



DANE COUNTY

# ALLIANT ENERGY CENTER

## CAMPUS MASTER PLAN

MADISON, WISCONSIN

SEPTEMBER 17, 2018



PERKINS+WILL

# AGENDA

**01 / Summary User Group**

**02 / Preferred Campus Master Plan**

**03 / Priority Phasing**

**04 / Financial Considerations**

**05 / Next Steps**

# 01/ SUMMARY USER GROUP

# SUMMARY USER GROUP

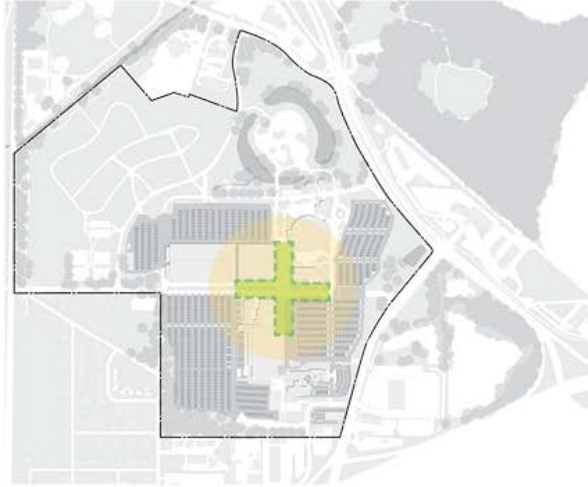
- Overall access and circulation on campus
  - *How do we control access to campus and events*
  - *Prevent conflicts between vehicular circulation and pedestrian circulation*
- New Arena Building
  - *Loved the size and amenities*
  - *Location posed some challenges to access and circulation*
  - *Need to provide vehicular circulation around the building*
  - *Ability of Arena to house animals*
- Parking
  - *Need to ensure adequate surface parking for larger vehicles/trailers*
  - *Verify shared parking opportunities*
- HQ Hotel
  - *Verify best location*
  - *Needs enhanced pedestrian connections to Expo Hall and New Holland*
- Private Redevelopment
  - *Concerns related to proposed housing on campus*

# 02/ PREFERRED CAMPUS MASTER PLAN

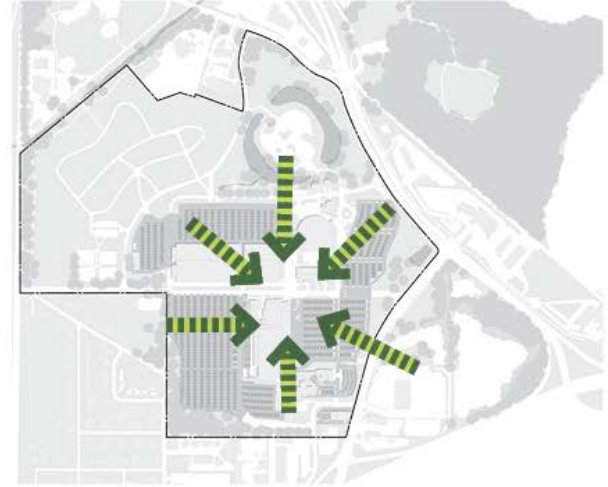
# BIG IDEAS



the ring road



reinforce the heart



green linkages

# DESIGN CONSIDERATIONS

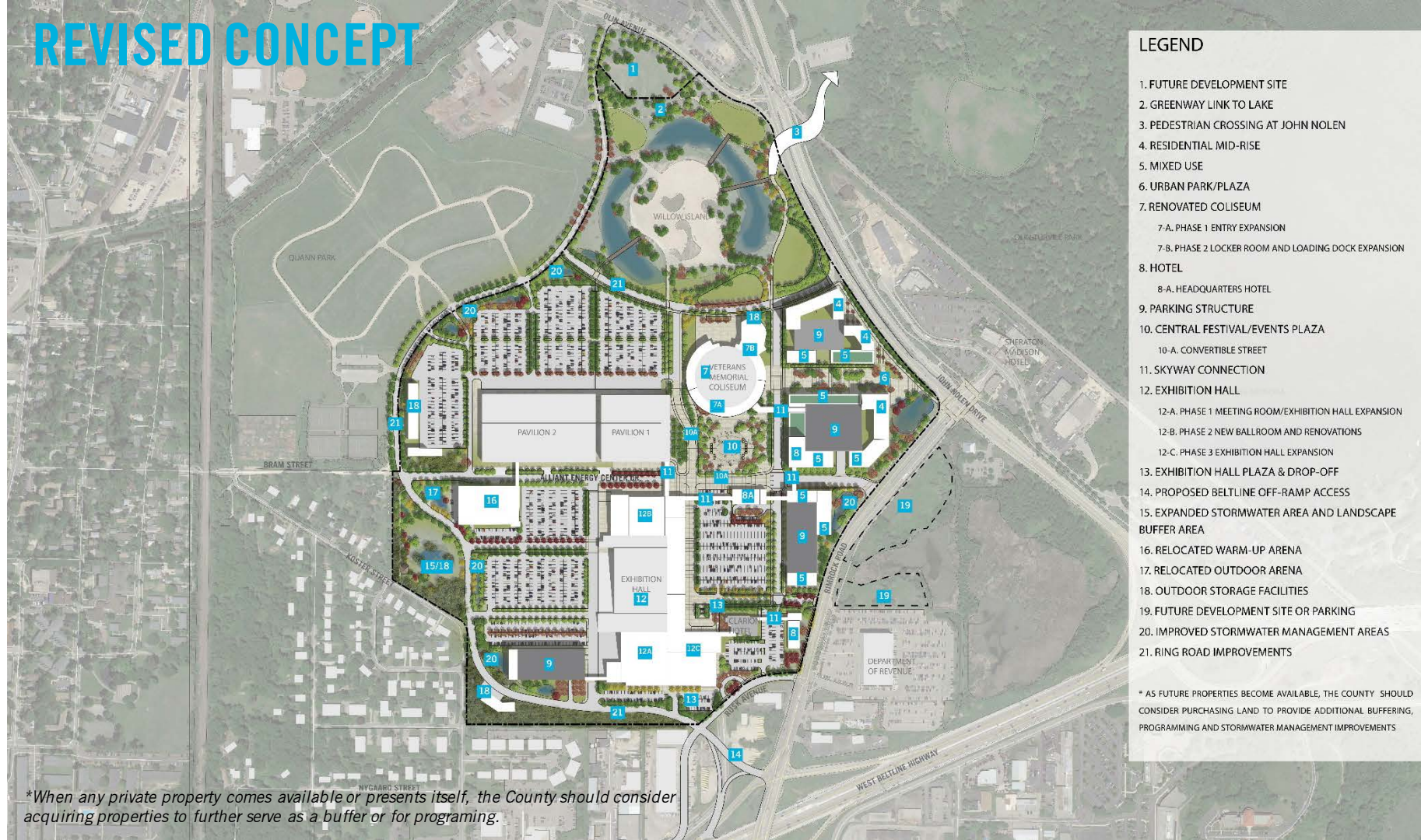
- Consider needs of current campus users (events, trade shows, parking, etc.)
- Consider current and future operations and maintenance practices on campus to support current users
- Mixed Use density based on current and projected market demand
- Surface parking (west side of campus) is highly desirable 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)

# DESIGN CONSIDERATIONS

- Define shared parking opportunities and parking structures on the east side of the campus
- Stormwater improvements onsite will not solve all stormwater issues in adjacent areas
- Improve environmental conditions on site (reduce urban heat island effect, add tree canopy and create outdoor spaces)
- If AEC is to remain self sufficient decisions need to be made from sound credible data and user input
- When any private property comes available or presents itself, the County should consider acquiring properties to further serve as a buffer or for programing.
- If a major project is going to occur it may be beneficial to have progress started prior to City annexation
- ROI, investment options and data should inform the final Master Plan recommendations and project phasing



