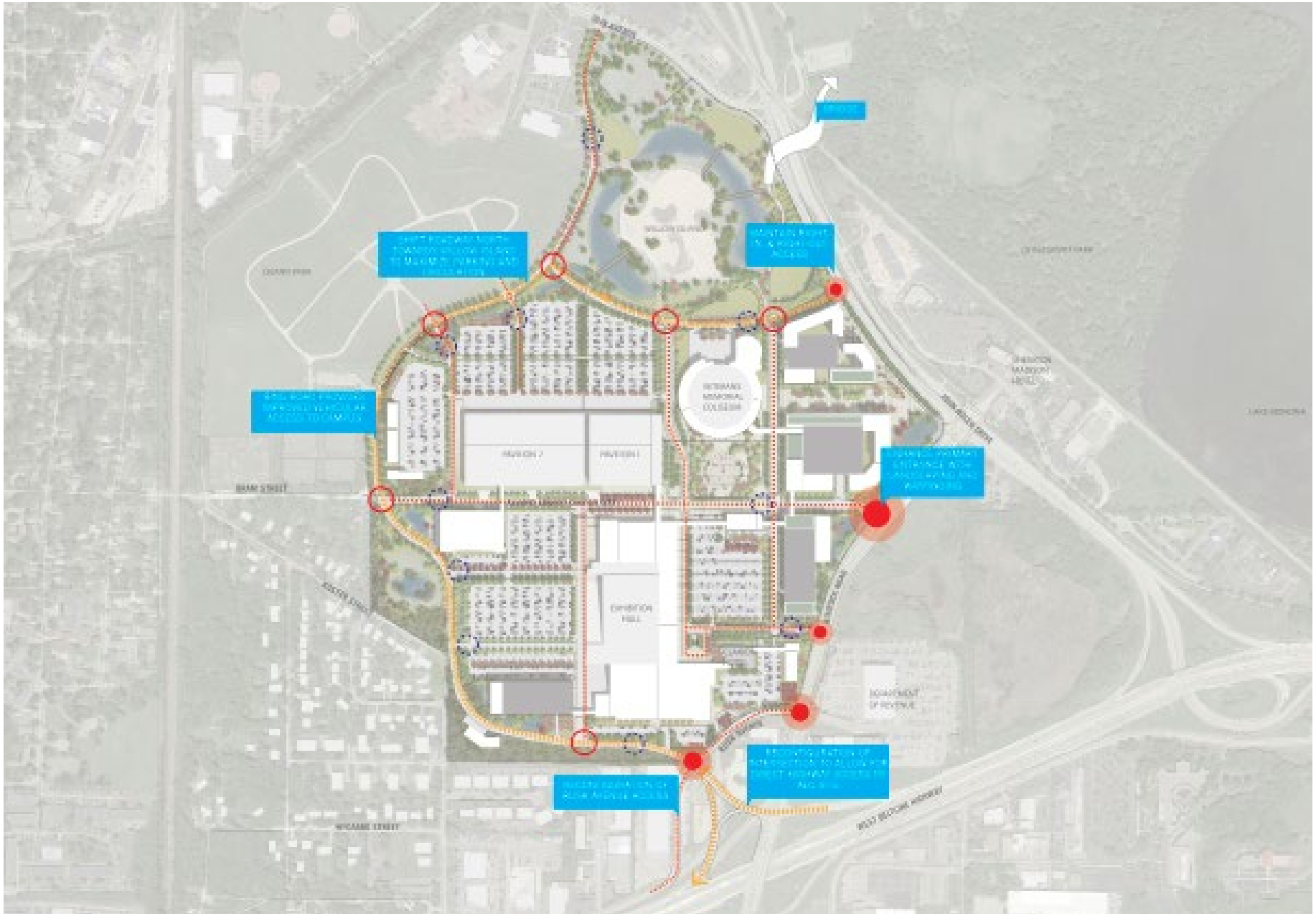
Enhance Pedestrian Experience

- Provide a minimum of 6-foot-wide sidewalks (8 feet is preferred) throughout the campus where feasible
- Provide improved visual and physical connection to core of the campus from adjacent open space and parking lot areas. Improve pedestrian crosswalks (could be more artistic crosswalks) to enhance safety
- Enhance crossings at high volume locations including the crossings of John Nolen Drive and Rimrock Road
- Incorporate streetscape elements such as monuments, public art, kiosks and benches to create a more inviting and comfortable sidewalk environment and promote sidewalk activity
- Provide pedestrian scale wayfinding
- Extend pedestrian lights along the John Nolen and Rimrock corridors

Enhanced Bicyclist Experience

- Create frequent safer crossing opportunities into the campus
- Work with community partners to encourage bicycling as a larger mode share by providing bicycling facilities in public and private locations and bicycling equipment to disenfranchised groups
- Install more bikeways on campus to work towards completing a network on campus

05 CAMPUS MASTER PLAN



LEGEND

PRIMARY CIRCULATION

SECONDARY CIRCULATION

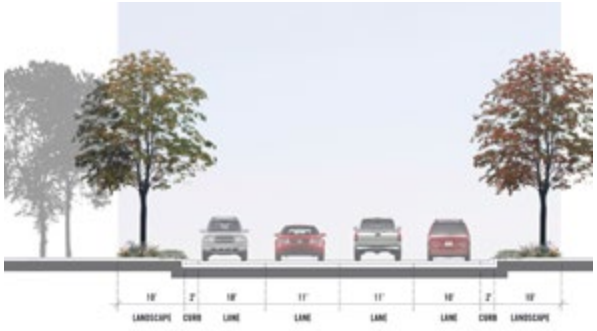
VEHICULAR ENTRY

IMPROVED INTERSECTIONS

TRANSPORTATION RECOMMENDATIONS

AEC Ring Road

The project recommends providing a new Ring Road circulating the campus. The Ring Road is proposed for the AEC campus to improve the traffic circulation by streamlining traffic flow to parking areas and reducing congestion within parking areas which will result in enhanced safety for all users. The Ring Road is proposed to start on the south side of the campus at Rusk Avenue/ Rimrock Road and follow the perimeter of the campus terminating at the Nolen Gate entrance on John Nolan Drive. It is recommended that the Ring Road provides two-lanes in both directions.



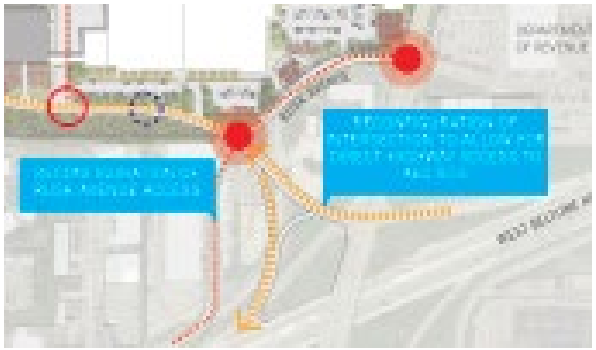
John Nolen Drive Intersection

It is recommended to pursue creating a full access intersection at the Nolen Gate on John Nolen Drive. A full access signalized intersection on John Nolen Drive would provide better access to the proposed Ring Road and provide another protected bicycle and pedestrian crossing connecting the AEC campus to Olin Park and the City of Madison. John Nolen Drive is under jurisdiction of Dane County and the traffic signals are owned and operated by the City of Madison. A traffic study would be required to investigate traffic signal warrants, analyze the operations of John Nolen and determine which improvements would be required to provide the full access intersection on John Nolen Drive.

Rimrock Interchange Realignment

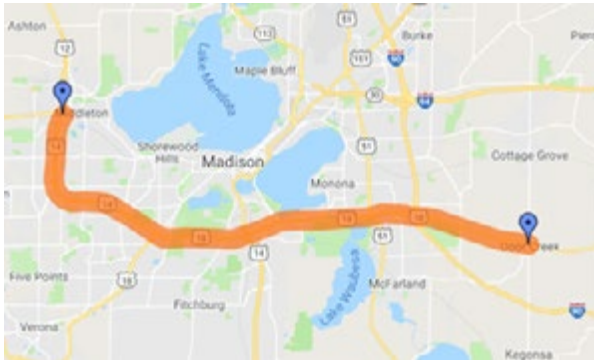
It is recommended to pursue realigning the Rusk Avenue frontage road and the Rimrock Beltline westbound on-ramp to promote a more direct southern access to the AEC campus and future Ring Road. The realignment of the interchange ramp would reduce congestion on Rusk Avenue and more efficiently provide access to the campus. The realignment of Rusk Avenue would also provide the opportunity for redevelopment a new gateway entrance to the AEC campus from the east and south.

The Beltline is under the jurisdiction of the Wisconsin Department of Transportation (WisDOT) and the study team has begun discussions with the department.



In 2012 WisDOT began a Planning and Environment Linkages (PEL) study for the Madison Beltline. The PEL study is ongoing and includes 19 miles of the Madison Beltline (US 12, 14, 18 and US 151) from Middleton to Cottage Grove, in Dane County. See Exhibit X showing project limits below:

- The purpose of the Madison Beltline PEL study is to analyze improvement concepts for travel to, from and across the Beltline by all ground-based modes. Concepts are evaluated based on if and to what extent they have the potential to address existing and future safety, congestion and pavement and structures issues. Enhancing and integrating multi-modal accommodations is also a study goal. The Beltline mainline, interchanges and potential new and existing crossings are all being studied. The scope of the analysis also incorporates cross-road intersections near the interchanges to ensure effects on - and compatibility with - the local system is understood and addressed where needed.



A feasibility study will be necessary in order pursue the modifications to the Rimrock Interchange. The feasibility will need to:

- Coordinate with WisDOT Beltline PEL Study
- Coordinate AEC Master Plan traffic projections with Madison Area Transportation Planning Board (MATPB) Land Use plan and projections
- Develop traffic forecasts for the AEC site and affected roadways
- Complete Traffic Study of both the intersections, interchanges and ramp weaving on the Beltline
- Creating conceptual design plans for proposed interchange modifications

North- South Roadway

- It is proposed to construct a new north-south roadway on the east side of the Coliseum connecting the Main Gate on Rimrock to the northern Ring Road near the John Nolen Entrance. This new roadway will be a flexible street, serving many different purposes depending on the events on campus. Overall the roadway will help separate the campus activities from the private developments to the east. The roadway will be open to through traffic for most of the time allowing for improved circulation. The roadway scale and feeling should be focused on prioritizing pedestrians and transit activities. Consideration should be given to closing the roadway to vehicular traffic during major events.

New Gates / Active parking management

- The current gates for the AEC campus primarily serve as locations for revenue collection. All revenue collection is currently cash only in order to help increase speed vehicles entering the campus. With advancements in technology, cash is becoming less prevalent in today's society. Allowing mobile and credit card payments will be important to consider in the near term future for parking on the campus.
- The campus should re-evaluate how to best manage parking revenue collections. With the construction of a Ring Road and separated parking areas, there is an opportunity for a more active parking management systems to be installed. Active parking management systems use real-time parking information of the parking facilities to optimize performance and utilization of those facilities by influencing travel behavior. Dynamic managing parking technologies that could be considered on the campus include parking sensors, real time-time parking availability information, dynamic parking pricing, dynamic parking reservations, and dynamic parking wayfinding.

Intersection Design Elements

- The intersections adjacent to and within the AEC campus have the opportunity to blend safety and aesthetics to create an improved public realm and connectivity for its users and the environment. Following are recommendations for making these intersections safer and more accessible for people walking, biking and driving.

Paving and crossing treatments

- A hierarchy of crossing treatments should be applied to intersections based on the location and the volume of pedestrians and bicyclists. Special intersection paving treatments can break the visual uniformity of streets, highlight pedestrian and bicycle crossings as an extension of the public realm, and announce key locations. These improvements should be installed at John Nolen Drive and Rimrock Road, John Nolen Drive and E. Olin Avenue and at Rimrock Roan and E. Rusk Avenue. The hierarchy and appropriate locations include the following applications:

  - Standard Markings — All crossings should be identified with parallel lines;
  - Enhanced Markings — Ladder striping should be added for crossings of streets in the edge and edge zone;
  - Special intersection paving treatments include integrated colors, textures, and scoring patterns. A dark gray or other appropriate color may be applied to the paving in crosswalks.

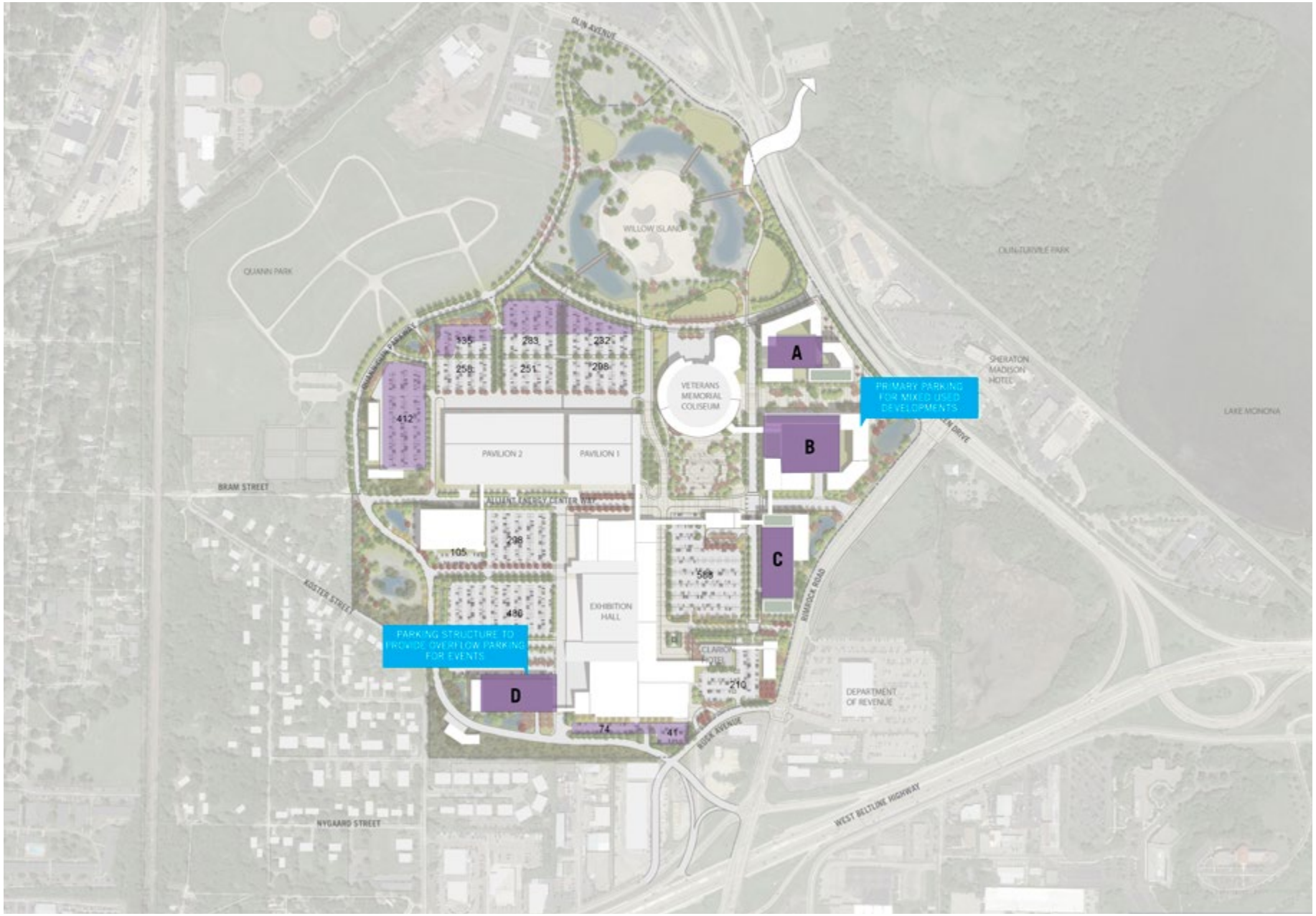
Accessible and countdown pedestrian signals

- Accessible pedestrian signals (APS) provide information in non-visual format (such as audible tones, verbal messages, and/or vibrating surfaces). Pedestrian countdown signals tell people the time remaining to clear the crosswalk before the signal change. These countdown signals shall be installed at all signalized pedestrian crosswalks including John Nolen Drive and Rimrock Road and at Rimrock Roan and E. Rusk Avenue.

