ALLIANT ENERGY CENTER CAMPUS MASTER PLAN

Dane County, Wisconsin

DECEMBER 11, 2018

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00 ACKNOWLEDGMENTS

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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

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01 EXECUTIVE SUMMARY

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.

EXECUTIVE SUMMARY

One of the most important cultural, social and economic assets in Dane County and the greater Madison region is the Alliant Energy Center campus. The campus is a local, national and international destination for a wide variety of gatherings, programs and events. As recently as 2016, the campus 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 which supports over 1700 jobs in the area. Dane County residents value the Alliant Energy Center as an important indoor and outdoor event venue that enhances the area quality of life.

PURPOSE OF THE CAMPUS MASTER PLAN

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 facility's location near lakes and greenspaces, and within a diverse, economically challenged area, emphasizes the need to seek positive environmental, equity and economic outcomes.

ALLIANT ENERGY CENTER CHALLENGES

As the campus continues to renovate and expand facilities to support current users, host new events and improve the overall campus experience, the Alliant Energy Center is fundamentally at a crossroads. Today's campus is essentially self-sustaining with revenues covering operating costs. Current trends such as rising costs versus average revenues, aging and outmoded facilities, competition from larger, updated facilities, and changing user groups will cause the campus to be less self-sufficient in the near future unless new investments

DANE COUNTY CONTEXT

Dane County is the home of the City of Madison which is both the State Capitol and county seat. Madison is widely known for overall high quality of life, access to natural resources, and its business-friendly environment. The City of Madison and Dane County are home to numerous higher education institutions, including the University of Wisconsin – Madison. The area is known for its expanding technology and industrial job sectors, its "farm-to-table" food culture and its extensive cultural resources, such as the Art Fair on the Square. At the same time, Dane County is the largest agricultural producing county in the State of Wisconsin.

The City and County are growing faster than the national average, and the region is expected to grow by an additional 157,000 people by 2050. A significant portion of growth is defined as people between the ages of 25 to 44, which, based on the census, translates into younger professionals and young families. Since 2010, Dane County grew faster than any County in the State and has experienced a 30 percent growth in the technology industry, as well as significant growth in education and healthcare fields. The greater Madison region ranks 6th among the top metro areas in advanced industry output and 11th for overall job growth.

are made. To maintain a status quo and do nothing to improve the Alliant Energy campus and facilities will result in more financial exposure and less competitive viability, increasing the campus' reliance on new funding and tax revenue sources. There is sufficient market demand to grow the current business at the Alliant Energy Center. Further investments are required to enhance current facilities to ensure a sustainable future for the Alliant Energy Center. Without the new and renovated facilities, existing and potential customers will move elsewhere, and the costs to stay competitive will outweigh the opportunity and return on investment.

Campus Physical Challenges

ALLIANT ENERGY CENTER OPPORTUNITIES

The desire to look at the future business and development plan for the Alliant Energy Center (AEC) campus is borne out of a desire for financial sustainability and expanded positive community impact. There are significant financial and other rewards and opportunities for pursuing smart investments, as well as penalties and long-term costs for avoiding investment.

As was discovered during the prior Hunden Strategic Partners study and underscored during the current Perkins + Will master plan, the status quo is neither sustainable or unassailable. AEC staff and stakeholders have worked hard over the past many years to get to both the facilities and operations to a point where there is a cash-flow positive business operation. They should be congratulated, yet also given the tools to continue on that path. With any large event complex, ongoing reinvestment is needed simply to maintain current physical and operational quality. Continuous reinvestment is required to simply avoid moving backwards in the competitive event hosting environment as other communities and private or gaming-supported facilities are developed and expanded in the region.

To say that the current condition of the AEC campus is acceptable, too, is not entirely accurate. While it has cash flowing, and it is able to fund many of its current capital needs, there are major challenges, deferred maintenance, infrastructure and obsolescence items that must be addressed. These include major facilities like the Coliseum, which has not seen a significant overhaul in its 50+year existence and has lost competitive viability for most event types, to storm water issues that were exposed on several occasions in 2018. To continue the water analogy, the challenges and opportunities facing the AEC campus can be considered in several "buckets":

Catching up to Today:

- Bringing facility conditions to current standards: these include a rehabilitation of the Veteran's Memorial Coliseum, which is outmoded and uncompetitive for the events it was designed to host. As a result, its economic impact has contracted to a fraction of its former size. With the recommended renovations and expansions, it will again have a strong place in the regional competitive event market and generate hundreds of thousands of day trips, thousands of overnight stays and significant economic and tax benefits to the community.

- Addressing stormwater, infrastructure, transit and related connectivity issues: The functionality of the campus requires upgraded infrastructure and a plan that protects the campus and its users from the elements, allows for the efficient transit of people, goods and equipment to and through the campus, and knits the campus with the surrounding community. This includes residential, recreational, environmental and commercial connectivity. All of these allow for – and encourage – increased economic opportunity and well-being for the campus and its neighbors.

Maintaining the Pace:

- For many of the facilities studied, investment is required simply to maintain the AEC's position in the market. This includes reinvesting in upgrades to existing facilities, yet also means expanding event and related facilities to simply keep the business that cannot expand without meaningful building expansions. There simply is no standing still in economic and market terms. Many other facilities are opening, expanding or improving venues that can accommodate the AEC's events if this campus does not expand to meet their needs. As those events leave so they can expand elsewhere, financial impact and viability shrinks in Dane County. Expansions to the exhibit space are critical simply to maintain the current roster of users.
- Alternatively, the team has estimated that if the current facilities and level of business cannot be maintained as recommended, the AEC will move to a money-losing operation in a few short years.

Growing to meet the Opportunity and Solidify Long-Term Sustainability

- While the prior items are critical simply to maintain relevance and sustain a current level of service, the real economic and impact opportunity lies in attracting new types of groups and public-private investments.
- The P+W Team and the Hunden Team before it – after in-depth market analysis and feedback from current and potential users – both recognized and recommended investments from the public and private sectors that will induce significant new spending, taxes and economic impact for Dane County.
- The expanded event facilities will include a new large ballroom, meeting rooms and expanded exhibit space, creating a true full-service convention center, among others. These will allow for many new types of business and events, including profitable and upscale ballroom and conference events, yet will also allow existing groups to expand and attract new ones that could not fit at the AEC previously.
- New private investments will optimize the public investments and include new convention hotels, restaurants, retail, office and residential opportunities. These are not simply ideas, but are critical components of making the AEC campus work. Meeting planners and event attendees demand onsite hotels, restaurants and other amenities. Without these, the AEC will not be competitive. With private partner investments, it will thrive. Private investment also generates significant tax and other fiscal impacts that can be used to support the needed public investment. In this way, the public-private investment is a virtuous circle that will lead to greater impact.
- Based on the recommendations and findings, the economic and other impacts will be substantial for Dane County. Over thirty years, these benefits include:
  - $3.5 billion in new spending in Dane County
  - 1,400 new full-time ongoing jobs
  - $124 million in new local taxes
  - Increased day trips to Dane County by 108 percent from current levels
  - Increased room nights to Dane County by 59 percent from current levels
  - Leveraging $166 million in on-campus private development and millions more off-campus

Ultimately, the way forward for the AEC campus is clear: investment begets investment and positive returns for the citizens of Dane County. Continuing at the existing pace results in a loss of income and impact, which will be more and more costly to rectify as time marches on.

PROCESS

The Alliant Energy Center Master Plan builds on an inclusive process that included an impact analysis and a visioning process led by the Alliant Energy Center Comprehensive Master Plan Oversight Committee. The Committee was comprised of City of Madison and County representatives, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau, elected officials from Dane County and facility neighbors.

Impact Anaylsis

In early 2017, the Committee-led completion of a detailed market and economic impact analysis prepared by Hunden Strategic Partners that identified market areas for additional growth and recommended several potential campus improvements, which will be used to guide the more detailed campus master plan.

Visioning Process

In the fall of 2017, the Committee adopted a long-range vision and implementation framework. Led by Madison-based Vandewalle & Associates in its continuing role providing overall project management services to the Committee, the visioning process found strong community and business support for improvements to the AEC and put a major focus on improving connections between the AEC, surrounding businesses, Lake Monona and the downtown. The effort included input sessions with potential redevelopment site owners, local businesses, city and county officials and neighborhood residents. Feedback was also obtained via POLCO online polling, at Brat Fest, and at other public events.

Master Planning Process

In 2018, Perkins & Will was selected to prepare the comprehensive master plan for the 164-acre campus and all its facilities, including the Veterans Memorial Coliseum, Exposition Hall, New Holland Pavilions and Willow Island.

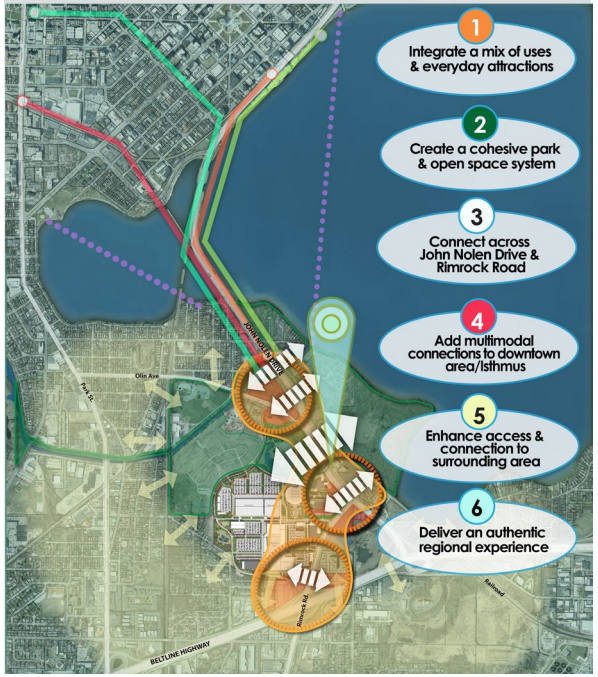
The Alliant Energy Center Master Plan is the outgrowth of collaboration between Dane County, City of Madison, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau and the residents of Dane County. Three stakeholder committees comprised of elected officials, business owners, 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 recommendations for the master plan improvements were developed with broad user and community input. The planning process worked with the previously established Alliant Energy Center Comprehensive Master Plan Oversight Committee to help guide and inform the planning process. During the planning process, Committee members initiated conversations with additional project stakeholders, including Town of Madison representatives, City of Fitchburg representatives, adjacent businesses and neighborhood organizations.

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. In conjunction with the Master Planning work, public and private stakeholders came together to identify opportunities for a Destination District in the area surrounding the Alliant Energy Center campus.

Destination District Vision & Strategy

The Destination District Vision & Strategy (DDVS) is the product of a 6-month public/ private collaborative planning effort undertaken simultaneously with Alliant Energy Center (AEC) Campus Master planning process. The DDVS effort sought to create a 15-year vision to transform under optimized lands between the downtown and the beltline into a vibrant destination and economic catalyst for our region, transforming it into a cohesive and recognizable destination district anchored by the Alliant Energy Center, lakefront and extensive public open spaces.



PRIORITY PROJECTS

A set of priority improvement and redevelopment projects was defined during the planning process that will strengthen the economic viability of the Alliant Energy Center 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. The potential 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). The best way forward for financial sustainability as well as integration into the surrounding areas, is 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 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 we recommend occur in the next two-to-five year time frame:

PHASE 1: PUBLIC CAMPUS IMPROVEMENTS

Exhibition Hall expansion: Approximate 74,000-square-foot addition (Identified as Phase 1)

- 74,000 SF addition includes 50,000 SF Exhibition Hall expansion and approximatley 24,000 SF second floor addition (Multi-purpose meeting rooms and ballroom). See chart below for detailed SF totals of Phase 1 expansion.
- New parking lot to provide approximately 115 stalls
- Exhibition Hall street frontage and new drop-off area
- Approximately 500 lineal feet of reconstructed roadway with enhanced sidewalks and crosswalk improvements

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

- Public realm streetscape along Fairgrounds Drive 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 on-campus bicycle racks to serve users that choose to ride bicycles
- Wayfinding signage (for pedestrian and vehicles) and campus monumentation
- Estimated costs of $77,395,000 for expansion of the Exhibition Hall includes site preparation, building expansion, a new parking lot, landscaping, stormwater improvements and a new entry drive and drop-off area.

Phase 1 Exhibition Hall Expansion		
	Space	**Area (SF)**
LEASABLE		
	Exhibition Hall	50,000
	Multi-Purpose Ballroom/Meeting Rooms	24,000
SERVICE AND SUPPORT		
	New Main Kitchen + Pantry	12,000
	Public Pre-Function/Circulation Space	40,000
	MEP, storage, restrooms, circulation, other support spaces, walls, shafts, etc.	70,000
TOTAL GROSS ENCLOSED AREA		196,000

PHASE 1: PRIVATE DEVELOPMENT

New Hotel

The expansion of the types of business, as well as the higher spending associated with these additional event types, is only viable if the Alliant Energy Center complex offers a competitive hotel package. Therefore, 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. Specific requirements for a new hotel are identified below:

- 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
- The County should also consider opportunities to improve and expand the existing Clarion Hotel to provide additional rooms and amenities on campus
- Estimated costs of $89,340,000 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements

Public Improvements	Estimated Cost
Exhibition Hall expansion: 74,000 SF addition (Includes parking lot, exhibition hall entry drive, drop-off, landscaping, and stormwater improvments)	**$76,962,150**
Public Realm Streetscape (Streetscape and pedestrian amenities along Fairgrounds Drive to Rimrock Road)	**$264,300**
Landscape Improvements (Along Rimrock Road to John Nolan Drive)	**$168,550**
	$77,395,000
Private Development	**Estimated Cost**
New Hotel (Includes parking, sidewalk and site improvements)	**$ 89,339,000**

PHASE 1A: PUBLIC CAMPUS IMPROVEMENTS

New Arena Building

- Remove existing Arena building and construct a new arena on the west end of Fairgrounds Drive
  - Expand parking around new Arena building
  - Estimated costs of $7,242,000 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements
- 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 $2,718,000 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 $3,400,000 includes site preparation, road reconstruction, parking lot expansion, streetscape and landscape improvements

PHASE 1A: PRIVATE DEVELOPMENT

A new, private mixed-use development (Parcel C) will include hotel, residential, office and commercial uses. 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 Alliant Energy Center campus, it needs to be prepared to seize opportunities as they are presented. Key components of the private redevelopment are:

- 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 $126,370,000 includes site preparation, new buildings, road reconstruction, parking ramp, public plaza areas, streetscape and landscape improvements

PHASE 1A: PUBLIC IMPROVEMENTS AND PRIVATE DEVELOPMENT ESTIMATED COSTS

Public improvements	Estimated cost
New Arena building (located at west end of campus)	$7,261,562
New Gateway Plaza with pedestrian amenities (seating, landscaping, lighting, etc.)	$2,717,172
Realigned north-west Ring Road and expanded parking	$3,399,516
	$13,378,250
Private development	**Estimated cost**
180-room hotel	
Residential development (180 units)	
Mixed-use office (63,000 sq. ft.)	
Ground floor retail space (33,000 sq. ft.)	
Parking ramp	
	$126,368,640

OUTCOMES

Investments on the Alliant Energy Center Campus in south Madison will leverage tremendous benefits for the greater South Madison area and beyond, including:

- Generating $3.456 billion in new spending in Dane County
- Supporting 1400 new full-time jobs
- Generating $124 million in new taxes over the next 30 years
- Increasing day trips to Dane County by 108%
- Increase room nights in Dane County by 59%
- Leveraging $166 million in on-campus private development
- Leveraging millions more in off-campus private investment in a Destination District

CAMPUS MASTER PLAN RECOMMENDATIONS

The master plan focuses on a campus that is walkable, connected, sustainable, economically self-sufficient and an authentic Madison Region and Wisconsin experience. Important actions include 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. Primary campus Master Plan components are identified below.