# REVISED CONCEPT

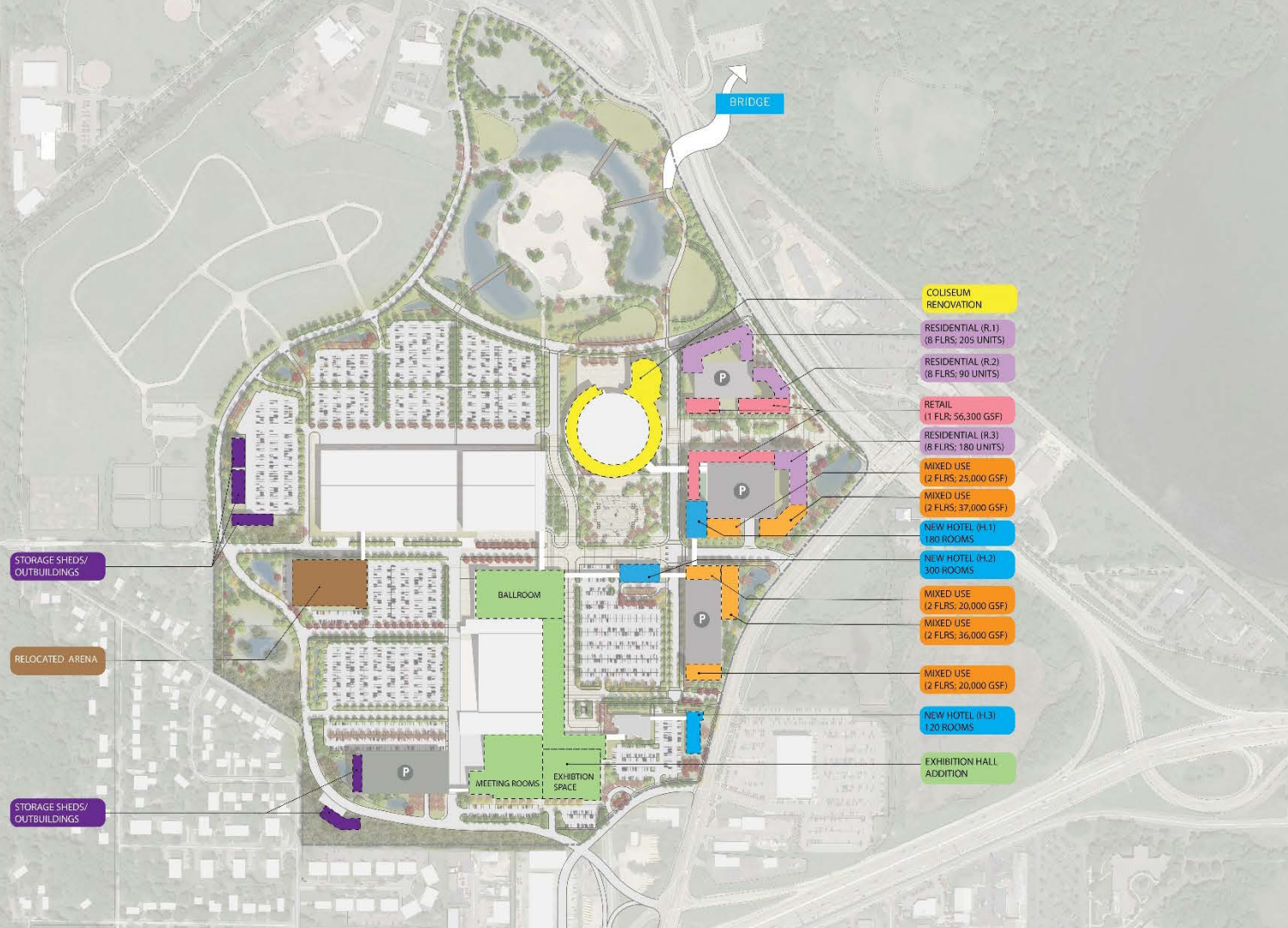


## LEGEND

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 WARM-UP ARENA
17. RELOCATED OUTDOOR ARENA
18. OUTDOOR STORAGE FACILITIES
19. FUTURE DEVELOPMENT SITE OR PARKING
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

*\*When any private property comes available or presents itself, the County should consider acquiring properties to further serve as a buffer or for programing.*



BRIDGE

STORAGE SHEDS/  
OUTBUILDINGS

RELOCATED ARENA

STORAGE SHEDS/  
OUTBUILDINGS

BALLROOM

MEETING ROOMS

EXHIBITION SPACE

COLISEUM  
RENOVATION

RESIDENTIAL (R.1)  
(8 FLRS; 205 UNITS)

RESIDENTIAL (R.2)  
(8 FLRS; 90 UNITS)

RETAIL  
(1 FLR; 56,300 GSF)

RESIDENTIAL (R.3)  
(8 FLRS; 180 UNITS)

MIXED USE  
(2 FLRS; 25,000 GSF)

MIXED USE  
(2 FLRS; 37,000 GSF)

NEW HOTEL (H.1)  
180 ROOMS

NEW HOTEL (H.2)  
300 ROOMS

MIXED USE  
(2 FLRS; 20,000 GSF)

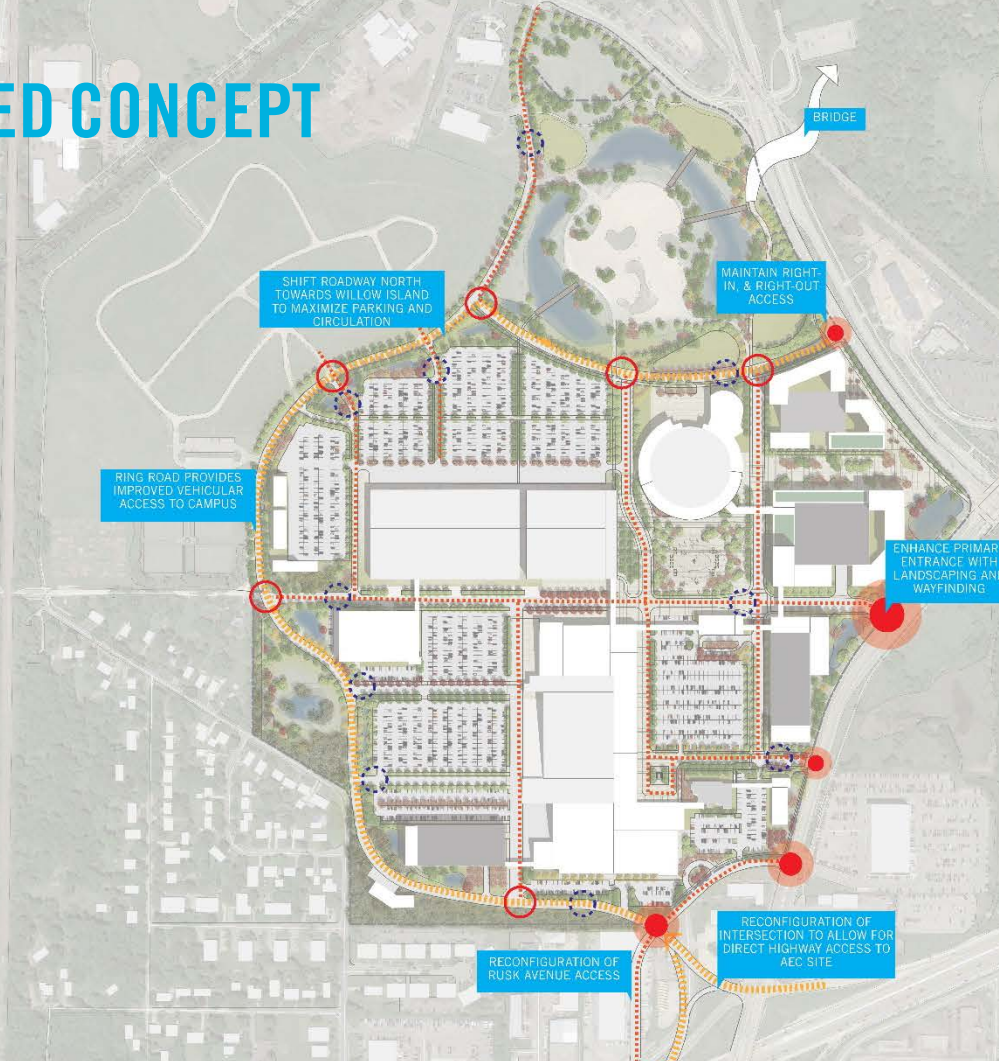
MIXED USE  
(2 FLRS; 36,000 GSF)

MIXED USE  
(2 FLRS; 20,000 GSF)