Lead pedestrian intervals

- The County should review signal timing of key pedestrian intersections along John Nolen Drive and Rimrock Road to define potential improvements to pedestrian lead crossing times. A leading pedestrian interval (LPI) typically gives pedestrians a 3–7 second head start when entering an intersection with a corresponding green signal in the same direction of travel. LPIs enhance the visibility of pedestrians in the intersection and reinforce their right-of-way over turning vehicles, especially in locations with a history of conflict. LPIs have been shown to reduce pedestrian-vehicle collisions as much as 60% at treated intersections.

05 CAMPUS MASTER PLAN



PARKING QUANTITIES

3,954 SURFACE PARKING SPACES

3,300 STRUCTURED PARKING (TYP. 3 FLOORS)

7,254 TOTAL PROPOSED PARKING STALLS

STRUCTURED PARKING TOTAL

STRUCTURE	TOTALS
GARAGE A: 170 SPACES PER FLOOR X 3 FLOORS	510
GARAGE B: 385 SPACES PER FLOOR X 3 FLOORS	1,156
GARAGE C: 238 SPACES PER FLOOR X 3 FLOORS	714
GARAGE D: 230 SPACES PER FLOOR X 3 FLOORS	920
	3,300

AEC CAMPUS PARKING

Parking at the AEC campus, specifically surface parking, is one of the primary reasons that the campus can host a wide variety of different shows and events. Many of the current campus patrons utilize the surface parking for parking of vehicles and trailers, event staging, outdoor sporting events, and festivals to name a few. As the campus begins to expand or relocate existing facilities, or redevelop parking lots along the eastern edge of the campus, a shared parking strategy needs to be implemented to ensure there is adequate and available parking to support current and future campus users. There are approximately 5,700 surface parking stalls that currently exist on campus. The campus improvements and redevelopment that are recommended as part of the master plan identify 3,954 surface parking stalls and 3,300 structured parking stalls for a total of 7,254 parking stalls on campus with full master plan build-out. The identified 3,954 surface parking stalls includes many existing surface parking stalls and some new surface parking stalls.

To better understand the implications of parking related to facility expansion and redevlopment on the campus we utilized the City of Madison shared parking guidelines and to determine peak parking demand. The following chart represents the peak demand on campus in a full build-out scenario that determines there is a need of approximately 1,268 shared parking stalls during peak times. Armed with this peak parking number we developed an overall parking strategy for campus that created 3,954 surface parking stalls and 3,300 structured parking stalls for a total of 7,254 parking stalls on campus will full master plan build-out. The identified 3,954 surface parking stalls includes many existing surface parking stalls and some new surface parking stalls.

Surface Parking: Where new surface parking is constructed, it should employ landscape to limit the heat island effect and increase pedestrian comfort. Green infrastructure treatments, such as permeable paving, bioswales, and rain gardens, should be implemented to reduce and treat stormwater within the parking lots.

With all parking project structured or surface the AEC campus should consider the following elements to be more sustainable:

- Improving ADA parking and access
- Providing bike parking & bike share
- Evaluating the addition of bus stops on campus
- Providing proper circulation and temporary parking for increased use of car share and taxi services
- Providing electric vehicle charging stations
- Considering internal campus and external shuttles / circulators

All Mixed Use

General Land Use Classification	Weekdays			Weekends		
	2:00am-7:00am	7:00am - 6:00pm	6:00pm - 2:00am	2:00am-7:00am	7:00am - 6:00pm	6:00pm - 2:00am
Office	5%	100%	5%	0%	10%	0%
	14	276	14	0	27	0
Retail Sales and Services	0%	90%	80%	0%	100%	60%
	0	56	50	0	63	38
Restaurant (Not 24 Hours)	10%	70%	100%	20%	70%	100%
	15	102	146	30	102	146
Residential	100%	60%	100%	100%	75%	90%
	522	313	522	522	391	469
Hotel	100%	55%	100%	100%	55%	100%
	536	244	536	536	294	536
Conference/Convention Facilities	0%	100%	100%	0%	100%	100%
	0	0	0	0	0	0
	1087	991	1268	1088	877	1189

City of Madison Shared Parking Summary


PARKING RAMP C
ENHANCED SURFACE
PARKING LOTS
ENHANCED SURFACE
PARKING LOTS
PARKING RAMP B
PARKING RAMP A

Structured Parking:

It is anticipated that parking structures will be required with future developments planned on the AEC campus. The AEC campus should consider installing greener and more sustainable parking structures in an effort to reduce the environmental impact, increase energy efficiency and performance, manage parking efficiently, encourage alternative mobility options, and strengthen community relationships. A goal should be creating parking structures that meet Parksmart Gold certification standards, which would complement LEED certifications.

When reconstructing the surface parking areas, we recommended creating new greenways to improve circulation for all users, vehicular, bicycle and pedestrian.

- Where parking structures front any street they must have pedestrian activated uses along the ground level. The development of ground floor retail space in parking structures is often encouraged as even second-rate retail space will typically generate more income per square foot than a good parking space. Parking structures without active frontages are not permitted along any primary street.
- Parking structures should be integrated into the building design and shall be placed internally to the block behind the primary building in a manner that allows for future development along primary streets. Designing parking structures with level (non-sloping) floorplates allows for greater flexibility in future repurposing of the structure, should they become obsolete.
- Create façades on parking structures that are compatible in character and quality with adjoining buildings, plazas and streetscapes, and which are activated with ground floor retail or other pedestrian-oriented uses or design
- Minimize visual and physical impacts of parking structures on the pedestrian experience and from the streetscape
- Clearly sign parking areas for orientation and accessibility.
- Garage A: Garage A would be required as part of a private mixed-use development of the north-east parcel located along John Nolen Drive (south of W. Expo Drive). The ramp should be designed as a three story structure and accommodate approximately 170 spaces per floor for a total of 512 stalls.
- Garage B: Garage B would be required as part of a private mixed-use development on the central parcel located at the intersection of John Nolen Drive and Rimrock Road (just north of Alliant Energy Center Way). The ramp should be designed as a three story structure and accommodate approximately 385 spaces per floor for a total of 1156 stalls.
- Garage C: Garage C would be required as part of a private mixed-use development on the south-east parcel located along Rimrock Road (just south of Alliant Energy Center Way). The ramp should be designed as a three story structure and accommodate approximately 238 spaces per floor for a total of 714 stalls.
- Garage D: Garage D would be required as part of a full build-out of the campus master plan and would support the Exhibition hall and hotels at the south edge of the AEC campus. The ramp should be designed as a four story structure and accommodate approximately 230 spaces per floor for a total of 920 stalls.

05 CAMPUS MASTER PLAN

STORMWATER LEGEND

1. BIOSWALES AND INFILTRATION BASINS
2. POROUS PAVEMENTS
3. UNDERGOUND STORAGE
4. INFILTRATION BASINS
5. SURFACE PONDING
6. POROUS PAVEMENTS AND BIOSWALES
7. TREE TRENCHES
8. UNDERGROUND STORAGE-1
9. UNDERGROUND STORAGE-2

DRAINAGE AREAS

STORMWATER RECOMMENDATIONS

The recommended master plan has been evaluated for enhanced stormwater management. Based on a preliminary review of Source Loading and Management Model (SLAMM) Analysis, the site should exceed the requirements for water quality.

Our study concluded that the proposed stormwater features, which were modeled exclusively as wet ponds, should achieve a site wide Total Suspended Solids (TSS) removal rate of approximately 70%, which exceeds the minimum removal rate required at this time. Calculations performed for this conceptual evaluation did not include rate control analysis. There are four discharge points from the site. To conclude whether the proposed stormwater features meet rate control requirements, models must be developed and analyzed to determine if peak runoff rates under proposed conditions are maintained at or below the existing peak runoff rates at each of the four discharge points.

Stormwater Regulatory Background

Statewide standards outlined in Wisconsin Administrative Code required the site to achieve TSS removal of 20% by March 2008 and 40% by March 2013. A study prepared by the Dane County Land and Water Resource Department in 2009 concluded that both goals had been met for the overall site. The study determined that existing stormwater controls in place at that time were achieving a 42% reduction in TSS. The Alliant Energy Center is anticipated to be annexed into the City of Madison by 2022. The 42% removal rate calculated in the 2009 study exceeds the City of Madison TSS removal requirements for unimpaired districts. However, because the site is located within the Rock River Basin, an impaired waters zone designated by the Wisconsin DNR, the annexation will impose more stringent water quality requirements. Within the Rock River Basin, Chapter 37 of the City of Madison Code of Ordinances requires an 80% TSS reduction from existing removal rate for any resurfaced or redeveloped areas. Using the TSS reduction rate of 42% calculated in 2009 as a baseline, achieving an 80% reduction would require increasing the removal rate to 53.6%.

Master Plan Stormwater Implications

Based on the master plan, the conceptual analysis of the current site plans estimates a sitewide removal rate of approximately 70%. The site was divided into four major drainage areas – each with its own discharge point.

- The NW region includes the Horseshoe Ponds. This is the largest of the four areas and provides the majority of the water quality treatment. The 2009 report listed the drainage area as 66.32 acres and determined the existing ponds provided 97.2% TSS removal. This drainage area is proposed to be reduced to 62 acres by the new site plan. However, the increased hard surface within the proposed drainage area reduces the estimated TSS removal rate to 90%.
- The NE region drains to the existing pond southwest of the intersection of John Nolen Drive and County Road MM. The 2009 report identified a drainage area of 19.79 acres and a TSS removal rate of 67.2%. The new site plan maintains the drainage area at approximately 19 acres and is estimated to provide a TSS removal

rate of approximately 70%.

- The SE region of the site currently drains under County Road MM and has no on-site stormwater treatment. The 2009 report listed the SE drainage area as 35.68 acres with no TSS removal. The new site plan area reduces the SE drainage area to approximately 34 acres and adds a pond at the east end of the drainage area, which is estimated to provide a TSS removal rate of 45%. Additional pond area or other controls are recommended in this region.
- The SW region of the site included a drainage area of 39.43 acres in the 2009 report. At that time, runoff from the SW region was untreated. Since then, a stormwater basin was excavated west of Rusk Ave. The proposed site plan increases the drainage area to 47 acres in the SW region and proposes to relocate the pond to the low-point of the region to mitigate drainage impacts where localized flooding occurs. The new ponding is estimated to provide a removal rate of 70%.

Additional Considerations

- At some point during the redevelopment of the Alliant Energy Center site, regulating agencies could impose more stringent stormwater treatment requirements. These requirements could require additional stormwater treatment beyond those evaluated with this conceptual analysis, such as higher TSS removal rates, Phosphorus removal, or volume reduction.
- This analysis modeled permanent pool (wet) stormwater ponds exclusively as treatment devices. If stricter compliance standards are imposed, other means of stormwater management could be required to meet the new standards. These include and are described in more detail on the following pages:
  - Bioswales / Bioretention
  - Porous Pavement
  - Underground Storage
  - Infiltration Basin(s)
  - Maintenance (street sweeping, periodic cleaning of stormwater conveyance/ponding systems)
- Further analysis of groundwater elevations and soil types would be required to determine which alternate stormwater management methods are feasible for this site. For example, high groundwater or clay soils may limit the ability to infiltrate stormwater on-site.
- Also, phasing should be considered. If the project is constructed in multiple phases, each phase should be analyzed independently to ensure that stormwater requirements are achieved with each stage of improvements.
- The 2009 Dane County study stated water quality standards did not require phosphorus reduction at the time, but anticipated that they may in the future.

STORMWATER MANAGEMENT TOOLS

Impervious surfaces throughout the AEC Campus and City street right of ways project area prevents rainfall from absorbing into the ground. Instead, this rainfall collects into runoff, accumulating chemicals, oil, metals, bacteria, and other by-products of urban life. Left untreated, this polluted runoff contaminates the ecosystems of surrounding waterways.

Additionally, the hardening of the campus's surfaces keeps water from recharging groundwater aquifers, causing subsidence, and other problems. In addition, high quantities of runoff may also cause flooding and contribute to combined sewer discharges during large storm events.

The tools presented in this section can help mitigate these environmental problems by removing or delaying the runoff stream and treating associated pollutants before stormwater is discharged into sewers and storm drains and, ultimately, to Lake Monona. For these reasons, wherever it is possible to do so, water should be directed to stormwater features first, before entering catch basins. In addition to the ecological benefits that stormwater management tools can provide, these tools can be used to make the city's streets more beautiful and enjoyable places to be.

This section presents stormwater management tools. These facilities have stormwater management benefits and contribute to streetscape aesthetics. The facilities are classified into broad types to help the user identify appropriate stormwater mitigation strategies for use within the range of public realm recommendations.

Choice of stormwater management Best Management Practices (BMP's) should be based on the context of the surrounding public realm. In addition to its impact on stormwater quality and quantity, the recommended stormwater facilities can improve the urban ecology, can add aesthetic value to the area by providing additional landscaping, create a visually appealing streetscape design, enhance community spaces on streets and create a more sustainable and attractive urban environment.