BIG IDEAS INFORMING THE MASTER PLAN

Ring Road

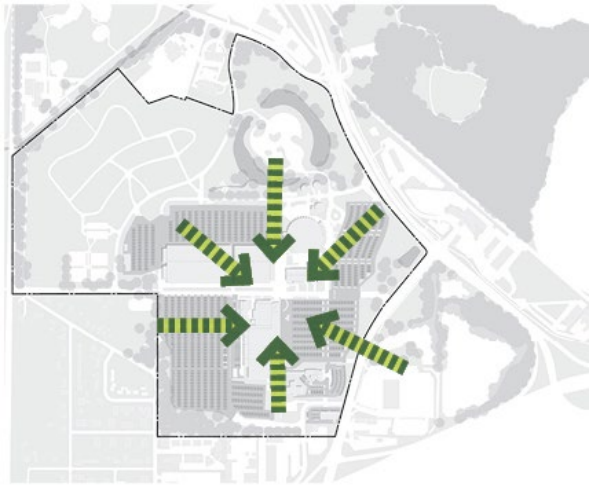
The ring road will provide enhanced connectivity to campus and create an enhanced street network to alleviate traffic circulation issues during the largest of campus events.

Green Linkages

Enhance the public realm streetscape with pedestrian amenities and improved 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 improve 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 serve campus visitors, reinforce the regional character and create a sense of place on the campus.



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

ADDITIONAL FACILITY RECOMMENDATIONS

Identified below are additional master plan recommendations for public and private improvements. The recommendations do not define a specific prioritization or timeline for completion of the identified projects. The County should continue to make improvements to the existing campus facilities to ensure the assets do not fall into disrepair and that they continue to serve existing campus users.

CAMPUS FACILITY EXPANSION AND RENOVATION	
Exhibition Hall Expansion	North Exhibition Hall expansion to include renovated meeting rooms on the main level and 30,000 SF Ballroom on the upper level. Additional parking, storage and office space will also be included.
	South-east Exhibition Hall expansion of 40,000 SF. The one-story expansion will include a green roof, four loading docks, storage, MEP space and an improved connection to the Clarion Hotel
Coliseum Renovations and Expansion	AREA 1: The north-west improvements include additional loading docks (with canopies), enhanced power and bus parking. The North-west improvements will also include four new locker/dressing rooms
	AREA 2: South side improvements include a large multi-level addition to the Coliseum. The addition would extend from existing west lobby to east lobby. New stairs, escalators and elevators would allow for improved connections to the concourse level. The larger concourse will allow for more food and beverage choices and more/larger restrooms. This project would also include the remodeling of the south concourse space, larger private suites and a new telescopic seating section at the south end of the seating bowl.
	AREA 3: Renovation of existing concourses at the east, north, and west sides of the event level, main concourse and upper concourse. This renovation includes new lighting, ceilings, paint and graphics on the walls, and floors
	AREA 4: Renovation and upgrades to the seating bowl and the structural truss and ceiling . Renovations include new paint and graphics, additional truss improvements, new replacement seating and enhanced audio and video features
	AREA 5: Renovation of the northeast areas of the Coliseum 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.
Maintenance/Operations Buildings	Include the relocation of numerous maintenance/operations and storage buildings to the far west and south-west portions of the campus. These new facilities will be designed in a manner to support daily maintenance/operation/storage needs of the campus.
Parking Ramp D	Parking Ramp 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.

PRIVATE REDEVELOPMENT	
Private Development Site A	(North of Willow Island): Located south of E. Olin Avenue, the proposed redevelopment of this site is as a mixed-use office building.
Private Development Site B	(South of Willow Island and west of John Nolen Boulevard): The proposed redevelopment of this site will allow for mix of uses, including commercial, office and residential to front along John Nolen Drive. The redevelopment of this will also include a parking ramp and a new outdoor pedestrian plaza space between redevelopment Site B and Site C. The proposed residential uses fronting John Nolen Drive would be a range of market-rate apartments with a variety of family- oriented unit sizes.
Private Development Site D	(West of Rimrock Road and south of Alliant Energy Center Way): The proposed redevelopment of this site will allow for mix of uses, including commercial and office to front along Rimrock Road. The redevelopment of this site will also include a parking ramp.

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 and 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 pre-design planning for the expansion of the Exhibition 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 Fairgrounds Drive. 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.

02 CONTEXT

BACKGROUND

All previously prepared reports, studies, and other documents having a bearing on the Alliant Energy Center 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 Alliant Energy Center Work Group Report (Leadership Synergies, LLC)
- 2015 Coliseum Market and Financial Assessment Report (Markin Consulting)
- 2015 Alliant Energy Center Parcel Site Constraints Analysis (County Land and Water Resources Department)
- 2015 Alliant Energy Center Strategic Feasibility Study (Hammes Company)
- 2017 Alliant Energy Center Vision and Framework Study (Vandewalle & Associates)
- 2017 Alliant Energy Center 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 Alliant Energy Center Vision and Framework Study and the 2017 Alliant Energy Center Economic Analysis. The Alliant Energy Center Vision and Framework Study defined the overall project Vision and key objectives that informed the master planning study. The Alliant Energy Center 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 Alliant Energy Center. 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 Alliant Energy Center 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 Alliant Energy Center 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.

DESTINATION DISTRICT VISION AND STRATEGY

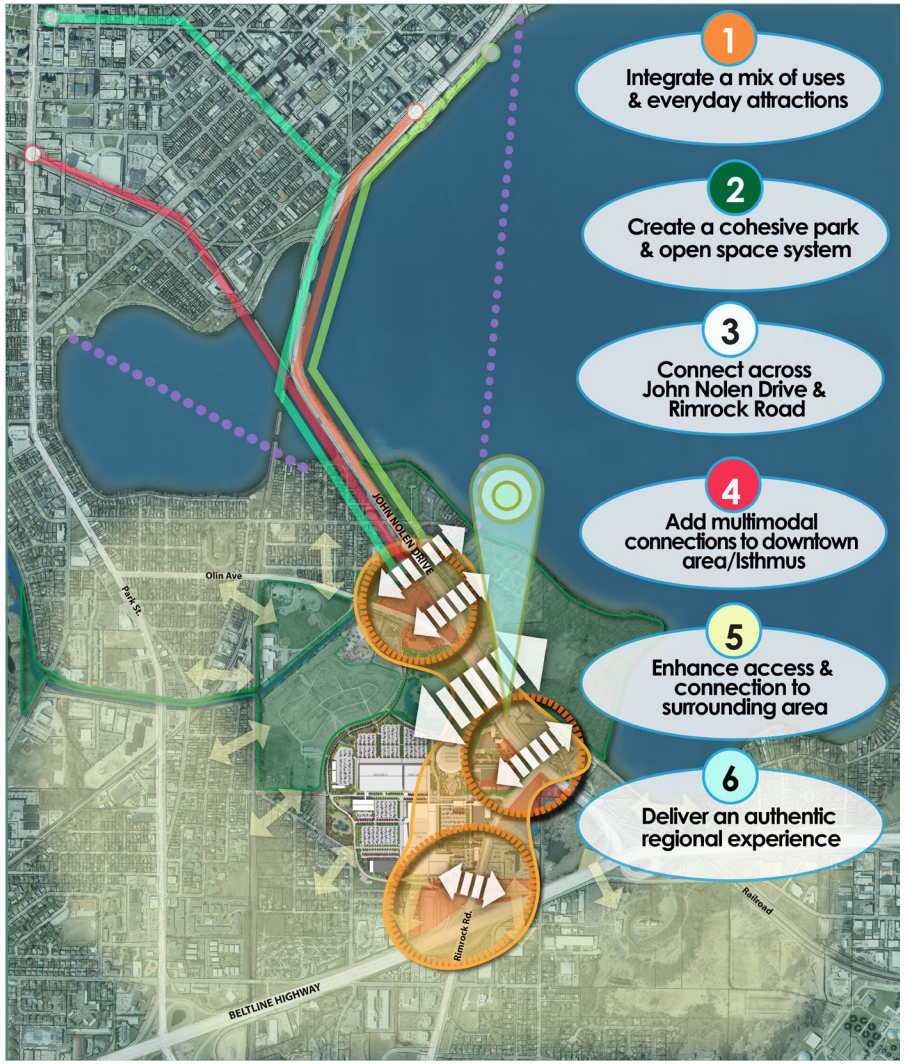
In the 2017 Alliant Energy Center (AEC) Vision & Strategic Framework, a set of foundations were identified upon which a detailed Master Plan would be built. A key outcome from that process was a need to better integrate the campus with its surroundings and to establish a recognizable “destination district” with the AEC at its core. Accordingly, the Destination District Vision and Strategy (DDDVS) process was undertaken simultaneously and in close coordination with the AEC Campus Master Plan process so the two processes could inform each other.

The DDVS was a collaborative public/private funded effort, guided by an ad-hoc Vision Panel to explore opportunities that optimize the many attributes of the area. The study explored opportunities to increase the utility of the parks, design the District with year-round family activities, and build upon and tie the nearby community assets to the District.

As part of the study, a shared vision and six key strategies to shape a destination district were identified:

1. Integrate a mix of uses and everyday attractions
2. Create a cohesive park and open space system
3. Connect across John Nolen Drive and Rimrock Road
4. Add multi modal connections to downtown areas/Isthmus
5. Enhance access and connection to surrounding area
6. Deliver an authentic regional experience

Destination District Vison: The Destination District will become a recognizable and cohesive “go to” hub of activity anchored by expansive lakefront and park areas, the Alliant Energy Center and lively private development at its core. Hotels, restaurants and entertainment, employers, and a range of new mixed income housing will build a critical mass of activity, drive new community revenue, and create an attractive place-enriched user experience and gateway that visitors and community residents seek.



SUMMARY OF EXISTING CONDITIONS

This chapter provides an analysis of current conditions at the Alliant Energy Center 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 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 Alliant Energy Center 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 Alliant Energy Center campus site, including a bucolic landscape which features Lake Monona, bars and restaurants in downtown Madison, education and workforce training at the Madison Area Technical Colege and the University of Wisconsin-Madison, and a multitude of developable land opportunities. To the west, the Alliant Energy Center 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.

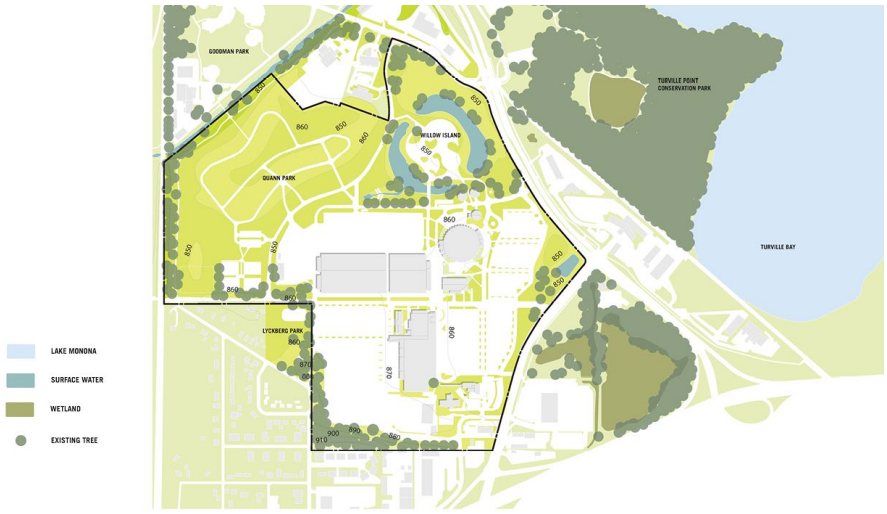
To the east of the campus, John Nolen Drive and the Capital City Trail connect to downtown Madison, Lake Monona, Turville Bay, and the Capital Springs State Recreation Area. Along the north edge of the site, Olin Avenue connects towards the west to Wingra Creek, Goodman Park, and the Henry Vilas Zoo.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

Development Pattern

The Alliant Energy Center 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. Lyckberg Park 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 Alliant Energy Center Campus for all users.

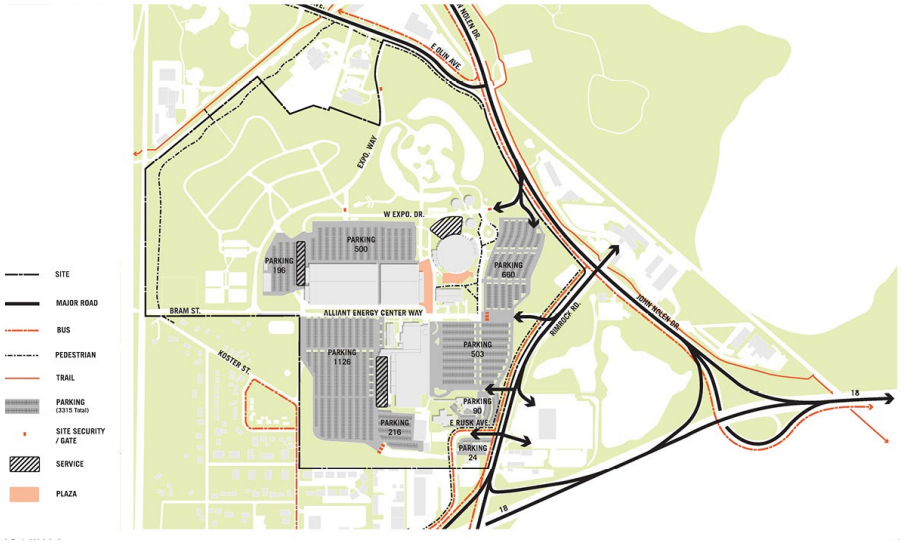
Alliant Energy Center Entrances and Access Roads

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 Fairgrounds Drive. 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 Alliant Energy Center campus is easy, but getting to into the campus during major events can be a challenge due to backups at the ticket gates, access focused at limitied entrances and the conflict between pedestrians and vehicles on campus.

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

No Madison Metro buses currently stop inside of the campus property. 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.

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, Midwest Horse Fair 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 Alliant Energy Center 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 Fairgrounds Drive, and adjacent to the Alliant Energy Center Exhibition Hall.

The Alliant Energy Center 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 and new lighting in the bowl 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 Exhibition 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 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 Alliant Energy Center 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 Alliant Energy Center with a significant competitive advantage over other venues that lack such flexibility.

Willow Island

Alliant Energy Center'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 Alliant Energy Center 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 Alliant Energy Center 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 CAMPUS VISION AND OBJECTIVES

CAMPUS VISION AND OBJECTIVES

The Alliant Energy Center 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 Alliant Energy Center has significant economic and community impact, and as recently as 2016, the Alliant Energy Center 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 Alliant Energy Center 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 equiptment and 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 Alliant Energy Center. 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:

03 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 Alliant Energy Center 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 Alliant Energy Center Vision and Implementation Framework study, provide the big picture guideposts to enhance the Alliant Energy Center and surrounding area to meet the evolving needs of visitors, convening industry, and the growing regional community.

Impact and Return on Investment
The Alliant Energy Center 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 Alliant Energy Center campus. Together, these will build a critical mass of activity that will benefit visitors and the community.

Connected and cohesive
The Alliant Energy Center 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 Alliant Energy Center 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 Alliant Energy Center 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 Alliant Energy Center 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 that include:
  - Agriculture and livestock, health & food, tech expos and trade shows
  - Fitness, sports, and wellness expos and competitions
  - Regional gathering place for festivals, events and consumer shows
- 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

03 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 Alliant Energy Center campus. The design considerations guide the overall design and solve the design problems highlighted as part of the Alliant Energy Center 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 Alliant Energy Center is to remain self sufficient, decisions need to be made from sound credible data and user input
- When any private property becomes 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
- Projected returns on investments, 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.