NEW HOTEL (H.3)  
120 ROOMS

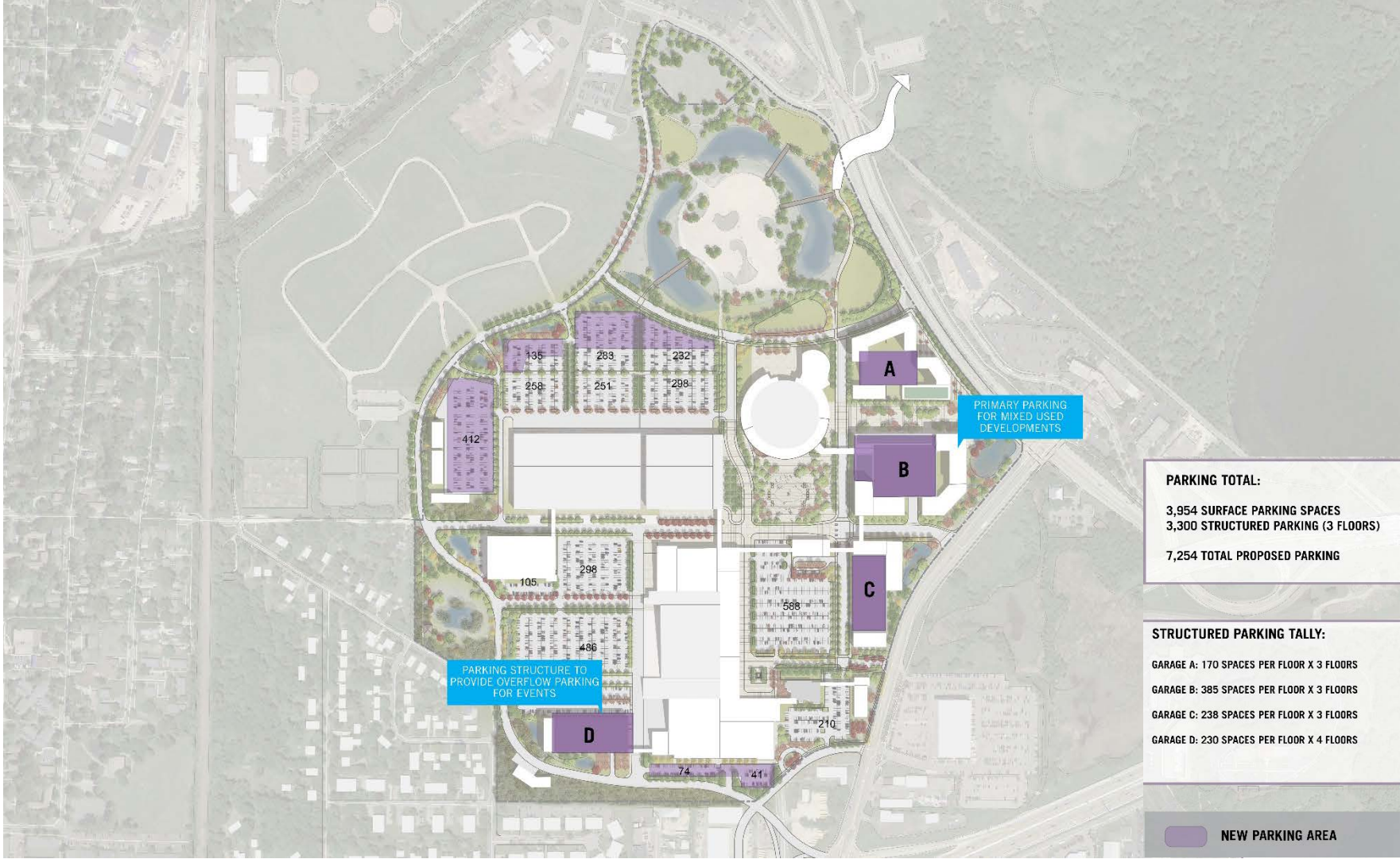
EXHIBITION HALL  
ADDITION

# REVISED CONCEPT



PRIMARY CIRCULATION "RING" ROAD: TYPICAL SECTION

-  PRIMARY CIRCULATION
-  SECONDARY CIRCULATION
-  VEHICULAR ENTRY
-  IMPROVED INTERSECTIONS



**PARKING TOTAL:**  
 3,954 SURFACE PARKING SPACES  
 3,300 STRUCTURED PARKING (3 FLOORS)  
 7,254 TOTAL PROPOSED PARKING

STRUCTURED PARKING TALLY:	TOTALS
GARAGE A: 170 SPACES PER FLOOR X 3 FLOORS	510
GARAGE B: 385 SPACES PER FLOOR X 3 FLOORS	1,156
GARAGE C: 238 SPACES PER FLOOR X 3 FLOORS	714
GARAGE D: 230 SPACES PER FLOOR X 4 FLOORS	920
	<b>3,300</b>

 **NEW PARKING AREA**

**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

Remove 1218 stalls

**Phase 2 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%
	6	123	6	0	12	0
Retail Sales and Services	0%	90%	80%	0%	100%	60%
	0	22	20	0	25	15
Restaurant (Not 24 Hours)	10%	70%	100%	20%	70%	100%
	6	42	60	12	42	60
Residential	100%	60%	100%	100%	75%	90%
	198	118	198	198	148	178
Hotel	100%	55%	100%	100%	55%	100%
	176	97	176	176	97	176
Conference/Convention Facilities	0%	100%	100%	0%	100%	100%
	0	0	0	0	0	0
	386	402	460	386	324	429

Remove 534 stalls

**Phase 1 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%
Retail Sales and Services	0%	90%	80%	0%	100%	60%
	0	18	16	0	20	12
Restaurant (Not 24 Hours)	10%	70%	100%	20%	70%	100%
	5	31	45	9	31	45
Residential	100%	60%	100%	100%	75%	90%
	324	194	324	324	243	291
Hotel	100%	55%	100%	100%	55%	100%
	0	0	0	0	0	0
Conference/Convention Facilities	0%	100%	100%	0%	100%	100%
	0	0	0	0	0	0
	329	243	385	333	294	348

Remove 262 stalls

**Phase 3 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%
	8	157	8	0	16	0
Retail Sales and Services	0%	90%	80%	0%	100%	60%
	0	0	0	0	0	0
Restaurant (Not 24 Hours)	10%	70%	100%	20%	70%	100%
	3	22	32	6	22	32
Residential	100%	60%	100%	100%	75%	90%
	0	0	0	0	0	0
Hotel	100%	55%	100%	100%	55%	100%
	153	84	153	153	84	153
Conference/Convention Facilities	0%	100%	100%	0%	100%	100%
	0	0	0	0	0	0
	164	263	193	159	122	185

Remove 422 stalls



IMPROVED GREENWAY  
CONNECTION TOWARDS  
LAKE MONONA

PROVIDE CONNECTIVITY  
TO REGIONAL PARK  
SYSTEM

IMPROVE PUBLIC REALM  
CONNECTION TO COLISEUM  
AND WILLOW ISLAND

GATEWAY  
LANDSCAPING AND  
WAYFINDING

PUBLIC REALM IMPROVEMENTS  
TO CONNECT CAMPUS TO THE  
INTERSECTION OF RIMROCK AND  
JOHN NOLAN BLVD.