The stormwater management BMP's identified in this Chapter are flexible and can be integrated into a variety of different locations and types of spaces along

Example of a landscape frontage zone that incorporates green infrastructure BMP's that could be possible along Rice Street

and adjacent to John Nolen Drive or Rimrock Road. Opportunity sites include: the entire roadway, corner and mid-block curb extensions, on-street parking-lane and sidewalk planter areas and strips, pocket parks/ plazas, along roadway and edges of open spaces, integrated into the front building edge, street trees, and even a simple stand-alone raised planter. Stormwater can also be used within landscaping or educational and art features. The designers of these facilities should look for opportunities to combine artistic elements, public art, and educational opportunities with stormwater management.

Stormwater Management Retrofits

The following sections describe in more detail many opportunities to place, construct, and retrofit systems to include stormwater management tools into existing streets.

When integrating a stormwater treatment into a new or existing streetscape, designers should consider the objective of the installation. Where streetscape conditions allow, stormwater measures can be designed for conveyance, detention (peak rate control), retention (volume reduction), infiltration (groundwater recharge), and nutrient and sediment removal.

Streetscape geometry, topography, and climate determine the types of controls that can be implemented. The initial step in selecting a stormwater tool is determining the available open space and constraints. Although the size of a selected stormwater facility is typically controlled by the available area of opportunity, the standard design stormwater structure should be used to determine the appropriate size, slope, and materials of each facility.

After identifying the appropriate stormwater facilities for a site, an integrated approach using several stormwater tools is encouraged. To increase water quality and functional hydrologic benefits, several stormwater management tools can be used in succession—called a treatment train approach.

Landscaping should be chosen to fit the specific type of stormwater facility and should be appropriate for the local climate and soils. In general, all landscape-based stormwater facilities should be planted with hearty, drought-resistant, and water tolerant plantings that can survive periodic drought and inundation. Native, deep-rooted plantings have been proven most effective.

Example of "Living Street" in Maplewood

Examples of green infrastructure BMP that could be possible along Rice Street

Subsurface utility locations and building laterals are critical in determining the appropriateness of a particular facility, and must be factored into design considerations.

Infiltration and Flow-through Planters

Flow-through and infiltration planters are stormwater facilities that double as landscape features, but are designed to combine stormwater runoff control and treatment with aesthetic landscaping and architectural detail. These systems reduce the downstream potential for combined sewer overflows as well as improve water quality. Infiltration planters provide on-site retention and volume reduction through infiltration and groundwater recharge. Flow through planters provide runoff attenuation and rate control by delaying peak flows. Flow through and infiltration planters are generally distinguished from rain gardens by having engineered soil and an under drain.

Infiltration planters are landscaped reservoirs used to collect, filter, and infiltrate runoff from roofs, streets, and sidewalks. This is achieved by allowing pollutants to settle or filter out as the water percolates through the planter soil media and into the ground. In addition to providing pollution reduction, flow rates and volumes can also be managed with infiltration planters. Planters should be integrated into streetscape design. Numerous design variations of shape, wall treatment, and planting can be used to fit the character of a particular streetscape.

Flow-through planters are identical to infiltration planters, except that water is discharged through an outflow device instead of being infiltrated into the ground. They are particularly valuable as receiving bodies for roof runoff from downspouts when placed adjacent to buildings.

Filtration and stormwater attenuation are the main design functions of the flow through planter. Because they include a waterproof lining, flow-through planters are extremely versatile and can be incorporated into foundation walls along a building frontage.

Examples of infiltration and flow-through planters

Examples of infiltration and flow-through planters

Example of grass swale in a public boulevard

Example of vegetated swale in Maplewood

Swales

Street swales are long narrow landscaped depressions primarily used to collect and convey stormwater and improve water quality. They remove sediment and reduce nutrient concentrations within runoff though natural treatment prior to discharge into another stormwater management facility or the sewer network. In addition to providing pollution reduction, swales also reduce runoff volumes and peak flow rates by detaining stormwater.

Swales add significant landscaping to street corridors and reduce impervious surface. Under some circumstances, rainwater infiltrates into the ground while being conveyed along the length of a swale.

Bioinfiltration swales (or bioretention swales) typically include a subsurface infiltration trench below amended soil. Filtration benefits of swales can be substantially improved by planting deep-rooted grasses and forbs and by minimizing the slope. Appropriately selected vegetation can improve infiltration functions, protect the swale from rain and wind erosion and enhance overall aesthetics. Species should be selected that will not require irrigation after establishment.

Rain Gardens and Tree Trenches

Rain gardens are landscaped detention or bioretention features in a street designed to provide initial treatment of stormwater runoff. Rain gardens are similar to flow through and infiltration planters, but generally do not have engineered soils or under drains.

Surface runoff is directed into shallow, landscaped depressions to infiltrate into the soil instead of being discharged to the City collection system. These planted areas are designed to incorporate many of the pollutant removal and infiltration functions that operate in natural ecosystems, and can provide any or all of the major stormwater management functions: detention, retention, infiltration, and pollutant filtration.

Rain gardens improve water quality by reducing sediment, nutrient runoff, and temperature impacts through natural treatment. Rain gardens can slow down the runoff and delay discharge, thus reducing and attenuating peak runoff rate within the City sewer. Furthermore, they can increase infiltration potential of a site and can provide retention through infiltration for groundwater recharge, thereby

reducing total runoff volume.

The use of proper plantings combines landscaping with effective stormwater treatment, thereby reducing runoff rates and improving runoff water quality while contributing to neighborhood aesthetics and habitat value.

Rain gardens can be implemented in a sidewalk furnishings zone of at least 4 feet in width and in a variety of streetscape configurations including: curb extensions, medians, pork chop islands, traffic circles and roundabout center islands, parking lane planters, and other geometries that create space for landscaping. Rain gardens can also be used within various land use contexts in front of a home or building to capture rooftop runoff from downspouts.

Permeable Pavers

Permeable pavement is a type of hard surface with large spaces that allows stormwater runoff to infiltrate into drainage layers and the underlying soils below. This water either replenishes groundwater sources or is removed by a subdrain placed in the drainage layer that connects to the existing stormwater system.

Permeable pavers are solid individual units typically made of precast concrete, brick, stone, or cobbles. The pavers are set with gaps between individual pavers, which allow water to flow between them and into the drainage soil below. Permeable pavers are typically laid over a uniform gravel subgrade of several feet in depth, which is used to store and treat the runoff as it moves through the subgrade.

Permeable pavers have the advantage of being able to be placed in parking or drive lanes.

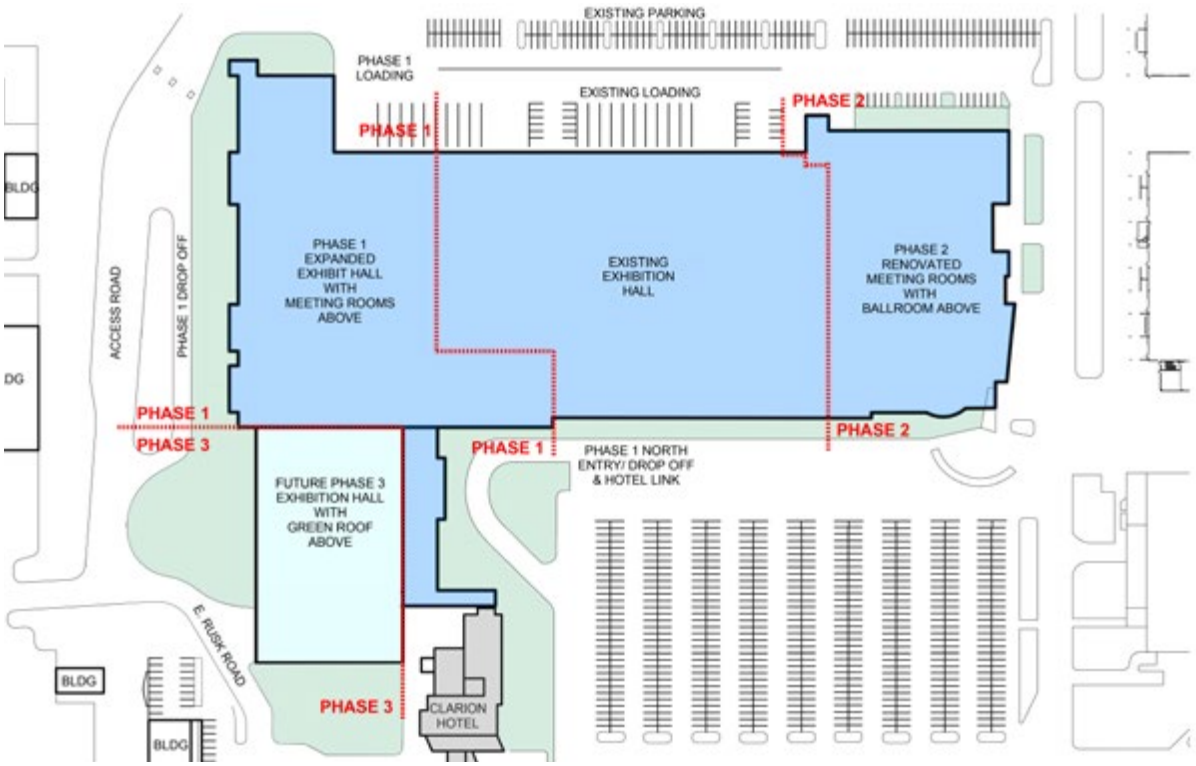
CAMPUS FACILITY EXPANSION AND RENOVATION

The Master Plan recommends a series of expansions and improvements to many of the existing campus buildings and facilities. A detailed summary of the building renovations/expansions are highlighted below:

EXPO CENTER EXPANSION

The expansion of the AEC's Expo Center has several key goals that underlie the recommended physical master plan solution for this facility. These goals are:

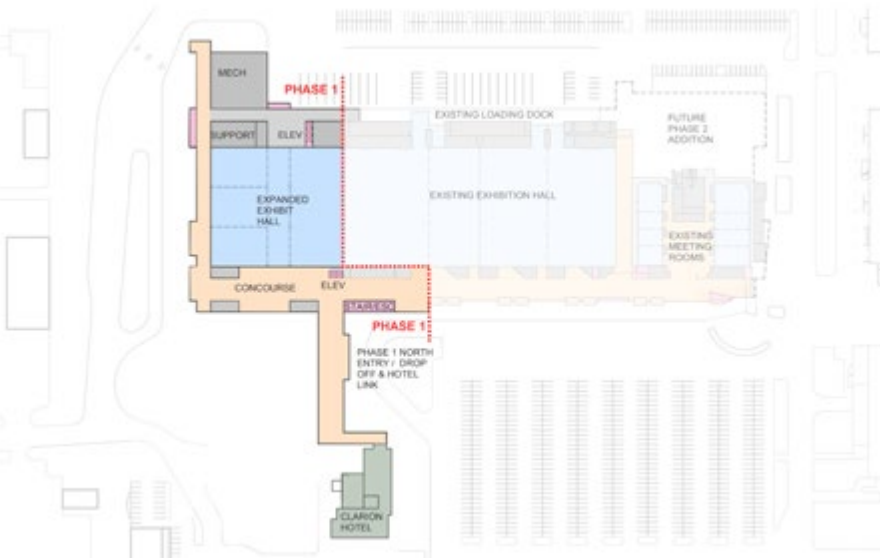
- Meet the recommended building program areas as identified in the previously completed market study
- Provide for seamless continuity between the existing center and expansion areas
- Balance the distribution of new meeting and ballroom space relative to the existing and new exhibition halls in a way that supports multiple simultaneous events
- Enhance the attendee's experience, operational functionality and flexibility
- Develop a massing strategy for the expansion that preserves open space for improved landscaping and parking
- Improve the visual relationships between interior portions of the convention center and the surrounding exterior open space of the AEC campus
- Expand the Expo Center in such a way that supports the overall goals of the entire AEC campus master plan, including an increase in the number of hotels
- Incorporate environmentally sustainable solutions in the facility's design and process of construction

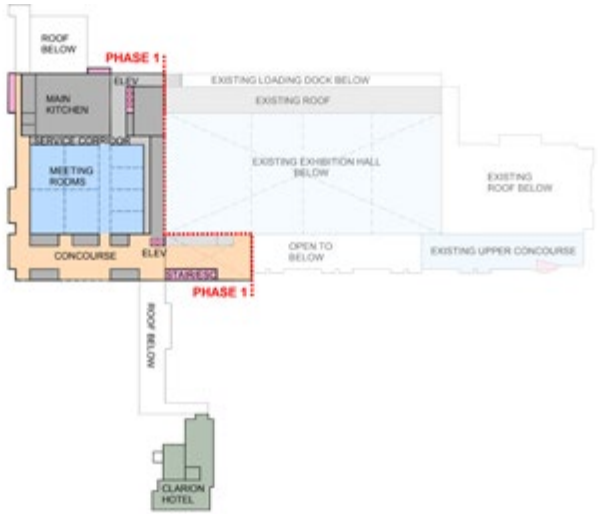


- Create a construction phasing plan that is logical, allowing for continued operations during construction and a viable facility after the completion of each individual phase

Exhibition Hall – Phase 1, Main Level

This first expansion phase adds 50,000 SF of new exhibit space directly attached to the existing exhibit hall at its southern end. It is recommended that this space be divisible by moveable partitions into sub-spaces of 30,000 SF and 20,000 SF, with the possibility of further subdivision of one of these spaces. The flexibility of this solution includes the potential to use the 30,000 SF division as interim ballroom space (for plenary sessions and large banquets) prior to the construction of the dedicated 30,000 SF Ballroom in Phase 2.





The new 50,000 SF of exhibit space will have the same floor utility grid as the existing facility, and its height, finishes and other amenities will be similar to the existing halls. The existing and new halls will flow into each other, with a moveable partition available to separate them when necessary. Several columns would be included along the east-west moveable partition lines to support new structure above (see description of the upper level, below).

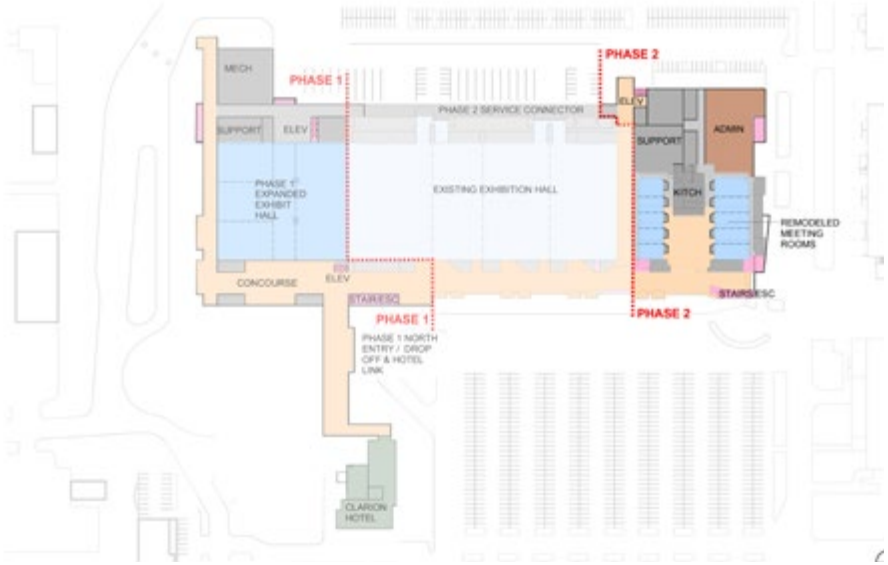
In addition to the new exhibit space built at the same level as the existing halls, this expansion phase will also include an extended public concourse on its eastern side, and service zone with storage, mechanical, electrical and plumbing (MEP) spaces and loading docks on the western side. A new main entrance will anchor the extended concourse to interface with improved roadways to the south. The new concourse will also extend to the west in order to provide a second access to the parking lot, supplementing the existing connector to parking on the northern side of the existing Expo hall.