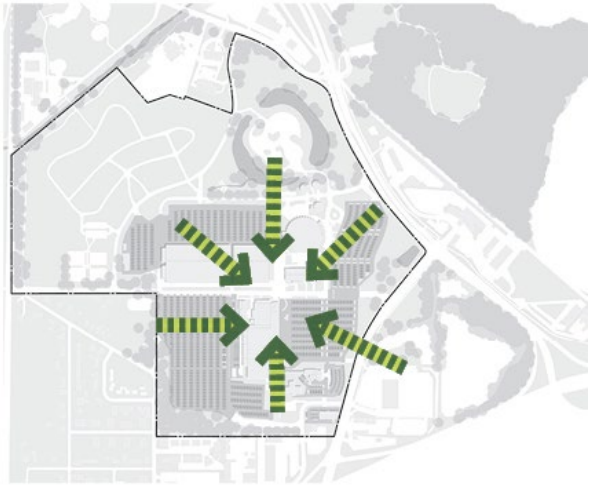
Green Linkages

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, reinforce the regional character and create a sense of place on the campus.

Big Idea: Ring Road



Big Idea: Green Linkages

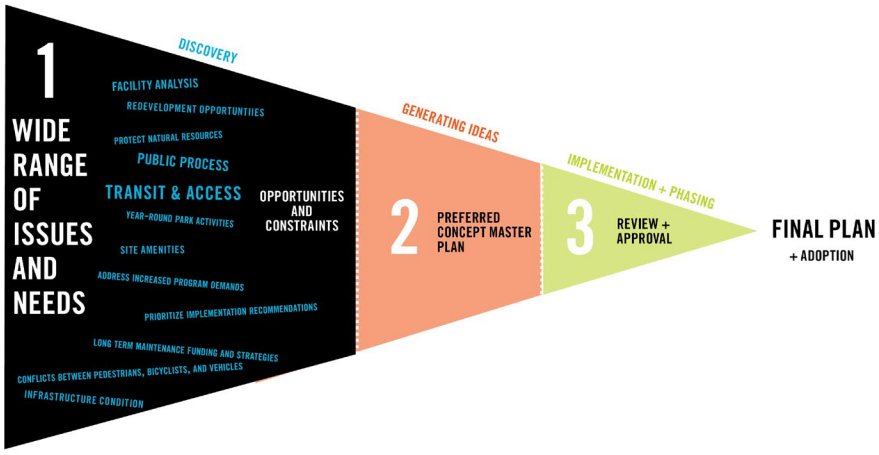
Big Idea: Reinforce the Heart

04 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, conversations with a community peer group and meetings with surrounding neighbors and neighborhood groups. 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 representatives, 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 eight times during the planning process.

During the planning process, Committee members initiated conversations with additional project stakeholders, including Town of Madison representatives, City of Fitchburg representatives, adjacent businesses and neighborhood organizations/ residents.

Alliant Energy Center User Group

Representatives from the organizations that host and sponsor major events on the Alliant Energy Center 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 Alliant Energy Center, 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.

Community Workshop #1

The first public workshop was held on the evening of June 18th, 2018 at the Alliant Energy Center campus. Approximately (34) attendees signed in at the meeting. 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.

See Appendix section A for a complete summary of the input recieved during the workshop.

Community Engagement: Common Themes

Based on input recieved from the community workshop and other previous public engagement sessions with stakehpolders and neighbors, we identified the common themes that we heard from attendees. A summary of the themes is identified below:

- Improved Stormwater. Community and neighborhood stakeholders identified stormwater management as one of the key issues that the campus planning effort needed to address. Intense rain events in the region this past summer have magnified stormwater management needs on campus.
- Improved Access to Campus. The need to better connect pedestrians and bicyclists to campus was identified.
- Amenities on Campus for public Use. The need for more “public” space on campus is desired to make the campus welcoming to all.
- Access to Quann Park. The need for guaranteed access to Quann Park during the largest of campus events is highly desired.
- Campus Noise. Campus noise is an ongoing issue. Constant noise from vehicles and events on campus directly affects adjacent neighborhoods

Combined Alliant Energy Center/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 Alliant Energy Center campus. Approximately (49) attendees signed in at the meeting.

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 public event offered active polling Q&A for attendees to weigh in on the master plan recommendations and components. Some of the results from the active polling are highlighted below:

- **72%** indicated that the most important role of the AEC was supporting a high quality of life vs. economic impacts (Question 7)
- Approximately **76%** agreed that Phase 1 and Phase 1A were the next logical phase of improvements (Question 8 & 11)
- Approximately **67%** agreed that the Phase 1 and Phase 1A improvements would make them more likely to visit the AEC (Question 9 & 12)
- **70%** agreed that the private development shown on the campus was needed (Question 10)
- **73%** agreed that a destination district of the type described would be a significant enhancement to the quality of life in Madison and Dane County (Question 18)

Below is the graphic summary of the Q&A polling.

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

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

8) These are logical first phases of expansion.

Responses (Percent)	Responses (Count)	Answer Options
38%	20	1) Strongly agree
40%	21	2) Agree
6%	3	3) Disagree
8%	4	4) Strongly disagree
9%	5	5) Not sure/No opinion
Totals 100%	53	Comments:

9) With the Phase 1 improvements, I would likely visit the Alliant Energy Center more often.

Responses (Percent)	Responses (Count)	Answer Options
31%	17	1) Strongly agree
35%	19	2) Agree
11%	6	3) Disagree
7%	4	4) Strongly disagree
16%	9	5) Not sure/No opinion
Totals 100%	55	Comments:

10) Private development of the types described is needed on the Alliant Energy Center campus.

Responses (Percent)	Responses (Count)	Answer Options
38%	20	1) Strongly agree
32%	17	2) Agree
13%	7	3) Disagree
2%	1	4) Strongly disagree
15%	8	5) Not sure/No opinion
Totals 100%	53	Comments:

12) With these improvements, I would be more likely to visit the Alliant Energy Center more often.

Responses (Percent)	Responses (Count)	Answer Options
39%	21	1) Strongly agree
30%	16	2) Agree
4%	2	3) Disagree
13%	7	4) Strongly disagree
15%	8	5) Not sure/No opinion
Totals 100%	54	Comments:

18) As the county grows, creating a destination district like what's been described would:

Responses (Percent)	Responses (Count)	Answer Options
21%	11	1) Be a game changing transformation for what it means to live here
52%	27	2) Enhance the quality of life in Madison and Dane County
15%	8	3) Be nice to have, but wouldn't make a difference to most residents
12%	6	4) Detract from my quality of life
Totals 100%	52	Comments:

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

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

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 75,000 square feet which will include new Exhibition Hall, a new kitchen and a flexible set of meeting rooms that can be changed into a 24,000-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 Fairgrounds Drive. 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


COLISEUM
MIXED-USE
RESIDENTIAL
HOTEL
PARK/PLAZA
NEW HOLLAND
PAVILLIONS
FAIRGROUNDS DRIVE

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

Hotel

New central park/plaza

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.

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

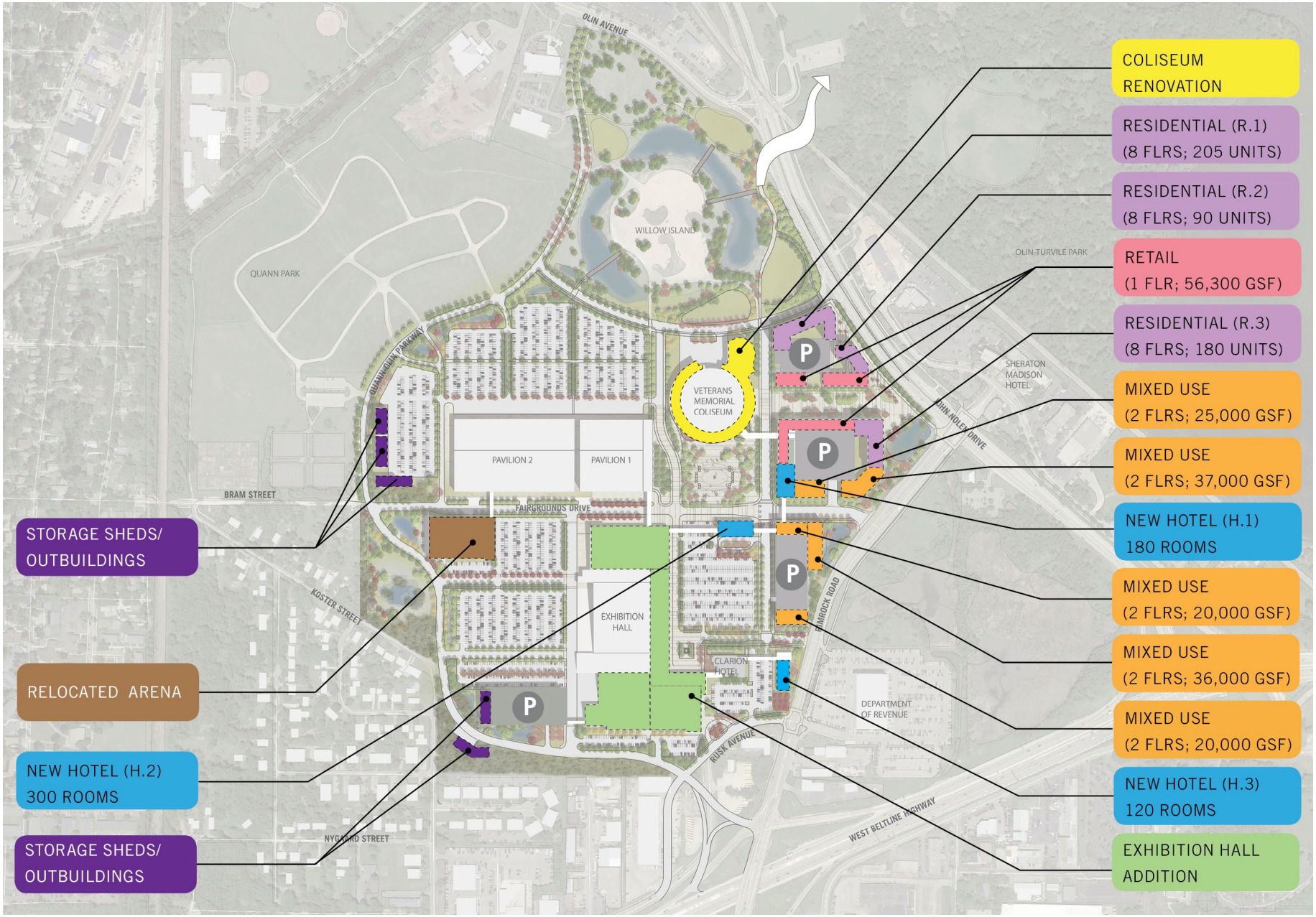
Parking improvements on campus include expanded surface parking lots on the western portion of the campus and four parking structures. The future ring road will allow for surface parking on the west to be expanded to support many of the current campus user groups. Surface parking needs to be flexible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

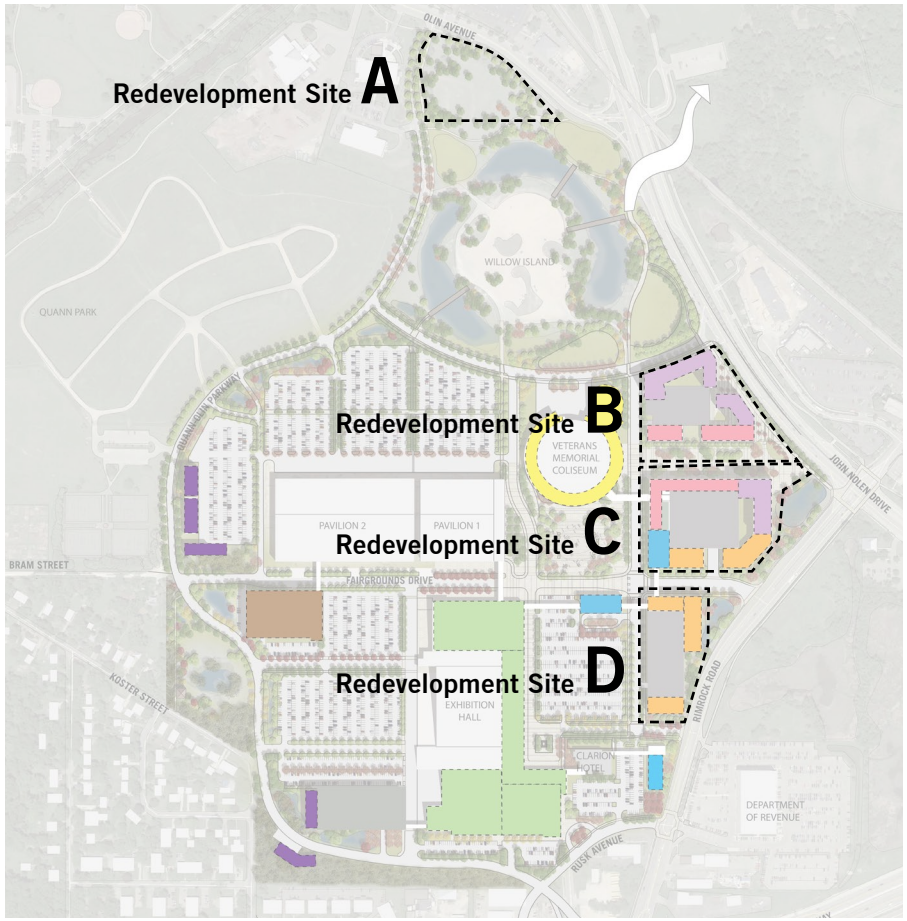
Private investment on the campus can be spurred by an attractive destination and vibrant district with a strong sense of place and architectural cohesion. Proposed private development on a few catalytic sites can begin to spur a transformation along John Nolen Drive and Rimrock Road that brings more 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 Alliant Energy Center 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 Alliant Energy Center 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 Wisconsin-Madison is an important asset.
- Great highway access and regional transit services support growth.

The likely redevelopment scenario for the site will be a land lease with the County maintaining ownership of the land. The extent and type of private development described for the four development areas will likely change/be modified as market conditions change, and as developers bring specific plans forward, however the general density/intensity and value of the development proposed in the plan should be used as a guide to ensure the potential of each site is maximized. Specific recommendations for each redevelopment site are listed below:



Campus Redevelopment Sites

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

Redevelopment Site B
(South of Willow Island and west of John Nolen Drive): 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 a 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 a 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 a shared parking ramp with approximately 510 stalls to support Site B redevelopment
- Provide approximately 16,000 square feet of commercial buildings that activate the street
- Provide a central public open space connected to residential developments

Redevelopment Site C
(West of John Nolen Drive and north of Fairgrounds Drive): 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 a 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
  - The residential buildings 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 a central public open space connected to residential developments

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

- Create a 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 Alliant Energy Center 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 was completed with the Alliant Energy Center Master plan project, using trip data published in the Institute of Transportation Engineer's (ITE's) Trip Generation Manual, 10th Edition (2017) – see appendix Section C. 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, 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 square feet 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, 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 square feet of mixed-use space (retail, office, and restaurants). Phases 2+ has made assumptions on mixed-use land use, but it is expected to generate approximately 365 total vehicle trips during the weekday morning peak hour, 580 total vehicle trips during the weekday evening peak hour, and 620 total vehicle trips during the Saturday mid-day peak hour.