ENHANCED LANDSCAPING AND  
PUBLIC REALM IMPROVEMENTS  
IN HEART OF CAMPUS

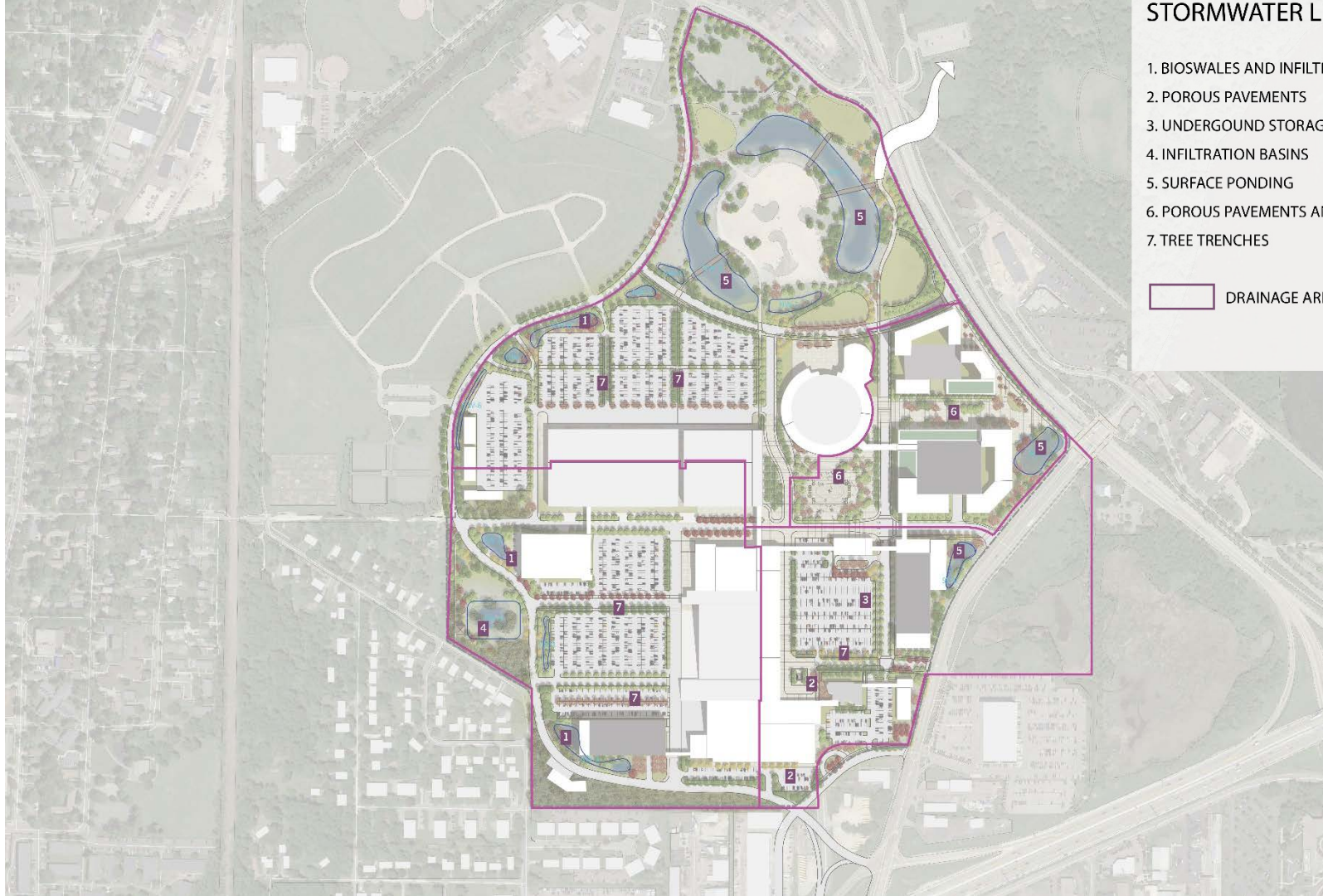
ADDITIONAL STORMWATER  
MANAGEMENT TO PROTECT  
ADJACENT PROPERTIES

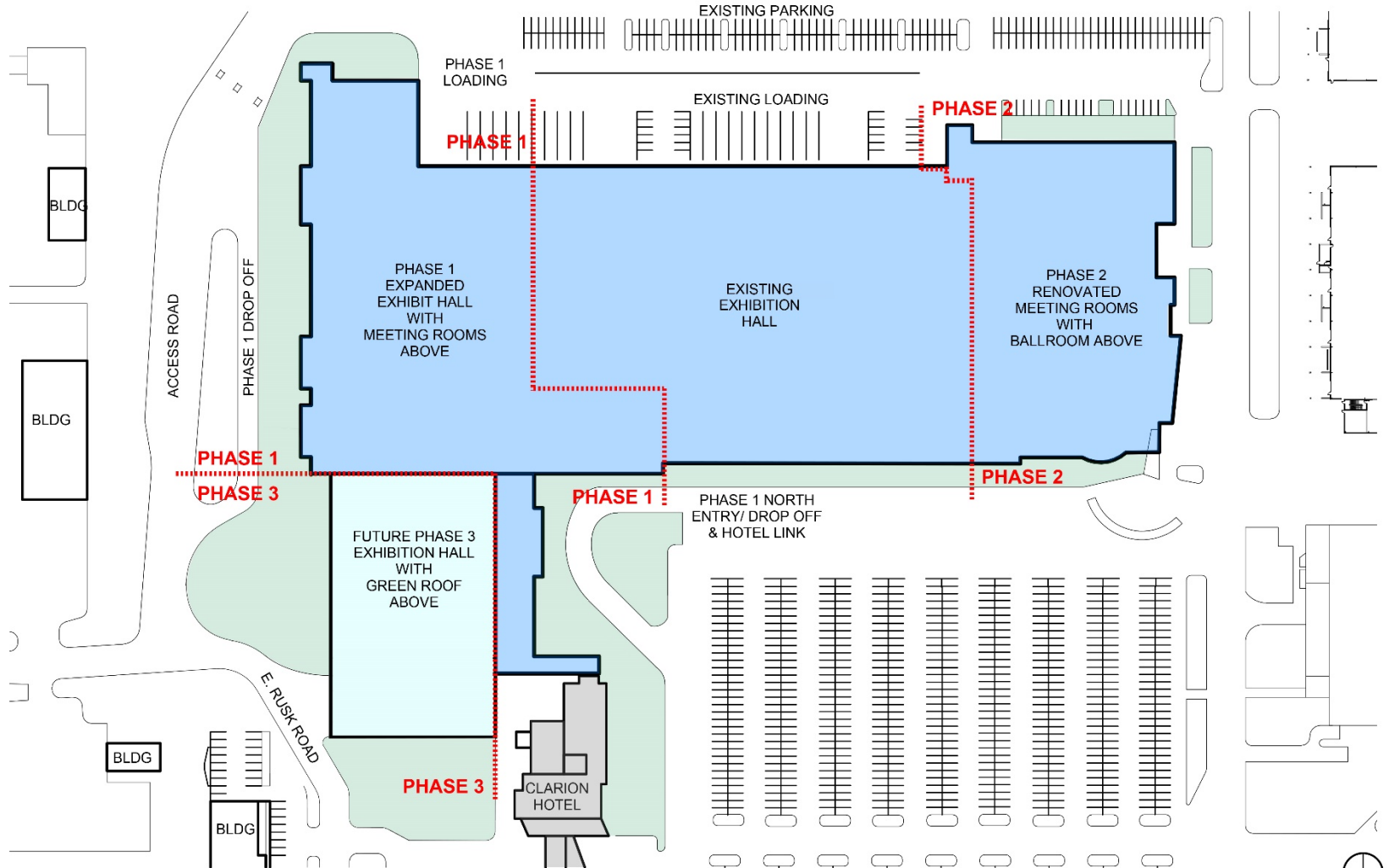
NEW PLAZA AND DROP-OFF FOR  
EXHIBITION HALL EXPANSION

# STORMWATER LEGEND

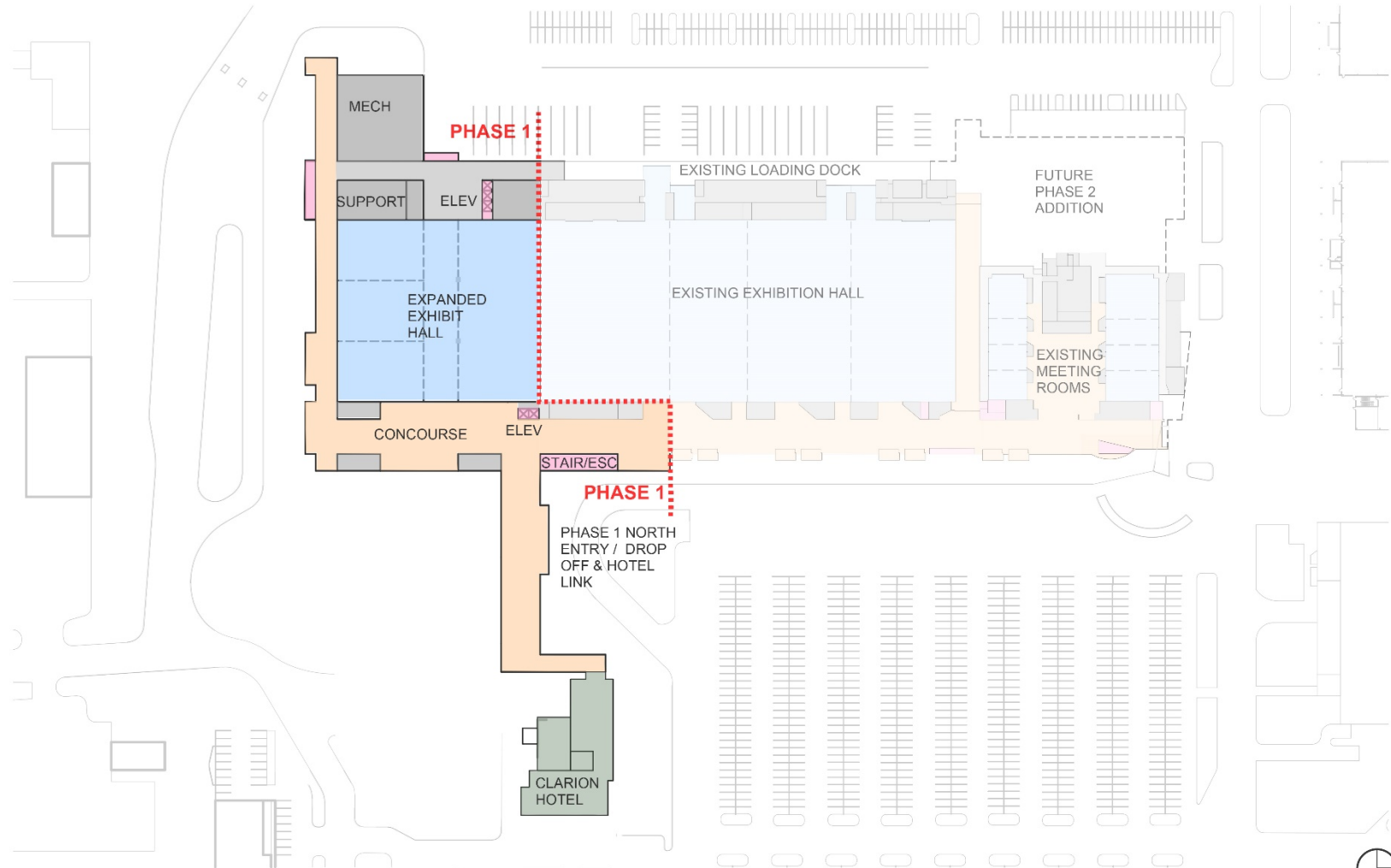
- 1. BIOSWALES AND INFILTRATION BASINS
- 2. POROUS PAVEMENTS
- 3. UNDERGROUND STORAGE
- 4. INFILTRATION BASINS
- 5. SURFACE PONDING
- 6. POROUS PAVEMENTS AND BIOSWALES
- 7. TREE TRENCHES