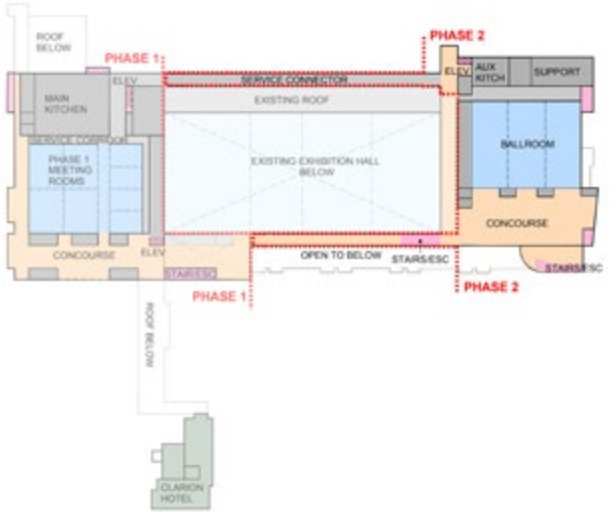
This first phase of the project will also include the rebuilding of the all-weather pedestrian connector between the Phase 1 Convention Center expansion and the Clarion Hotel. This new connector will interface very well with a new vehicular arrivals/departure zone that is part of the Master Plan's exterior space recommendations. The eastern edge of the new concourse will be designed in anticipation of the eventual expansion of additional exhibition space in Phase 3.

Phase 1, Upper Level

On the upper level, built above the expanded exhibition hall below, will be a 24,000-square-foot sub-divisible meeting space. This area can be configured into up to 8 smaller meeting rooms, or when the moveable partitions are not deployed there can be a single 24,000-square-foot column-free meeting and/or dining space. New pre-function concourse space will connect via escalators, elevators and stairways to the Main level below.

A new main kitchen, service corridors and storage areas will be the primary back-of-house spaces at this level. This new kitchen will be connected to dedicated food and beverage loading docks at the Main Level by service elevators. The existing kitchen at the northern end of the center will remain in use to support other buildings on the AEC campus as well as Expo's existing meeting rooms.





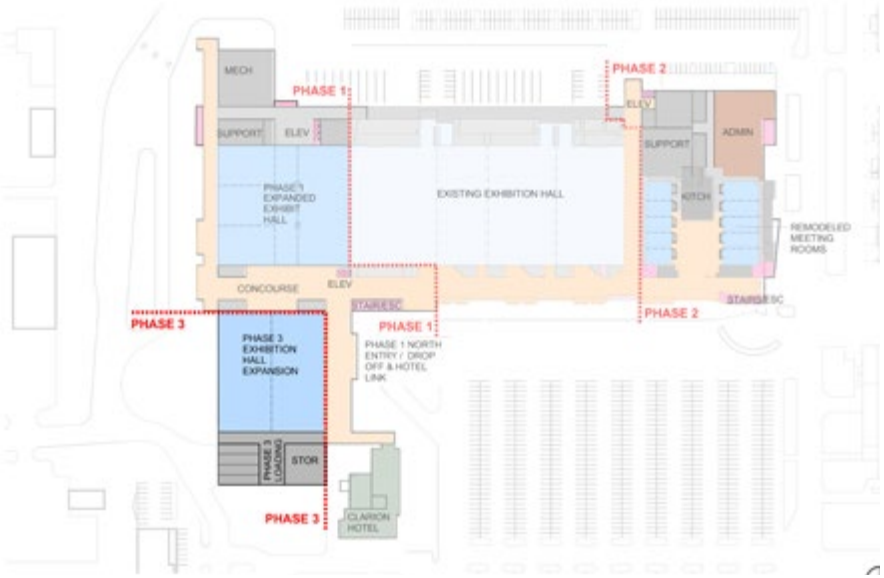
Exhibition Hall – Phase 2

Phase 2 of the convention center's expansion focuses on creating a new dedicated 30,000-square-foot Ballroom at the northern end of the facility. Since this work involves the temporary removal from use of the existing ground floor meeting rooms, construction in this location can begin only after the completion of the new Phase 1 meeting spaces.

The new column-free Ballroom will be built on a upper level above a suite of renovated meeting rooms and the relocated AEC administrative offices at ground level. A spacious pre-function concourse adjacent to the Ballroom will overlook the central part of the AEC campus, and can be a prominent architectural feature at this important location. Escalators, elevators and stairways will connect this upper level to the Main Level below, and a bridge to a new hotel can be built at the same time.

The Ballroom will be able to be divided into two (20,000-square-foot and 10,000-square-foot) spaces, or three large meeting rooms of 10,000 square feet each. This state-of-the-art space can be designed to take advantage of daylighting, and its roof can be used for solar electric power generation. Back-of-house spaces in support of the Ballroom will include an auxiliary kitchen, storage and MEP spaces.

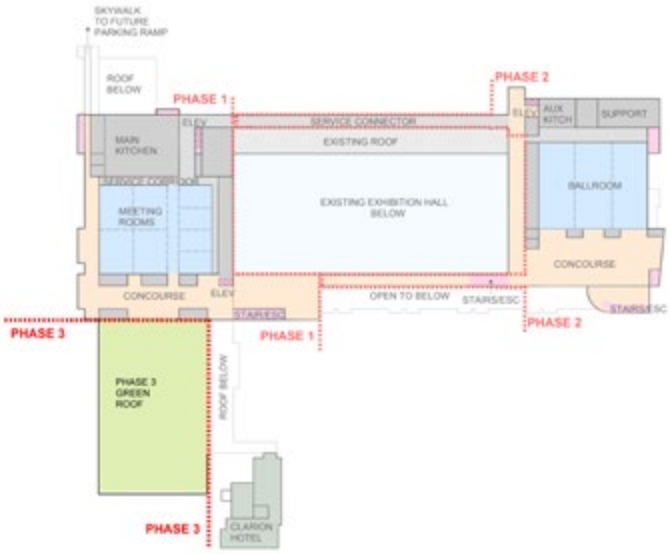
The Phase 3 construction work at the northern end of the convention center can be accompanied by the creation of upper level north/south connectors at both the front-of-house on the eastern side of the convention center for event attendees, and back-of-the-house on the west for event support personnel. These connectors will tie together the northern and southern portions of the convention center. The feasibility of building these connectors requires further technical study to ascertain spatial and structural opportunities and constraints associated with this work.



Exhibition Hall – Phase 3

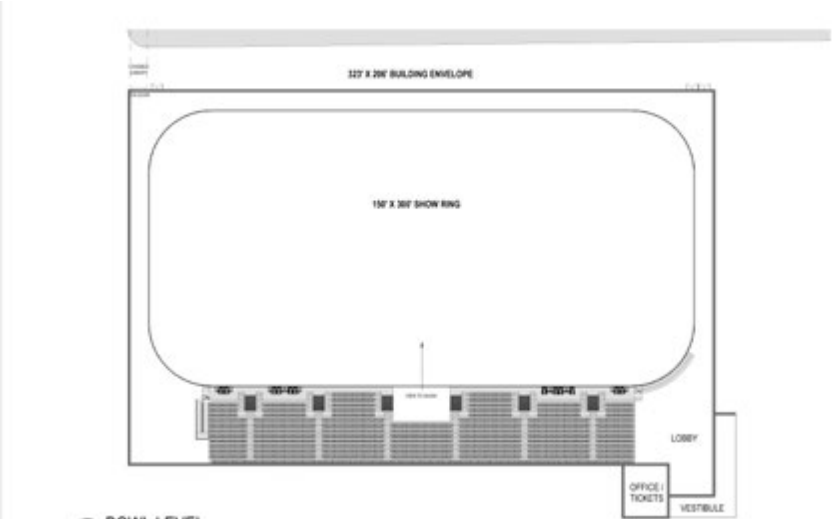
As recommended in the AEC Market Study, a second exhibit hall expansion of 40,000 square feet would be appropriate for the future when demand levels justify it. The Master Plan shows this addition at the southeastern corner of the convention center, flanking both the attendee concourse opposite the Phase I expanded exhibition halls and the pedestrian connector to the Clarion Hotel. This new exhibition/multi-purpose space will be able to be accessed independently from the contiguous 100,000-square-foot exhibit space, or used in conjunction with it through the use of moveable partitions. Four loading docks, storage and MEP spaces will support this 40,000-square-foot future addition.

Unlike the Phase 1 expansion, as currently envisioned, this future expansion does not have meeting rooms on a second level above it. Rather, an outdoor green roof is proposed that can be directly accessed off of the Phase 1 upper concourse. A portion of this space will be able to be programmed for outdoor events, and some second level meeting rooms could be added if future market conditions warrant this.



Conclusion

As described above, the expansion of the Expo Hall to become a full-fledged convention center is a multi-faceted strategy focused on primarily its southern and northern ends. Phased so that the Expo Hall remains in use throughout the several phases of construction, the resulting convention center integrates expanded exhibition space with new ballroom and meeting space in a highly flexible solution that can support multiple simultaneous events. Not only will the exhibitor and attendee capacity of the facility grow, but the quality, user experience and economic impact of events will all improve.

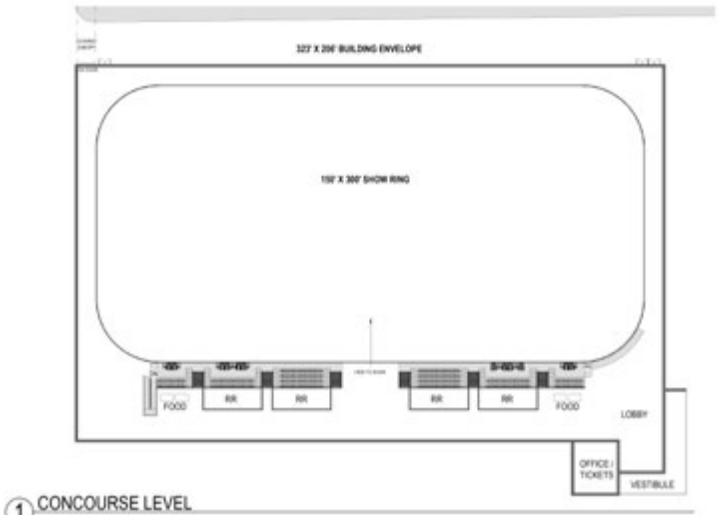


NEW ARENA

The existing Alliant Energy Center Arena is a building that hosts key functions on the campus despite it being an older, functionally obsolete facility. The venue is used for display and exhibit space during several important annual events on campus.

The facility is located on a key site within the campus that, during the master planning process, was defined as the most central location at the AEC. The age of the building and quality of the facility detract from the overall image of the AEC.

After reviewing many options during the master planning process, it was determined that the Arena should be demolished and a key open space should be created in its place, linking the many facilities that surround it. A replacement arena is needed due to the key functions that take place within the building. As the arena is reimagined it should be improved and should function at a higher level than the existing arena.



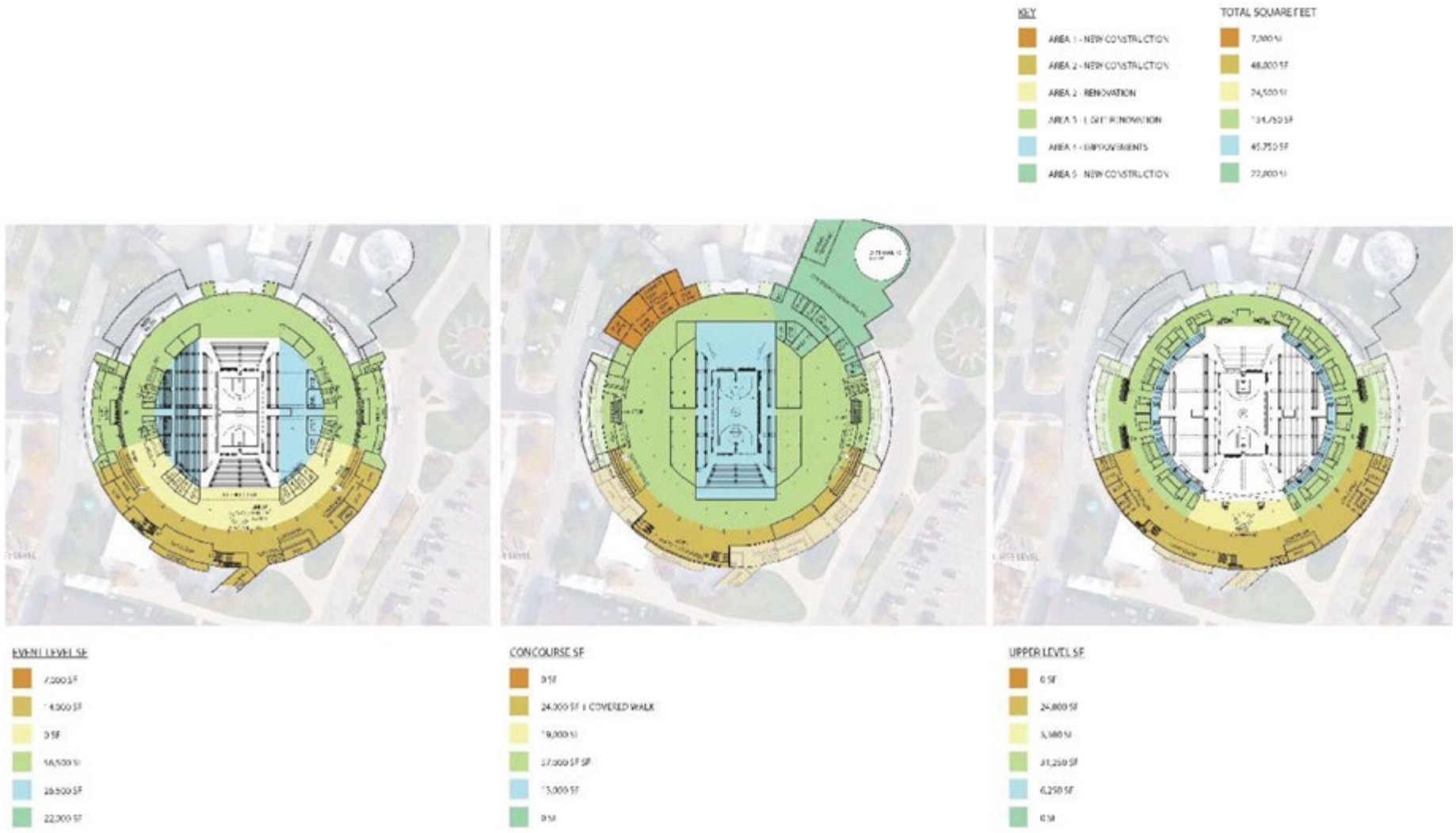
After examining many possible locations for a new arena, it was determined that the ideal location would be the parking lot across the street to the south of the New Holland Pavilions. The goal is to create a larger and much improved spectator venue that can functionally accommodate the many activities that will take place within the facility. The concept design is to have a covered walkway/canopy that connects the New Holland Pavilions to the new arena. The cover will allow animal and user access between the two facilities keeping the users covered and dry. The plan will create animal and user access from the north side of the Arena. Patron and visitor access would be from the south east corner of the facility, where the main lobby would be located.