Hotels

The Alliant Energy Center 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 Alliant Energy Center complex offers a competitive hotel package. Therefore, 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 Alliant Energy Center. 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 prefer 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

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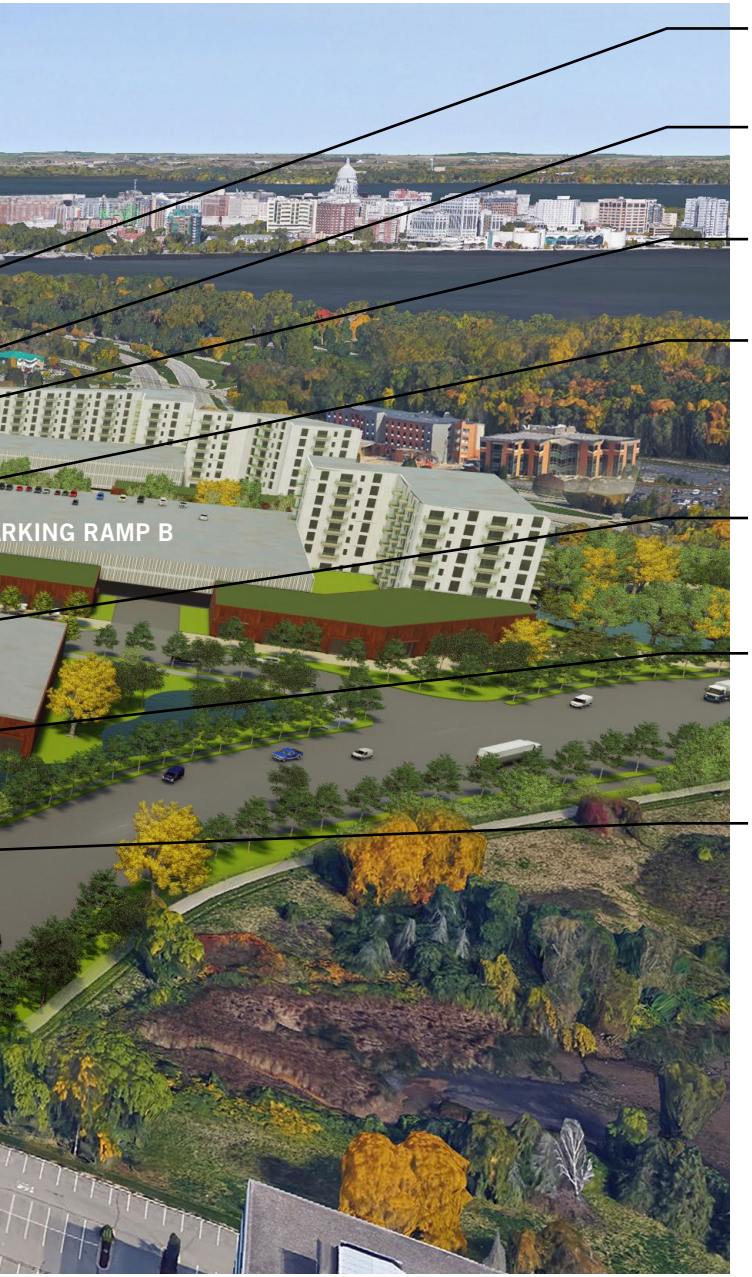


Clarion Hotel

Hotel

Residential development with underground parking

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

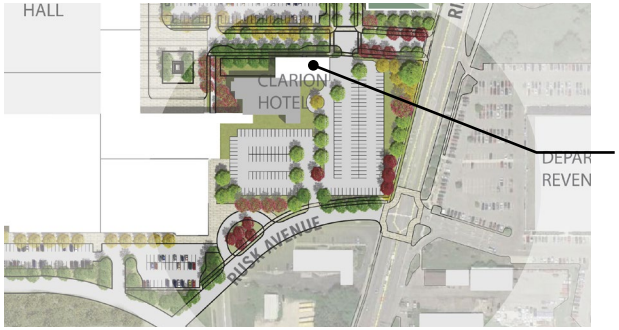
Mixed-Use development (Office) with Parking Ramp C

Hotel

Exhibition Hall Expansion

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 connected to a refurbished Clarion Hotel

- 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.

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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, and gathering space to 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 Exhibition 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 Exhibition Hall expansion.
- Lykberg Park: Lykberg 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, and 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-foot wide is preferred) throughout the campus, where feasible.
- Provide improved visual and physical connection to the 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.

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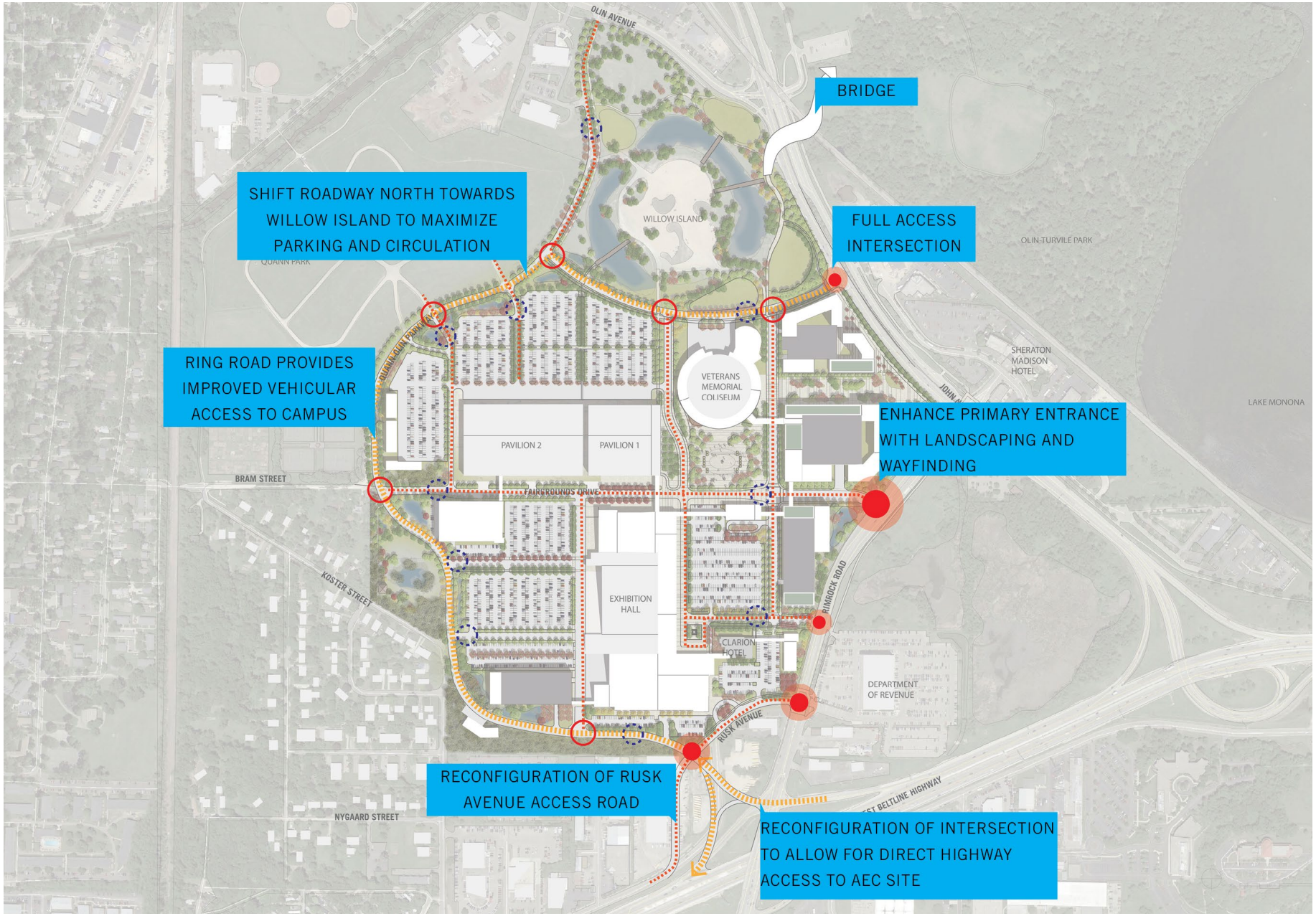


LEGEND

PRIMARY CIRCULATION

SECONDARY CIRCULATION

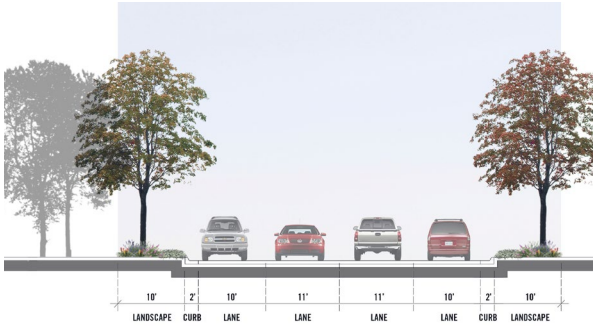
VEHICULAR ENTRY

IMPROVED INTERSECTIONS

TRANSPORTATION RECOMMENDATIONS

Alliant Energy Center Ring Road

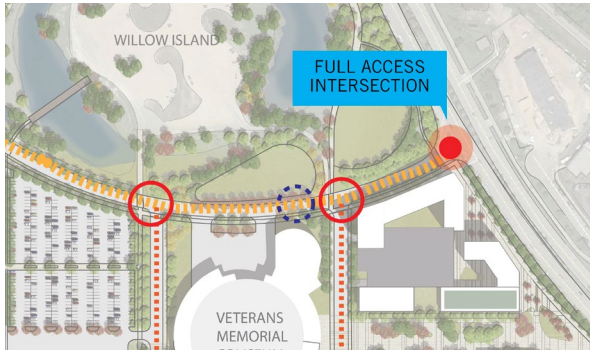
The project recommends providing a new Ring Road circulating the campus. The Ring Road is proposed for the Alliant Energy Center campus to improve the traffic circulation by streamlining traffic flow to parking areas and reducing congestion within parking areas, which will result in enhanced safety for 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.



Proposed Ring Road Section

John Nolen Drive Intersection

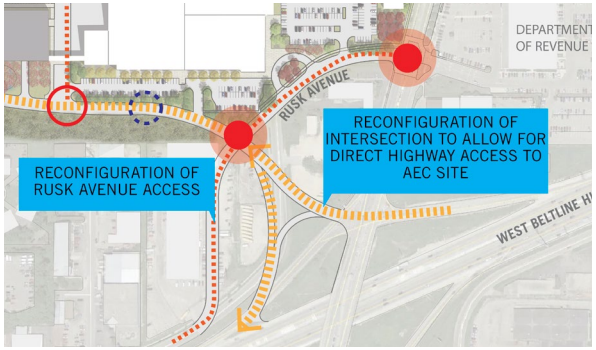
It is recommended to pursue creating a full access intersection at the Nolen Gate on John Nolen Drive. A full access signalized intersection on John Nolen Drive would provide better access to the proposed Ring Road and provide another protected bicycle and pedestrian crossing connecting the Alliant Energy Center campus to Olin Park and the City of Madison. John Nolen Drive is under the 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

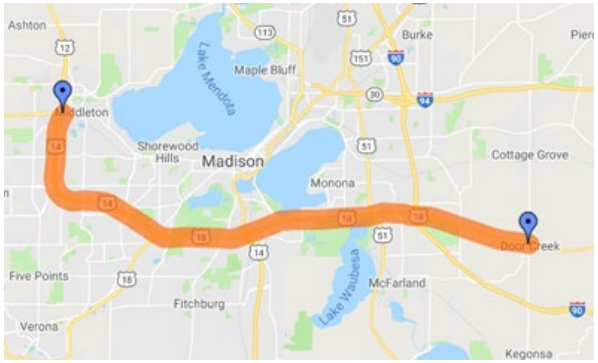
It is recommended to pursue realigning the Rusk Avenue frontage road and the Rimrock Beltline westbound on-ramp to promote a more direct southern access to the Alliant Energy Center campus and future Ring Road. The realignment of the interchange ramp would reduce congestion on Rusk Avenue and more efficiently provide access to the campus. The realignment of Rusk Avenue would also provide the opportunity for redevelopment of a new gateway entrance to the Alliant Energy Center 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. The graphic to the right identifies the project limits described 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 upon whether – and to what extent – they have the potential to address existing and future safety, congestion, 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 are understood and addressed where needed.



PEL Study area

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

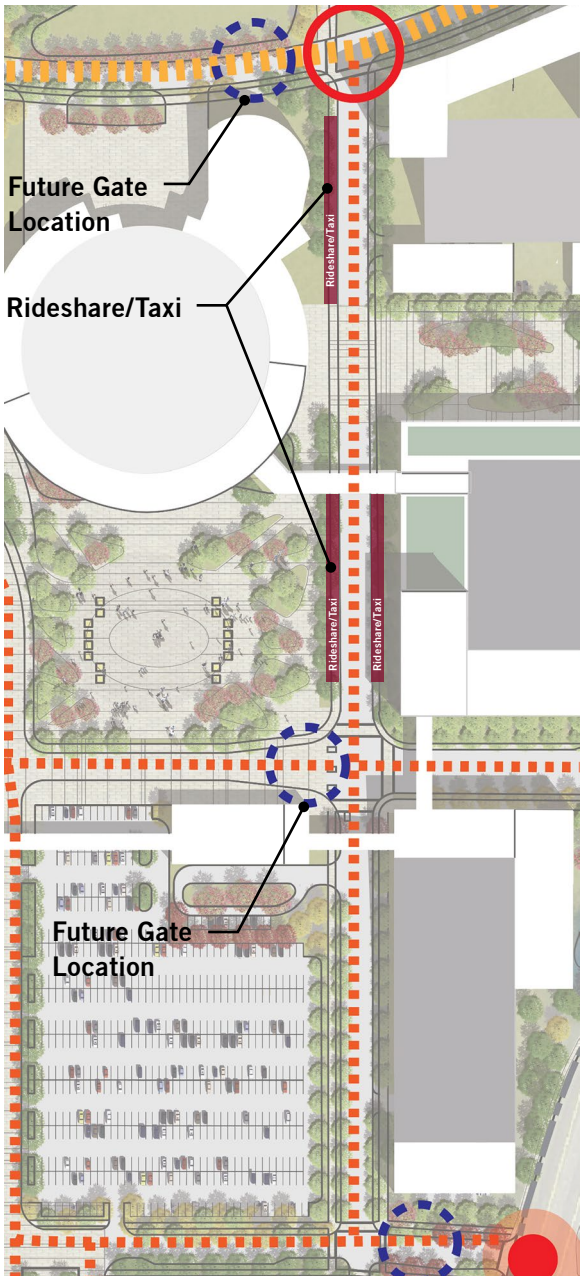
- Coordinate with WisDOT Beltline PEL Study
- Coordinate the Alliant Energy Center Master Plan traffic projections with the Madison Area Transportation Planning Board (MATPB) Land Use plan and projections
- Develop traffic forecasts for the Alliant Energy Center site and affected roadways
- Complete a Traffic Study of 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 Alliant Energy Center campus primarily serve as locations for revenue collection. All revenue collection is currently 'cash only' in order to help increase the speed with which vehicles enter 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 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 system 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 parking management 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.

- Event Traffic: The location of a new gates system will prevent private vehicular traffic from entering the campus during events. New gates on the east side of campus will be located west of the new north-south road. The campus will remain open to pedestrians who are attending campus events or who might be moving thru campus to adjacent areas. Campus users who walk, bike or take transit to campus will have event badges/passes which will allow them into campus buildings and events.

Visitor Transit

- The masterplan recommends that taxi's, buses and rideshare will access the campus at the John Nolen or Rimrock Road entrance. Parking for each of these transit modes will occur along the proposed north-south roadway in designated areas (see adjacent plan for proposed locations). The designated parking areas will be signed and include time limits.

Intersection Design Elements

- The intersections adjacent to and within the Alliant Energy Center 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 locations and volumes 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 Road 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 with potential vehicular/bicycle/pedestrian conflicts;
  - 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.