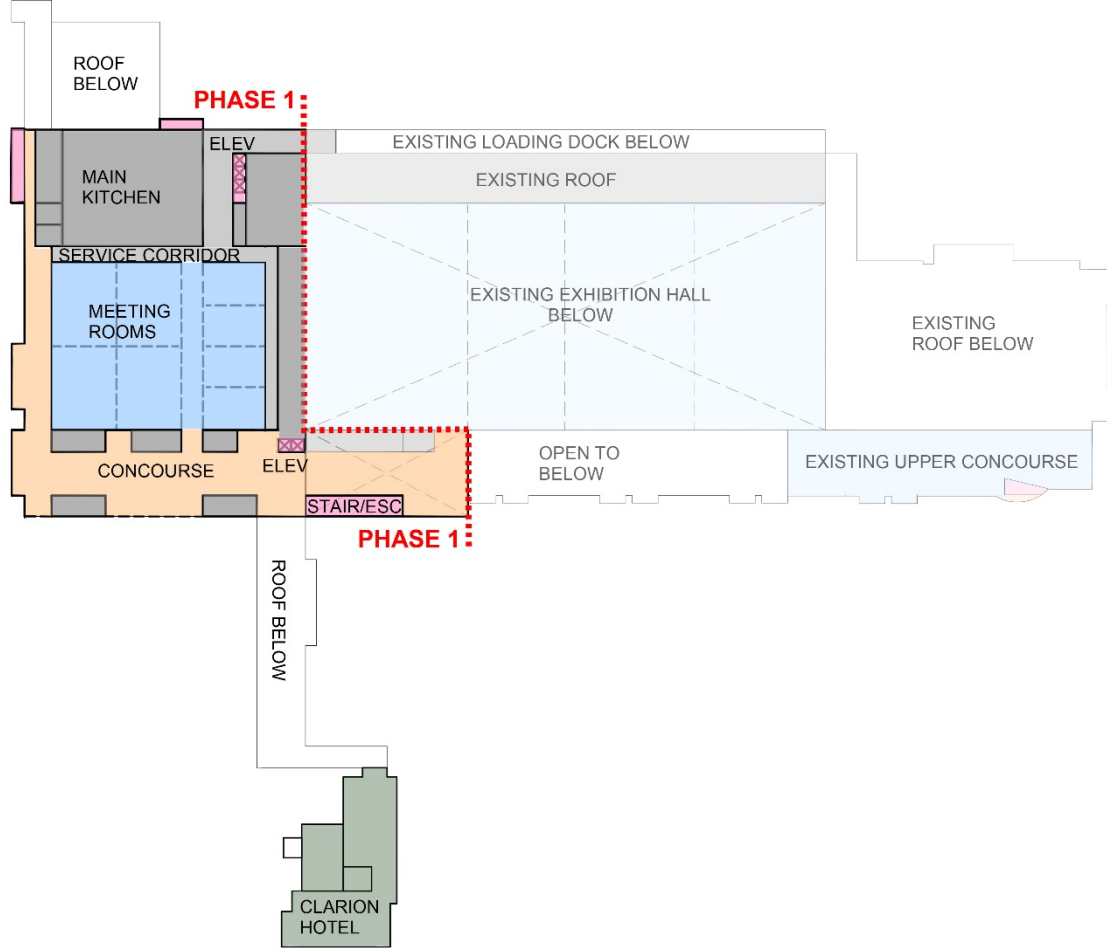
 DRAINAGE AREAS

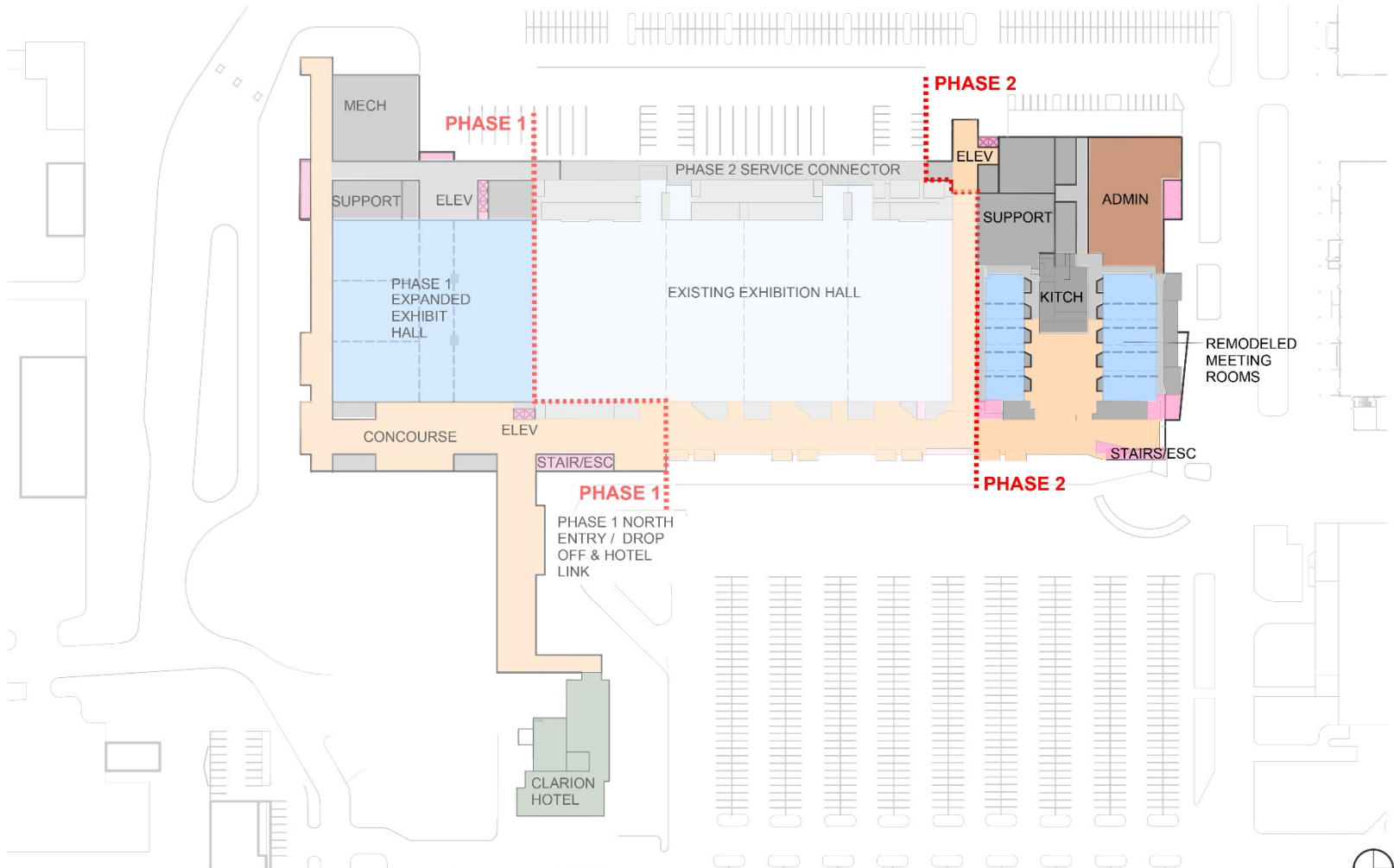


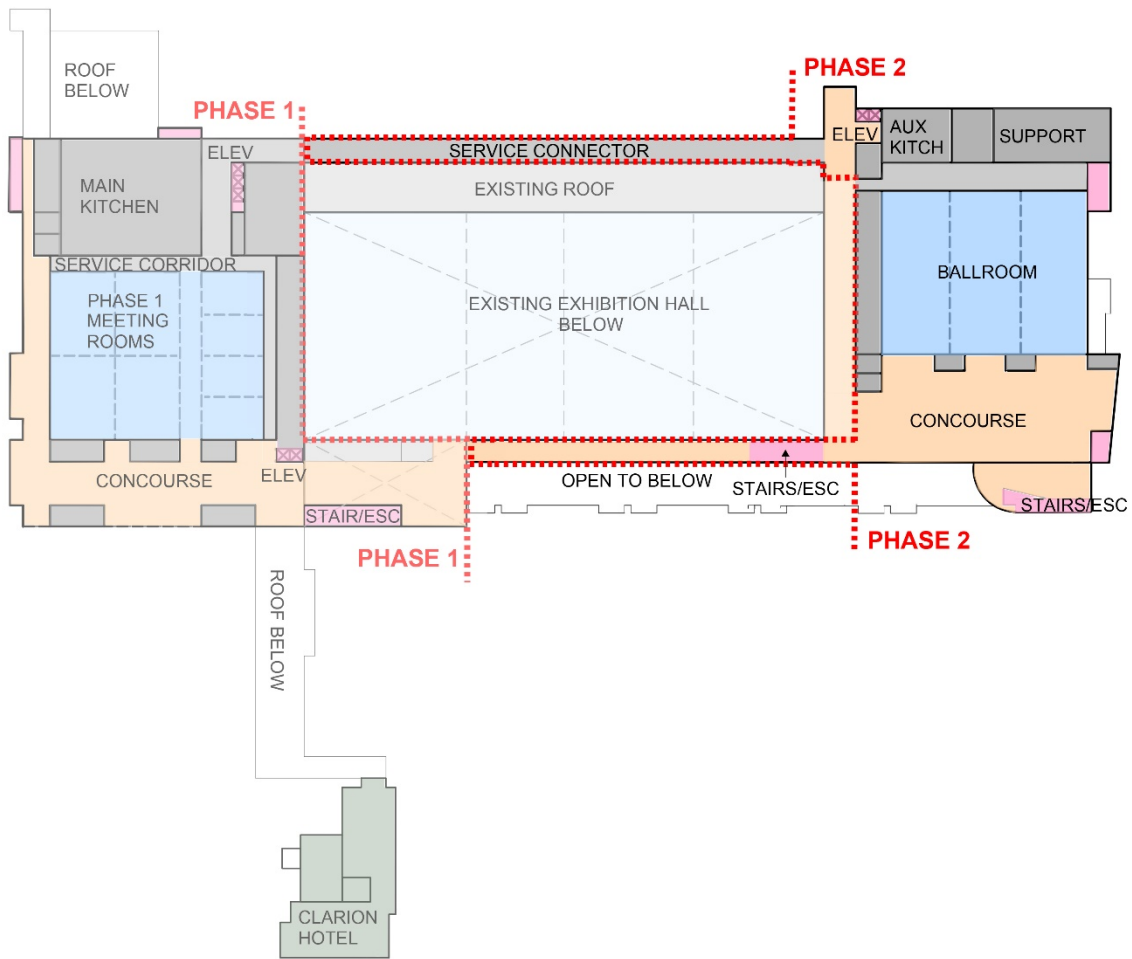


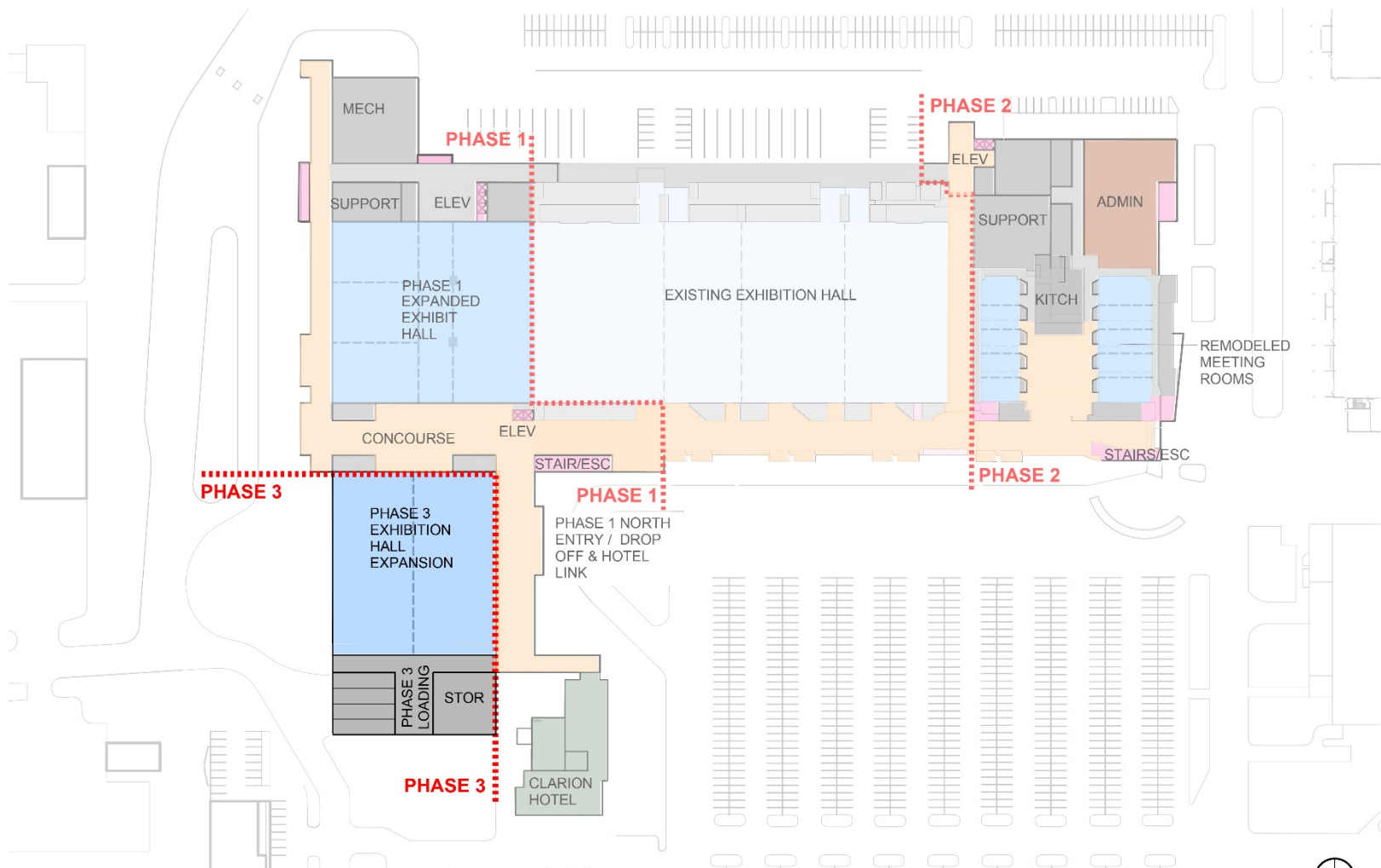


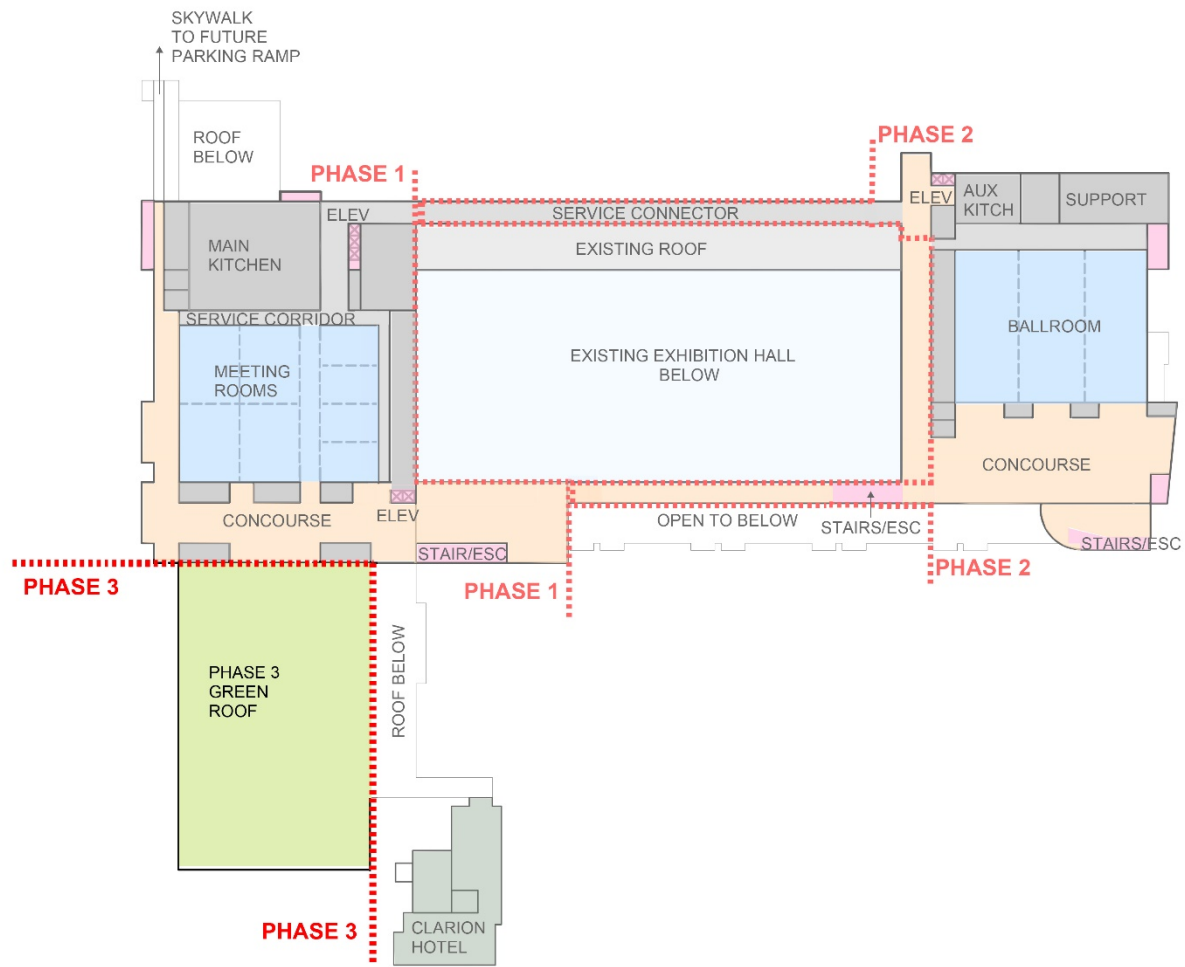






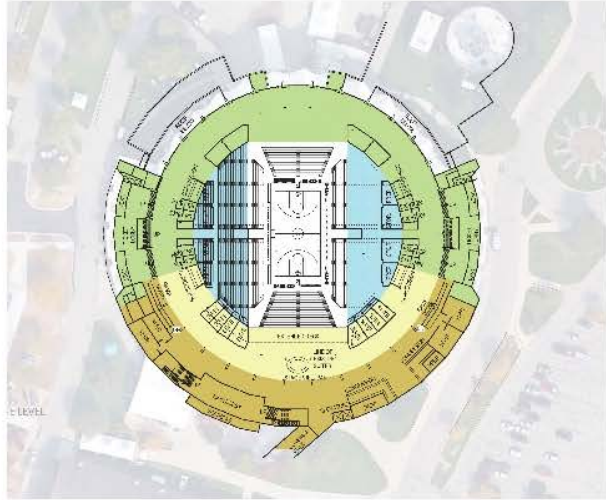