The new arena has been conceptualized to increase the ease of use as well as the number of functions accommodated within the building. The main floor will have a 150-foot by 300-foot show ring. There will be circulation and "alleys" around the show ring. The size of the ring and the flat floor space will allow the proper warm up space dimensions for animals and many equestrian events. In addition, with an area of greater than 50,000 square feet, the larger floor will allow for significantly more space for displays and exhibitions when the facility is used for those purposes.

The facility is planned to have more than 1,300 permanent fixed seats. Those seats will be accessed from a ground level concourse that will have adequate restroom and food sales areas. The concourse will be entered from the main southeast lobby which will also feature a ticket sales area and facility offices adjacent to the lobby.

The Arena will be designed with ADA seating and amenities that meet code and state of the art best practice design principles. The building will have both heating and air conditioning for year round usage. It will also have adequate power and lighting, allowing the facility to host the wide variety of events that will take place within the arena.

A partial list of events the arena will be able to accommodate include: animal warm up events, equestrian events, animal and cattle shows, rodeos, exhibits, exhibitions, community events, displays, motocross events, and secondary stage events.


KEY
TOTAL SQUARE FEET
AREA 1 - NEW CONSTRUCTION
AREA 2 - NEW CONSTRUCTION
AREA 2 - RENOVATION
AREA 3 - LIGHT RENOVATION
AREA 4 - IMPROVEMENTS
AREA 5 - NEW CONSTRUCTION
EVENT LEVEL SF
CONCOURSE SF
24,000 SF + COVERED WALK
UPPER LEVEL SF

COLISEUM RENOVATIONS AND ADDITIONS

- As a part of previous studies it was determined that the Coliseum can be renovated and additions can be planned that will enhance and update the venue. The Coliseum is an older building that has many deficiencies that are based on its age and size. Even with these deficiencies, the building has hosted many high profiled events and is a campus and regional icon.

- The master plan recommends redeveloping the building so it can maintain its role in the community and region as a large multi-use event center that can host the widest variety of events. A key part of the redevelopment plan is that the venue should be updated in phases. While it would be ideal to update the entire facility at once, the available funding will most likely not allow that approach, therefore the concepts presented in this master plan propose a phased approach to improvements.

- In order to compete with other similar-sized venues, the Coliseum needs improvements to both the spectator amenities and the user and operational aspects of the building. Recent improvements include a loading dock, arena bowl lighting, show rigging, restroom improvements and some minor concourse improvements. Because the proposed improvements can take place in different sequences, depending on the funding available, we have classified proposed improvements by area and not by phase.

Area 1

- Area 1 improvements are proposed for the northwest side of the Event Level of the Coliseum. Even though a loading dock was recently added, the Coliseum still has significantly less loading capabilities and docks as compared to its competition. The Master Plan recommends added loading docks with canopies above for improved loading capabilities, particularly for large concerts and events. The north improvements would also include enhanced show power and bus parking locations for concerts.

- The second key component of the Area 1 improvements is an addition to the building at Event Level that would add four new locker/dressing rooms to the facility. The current dressing rooms in the Coliseum are small, old and not well laid out. This makes the venue less attractive for the many events the AEC seeks to attract. The new addition will create more space and a better overall configuration. Once the locker rooms are added, a future phase of work will include the renovation of the existing locker room area, ensuring the venue will never be without locker rooms.

- The Area 1 proposed improvements address two of the biggest concerns by users regarding the existing Coliseum. These improved back-of-house and user areas will make the building more functional for events and more attractive to prospective users.

Area 2

- The Area 2 renovations and building addition would be by far the largest improvement, addressing the issues facing the patrons and spectators to the Coliseum.

- The Coliseum, as compared to competitive venues, lacks amenities that serve the patrons. The venue does not have enough restrooms, it does not have enough food and beverage points of sale, it lacks food and beverage options and variety, it lacks amenities for people with disabilities, and its concourses and circulation spaces are extremely tight and restricted. It also lacks quality vertical circulation options to connect its three major levels, the Event Level

concourse, the Main Concourse level and its Upper Concourse level. In general, the venue also lacks updated amenities and social areas that are seen in contemporary event centers.

- Area 2 is proposed as a large multilevel addition to the south side of the Coliseum. The addition would extend from the existing west lobby around the exterior radius of the Coliseum to the existing east lobby and would become the main spectator/patron entry to the Coliseum. It would face the proposed main open space park/plaza where the current arena is located.
- The east and west lobbies would maintain their existing function of ticket sales since they face the adjacent east and west parking lots. If arriving patrons do not have tickets they can purchase them at either of the east or west lobbies and they will be able to connect by stairs, ramps or elevators up to the main concourse or down to the event level concourse. If patrons already have a ticket they will enter a large south facing two story lobby located at the main concourse level. To achieve a new main concourse level entry the exterior plaza area will be reworked to create direct access to the concourse. At the lobby there will be elevators, escalators and open cascading stairs that will allow easy and inviting access up to the upper concourse level.
- There will also be a separate area with improved circulation that will allow direct access down to the event level concourse. The large connecting lobby provides access to wider concourses on all three levels of the venue. The extra space will allow more area for circulation, displays, food and beverage carts and merchandise carts. The lobby and concourses will be designed with more glass allowing a sense of spaciousness and will allow patrons to look out to the rest of the AEC. The glass will also allow those outside the venue to see the event activity inside and will create a level of excitement as more events take place on campus.
- In addition to more circulation space, the larger lobby and concourses will allow more space for added and larger restrooms, enhancing facilities for women, men, families and people with disabilities. The wider concourses will allow more food and beverage choices and more points of sale for the patrons. By having enough space for prep areas at each concession, operations and food

choices will be enhanced. Bars and food and beverage areas are planned at both the main and upper concourse levels.

- In addition to the new concourse space, the existing south concourse would be remodeled and enhanced. The concept includes rearranging the south side of the seating bowl to add views to the events from the south concourse, creating social spaces that enhance the patron experience. The wider concourse will also allow the existing private suites to be enlarged, deepened and remodeled. The existing private suites are extremely tight and the new building addition can greatly enhance the suite experience. The new addition would also allow more Event Level concourse space and amenities.
- The Area 2 improvements will include new telescopic seating sections at the south end of the arena seating bowl. This will allow better seating for a wider variety of events including enhanced seating sight-lines for basketball and concert uses.
- The seats at the south end of the upper seating bowl would also be altered, adding better views and enhanced club amenity spaces for patrons.

Area 3

- Area 3 improvements would include a "light renovation" of existing concourses at the east, north and west sides of the Event Level, Main Concourse and Upper Concourse levels of the Coliseum. It would include new lighting and ceilings, paint and graphics on the walls, and floors to match the Area 2 addition. It would also include improvements to systems such as electrical and telephone and the remodeling of the concession spaces. The goal of the renovation is to create a seamless integration with the Area 2 addition and remodel.

Area 4

- Area 4 will include the renovation and upgrades to the seating bowl and the structural truss and ceiling above it. It will include new paint and graphics, additional truss improvements, new replacement seating and enhanced audio and video features. The goal is to create a seating bowl that feels like a new building.

Area 5

- Area 5 will include a renovation of the northeast section of the building at the Event Level as well as a major addition to the Event Level. Work in Area 5 will include remodeling the existing locker/dressing rooms and enhanced restrooms at the Event level. It will also include upgraded operational offices and upgrades to the main mechanical and electrical rooms.
- A large storage room addition would take place in Area 5, allowing the demolition of the two large round storage buildings located to the north of the Coliseum.

A Vision Realized

- If Area 1-5 improvements are completed the Coliseum would be able to be a competitive Event Center serving both the patrons and the users equally. It would provide an outstanding user and operator experience similar to other competitive venues in the market.

PUBLIC REALM IMPROVEMENTS: STREETSCAPE

Streetscape refers to the area outside of the travel lanes that contributes to the appearance of the street, serves the street users and improves the environment. Streetscaping lends a great deal to the character of a roadway and can make the difference between a road that feels like a highway or a road that feels like a pedestrian main street. It includes the street furniture, trees, rainwater gardens, signs, boulevard plantings, special paving, art, wayfinding, pedestrian lighting and trash and recycling receptacles. Good design of these elements creates a comfortable, inviting and memorable space that celebrates the diversity and history of the campus and region.

- The combination, quality, function, and scale of the streetscape and public realm elements have a great deal to do with shaping the character and identity of the streets on the AEC campus. Prior to defining specific streetscape elements, consideration should be given to the following streetscape design & implementation steps:
- Define theme, components and how the elements will reinforce the AEC brand
- Define costs, budget, and funding mechanisms
- Prepare interim and long term streetscape designs and “Kit of Parts” to guide future phases

Following is an outline of some of the basic elements to consider:

Enhanced Landscaping/Streetscape

- Enhance landscape character throughout the campus to reinforce desired image and character.
- Plant additional trees along ring road and adjacent streets to improve overall character and experience
- Screen existing and new at-grade parking lots with decorative railings or vegetation such as hedges and trees

- Consider these parking lot screens as potential zones for stormwater treatment and infiltration
- Consider improved and enhanced sidewalk and crossing treatments and materials
- Devote space to street furniture

Sidewalk Treatments

Several options exist for sidewalk paving materials, decorative concrete treatments, concrete pavers, exposed aggregate concrete, brick and stone and/or several combinations of these materials. One approach is to use a simple, economical pattern and material in the less traveled areas and a more intense use of decorative materials and patterns in special gathering areas and entry points.

Campus Landscape + Plant Materials

- Landscape elements and plant materials should be selected based on their ability to survive the urban conditions of snow, salt, drought, and in some areas, compacted and alkaline soils. Seasonal interest, form and texture are also considerations.
- In the core campus area, overstory trees should be planted in cluseters along major streets and throughtout parking lot areas to add shade and stormwater functions to reduce the overall urban heat island effect. Clustering also facilitates the creation of large beds of un-compacted modified soil to promote plant vitality. Where possible, trees should be located between the curb and sidewalk to create an edge between pedestrian and vehicular zones and to help create a sense of enclosure to the street and sidewalks.
- In the redevelopment areas, overstory trees could be clustered to maintain visibility to shops and signs and to avoid a regimented appearance.

Wayfinding Signs & Kiosks

It is important to have a clear message to express the core values of the AEC Campus—a message that is consistent, unique and memorable, and resonating with a wide audience and reinforcing the core brand for the campus to provide consistency and clarity of message for users, visitors and the general public. A cohesive system of wayfinding signs and kiosks should be considered to help direct visitors to buildings/facilities, parking, amenities, and other places of interest throughout the campus as well as to inform them about campus events and other items of interest.

Primary recommendations for a wayfinding system are identified below:

- Prepare a campus wide wayfinding plan
- Make cohesive throughout the campus, yet unique to each building/facility
- Must be multi-purpose and have several scales (cars, pedestrians, visitors)
- Consider the addition of ornamental lighting, public art, kiosks, and visitors guides

Campus District Monuments

- Gateway monuments are typically larger structures that denote an entrance into the campus and also highlight and identify the destination district. These monuments should function as a major visual element that can be designed to reinforce a desired character or image of the campus and broader district. Gateway monuments should be located within the amenity area of the public realm. The primary locations within the study area recommended for gateway monuments include the intersections of Rimrock Road and John E. Olin Avenue, the intersection of Rimrock Road and Nolen Drive, the corner of E. Rusk Road and Rimrock road, the main entrance of Rimrock Road and Alliant Energy Center Way and Expo Way and E. Olin Avenue . These monuments could also be located at prominent transit stops along John Nolen Drive and Rimrock Road to reinforce corridor identity and branding.

Bicycle parking

- Bicycle parking is an important element of the public realm, both as an aesthetic aspect of the streetscape and as a functional element for those who travel by bike. Parking should be provided near key destinations such as the Coliseum, Expo Hall and New Holland Pavilions. Bicycle racks should be placed in the boulevard or adjacent to buildings.

Public Art and Interpretive Elements

- Consideration should be given to incorporating public art created by local or regional artists to enrich the public realm/streetscape on campus. Interpretive elements such as signage/banners/murals could be included to emphasize unique aspects of the campus's history, icons, people and spirit of the place, and could be integrated into the design of gateways, district monuments, signs, kiosks, paving, bike racks, and/or gathering places.

Street Lighting

- Street lighting is a key organizing streetscape element that defines the nighttime visual environment in urban settings. Quality streetscape lighting helps define a positive urban character and support nighttime activities. The quality of visual information is critical for both traffic safety and pedestrian safety and security. Lighting should be designed not only for vehicular traffic on the roadways, but also for pedestrians on sidewalks and pedestrian paths.
- Street lighting includes roadway and pedestrian level lighting in the public right-of-way. Street lighting fixtures illuminate both roadway and sidewalk and are typically 20' feet to 30 feet high. Pedestrian-scale lighting fixtures, typically 12 feet to 15 feet high, illuminate pedestrian-only walkways and provide supplemental light for the sidewalk.
- Pedestrian-scale fixtures should be installed along the entire length of Alliant Energy Center Way. In public realm areas with wider sidewalks, the pedestrian level lighting poles can be located closer to sidewalk areas and street lighting can remain closer to the curb. Pedestrian level lighting poles should be located between street lighting poles. Light poles should have a consistent spacing with regard to trees and other street poles. Light fixtures should not be located directly adjacent to street tree canopies that may block the light. The rhythm of the lighting poles should be consistent along each roadway.
- All lighting poles should be coordinated with other streetscape elements.