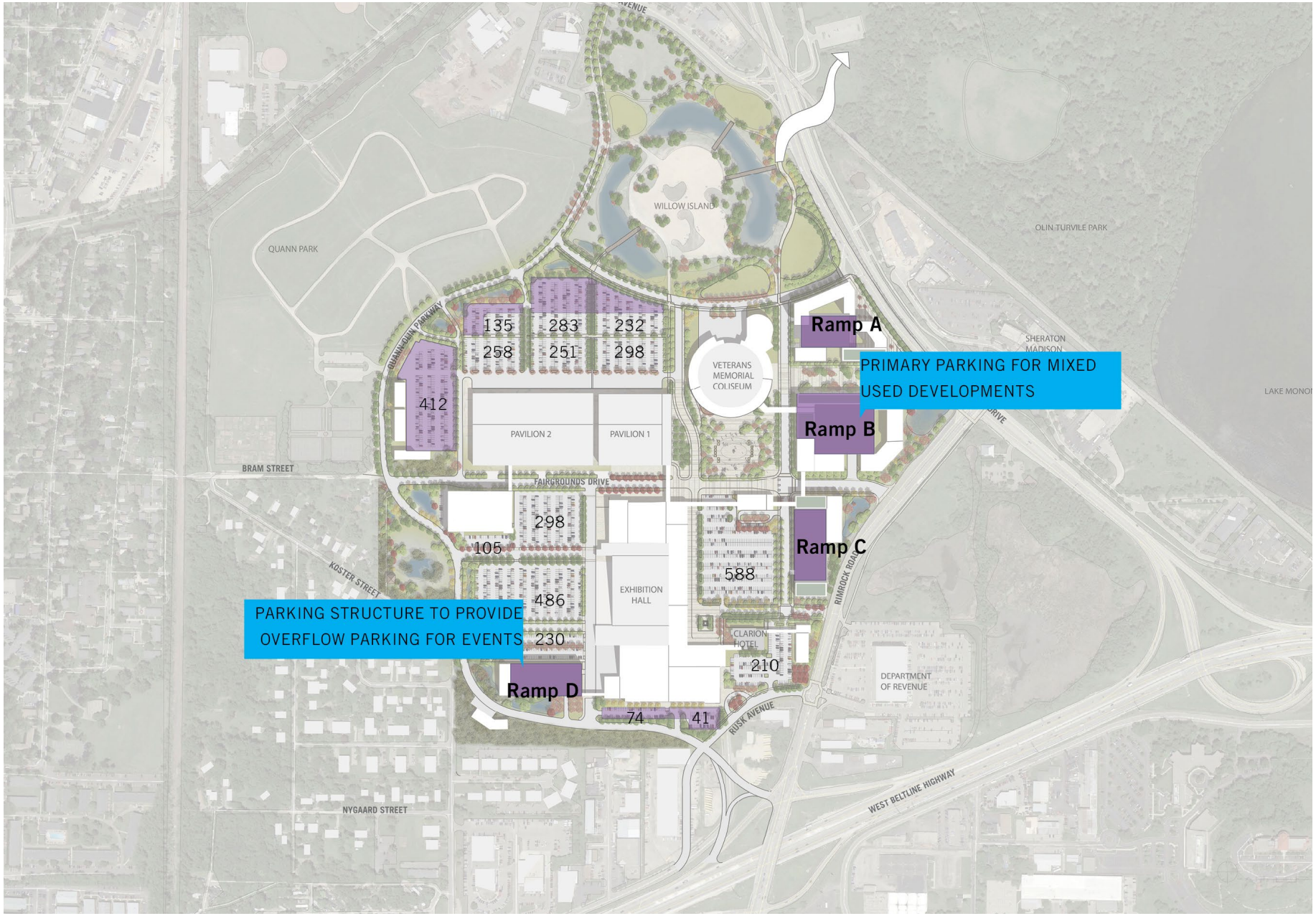
Accessible and countdown pedestrian signals

- 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 Road 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 STALLS
3,300 STRUCTURED PARKING (TYP. 3 FLOORS)

7,254 TOTAL PROPOSED PARKING STALLS

STRUCTURED PARKING TOTALS

GARAGE A: 510 STALLS ON (3) FLOORS

GARAGE B: 1,156 STALLS ON (3) FLOORS

GARAGE C: 714 STALLS ON (3) FLOORS

GARAGE D: 920 STALLS ON (3) FLOORS

ALLIANT ENERGY CENTER CAMPUS PARKING

Parking at the Alliant Energy Center 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, and to determine peak parking demand, we utilized the City of Madison shared parking guidelines. 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 resulted in the identified 7,254 parking stalls on campus with full master plan build-out.

Surface Parking: Where new surface parking is constructed, it should employ landscape – particularly trees – 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 structured or surface parking, the Alliant Energy Center 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

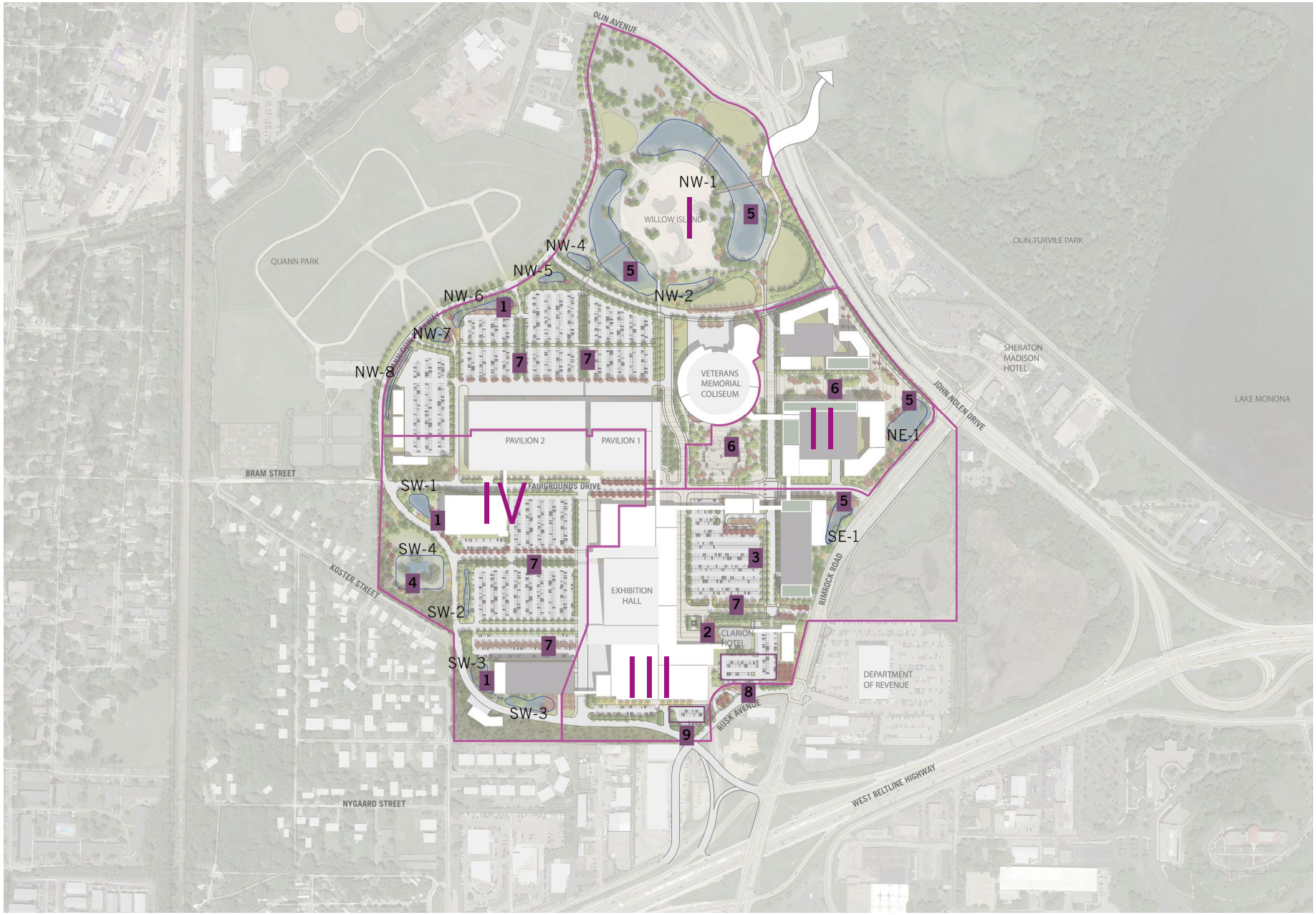
City of Madison Shared Parking Summary

Structured Parking:
It is anticipated that parking structures will be required with future developments planned on the Alliant Energy Center campus. The Alliant Energy Center 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 Fairgrounds Drive). 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 Fairgrounds Drive). 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 Alliant Energy Center 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. UNDERGROUND 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 evaluate 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 (labeled I) 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 (labeled II) 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 (labeled III) 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 (labeled IV) 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.

Rate Control

The rate control performance of the master plan was modeled using HydroCAD software. Since the SE region includes the greatest hardscape coverage, and has the smallest pond area, we limited our rate control analysis to this region, which is also planned to include the first phase of development.

The study of this area concludes that underground storage, in addition to the surface ponding shown on the proposed master plan, will be necessary to maintain or reduce peak runoff rates at or below the existing peak runoff rates. The proposed systems were found to meet rate control requirements as shown on the Campus Stormwater Plan, with 0.32 acre-feet of storage at location 8, and 0.23 acre-feet of storage at location 9.

Additional Considerations

- Although conceptual modeling results conclude that rate control requirements can be feasibly met by a combination of wet ponding and underground stormwater storage in the southeast region, the remainder of the site still must be analyzed.
- The proposed master plan identifies a greater percentage of land for wet ponds in the SW region. However, adjacent properties west of the Alliant Energy Center within the City of Madison have reported localized flooding. It is unknown whether the City of Madison has designated this area as a "Flood Prone Watershed". If so, this portion of the site would be subject to more stringent rate control requirements.
- The horseshoe ponds at the downstream end of the NW region provide significant storage opportunities. It is likely that modifications to existing outlet structures would provide adequate rate control for this drainage area. Furthermore, the proposed master plan includes wet ponds at the downstream end of the proposed parking lots. Rate control requirements in the NW region should be manageable.
- The NE region presents similar challenges to the SE region that was analyzed with this study. Only one wet pond is proposed within this drainage area. Therefore, it is likely that additional underground storage will be required to meet rate control requirements.

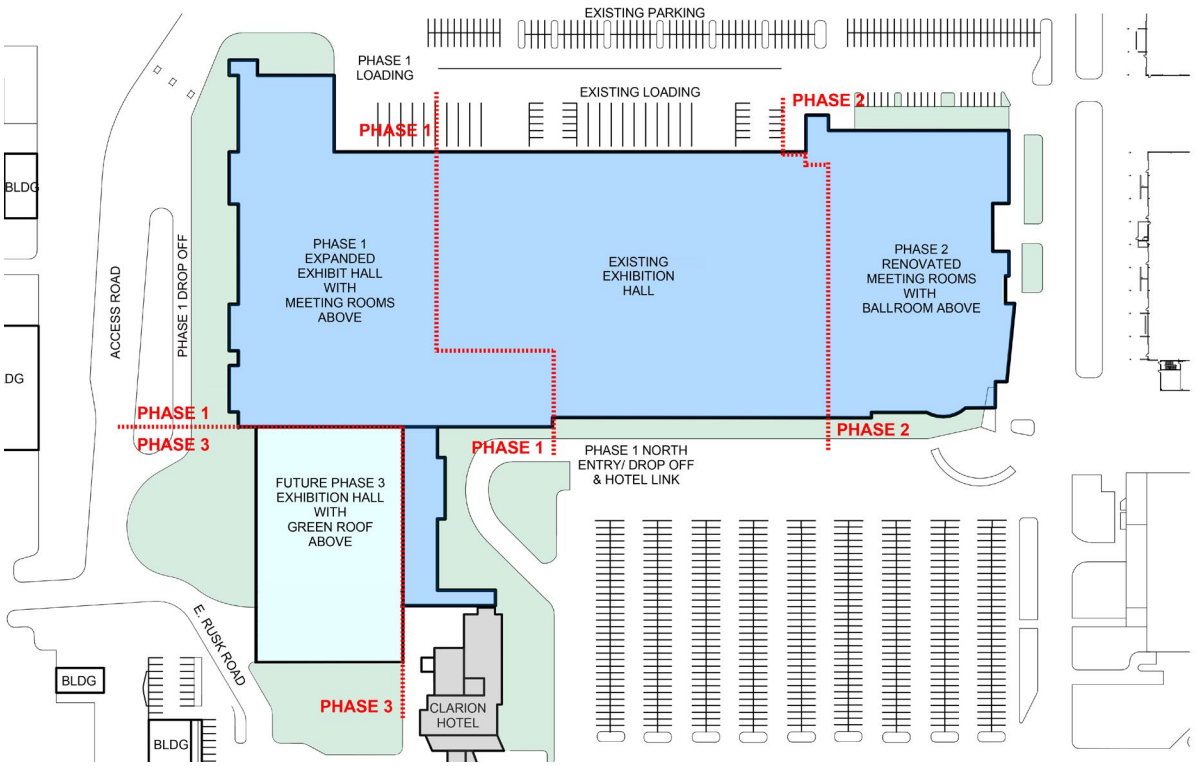
CAMPUS FACILITY EXPANSION AND RENOVATION

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:

EXHIBITION HALL EXPANSION

The expansion of the Alliant Energy Center's Exhibition Hall 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 Alliant Energy Center campus
- Expand the Exhibition Hall in such a way that supports the overall goals of the entire Alliant

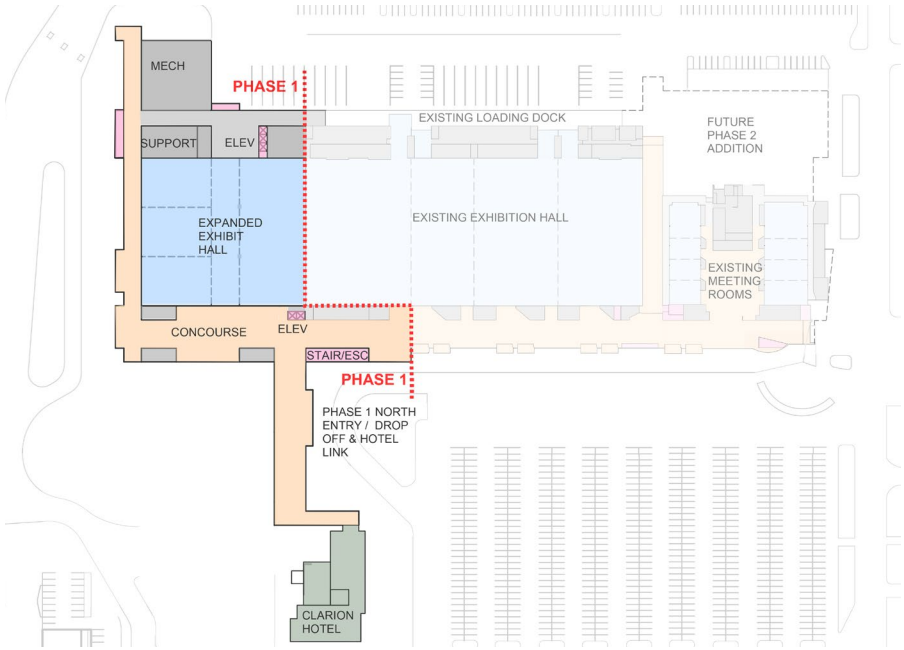


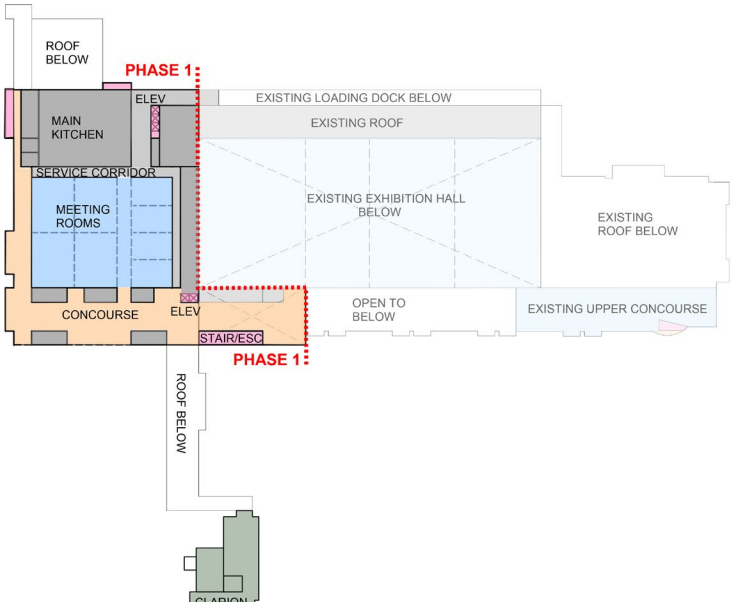
Energy Center campus master plan, including an increase in the number of hotels

- 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-square-foot 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).