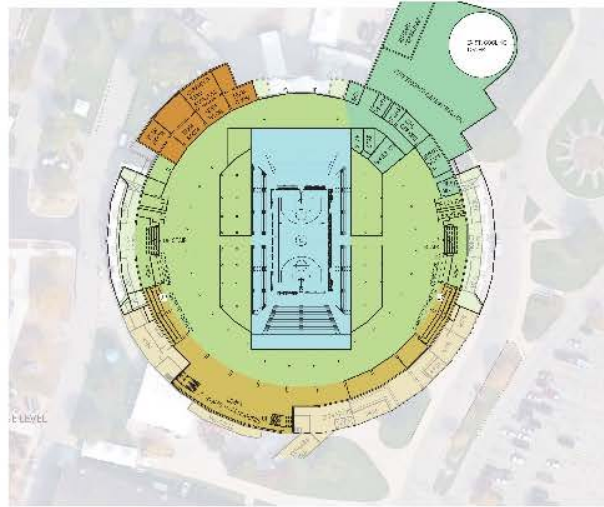
# COLISEUM EXPANSION

KEY	TOTAL SQUARE FEET
AREA 1 - NEW CONSTRUCTION	7,000 SF
AREA 2 - NEW CONSTRUCTION	48,000 SF
AREA 2 - RENOVATION	24,500 SF
AREA 3 - L. GIFT RENOVATION	131,750 SF
AREA 4 - IMPROVEMENTS	45,750 SF
AREA 5 - NEW CONSTRUCTION	22,000 SF