Solar Powered Lights, Signs and Signals

Electricity to traffic signals and lights is a drain on public budgets. Two ways to lower these costs are the use of LED lighting and the use of solar as the power source. LED signals and lights consume 90 percent less energy than their incandescent counterparts and last several times longer. Solar powering signals and lighting is another reliable, cost-effective and eco-friendly option for the campus.

06 FINANCIAL CONSIDERATIONS

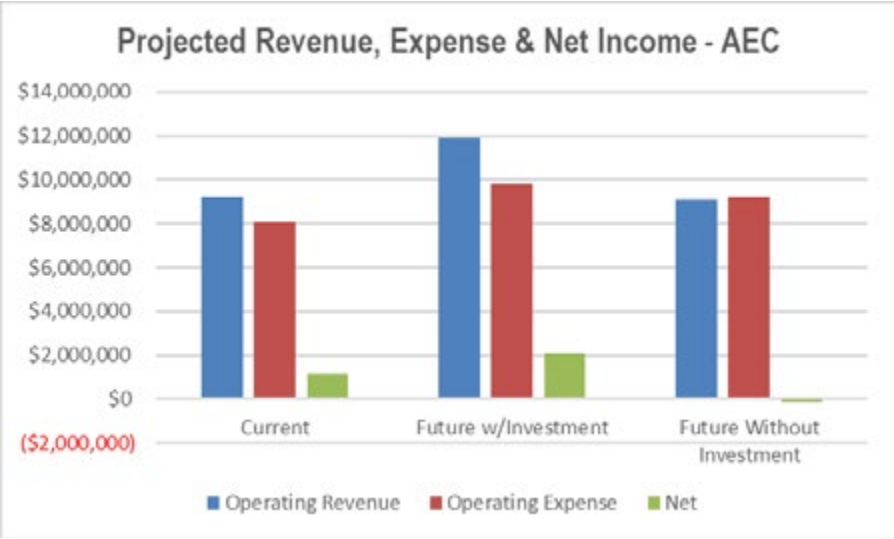
The future of the AEC can move in very divergent directions based on decisions and leadership today. Today's AEC Complex is essentially self-sustaining, but trends in costs versus revenues, as well as aging and outmoded facilities will cause the complex to operating in the red in the near future unless new investments are made. Key factors in the future story include:

Increasing operating and labor costs over time

AGING FACILITIES
Groups outgrowing the current size of facilities

Competitive cities renovating and expanding facilities; new cities entering the market

Essentially, the status quo means moving backwards in real financial exposure, as well as in competitive viability. Further investments are required to ensure a sustainable future for the AEC. At some point, the costs to stay competitive overwhelm the opportunity and return on investment. Timing is key, as the facility is currently in a position to improve from a relative position of strength if investments are made soon.



Hunden Strategic Partners calculated the revenue and expense of the AEC if there is no investment vs. a scenario with the recommended investment.

The AEC campus master plan includes transformative expansions to the Exhibition Hall that will convert it from being a regional exposition center to a full-service convention center for Madison and the upper Midwest. This expansion includes new ballrooms, which are currently non-existent, more breakout meeting rooms, as well as an expanded exhibit hall. All told, the expansion and renovation will change and expand the types of business that Madison and Dane County are able to attract to the complex. This will include large conventions, business and association conferences, additional expositions and consumer shows, and number banquets, receptions and ballroom events. In addition, indoor sports like basketball, volleyball, dance, cheer and wrestling will be more viable.

The expansion of the types of business, as well as the higher spending associated with these additional event types is only viable if the AEC complex offers a competitive hotel package. So, as part of the overall master plan, the consulting

Net income declines from more than $1 million today to a loss of $150,000 if no investments are made. In this way, investments today have a return by avoiding future losses. The background is explained in more detail in this section.

06 FINANCIAL CONSIDERATIONS

OPPORTUNITY

The opportunity to grow the business at the AEC is not Dane County and Madison looking for a market to serve, but existing and potential demand looking to come to Dane County and Madison, yet they cannot be accommodated. With the right facilities, the market is there. Without the facilities, existing and potential customers will move elsewhere.

In addition, there is an opportunity for this campus, which has long linked rural, suburban and urban communities, to be better linked with the surrounding neighborhood, commercial and recreational areas.

Finally, in order to find sources of revenue to pay for the investments, the very items that help knit the campus into the community, via commercial and other mixed-use development, also generate some of the key resources to pay for the investments. Essentially, the benefits from the expansions/renovations and new developments, can be recaptured in many ways to be used as sources to make the investments. This minimizes the burden of cost from the taxpayer and places it on those using the facilities (mostly visitors). However, the benefits are an improved quality of life in and around the campus and for all Dane County residents:

Improved Coliseum and more concerts, family shows and events

Expanded Expo Center, including ballroom and meeting rooms

New high-quality hotels, retail, restaurant, office and potentially apartments

New supported jobs onsite and offsite

DENSITY = SUTAINABILITY

As the P+W Team assessed the AEC situation, it became clear that the best way forward for financial sustainability as well as integration into the surrounding areas, was for a mix of public and private developments that would add density, walkability, taxable private development, more flexible event spaces and related improvements. Creating a walkable, amenitized village atmosphere would provide event attendees and planners with a full-service event district. Creating more flexible and larger event spaces, especially by adding a large ballroom, would guarantee more consistent and higher spending group event activity onsite.

The current setting is one that is episodically used and therefore creates challenges for attendees and event planners. The lack of consistent activity onsite also means that a restaurant or hotel cannot be developed feasibly.

The Catch-22 that currently exists creates challenges for both public sector event facility investment as well as private sector investment in amenities that visitors want.

LOGIC BEHIND INVESTMENT RECOMMENDATIONS

The AEC campus master plan includes transformative expansions to the Exhibition Hall that will convert it from being a regional exposition center to a full-service convention center for Madison and the upper Midwest. This expansion includes new ballrooms, which are currently non-existent, more breakout meeting rooms, as well as an expanded exhibit hall. All told, the expansion and renovation will change and expand the types of business that Madison and Dane County are able to attract to the complex. This will include large conventions, business and association conferences, additional expositions and consumer shows, and number banquets, receptions and ballroom events. In addition, indoor sports like basketball, volleyball, dance, cheer and wrestling will be more viable.

The expansion of the types of business, as well as the higher spending associated with these additional event types is only viable if the AEC complex offers a competitive hotel package. So, as part of the overall master plan, the consulting team recommends a goal of 15 quality, branded walkable hotel rooms per 1,000 square feet of exhibit space. For example, for a convention complex with 100,000 square feet of exhibit space, 1,500 quality, branded and walkable hotel rooms will be optimal to compete for conventions versus similar complexes around the country. Without these quality options, higher-rated group business will not come to the complex.

In addition, the competitive group marketplace demands at least one headquarters hotel that can house a sizeable portion of convention and other groups that would use the AEC. Meeting planners want to have a full-service branded convention hotel with its own ballroom and meeting rooms within which to house their VIPs, have board meetings and other meetings and events and otherwise anchor their event. In addition, planners want this hotel to be connected directly to the convention center, similar to the downtown Hilton that is connected to Monona Terrace. Given the sometimes harsh weather conditions, attendees and planners like all major activities to be connected and accessible, no matter the weather. They also want to have as few hotel contracts to enter into as possible, so having several larger hotels is always more competitive than having multiple small hotels. While guests prefer several brands and price points, meeting planners like to engage with as few hotels as possible as part of their core room block. As such, the consulting team recommends a headquarters hotel of 300 rooms, with its own ballroom of 10,000 square feet and a number of breakout meeting rooms. In addition, two additional hotels totaling another approximately 450 rooms would bring the new campus hotel total to 750 new rooms.

In terms of the dining and entertainment needs and desires of groups, conventions and other major events want to be able to have breakfast, lunch or dinner (or entertainment after) in close proximity to their event. This helps solve for the often compressed timelines of events, trainings and related itinerary items. The more that can be found onsite, in a walkable, fun environment, the better. Most convention centers have experienced the development of an entertainment and restaurant district surrounding the convention/hotel complex to capture this pre- and post-event spending and activity. The more of a variety and critical mass of options that can be developed within the walkable village feel, the better. As such, the consulting team has recommended a village or district of restaurants, bars, entertainment and some retail offerings on the campus.

PROPOSED MASTER PLAN

Hunden Strategic Partners considered which investment strategy would yield the most return: Prioritizing the Coliseum renovation/expansion or Expo/Exhibition Hall expansion first.

The results showed that by far, the returns were best for the Expo/Exhibition Hall expansion. Improvements and expansions to the Coliseum have less economic and fiscal impact, yet are less expensive. These may be able to be paid for in smaller increments. The heavier lift financially and yet the one that provides the most long-term benefit is the expansion of the Exhibition Hall.

Based on the recommended program mix, the Consulting Team determined an estimated cost for the public and private elements. These are found on the next page.

The total public project cost is estimated to be approximately $90 million, while private developments are expected to be more than $200 million. On the public side of the investment ledger, the Exhibition Center Expansion is the primary element driving both cost and the majority of impact, at $77 million. Other key elements are less expensive and bring the total initial public building component to just over $90 million. On the private size, the largest element of the $205 million in private investment is the headquarters hotel for the Exhibition Center (which will have been transformed into a true convention center. As such, more hotels are needed and are recommended here. While both the 300-room and 180-room hotel will likely need some public participation, the larger will require more: approximately one-third, or $30 million in public inducements. However, having a hotel package is critical to the success of the complex, especially the convention and meeting facility. The business and impact expected will not occur, but for the development of these critical hotels.

Impact & Cost Scenario Assumptions

Public Facilities		Cost (000s)	Private Facilities	Cost (000s)
Gateway Plaza	All	$ 2,717	Full-Service Convention Hotel (300 rooms)	$ 89,339
Roadway & Stormwater Improvements	All	$ 3,400	180-Key Hotel	$ 46,800
Arena	Show Ring	$ 7,242	Parking Ramp (1,150 spaces on 3 levels)	$ 24,276
Exhibition Center Expansion Phase I	South 50k Exhibit + 24k Ballroom	$ 77,395	Restaurant/Retail/Off Development (57kSF + 26k Office)	$ 18,002
Total Public Facilities		**$ 90,753**	Office (26,000SF above retail/rest)	incl above
			Residential Phase I (180 Units)	$ 27,000
			Total Private Facilities	**$ 205,417**

Source: HSP, P+W

AEC WITHOUT INVESTMENT

The difference in the future of the AEC is summarized in both chart and table format. Ultimately, HSP projects that there is no status quo. If no improvements are made, the AEC will go backwards financially and then be reliant on new funding/tax sources.

The summary of results between the scenarios is shown below. Details of the analysis are shown in the Appendix slides.

Summary of Performance by AEC Complex with and without Investment (Stabilized Year)

	Current	Future w/Investment	Future Without Investment	Difference
Operating Revenue	$9,203,733	$11,915,144	$9,070,941	($2,844,203)
Operating Expense	$8,049,887	$9,821,322	$9,219,251	($602,071)
Net	$1,153,846	$2,093,822	($148,310)	($2,242,132)

NET NEW ECONOMIC & EMPLOYMENT IMPACT ANALYSIS

Hunden Strategic Partners uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the Dane County economy due to additional inputs. For example, for every dollar of direct new spending in Dane County, the IMPLAN model provides multipliers for the indirect and induced spending that will result.

From the direct spending figures, further impact analyses will be completed.

The net new and recaptured direct spending discussed earlier in the chapter is considered to be the Direct Impact.

Indirect Impacts are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.

Induced Impacts embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the visitor's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.

Employment Impacts include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. HSP will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Fiscal Impacts are the taxes generated from new spending, new private property and new visitor spending in hotels, restaurants and stores. These are the returns on investments made by the public and private sectors into the campus. Because of the public and private investments, many types of taxes are positively influenced, including sales tax, hotel tax and property tax.

NEW VISITORS

Hunden Strategic Partners conducted models for new visitors and overnighters for each component of the facility. One of the most impactful elements is the expansion of the convention and meeting space. Based on the new and higher rated business that is expected to come to the expanded exhibit, ballroom and meeting facilities, new daytrips are expected to increase from 88,000 to nearly 110,000, while the very important room nights are expected to increase from 92,000 to nearly 140,000 per year. Overall, nearly 47,000 new room nights per year are expected.

New Vistors to Dane County at Expanded Ex Center (Stabilized Year)

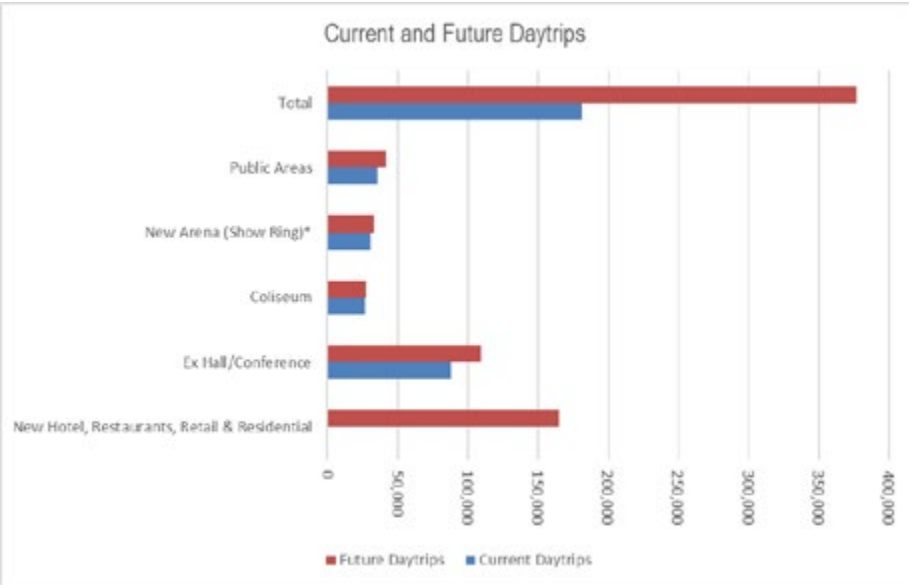
	Percent of Total Visitors Staying Overnight	Percent of Non-Dane County Visitors Making a Daytrip	Number of Non-Dane County Visitors Staying Overnight	Visitors per Room Night	Number of Non-Dane County Daytrips	New Room Nights to Dane County	New Day Trips to Dane County
Conventions, Conferences	81%	5%	32,481	1.4	1,710	46,401	1,710
Consumer Shows	17%	67%	34,261	1.9	69,561	23,442	69,561
Trade Show	64%	20%	9,907	1.8	2,477	8,256	2,477
Banquets/Receptions	20%	70%	7,147	1.8	7,696	3,970	7,696
Meetings Room Events	26%	60%	2,887	1.5	4,330	2,405	4,330
Agriculture	72%	20%	60,806	2	15,201	45,604	15,201
Conventions, Expos & Large Flat F	30%	40%	1,648	1.7	1,099	970	1,099
Festival	25%	50%	3,758	2	3,758	2,255	3,758
Total	**40.4%**	**59.6%**	**161,429**	**1.16**	**109,489**	**138,993**	**109,489**
Existing	**32.6%**	**67.4%**	**105,385**	**1.14**	**88,080**	**92,277**	**88,080**
Net New from Expanded Ex Cen	**7.8%**	**-7.8%**	**56,044**	**0.02**	**21,409**	**46,716**	**21,409**

Source: HSP

NEW DAYTRIPS

Total daytrips to the AEC campus are projected to double, primarily due to the expanded Expo Hall, Conference Center and Hotel developments. The new restaurants and retail will also drive new daytrips and related spending.