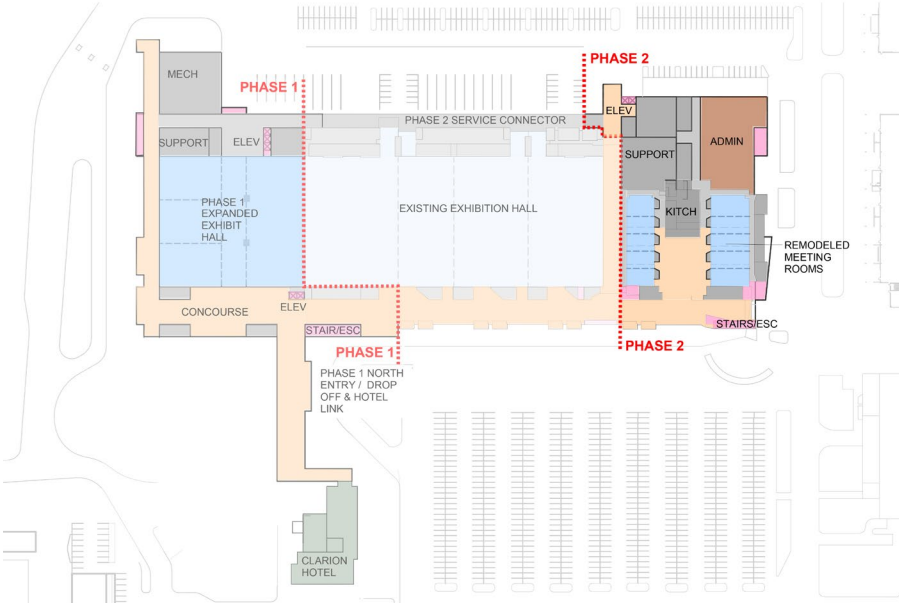
In addition to the new exhibit space built at the same level as the existing halls, this expansion phase will also include an extended public concourse on its eastern side, and service zone with storage, mechanical, electrical and plumbing (MEP) spaces and loading docks on the western side. A new main 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 Exhibition Hall.

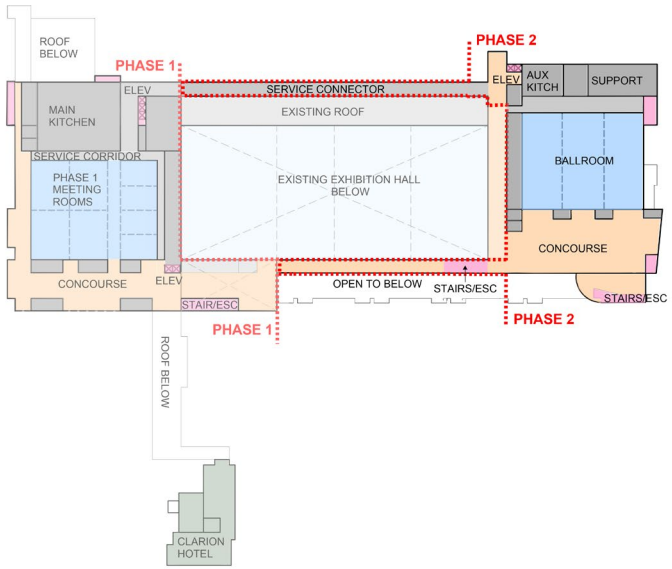
This first phase of the project will also include the rebuilding of the all-weather pedestrian connector between the Phase 1 Convention Center expansion and the Clarion Hotel. This new connector will interface very well with a new vehicular arrivals/departure zone that is part of the Master Plan's exterior 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.

Exhibition Hall – 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 Alliant Energy Center campus as well as Expo's existing meeting rooms.





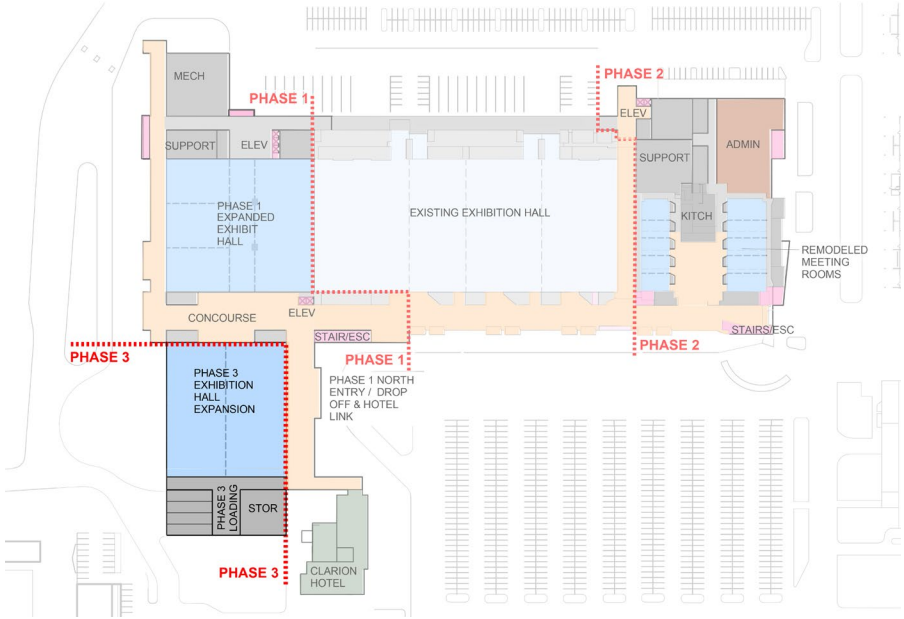
Exhibition Hall – Phase 2

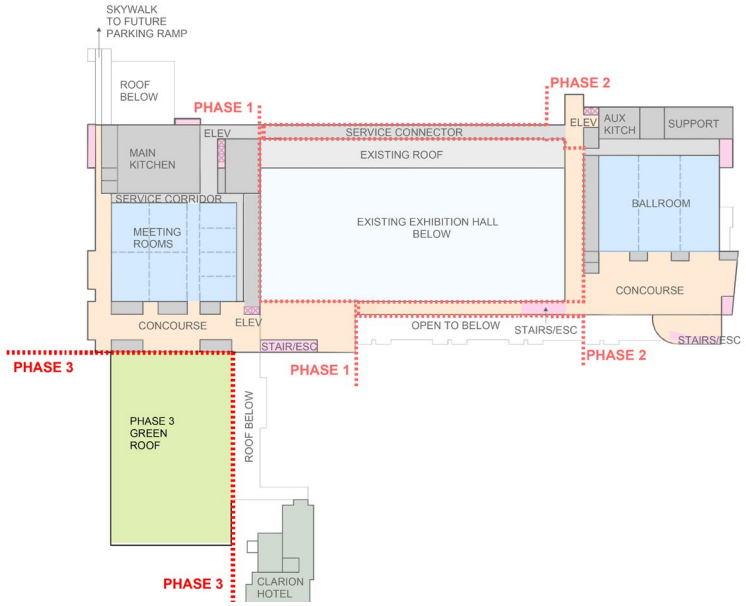
Phase 2 of the convention center's expansion focuses on creating a new dedicated 30,000-square-foot Ballroom at the northern end of the facility. Since this work involves the temporary removal from use of the existing ground floor meeting rooms, construction in this location can begin only after the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

The new column-free Ballroom will be built on an upper level above a suite of renovated meeting rooms and the relocated Alliant Energy Center administrative offices at ground level. A spacious pre-function concourse adjacent to the Ballroom will overlook the central part of the Alliant Energy Center 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.





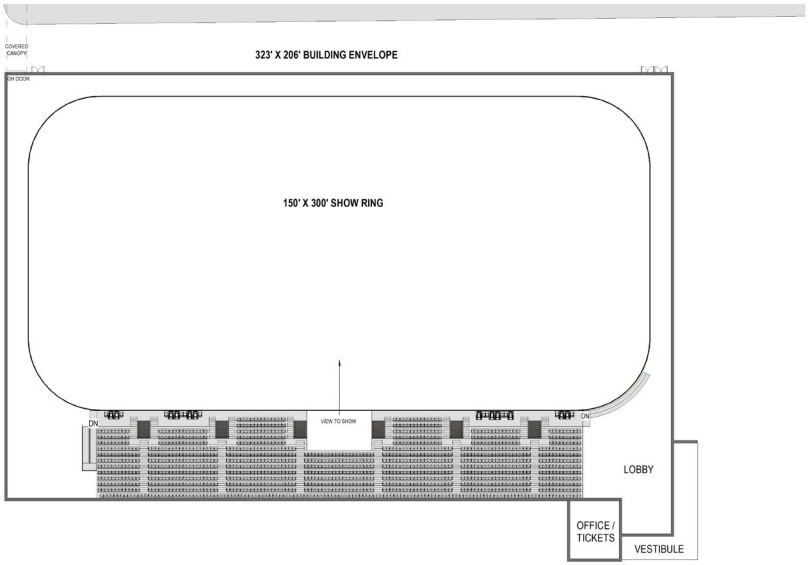
Exhibition Hall – Phase 3

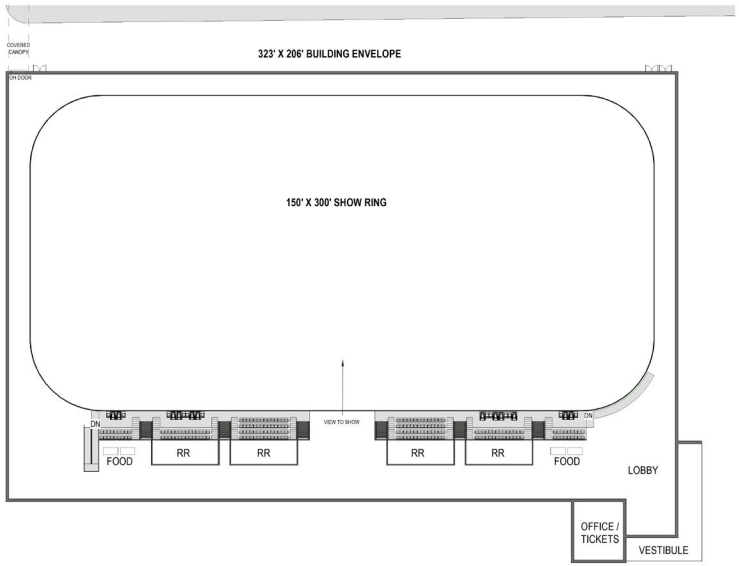
As recommended in the Alliant Energy Center Market Study, a second exhibit hall expansion of 40,000 square feet would be appropriate for the future when demand levels justify it. The Master Plan shows this addition at the southeastern corner of the convention center, flanking both the attendee concourse 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 Exhibition 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 Exhibition 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 Alliant Energy Center. The age of the building and quality of the facility detract from the overall image of the Alliant Energy Center.

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.

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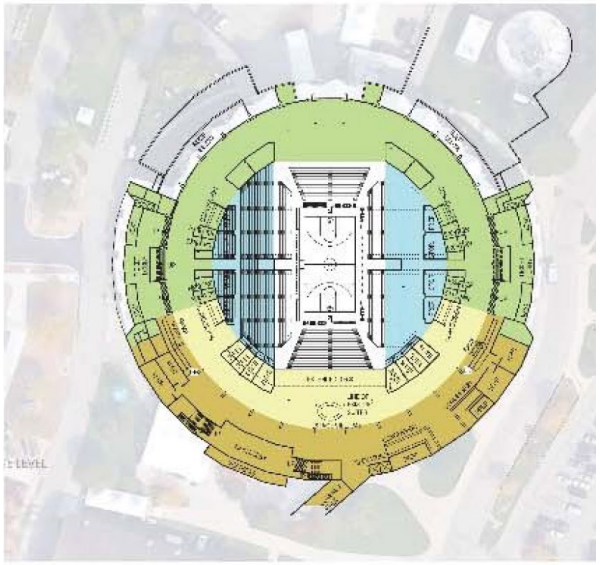
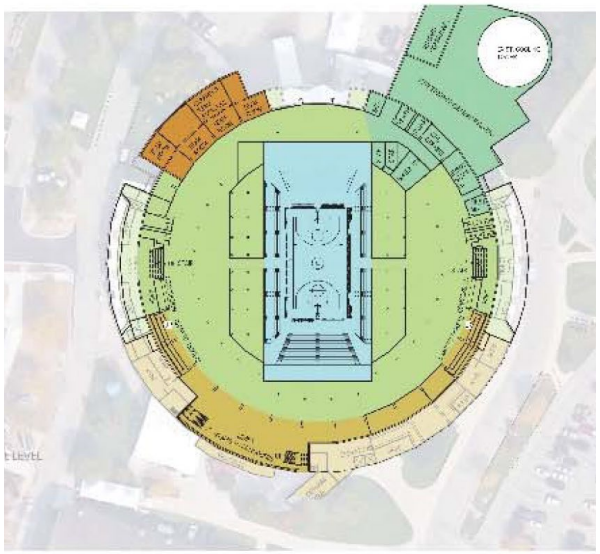


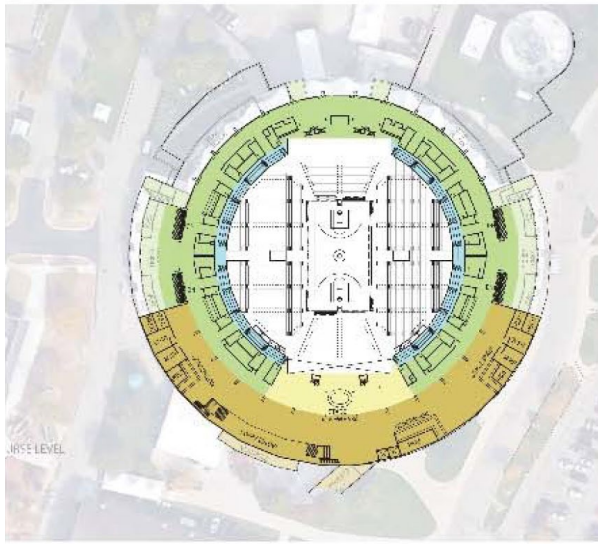
EVENT LEVEL SF

- 7,000 SF
- 14,000 SF
- 0 SF
- 56,500 SF
- 26,500 SF
- 22,000 SF



CONCOURSE SF

- 0 SF
- 24,000 SF | COVERED WALK
- 19,000 SF
- 37,000 SF SF
- 13,000 SF
- 0 SF



UPPER LEVEL SF

- 0 SF
- 24,000 SF
- 5,500 SF
- 31,250 SF
- 6,250 SF
- 0 SF

KEY

- AREA 1 - NEW CONSTRUCTION
- AREA 2 - NEW CONSTRUCTION
- AREA 2 - RENOVATION
- AREA 3 - LIGHT RENOVATION
- AREA 4 - IMPROVEMENTS
- AREA 5 - NEW CONSTRUCTION

TOTAL SQUARE FEET

- 7,000 SF
- 48,000 SF
- 24,500 SF
- 131,750 SF
- 45,750 SF
- 22,000 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 profile 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 Alliant Energy Center 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 competing 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 Alliant Energy Center. 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 competing venues in the market.