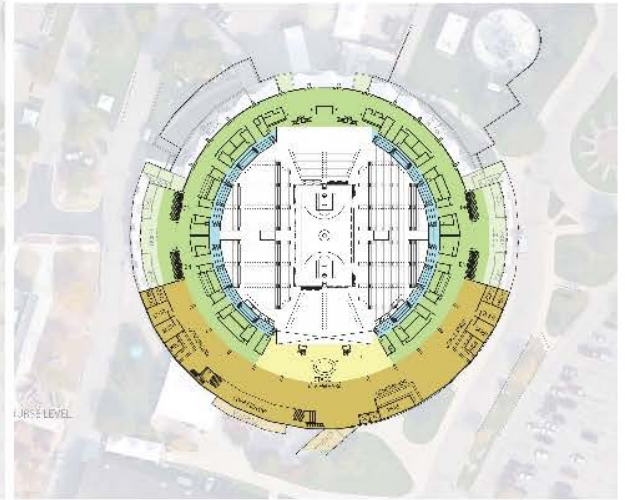
## EVENT LEVEL SF

7,000 SF
4,000 SF
0 SF
56,500 SF
26,500 SF
22,000 SF



## CONCOURSE SF

0 SF
24,000 SF   COVERED WALK
19,000 SF
27,000 SF SF
13,000 SF
0 SF



## UPPER LEVEL SF

0 SF
24,000 SF
3,500 SF
31,250 SF
6,250 SF
0 SF

COVERED  
CANOPY

323' X 206' BUILDING ENVELOPE

DN DOOR

DN DOOR

150' X 300' SHOW RING

VIEW TO SHOW

DN

DN

LOBBY

OFFICE /  
TICKETS

VESTIBULE

1

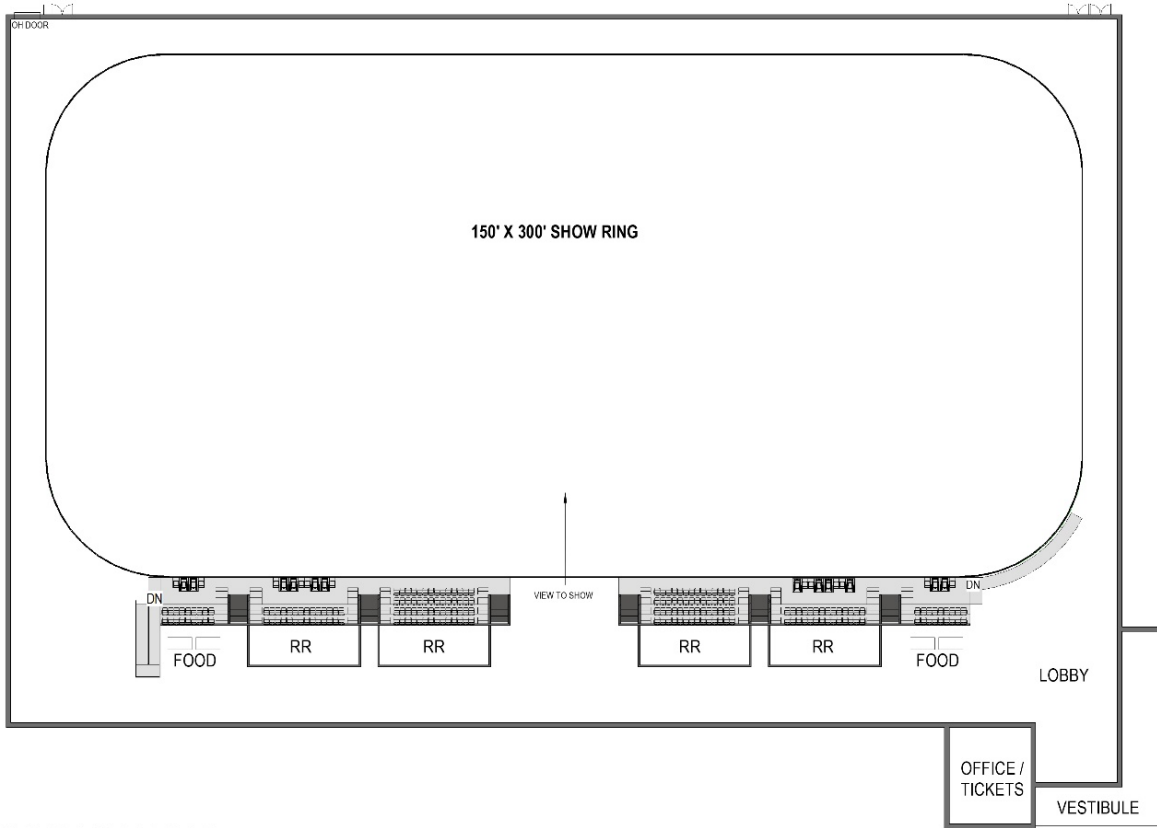
BOWL LEVEL

1" = 30'-0"



COVERED  
CANOPY

323' X 206' BUILDING ENVELOPE



**1** CONCOURSE LEVEL  
1" = 30'-0"









# 03/ PRIORITY PHASING

## PHASING

### PHASE 1

- EXPO HALL EXPANSION
- EXPO HALL STREET FRONTAGE AND DROP-OFF AREA
- PUBLIC REALM/STREETSCAPE IMPROVEMENTS TO MAIN ENTRANCE DRIVE OFF OF RIM ROCK ROAD



- NEW HEADQUARTERS HOTEL WITH SITE, STREETSCAPE, LANDSCAPING AND PARKING IMPROVEMENTS

### PHASE 1A

- NEW ARENA BUILDING W/ EXPANDED PARKING
- NEW GATEWAY PLAZA W/ LANDSCAPING, LIGHTING, SEATING AND PEDESTRIAN AMENITIES
- REALIGN RING ROAD AND EXPANDED PARKING ON NORTH END OF CAMPUS



- NEW PRIVATE MIXED-USE DEVELOPMENT TO INCLUDE HOTEL, RESIDENTIAL, OFFICE AND COMMERCIAL USES



Phase 1 Developments			
	QTY	COST	FINAL
<b>Private Development</b>			
Removals	1	373700	\$ 373,700.00
Grading + Site Improvements	1	267900	\$ 267,900.00
Parking Ramp	1	24276000	\$ 24,276,000.00
Public Road with streetscape	1	28450	\$ 28,450.00
Public Plaza	1	192150	\$ 192,150.00
Public Plaza landscape	1	117400	\$ 117,400.00
Residential Development	1	27000000	\$ 27,000,000.00
Hotel Development	1	46750000	\$ 46,750,000.00
Retail Development	1	2702400	\$ 2,702,400.00
Mixed Use Development	1	15300000	\$ 15,300,000.00
Contingency 8%		\$ 9,360,640.00	\$ 9,360,640.00
TOTAL			\$ 126,368,640.00

<b>Gateway Plaza</b>			
Removals	1	74600	\$ 74,600.00
Grading + Site Improvements	1	142900	\$ 142,900.00
Landscape Improvements	1	551700	\$ 551,700.00
Paving	1	1650300	\$ 1,650,300.00
Stormwater Management	1	31700	\$ 31,700.00
Lighting + Electrical	1	64700	\$ 64,700.00
Contingency 8%		\$ 201,272.00	\$ 201,272.00
TOTAL			\$ 2,717,172.00

<b>Arena</b>			
Removals	1	38450	\$ 38,450.00
Grading + Site Improvements	1	42800	\$ 42,800.00
Building Expansion	1	6435300	\$ 6,435,300.00
Parking Lot	1	168000	\$ 168,000.00
Stormwater Improvements	1	3800	\$ 3,800.00
Landscape Improvements	1	16800	\$ 16,800.00
Contingency 8%		\$ 536,412.00	\$ 536,412.00
TOTAL			\$ 7,241,562.00

<b>Headquarters Hotel (300 rooms)</b>			
Removals	1	45300	\$ 45,300.00
Grading + Site Improvements	1	61400	\$ 61,400.00
Building Expansion	1	82547600	\$ 82,547,600.00
Parking Lot	1	18700	\$ 18,700.00
Streetscape	1	33500	\$ 33,500.00
Landscape Improvements	1	14800	\$ 14,800.00
Contingency 8%		\$ 6,617,704.00	\$ 6,617,704.00
TOTAL			\$ 89,339,004.00