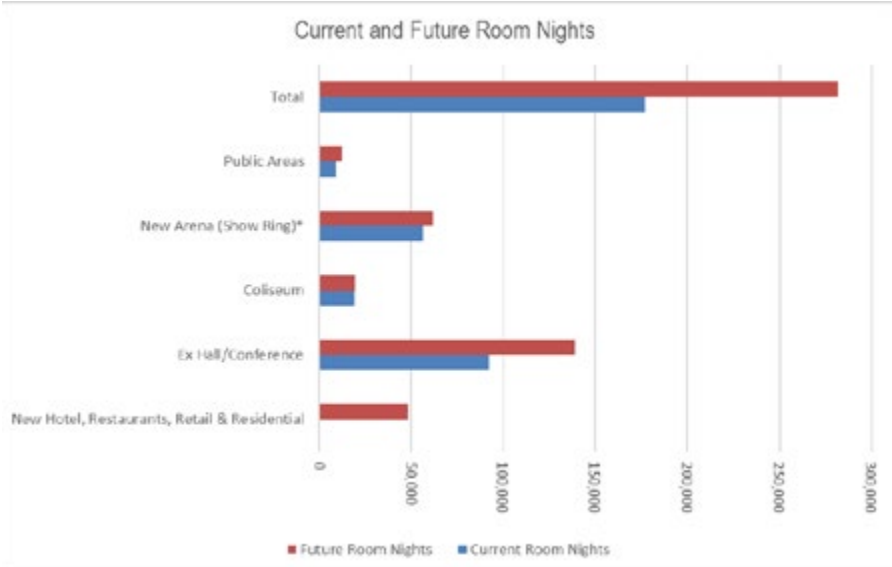
If no investment is made, HSP expects that events will outgrow the space (or find higher quality spaces) and leave for other, larger and more flexible/modern facilities.



NEW HOTEL ROOM NIGHTS

Total hotel room nights to the AEC campus are projected to nearly double, primarily due to the expanded Expo Hall, Conference Center and Hotel developments.

If no investment is made, HSP expects that events will outgrow the space and leave for other, larger and more flexible/modern facilities.



IMPACT BY ELEMENT – HOTEL & MIXED-USE PRIVATE ELEMENTS

Hunden Strategic Partners conducted models for each new element, based on the induced daytrip and overnight spending activity related to each.

As shown, restaurant spending is expected to increase by $419 million over the period, followed by $241 million in new lodging spending and nearly $200 million in new retail spending, for a total of nearly $1.1 billion in new direct spending to Dane County over the period. This will translate to nearly $1.9 billion in direct, indirect and induced spending, supporting more than 800 full-time equivalent jobs.

Direct Net New Spending (000s) - HQ Hotel & Mixed-Use Private Developments

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Food & Beverage	$9,544	$9,783	$10,027	$10,278	$10,535	$11,920	$15,258	$19,531	**$419,020**
Lodging	$5,069	$5,221	$5,378	$5,539	$5,705	$6,614	$8,899	$11,966	**$241,377**
Retail	$4,492	$4,605	$4,720	$4,838	$4,959	$5,610	$7,182	$9,193	**$197,228**
Transportation	$2,765	$2,834	$2,905	$2,977	$3,052	$3,453	$4,420	$5,657	**$121,371**
Other Local Spending (Recreation, etc.)	$2,067	$2,108	$2,161	$2,215	$2,270	$2,569	$3,288	$4,209	**$90,306**
Total	**$23,927**	**$24,551**	**$25,191**	**$25,847**	**$26,521**	**$30,165**	**$39,046**	**$50,557**	**$1,069,303**

Source: Hunden Strategic Partners

Direct, Indirect & Induced Net New Spending (000s) - HQ Hotel & Mixed-Use Private Developments

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Net New Spending									
Direct	$23,927	$24,551	$25,191	$25,847	$26,521	$30,165	$39,046	$50,557	**$1,069,303**
Indirect	$8,129	$8,340	$8,557	$8,780	$9,008	$10,243	$13,252	$17,150	**$362,964**
Induced	$9,636	$9,886	$10,144	$10,408	$10,678	$12,143	$15,709	$20,330	**$430,264**
Total	**$41,692**	**$42,777**	**$43,892**	**$45,035**	**$46,208**	**$52,551**	**$68,008**	**$88,037**	**$1,862,531**

Source: Hunden Strategic Partners

Net New Earnings from Direct, Indirect & Induced Spending (000s) - HQ Hotel & Mixed-Use Private Developments

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Net New Earnings									
From Direct	$8,085	$8,294	$8,509	$8,730	$8,956	$10,180	$13,159	$17,014	**$360,494**
From Indirect	$2,567	$2,634	$2,702	$2,773	$2,845	$3,237	$4,192	$5,430	**$114,780**
From Induced	$2,872	$2,947	$3,024	$3,103	$3,183	$3,620	$4,685	$6,065	**$128,315**
Total	**$13,524**	**$13,875**	**$14,236**	**$14,606**	**$14,985**	**$17,038**	**$22,036**	**$28,509**	**$603,589**

Source: Hunden Strategic Partners

New Full-Time Equivalent Jobs from Direct, Indirect & Induced Earnings - HQ Hotel & Mixed-Use Private Developments

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Average
Net New FTE Jobs									
From Direct	466	467	467	467	468	469	473	477	471
From Indirect	159	159	159	160	160	160	161	163	161
From Induced	189	189	189	189	189	190	191	193	191
Total	**814**	**815**	**815**	**816**	**816**	**819**	**825**	**832**	**823**

Source: Hunden Strategic Partners

IMPACT BY ELEMENT – EXHIBITION CENTER

The tables show the net new spending due to the expansion of the meeting facilities. Lodging spending is expected to increase the most, by $219 million over the period, followed by $154 million in new restaurant spending. Other spending brings the direct new total to $490 million. This will translate to nearly $850 million in direct, indirect and induced spending, supporting more than 350 full-time equivalent jobs.

The improvements to the Coliseum and other elements will add more impact, but at much lower levels than the two primary components shown here and on the prior page.

Direct Net New Spending (000s) - Expanded Exhibition Hall & Conference Center

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Food & Beverage	$2,384	$3,191	$3,715	$3,808	$3,903	$4,416	$5,652	$7,236	**$153,642**
Lodging	$3,073	$4,158	$4,930	$5,078	$5,230	$6,063	$8,159	$10,971	**$219,093**
Retail	$729	$976	$1,136	$1,165	$1,194	$1,351	$1,729	$2,213	**$46,996**
Transportation	$605	$814	$949	$973	$998	$1,129	$1,445	$1,849	**$39,266**
Other Local Spending (Recreation, etc.)	$486	$651	$758	$776	$796	$900	$1,153	$1,475	**$31,331**
Total	**$7,277**	**$9,790**	**$11,488**	**$11,800**	**$12,120**	**$13,859**	**$18,137**	**$23,745**	**$490,328**

Source: Hunden Strategic Partners

Direct, Indirect & Induced Net New Spending (000s) - ExpandedExhibition Hall & Conference Center

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Net New Spending									
Direct	$7,277	$9,790	$11,488	$11,800	$12,120	$13,859	$18,137	$23,745	**$490,328**
Indirect	$2,454	$3,301	$3,872	$3,977	$4,085	$4,669	$6,105	$7,985	**$165,074**
Induced	$2,881	$3,875	$4,546	$4,669	$4,796	$5,482	$7,170	$9,380	**$193,854**
Total	**$12,611**	**$16,967**	**$19,907**	**$20,446**	**$21,001**	**$24,009**	**$31,412**	**$41,110**	**$849,257**

Source: Hunden Strategic Partners

Net New Earnings from Direct, Indirect & Induced Spending (000s) - Expanded Exhibition Center

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Net New Earnings									
From Direct	$2,344	$3,153	$3,698	$3,798	$3,900	$4,456	$5,821	$7,607	**$157,432**
From Indirect	$791	$1,065	$1,249	$1,283	$1,318	$1,508	$1,974	$2,586	**$53,366**
From Induced	$865	$1,163	$1,365	$1,402	$1,440	$1,646	$2,154	$2,819	**$58,231**
Total	**$4,000**	**$5,381**	**$6,312**	**$6,483**	**$6,658**	**$7,610**	**$9,949**	**$13,012**	**$269,028**

Source: Hunden Strategic Partners

New Full-Time Equivalent Jobs from Direct, Indirect & Induced Earnings - Expanded Exhibition Center

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Average
Net New FTE Jobs									
From Direct	130	170	194	195	195	196	200	203	195
From Indirect	44	58	66	66	66	67	68	69	66
From Induced	52	68	77	77	78	78	79	81	78
Total	**225**	**296**	**338**	**338**	**339**	**341**	**347**	**353**	**339**

Source: Hunden Strategic Partners

FISCAL IMPACT BY MAJOR ELEMENT

The tables show the net new tax impact due to the expansion of the major elements of the AEC. For the private developments, most of the impact will be in new local property tax of nearly $68 million over the period, followed by nearly $22 million of city lodging tax, then $5.6 million county sales tax, for a total of $95.3 million.

For the expanded meeting facilities, additional hotel tax of nearly $20 million is projected, plus $2.6 million in county sales tax. Other smaller investment in the Coliseum and elsewhere on campus will generate more tax impact.

Estimated Fiscal Impact - Tax Impacts from Net New Spending (000s) - HQ Hotel & Mixed-Use Private Developments

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Local Taxes Collected									
County Sales Tax (0.5%)	$818	$112	$115	$118	$121	$138	$179	$232	$5,604
Local Property Tax	$1,671	$1,704	$1,738	$1,773	$1,808	$1,997	$2,434	$2,967	$67,773
City Lodging Tax (9% City of Madison)	$660	$470	$484	$499	$513	$595	$801	$1,077	$21,928
Total	**$3,149**	**$2,286**	**$2,337**	**$2,390**	**$2,443**	**$2,730**	**$3,413**	**$4,275**	**$95,305**

* First year includes construction period spending on the project
Source: Hunden Strategic Partners

Estimated Fiscal Impact - Tax Impacts from Net New Spending (000s) - Expanded Exhibition Center

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total
Local Taxes Collected									
County Sales Tax (0.5%)	$301	$46	$54	$55	$57	$65	$85	$111	$2,562
City Lodging Tax (9% City of Madison)	$349	$374	$444	$457	$471	$546	$734	$987	$19,791
Total	**$651**	**$420**	**$497**	**$512**	**$527**	**$610**	**$819**	**$1,099**	**$22,353**

* First year includes construction period spending on the project
Source: Hunden Strategic Partners

ESTIMATED ANNUAL PROPERTY TAXES

As summarized on the prior slide, one of the key benefits of allowing private investment on the AEC campus is the ability to generate property and other tax benefits for the community, lessening the burden on residents. HSP estimates that the private developments will generate approximately $1.67 million per year in local property tax. These additional taxes may be able to be used partially as tools to help induce the development to occur.

Assessed Value and Taxes Assumes for Proposed Developments

Use	Units	A/V per Unit	Metric	Est. Assessed Value	Est. Taxes*
Full-Service Convention Hotel (300 rooms)	300	$90,000	/key	$27,000,000	$629,100
180-Key Hotel	180	$75,000	/key	$13,500,000	$314,550
Parking Ramp (1,150 spaces on 3 levels)	1,150	$0	/space	$0	$0
Restaurant/Retail/Off Development (57kSF +	57,000	$100	/SF	$5,700,000	$132,810
Office (26,000SF above retail/rest)	26,000	$150	/SF	$3,900,000	$90,870
Residential Phase I (180 Units)	180	$120,000	/Unit	$21,600,000	$503,280
				$71,700,000	$1,670,610

* Assumes $23.3/$1,000 in assessed value

Source: Hunden Strategic Partners

CONSTRUCTION IMPACT BY MAJOR ELEMENT

The tables show the net construction impact due to the expansion of the major elements of the AEC. For the private developments, nearly $142 million in new spending will occur locally from new materials spending, plus $123 million in new labor spending, supporting 2,275 “job-years”. New Holland construction figures will add to this total.

For the expanded meeting facilities, nearly $100 million in new materials and labor spending impact is expected, supporting 857 construction job-years. Other elements add to the totals.

Construction Impact - Private Elements

	Impact
Direct Materials Spending	$ 82,170,000
Indirect Spending	$ 23,000,000
Induced Spending	$ 36,650,000
Total	$ 141,820,000
Direct Labor Spending	$ 123,250,000
Employment (Job Years)	2,275

Source: Hunden Strategic Partners

Construction Impact - New Holland

	Impact
Direct Materials Spending	$ 2,900,000
Indirect Spending	$ 810,000
Induced Spending	$ 1,290,000
Total	$ 5,000,000
Direct Labor Spending	$ 4,345,000
Employment (Job Years)	80

Source: Hunden Strategic Partners

Construction Impact - Exhibition Hall

	Impact
Direct Materials Spending	$ 30,960,000
Indirect Spending	$ 8,670,000
Induced Spending	$ 13,810,000
Total	$ 53,440,000
Direct Labor Spending	$ 46,437,000
Employment (Job Years)	857

Source: Hunden Strategic Partners

Construction Impact - Other Elements

	Impact
Direct Materials Spending	$ 2,450,000
Indirect Spending	$ 690,000
Induced Spending	$ 1,090,000
Total	$ 4,230,000
Direct Labor Spending	$ 3,670,000
Employment (Job Years)	68

Source: Hunden Strategic Partners

Summary of Impacts due to New/Expanded AEC Components - Phase I

Component	30-Year New Spending (Millions)	New FTE Jobs	New 30-Year Local Taxes (millions)	Cost (millions)	Estimated Public Investment	Private Investment
New Hotel, Restaurants, Retail & Residential	$1,863	816	$95.3	$205.4	$38.9	$166.5
Ex Hall/Conference	$849	338	$22.4	$77.4	$77.4	$0.0
Coliseum	$15	6	$0.2	$0.0	$0.0	$0.0
New Arena (Show Ring)*	$654	218	$4.1	$7.2	$7.2	$0.0
Public Areas	$76	31	$1.8	$6.1	$6.1	$0.0
Total	**$3,456**	**1,409**	**$123.7**	**$296.2**	**$129.7**	**$166.5**

Source: Hunden Strategic Partners

CONCLUSION

Overall, the investment is expected to generate $3.456 billion in new spending, support 1,400+ new full-time jobs and lead to nearly $124 million in new local taxes over the next 30 years. This is due to a 108% increase in daytrips and a 59% increase in room nights compared with today. The $166.5 million in private investment would likely not occur but for the public investment in the campus. If no investment is made, the AEC will become a fiscal drain and will also have a net negative economic impact compared to today. Therefore, the Consulting Team strongly recommends that a funding plan is determined to move the master plan toward a funded development plan for all major recommended elements, as shown.