CAMPUS CHARACTER + BUILT FORM

The placement, scale and character of buildings is the most important component of the built environment that will shape the AEC campus and determine the long term success as an attractive destination with strong businesses, human scale, vibrant neighborhoods and an attractive place for investment. The placement of buildings within the defined redevelopment areas on campus have a profound effect on the character of the pedestrian environment. Buildings should be placed close to the street, with primary entrances on the street. Buildings should be placed on corners at street intersections, to emphasize and define those intersections. At the primary entrance in the AEC campus from Rimrock Road, future buildings should be setback and/or arcades utilized. Encourage buildings on the AEC campus to contain active store fronts and wide sidewalks.

Parking Lot Edge Treatments

Parking areas should be placed behind or to the side of buildings. Some surface parking lot areas are necessary within the redevelopment areas at the AEC campus. Parking lot frontage on pedestrian streets should be reduced, and their edges and interiors should be extensively landscaped. A combination of edges, ornamental railings, bollards, trees, and other methods should be used to buffer parking lots from pedestrian spaces.

Mixed Use (Commercial, Office and Residential) Building Types

Buildings should address the street, particularly at intersections, providing unique corner treatments, windows, and access points to create interest at the street level. Multi-level and mixed-use buildings also add significant benefit to the edge of the AEC campus, as their mass helps to define and frame the street. Buildings fronting on Rimrock Road and John Nolen Drive should be a minimum of two stories in height and a maximum of up to ten stories in height. The plan recommends concentrating density along Rimrock Road and John Nolen Drive.

Residential buildings may take different forms, such as condominium or apartment buildings. They should address the street, be constructed of high-quality materials, and possess various roof lines and clear, but approachable, differentiation between public and private spaces. They should also include interior parking and plaza spaces in order to provide residents with opportunities to access the buildings and relax outdoors, sheltered from the street.

Facade Treatments

Commercial/mixed-use buildings should each have a well-defined base, middle, and top. The base or ground floor should appear visually distinct from the upper stories through the use of a change in building materials, window shape or size, an intermediate cornice line, awning, arcade or portico, or similar techniques. The base or ground floor of the building should include elements that relate to the human scale, including texture, projections, doors, windows, awnings, canopies, or ornamentation.

DESIGN STANDARDS

Sustainable/Green Energy Saving Building Practices

- New buildings along AEC campus are encouraged to be designed as Green buildings to meet a minimum of LEED Silver criteria.
- New and renovated buildings should be encouraged to incorporate more sustainable and green energy-saving building practices, including low-impact stormwater treatments such as green roofs, micro basins, rain gardens, street tree filters, permeable pavements, and depressed parking lot islands, as well as cradle to cradle materials and energy-efficient heating and cooling systems.
- 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.


PARKING RAMP C
HOTEL
COLISEUM
PARKING RAMP B
MIXED-USE
RESIDENTIAL
PARKING RAMP A
MIXED-USE
RESIDENTIAL
GREENWAY CONNECTION

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 Alliant Energy Center 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 Alliant Energy Center brand
- Define costs, budget, and funding mechanisms
- Prepare interim and long term streetscape designs and a “Kit of Parts” to guide future phases

The 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

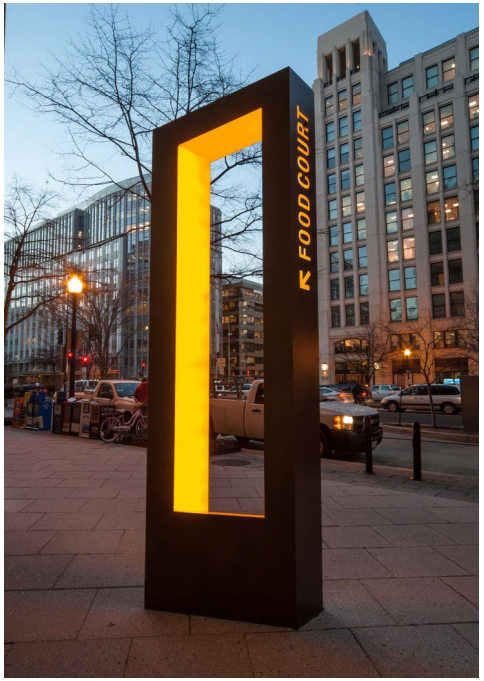
- Landscape elements and plant materials should be selected based on their ability to survive the urban conditions of snow, salt, drought, and in some areas, compacted and alkaline soils. Seasonal interest, form and texture are also considerations.
- In the core campus area, overstory trees should be 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 Alliant Energy Center 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.

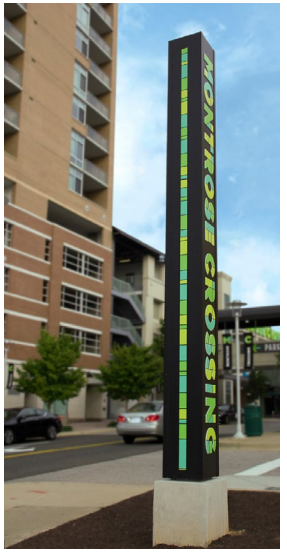
Primary recommendations for a wayfinding system are identified below:

- Prepare a campus-wide wayfinding plan
- Make wayfinding 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 Olin Parkway and 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 Fairgrounds Drive 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, Exhibition Hall and New Holland Pavilions. Bicycle racks should be placed in the boulevard or adjacent to buildings.

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 Fairgrounds Drive. 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.

Authentic Madison Region and Wisconsin Experience

The Alliant Energy Center master plan defines recommendations to enhance overall user experience that reflects a genuine and authentic Madison Region and Wisconsin experience. The recommendations reinforce the native ecosystems of the region, local farm to table food culture, Lake theme/experience and strong bike culture.

Below are some of the master plan recommendations that can be found in this document that reinforce the authentic Madison/Dane County experience:

- Utilize native plants from the southwest glacial plains ecological region in planting schemes for public realm, open plazas, pocket parks and parking lot areas. Define opportunities to provide interpretation of the different plant communities.
- Provide an interconnected system of trails and bike routes on campus. These routes located north of Willow Island thru the campus, north-south along the new frontage road, and along Fairgrounds Drive provide direct access to campus and thru campus. Bike racks and storage will be provided on campus to facilitate these users. These facilities will also improve access to the lake front and broader downtown Madison.
- Utilize agricultural, cultural or lake references in the creation of district signage and campus wayfinding.
  - In addition to the wayfinding, there is an opportunity to provide additional interpretation of the authentic Madison/Dane County experience on campus. This should take the form of kiosks or interpretive signage that is integrated into the campus open spaces.
  - Incorporate public art on campus that is created by local or regional artists to enrich the physical built environment. The public art should celebrate regional amenities, icons and imagery and emphasize unique aspects of the history, icons, people and spirit of the place.

06 FINANCIAL CONSIDERATIONS

FINANCIAL CONSIDERATIONS

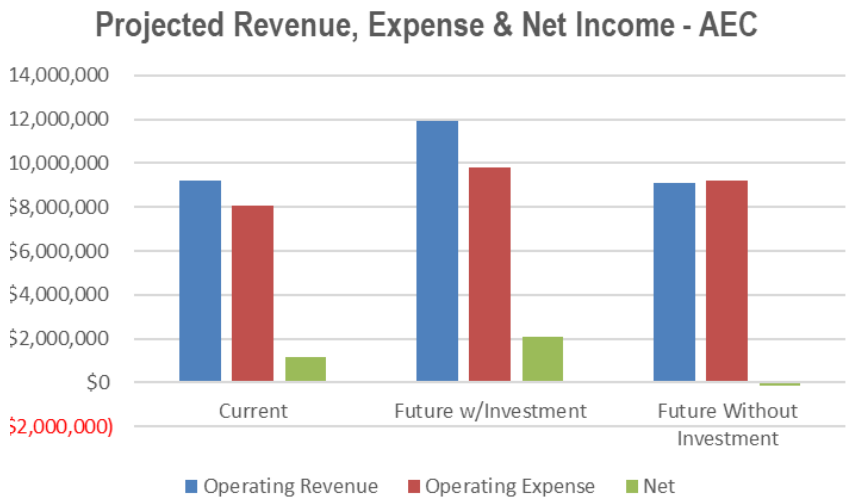
The future of the Alliant Energy Center can move in very divergent directions based on decisions and leadership today. Today's Alliant Energy Center Complex is essentially self-sustaining, but trends in costs versus revenues, as well as aging and outmoded facilities will cause the complex to operate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

- Over time, operating costs increase, especially as buildings and equipment age. Yet labor and related costs also increase, typically faster than the rate of revenue growth. Given the competition is always fierce and other communities offer new and expansive facilities, there will be continued pressure on the AEC campus to offer a compelling value proposition. Without investment, there will be pressure to actually lower rates in order to retain existing business and lure new events. These continual pressures on negative revenue growth and continued expense growth will result in the AEC turning toward a negative cash flow in the relatively near future. Investment can actually turn that reality around, so that revenues will grow robustly due to new, sometimes larger and higher-spending event types.
- In addition, there are a number of groups our team met with that have simply maxed out the facility in terms of their annual events. Without expansion, these major impact groups will be forced to ultimately move on, despite their love of meeting in Dane County. As the largest events leave, this will have major negative ramifications on revenue and net income.
- As noted above, other cities are continuing to develop new or expanded facilities that will compete with the AEC. These include a convention center expansion in Milwaukee, a new potential convention center in Eau Claire, expanded and renovated facilities in Green Bay, and continued development and expansion of private mega-properties in the Wisconsin Dells. In addition, it appears the Ho-Chunk Tribal entity is moving forward with a major gaming and event complex in Beloit. All of these projects will be a chink in the armor of the AEC. Taken together, the competitive pressures could cause a sea-change of event movement out of Dane County.

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 Alliant Energy Center. 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.

The Alliant Energy Center 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 Alliant Energy Center 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.



Hunden Strategic Partners calculated the revenue and expense of the Alliant Energy Center if there is no investment, versus a scenario with the recommended investment.

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.

OPPORTUNITY

The opportunity to grow the business at the Alliant Energy Center 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 Exhibition Hall, 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 Alliant Energy Center 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

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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 Alliant Energy Center. 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 prefer 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 Exhibition Hall expansion first.

The results showed that by far, the returns were best for the 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 identified below.

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 Hall 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 Hall (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

ALLIANT ENERGY CENTER WITHOUT INVESTMENT

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

The summary of results between the scenarios is shown below. The primary take away is that even ten years of the status quo could cost more than $22 million in lost income ($2.24 million x 10 years).

Details of the analysis are shown below.

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)

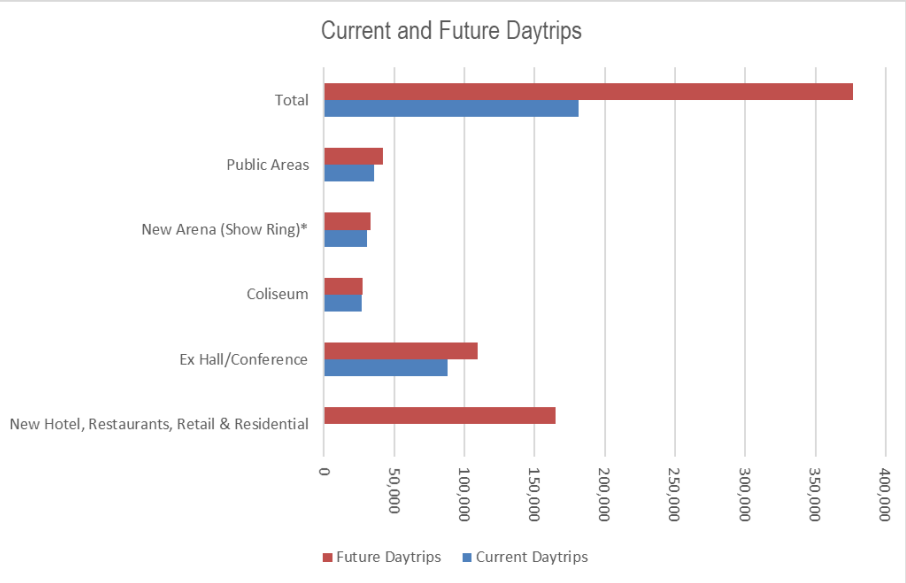
	Percent of Total Visitors Staying Overnight	Percent of Non-Dane County Visitors Making a Daytrip	Number of Non-Dane County Visitors Staying Overnight	Visitors per Room Night	Number of Non-Dane County Daytrips	New Room Nights to Dane County	New Day Trips to Dane County
Conventions, Conferences	81%	5%	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 Alliant Energy Center campus are projected to double, primarily due to the expanded Exhibition Hall, Conference Center and Hotel developments. The new restaurants and retail will also drive new daytrips and related spending.

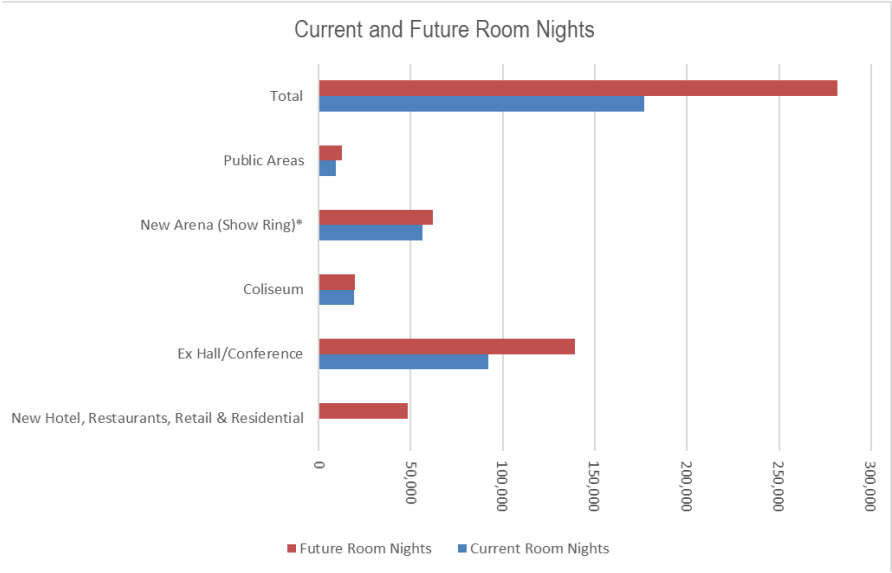
If no investment is made, HSP expects that events will outgrow the space (or find higher quality spaces) and leave for other, larger and more flexible/modern facilities.



NEW HOTEL ROOM NIGHTS

Total hotel room nights to the Alliant Energy Center campus are projected to nearly double, primarily due to the expanded Exhibition 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.

The private mixed-use elements are expected to generate an average of $35 million in annual direct new spending, or more than $1 billion in new direct spending over the 30-year period. This will be highlighted by $14 million per year in new restaurant spending and $8 million in new hotel spending. When indirect and induced spending ripple effects are included in the market, the new direct spending will lead to $62 million in average annual new economic impact over the period, of which about $20 million will be new wages and salaries per year, supporting more than 800 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.)	$2,057	$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**

IMPACT BY ELEMENT – EXHIBITION CENTER

The tables show the net new spending due to the expansion of the meeting facilities. The expanded Exhibition Center is expected to generate an average of $16 million in annual direct new spending, or nearly $500 million in new direct spending over the 30-year period. This will induce more than $7 million per year, on average, in new hotel spending (for a total of $15 million when considering the new private hotel impact). When indirect and induced spending ripple effects are included in the market, the new direct spending will lead to $28 million in average annual new economic impact over the period, of which about $9 million will be new wages and salaries per year, supporting more than 300 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**

FISCAL IMPACT BY MAJOR ELEMENT

The tables show the net new tax impact due to the expansion of the major elements of the Alliant Energy Center. 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

The tables show the net new tax impact due to the expansion of major elements of the Alliant Energy Center (Phase I only). For the private developments, most of the positive tax impact will be from new property taxes of more than $2 million per year on average, totaling nearly $70 million over the period. City lodging tax is expected to increase by nearly $750,000 per year, on average. When considering all local taxes impacted, the average annual total per year is projected to increase by more than $3 million, or $95.3 million over 30 years. 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 Alliant Energy Center. 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, additional hotel tax of more than $600,000 per year is expected, or a total of nearly $20 million over the period. When combined with the hotel tax impact from the private elements, just the hotel tax is expected to increase by an average of $1.35 million per year, or $40 million over the period. The County sales tax is expected to increase by more than $250,000 on average, per year, over the 30-year period, between the new public and private elements.