07 IMPLEMENTATION

IMPLEMENTATION

The best plans are of little value if they are not implemented. Implementation of the AEC campus plan requires the proactive leadership and collaboration of public agencies at multiple jurisdictional levels, including the City of Madison and Dane County.

Implementation of the plan is also dependent on the full support and participation of Dane County, City of Madison, community residents, local businesses and the development community. A concerted effort has been made throughout this project to involve a broad cross-section of the community. Business owners, neighborhood residents, campus users, and community leaders have provided input and guidance. Their participation has improved the masterplan process and their continued participation and support will be critical in sustaining the community's vision for the AEC campus over time. Even with a strong commitment, it will take several years before many of these recommendations take full shape.

The magnitude of private redevelopment may seem daunting; however change is constant and the vision for the campus will be the product of individual site redevelopment and public realm improvements where, ultimately, the whole will be greater than the sum of its parts. Every project is important and should help build toward the long-term vision.

This section includes actions that should be considered to integrate the improvements into an ongoing and community building strategy and to gain the most benefit from facility upgrades, redevelopment, public realm improvements and other public improvements.

SHORT-TERM RECOMMENDATIONS

Within the next year, it will be important to establish the organizational and planning tools to implement the redevelopment recommendations, which include the following:

1. First, prepare a feasibility study for the expansion of the expo hall as identified in the master plan recommendations.

2. Second, the project partners should host a developer forum to discuss and gauge developer interest in private redevelopment on campus. The proposed first phase of private development includes a headquarters hotel located across from the existing Arena building and a mixed-use development located adjacent to John Nolen Drive and Rimrock Road just north of Alliant Energy Center Way. Based on outcomes of the conversations, the County should consider creating a development RFP for either or both projects.

3. Finally, the project partners should continue to define potential partnerships and local/State funding sources to implement the defined Phase 1 improvement projects.

SHORT-TERM IMPROVEMENT PROJECTS

As the County and project partners continue to move forward with planning, defining funding strategies and community engagement for the larger more complicated implementation projects, there are a series of defined short term projects that are considered strategic and impactful, and that can continue to improve campus facilities and improve the user experience on campus. These projects and related costs are identified below:

- Coliseum – NW locker/dressing room addition. Approximate cost of $1.7 million
- Coliseum – Expanded loading dock. Approximate cost of $460,000
- Coliseum - Remodel existing locker room. Approximate cost of $850,000
- Develop a stormwater site management plan - In coordination with the City and County the AEC campus should develope a stormwter management plan based on plan recommendations. Based on the stormwater management plan there is an opportunity to implement components of the site stormwater strategy to improve storage and rate control of stormwater on campus.

PHASING OF MID-TERM CAMPUS IMPROVEMENT PROJECTS

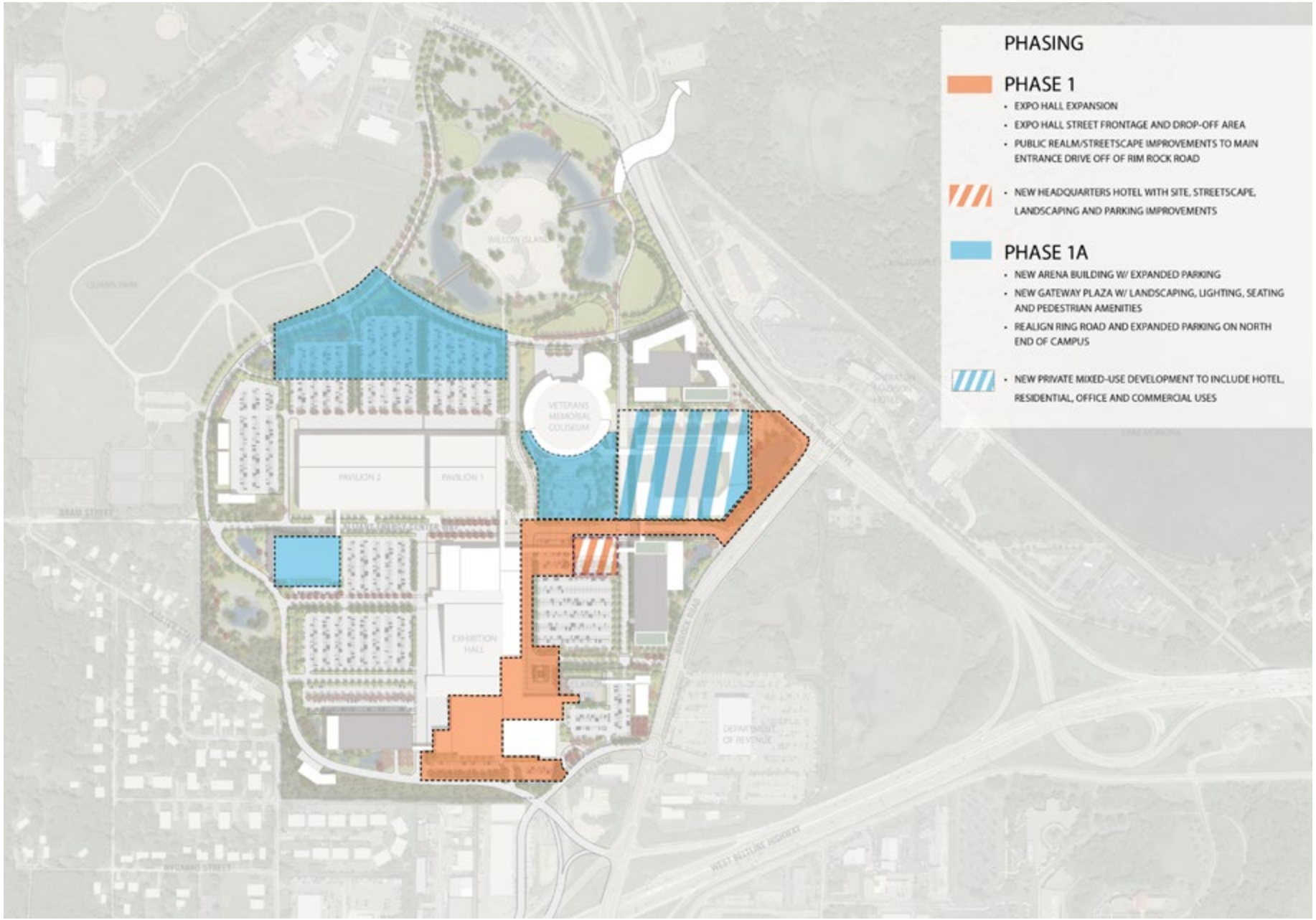
Phasing of redevelopment is a dynamic process and is somewhat dependent on the issues and timing associated with each specific parcel/project for public improvements and dynamics of the market conditions for private development. To benefit all of the stakeholders, residents, shoppers, businesses and investors, the AEC campus area must have a solid economic foundation. It is important that any redevelopment serves to strengthen the economic viability of the area to ensure its competitiveness into the future. If the County is proactive in making redevelopment occur at the AEC campus, as recommended by the oversight committee, and is prepared to seize opportunities as they are presented, then the County can exercise more control over its future. The project area includes approximately four relatively large parcels that lend themselves to distinct separate redevelopment projects. Following is an outline of a preliminary phasing plan that will likely occur in the next 2-5 year timeframe:

Phase 1: Public Campus Improvements

- Expo Hall Expansion: 50,000-square-foot addition (Identified as Phase 1)
  - New parking lot to provide approximately 115 stalls
- Expo Hall street frontage and new drop-off area
  - Approximately 500-lineal-feet of reconstructed roadway with enhanced sidewalks and crosswalk improvements
- Public Realm Streetscape along Alliant Energy Center Way to Rimrock road and along Rimrock Road out to John Nolen Drive
  - Enhanced sidewalks, boulevards with street trees, seating nodes and benches and crosswalk improvements
  - New bicycle racks on campus to serve users that choose to ride bicycles
  - Wayfinding signage (for pedestrian and vehicles) and campus monumentation
- Estimated costs of $77,394,607.00 for expansion of the Expo Hall includes site preparation, building expansion, new parking lot, landscaping, stormwater improvements and a new entry drive and drop-off area.

Phase 1: Private Development

- New Headquarters Hotel
  - Enhanced public realm with sidewalks, boulevards with street trees, and crosswalk improvements
  - Parking lot improvements with hotel drop-off and service access
  - Estimated costs of $89,339,004.00 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements


PHASING
PHASE 1
• EXPO HALL EXPANSION
• EXPO HALL STREET FRONTAGE AND DROP-OFF AREA
• PUBLIC REALM/STREETSCAPE IMPROVEMENTS TO MAIN ENTRANCE DRIVE OFF OF RIM ROCK ROAD
• NEW HEADQUARTERS HOTEL WITH SITE, STREETSCAPE, LANDSCAPING AND PARKING IMPROVEMENTS
PHASE 1A
• NEW ARENA BUILDING W/ EXPANDED PARKING
• NEW GATEWAY PLAZA W/ LANDSCAPING, LIGHTING, SEATING AND PEDESTRIAN AMENITIES
• REALIGN RING ROAD AND EXPANDED PARKING ON NORTH END OF CAMPUS
• NEW PRIVATE MIXED-USE DEVELOPMENT TO INCLUDE HOTEL, RESIDENTIAL, OFFICE AND COMMERCIAL USES

Phase 1A: Public Campus Improvements

- New Arena Building
  - Remove existing Arena building and construct a new arena on the west end of Alliant Energy Center Way
  - Expand parking around new Arena building
  - Estimated costs of $7,241,562.00 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvments
- New Gateway Plaza
  - Flexible plaza design with pedestrian amenities including landscaping, lighting, seating, decorative pavements
  - Provide access to water and electrical
  - Estimated costs of $2,717,172.00 includes site preparation, landscape, paving, stormwater and site amenities
- Realign north-west Ring Road and expand parking
  - Modify approximately 1000 LF of roadway and add approximately 580 additional parking stalls.
  - Estimated costs of $3,399,516.00 includes site preparation, road reconstruction, parking lot expansion, streetscape and landscape improvements

Phase 1A: Private Development

- New private mixed use development (Parcel C) to include hotel, residential, office and commercial uses
  - New 180 room hotel
  - New residential development: Approximately eight floors and 180 total units
  - New Mixed-use office: Approximately 63,000 SF

  - New ground floor retail space: Approximately 33,000 SF
  - New Parking ramp to support redevelopment and campus facilities
  - Estimated costs of $126,368,640.00 includes site preparation, new buildings, road reconstruction, parking ramp, public plaza areas, streetscape and landscape improvements

Phase 1 Developments

		QTY	COST	FINAL
Private Development				
	Removals	1	373700	$ 373,700.00
	Grading + Site Improvements	1	267900	$ 267,900.00
	Parking Ramp	1	24276000	$ 24,276,000.00
	Public Road with streetscape	1	28450	$ 28,450.00
	Public Plaza	1	192150	$ 192,150.00
	Public Plaza landscape	1	117400	$ 117,400.00
	Residential Development	1	27000000	$ 27,000,000.00
	Hotel Deveopment	1	46750000	$ 46,750,000.00
	Retail Development	1	2702400	$ 2,702,400.00
	Mixed Use Development	1	15300000	$ 15,300,000.00
	Contingency 8%		$ 9,360,640.00	$ 9,360,640.00
			TOTAL	$ 126,368,640.00
Gateway Plaza				
	Removals	1	74600	$ 74,600.00
	Grading + Site Improvements	1	142900	$ 142,900.00
	Landscape Improvements	1	551700	$ 551,700.00
	Paving	1	1650300	$ 1,650,300.00
	Stormwater Management	1	31700	$ 31,700.00
	Lighting + Electrical	1	64700	$ 64,700.00
	Contingency 8%		$ 201,272.00	$ 201,272.00
			TOTAL	$ 2,717,172.00
Arena				
	Removals	1	38450	$ 38,450.00
	Grading + Site Improvements	1	42800	$ 42,800.00
	Building Expansion	1	6435300	$ 6,435,300.00
	Parking Lot	1	168000	$ 168,000.00
	Stormwater Improvements	1	3800	$ 3,800.00
	Landscape Improvements	1	16800	$ 16,800.00
	Contingency 8%		$ 536,412.00	$ 536,412.00
			TOTAL	$ 7,241,562.00
Headquarters Hotel (300 rooms)				
	Removals	1	45300	$ 45,300.00
	Grading + Site Improvements	1	61400	$ 61,400.00
	Building Expansion	1	82547600	$ 82,547,600.00
	Parking Lot	1	18700	$ 18,700.00
	Streetscape	1	33500	$ 33,500.00
	Landscape Improvements	1	14800	$ 14,800.00
	Contingency 8%		$ 6,617,704.00	$ 6,617,704.00
			TOTAL	$ 89,339,004.00

Ring Road and Parking				
	Removals	1	268700	$ 268,700.00
	Grading + Site Improvements	1	67800	$ 67,800.00
	Road Improvements	1	1559000	$ 1,559,000.00
	Parking Lot	1	1012500	$ 1,012,500.00
	Streetscape	1	68000	$ 68,000.00
	Stormwater Improvements	1	74900	$ 74,900.00
	Landscape Improvements	1	96800	$ 96,800.00
	Contingency 8%		$ 251,816.00	$ 251,816.00
			TOTAL	$ 3,399,516.00
PHASE 1 - Expo Expansion				
	Removals	1	386900	$ 386,900.00
	Grading + Site Improvements	1	347100	$ 347,100.00
	Building Expansion	1	69429300	$ 69,429,300.00
	Parking Lot	1	189700	$ 189,700.00
	Entry Drive +Landscape	1	193500	$ 193,500.00
	Stormwater Improvements	1	68700	$ 68,700.00
	Road and Drop-off	1	2729250	$ 2,729,250.00
	Public Realm/Streetscape	1	251800	$ 251,800.00
	Landscape Improvements	1	112900	$ 112,900.00
	Contingency 5%		$ 3,685,457.50	$ 3,685,457.50
			TOTAL	$ 77,394,607.50