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

HSP assessed the proposed Phase I developments at the AEC campus and, as shown on previous pages, detailed out the new spending, jobs and impact generated by the construction and ongoing operations of each major component. The table below shows the combined total of impacts from the proposed Phase I projects.

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)	Estimated Cost (millions)	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

As shown, 30-year new spending to Dane County is projected to total nearly $3.5 billion, with more than half coming from the private developments. These are extremely synergistic and required for the impact that is assumed from the public components, and vice versa. As such, the impacts of any of these items would be lower if any of the other items was not developed.

Ongoing supportable full-time equivalent jobs in the community total more than 1,400. This is on top of the jobs supported in the community today by the AEC. Again, more than half are supported by the private developments, yet which would not be as robust but for the development of the public components. But for the public components, the private projects would not be as viable or impactful.

The new 30-year local taxes generated by the combined project total nearly $125 million. The vast majority of these taxes are real estate taxes generated by the private developments. However, there are significant hotel taxes induced by the new hotels and the expanded meeting and event facilities.

Overall, the expected Phase I investment is nearly $300 million, with the majority coming from private projects.

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 Alliant Energy Center 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 Alliant Energy Center 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 Alliant Energy Center 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 pre-design planning for the expansion of the Exhibition 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 Fairgrounds Drive. 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 Alliant Energy Center 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

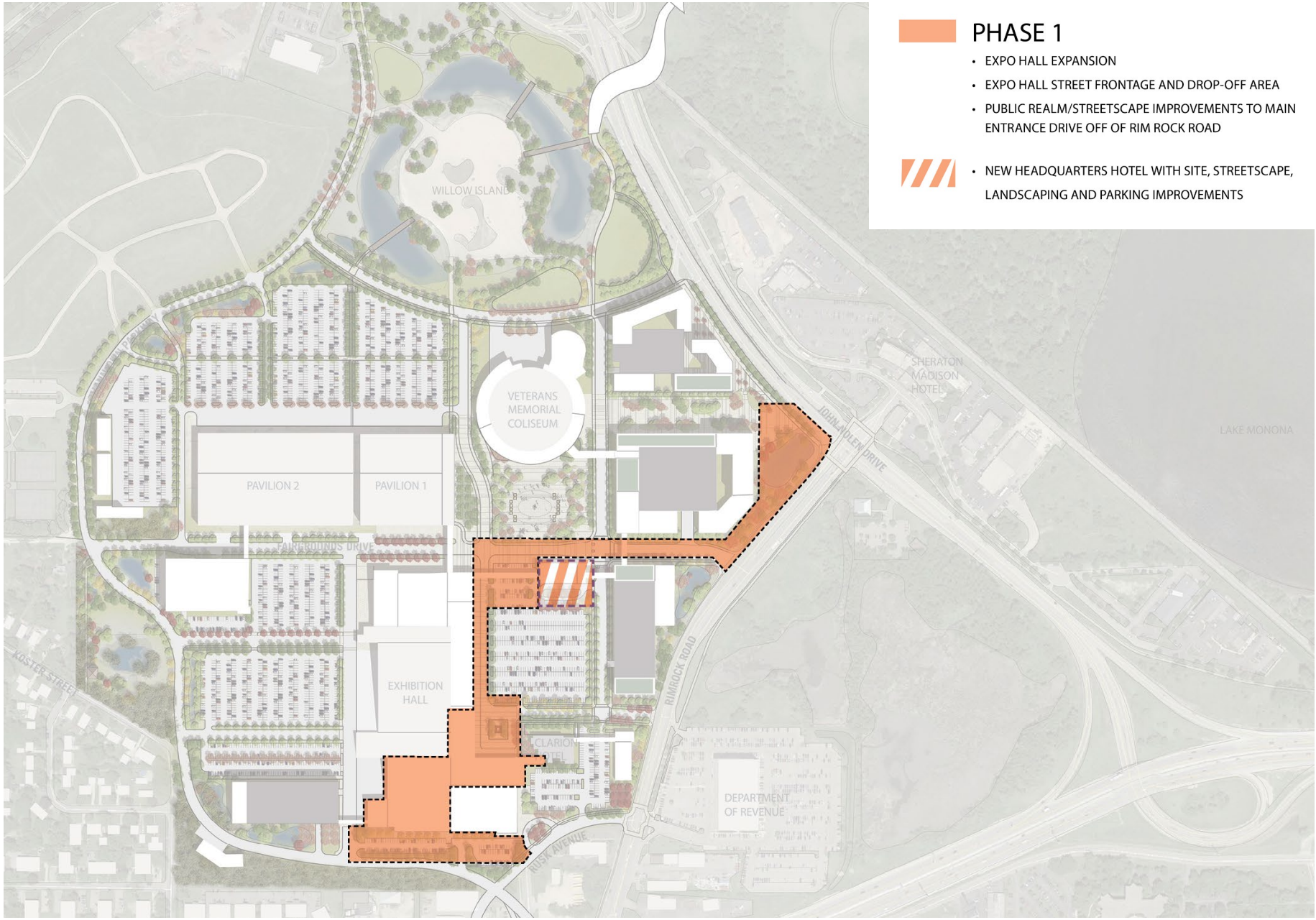
Phasing of redevelopment is a dynamic process and is somewhat dependent on the issues and timing associated with each specific parcel/project for public improvements and dynamics of the market conditions for private development. To benefit all of the stakeholders, residents, shoppers, businesses and investors, the Alliant Energy Center 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 Alliant Energy Center 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

- Exhibition Hall Expansion: 74,000-square-foot addition (Identified as Phase 1)
  - New parking lot to provide approximately 115 stalls
- 74,000 SF addition includes 50,000 SF Exhibition Hall expansion and approximatley 24,000 SF second floor addition (Multi-purpose meeting rooms and ballroom). See additional building square-foot detail provided in chart.
- Exhibition 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 Fairgrounds Drive 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

Phase 1 Exhibition Hall Expansion		
	Space	**Area (SF)**
LEASABLE		
	Exhibition Hall	50,000
	Multi-Purpose Ballroom/Meeting Rooms	24,000
SERVICE AND SUPPORT		
	New Main Kitchen + Pantry	12,000
	Public Pre-Function/Circulation Space	40,000
	MEP, storage, restrooms, circulation, other support spaces, walls, shafts, etc.	70,000
TOTAL GROSS ENCLOSED AREA		196,000

- Estimated costs of $77,395,000.00 for expansion of the Exhibition Hall includes site preparation, building expansion, new parking lot, landscaping, stormwater improvements and a new entry drive and drop-off area.


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
WILLOW ISLAND
VETERANS MEMORIAL COLISEUM
PAVILION 2
PAVILION 1
FAIRGROUNDS DRIVE
EXHIBITION HALL
SHERATON MADISON HOTEL
JOHN NOLEN DRIVE
LAKE MONONA
RIMROCK ROAD
KOSTER STREET
DEPARTMENT OF REVENUE
KUSK AVENUE

Phase 1: Private Development

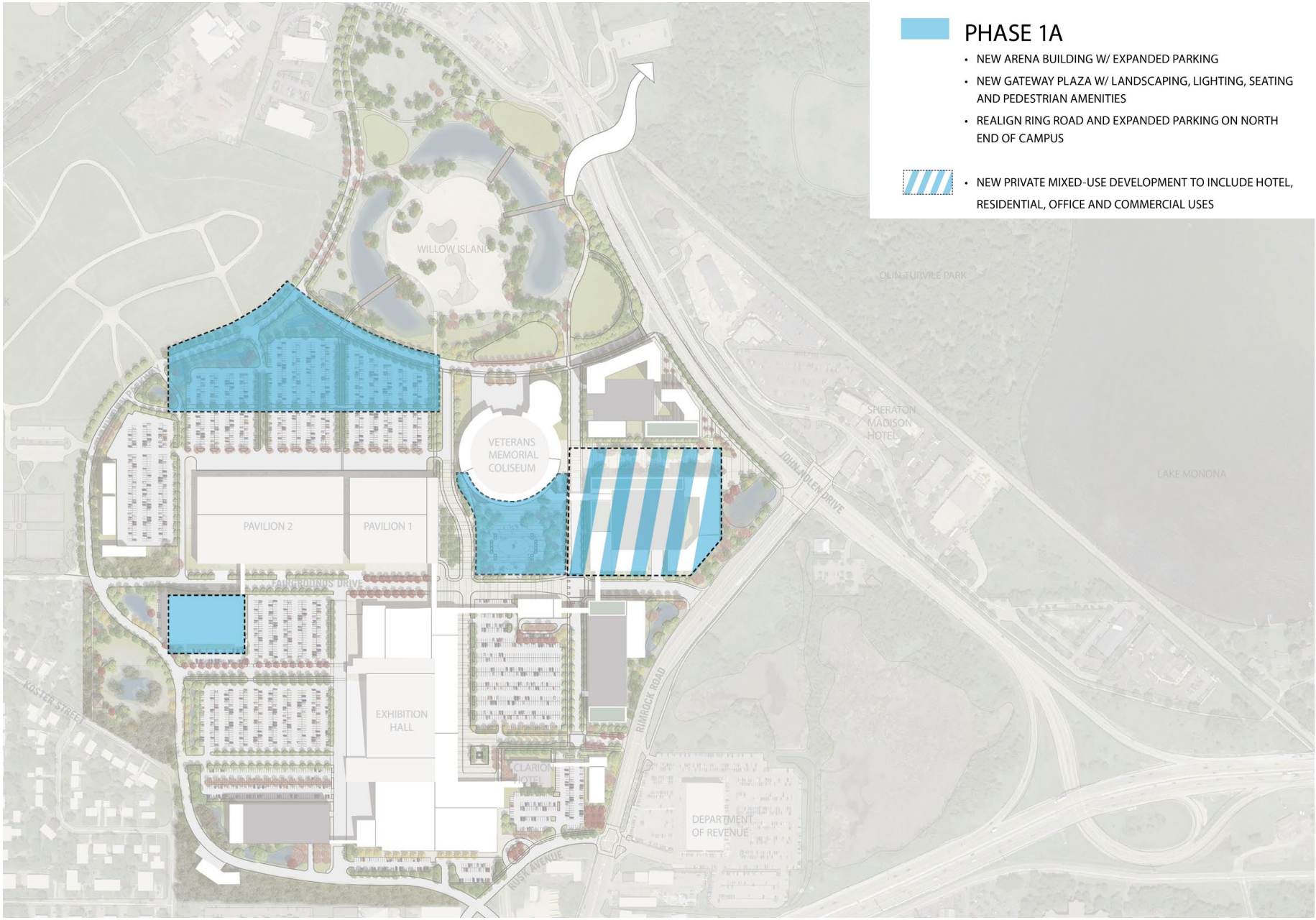
- New Hotel
  - Enhanced public realm with sidewalks, boulevards with street trees, and crosswalk improvements
  - Parking lot improvements with hotel drop-off and service access
  - Estimated costs of $89,340,000.00 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements
  - The County should also consider opportunities to improve and expand the existing Clarion Hotel to provide additional rooms and amenities on campus

Phase 1A: Public Campus Improvements

- New Arena Building
  - Remove existing Arena building and construct a new arena on the west end of Fairgrounds Drive
  - Expand parking around new Arena building
  - Estimated costs of $7,242,000.00 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 $2,718,000.00 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 $3,400,000.00 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 $126,370,000.00 includes site preparation, new buildings, road reconstruction, parking ramp, public plaza areas, streetscape and landscape 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
WILLOW ISLAND
OLIN TURVILLE PARK
VETERANS MEMORIAL COLISEUM
SHERATON MADISON HOTEL
LAKE MONONA
PAVILION 2
PAVILION 1
FAIRGROUNDS DRIVE
JOHN NOLEN DRIVE
EXHIBITION HALL
CLARION HOTEL
RIMROCK ROAD
DEPARTMENT OF REVENUE
KOSTER STREET
RUSK AVENUE

Phase 1 Developments - Detail Cost Summary

	QTY	COST	FINAL
PHASE 1			
Exhibition Hall Expansion			
Removals	1	386900	$ 386,900
Grading + Site Improvements	1	347100	$ 347,100
Building Expansion	1	69429300	$ 69,429,300
Parking Lot	1	189700	$ 189,700
Entry Drive +Landscape	1	193500	$ 193,500
Stormwater Improvements	1	68700	$ 68,700
Road and Drop-off	1	2729250	$ 2,729,250
Public Realm/Streetscape	1	251800	$ 251,800
Landscape Improvements	1	112900	$ 112,900
Contingency 5%		$3,685,458	$ 3,685,458
		TOTAL	$ 77,394,608
Hotel (300 rooms)			
Removals	1	45300	$ 45,300
Grading + Site Improvements	1	61400	$ 61,400
Building Expansion	1	82547600	$ 82,547,600
Parking Lot	1	18700	$ 18,700
Streetscape	1	33500	$ 33,500
Landscape Improvements	1	14800	$ 14,800
Contingency 8%		$ 6,617,704	$ 6,617,704
		TOTAL	$ 89,339,004
PHASE 1A			
Private Development			
Removals	1	373700	$ 373,700
Grading + Site Improvements	1	267900	$ 267,900
Parking Ramp	1	24276000	$ 24,276,000
Public Road with streetscape	1	28450	$ 28,450
Public Plaza	1	192150	$ 192,150
Public Plaza landscape	1	117400	$ 117,400
Residential Development	1	27000000	$ 27,000,000
Hotel Deveopment	1	46750000	$ 46,750,000
Retail Development	1	2702400	$ 2,702,400
Mixed Use Development	1	15300000	$ 15,300,000
Contingency 8%		$ 9,360,640	$ 9,360,640
		TOTAL	$ 126,368,640
Gateway Plaza			
Removals	1	74600	$ 74,600
Grading + Site Improvements	1	142900	$ 142,900
Landscape Improvements	1	551700	$ 551,700
Paving	1	1650300	$ 1,650,300
Stormwater Management	1	31700	$ 31,700
Lighting + Electrical	1	64700	$ 64,700
Contingency 8%		$ 201,272	$ 201,272
		TOTAL	$ 2,717,172

Arena			
Removals	1	38450	$ 38,450
Grading + Site Improvements	1	42800	$ 42,800
Building Expansion	1	6435300	$ 6,435,300
Parking Lot	1	168000	$ 168,000
Stormwater Improvements	1	3800	$ 3,800
Landscape Improvements	1	16800	$ 16,800
Contingency 8%		$ 536,412	$ 536,412
		TOTAL	$ 7,241,562
Ring Road and Parking			
Removals	1	268700	$ 268,700
Grading + Site Improvements	1	67800	$ 67,800
Road Improvements	1	1559000	$ 1,559,000
Parking Lot	1	1012500	$ 1,012,500
Streetscape	1	68000	$ 68,000
Stormwater Improvements	1	74900	$ 74,900
Landscape Improvements	1	96800	$ 96,800
Contingency 8%		$ 251,816	$ 251,816
		TOTAL	$ 3,399,516