<b>Ring Road and Parking</b>			
Removals	1	268700	\$ 268,700.00
Grading + Site Improvements	1	67800	\$ 67,800.00
Road Improvements	1	1559000	\$ 1,559,000.00
Parking Lot	1	1012500	\$ 1,012,500.00
Streetscape	1	68000	\$ 68,000.00
Stormwater Improvements	1	74900	\$ 74,900.00
Landscape Improvements	1	96800	\$ 96,800.00
Contingency 8%		\$ 251,816.00	\$ 251,816.00
TOTAL			\$ 3,399,516.00

<b>PHASE 1 - Expo Expansion</b>			
Removals	1	386900	\$ 386,900.00
Grading + Site Improvements	1	347100	\$ 347,100.00
Building Expansion	1	69429300	\$ 69,429,300.00
Parking Lot	1	189700	\$ 189,700.00
Entry Drive +Landscape	1	193500	\$ 193,500.00
Stormwater Improvements	1	68700	\$ 68,700.00
Road and Drop-off	1	2729250	\$ 2,729,250.00
Public Realm/Streetscape	1	251800	\$ 251,800.00
Landscape Improvements	1	112900	\$ 112,900.00
Contingency 5%		\$ 3,685,457.50	\$ 3,685,457.50
TOTAL			\$ 77,394,607.50



# ADDITIONAL PROJECTS

- Coliseum – NW locker/dressing room addition
  - *Approx. \$1.7 million*
- Coliseum – Expanded loading dock
  - *Approx. \$460k*
- Coliseum - Remodel existing locker room
  - *Approx. \$850k*
- Feasibility study for Phase 1 Expo Hall Expansion
  - *Approx. \$200k*
- Others?

# 04/ FINANCIAL CONSIDERATIONS

Dane County Alliant Energy Center Expansion Scenarios – Fiscal Models

# Dane County Alliant Energy Center – A Sustainable Growth Story - DRAFT

September 13, 2018

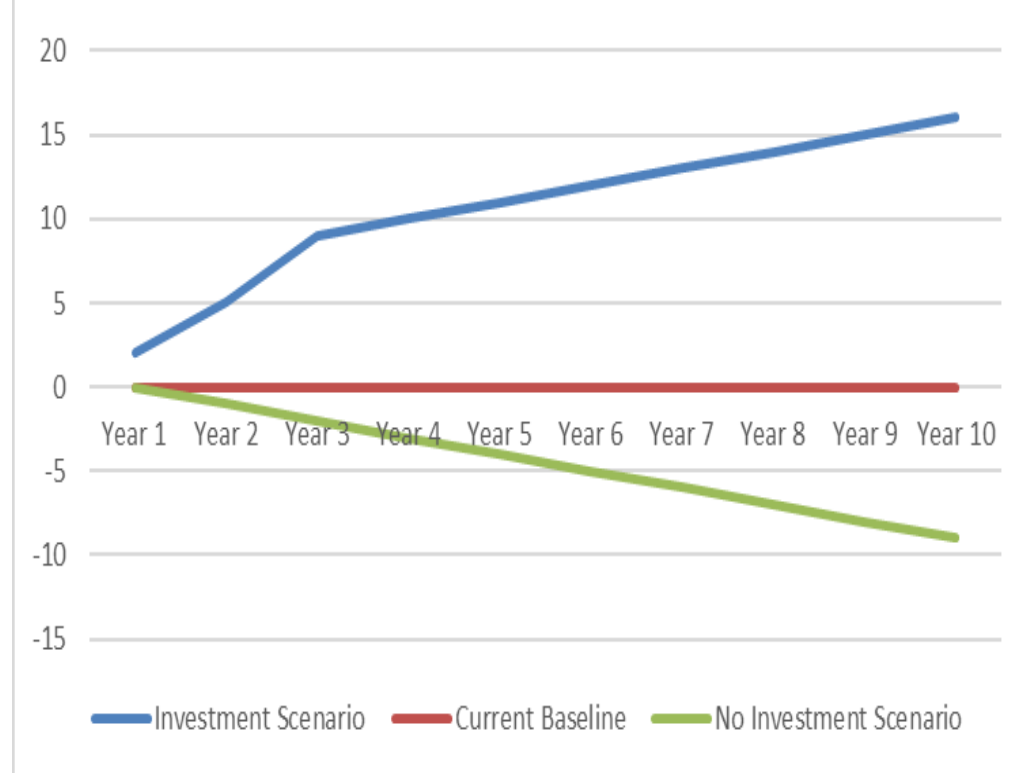
## Overview

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

- Increasing operating and labor costs over time
- Aging facilities
- Groups outgrowing the current size of facilities
- Competitive cities renovating and expanding facilities; new cities entering the market

Essentially, the status quo means moving backwards in real financial exposure, as well as in competitive viability. The “do nothing” scenario equates to an unsustainable future for the AEC. At some point, the costs to stay competitive overwhelm the opportunity and return on investment. Timing is key, as the facility is currently in a position to improve from a relative position of strength if investments are made soon.

### Diverging Impacts Depend on Investment



## Opportunity

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

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

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

- Improved Coliseum and more concerts, family shows and events
- Expanded Expo Center, including ballroom and meeting rooms
- New high-quality hotels, retail, restaurant, office and potentially apartments
- New supported jobs onsite and offsite

## Density = Sustainability

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

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

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

## Proposed Plan

HSP considered which investment strategy would yield the most return: Coliseum renovation/expansion or Expo/Exhibition Hall expansion. The results showed that by far, the returns were best for the Expo/Exhibition Hall expansion. Improvements and expansions to the Coliseum are less expensive and may be able to be paid for in smaller increments, netting a benefit to the Coliseum and expansion of the Expo/Exhibition Hall.

## Impact & Cost Scenario Assumptions

<b>Public Facilities</b>		<b>Cost (000s)</b>	<b>Private Facilities</b>		<b>Cost (000s)</b>
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
<b>Total Public Facilities</b>		<b>\$ 90,753</b>	Office (26,000SF above retail/rest)		incl above
			Residential Phase I (180 Units)		\$ 27,000
			<b>Total Private Facilities</b>		<b>\$ 205,417</b>

Source: HSP, P+W

The total public project cost is estimated to be approximately \$90 million, while private developments are expected to be more than \$200 million. Some inducement of funds will be necessary to develop the HQ hotel and parking ramp, but have been factored in future slides.



## Estimated Annual Property Taxes

### 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

One of the key benefits of allowing private investment on the AEC campus is the ability to generate property and other tax benefits for the community, lessening the burden on residents. HSP estimates that the private developments will generate approximately \$1.67 million per year in local property tax.

# AEC Operations

## AEC Revenue & Expense - 2016

	Coliseum	Exhibition Hall	Conference Center	Arena	New Holland Pavilions	Grounds	Total
<b>Revenues</b>							
Rent	\$784,714	\$1,818,508	\$384,294	\$97,275	\$669,206	\$192,624	\$3,946,621
Rental Equipment	\$30,192	\$675,429	\$10,567	\$2,053	\$4,980	\$1,200	\$724,421
Electric & Sound	\$25,722	\$481,595	\$30,997	\$2,620	\$3,700	\$5,800	\$550,434
Concessions	\$431,778	\$841,415	\$164,705	\$4,873	\$91,988	\$130,529	\$1,665,288
Misc Income	\$266,269	\$449,261	\$17,690	\$3,050	\$55,927	\$105,216	\$897,413
Parking	\$325,247	\$884,433	\$12,828	\$31,148	\$51,231	\$114,669	\$1,419,556
<b>Total</b>	<b>\$1,863,922</b>	<b>\$5,150,641</b>	<b>\$621,081</b>	<b>\$141,019</b>	<b>\$877,032</b>	<b>\$550,038</b>	<b>\$9,203,733</b>
<b>Expenses</b>							
Personal Services	\$702,521	\$1,477,671	\$686,399	\$135,310	\$343,076	\$151,771	\$3,496,748
Utilities	\$323,144	\$251,461	\$54,350	\$33,109	\$222,467	\$18,849	\$903,380
Other Op Exp	\$229,497	\$491,665	\$27,124	\$15,316	\$215,669	\$52,040	\$1,031,311
Contractual	\$380,682	\$97,448	\$24,094	\$16,710	\$39,246	\$4,320	\$562,500
Indirect Charges	\$54,112	\$148,807	\$18,939	\$5,411	\$27,056	\$16,234	\$270,559
Parking	\$45,471	\$122,573	\$1,977	\$3,954	\$7,908	\$15,816	\$197,699
Admin Overhead	\$317,538	\$873,230	\$111,138	\$31,754	\$158,769	\$95,261	\$1,587,690
<b>Total</b>	<b>\$2,052,965</b>	<b>\$3,462,855</b>	<b>\$924,021</b>	<b>\$241,564</b>	<b>\$1,014,191</b>	<b>\$354,291</b>	<b>\$8,049,887</b>
<b>Net Op Income</b>	<b>(\$189,043)</b>	<b>\$1,687,786</b>	<b>(\$302,940)</b>	<b>(\$100,545)</b>	<b>(\$137,159)</b>	<b>\$195,747</b>	<b>\$1,153,846</b>

Source: AEC

The AEC has consistently generated more revenue than expense. However, this is not guaranteed and will likely decline without investment, due to competition, clients outgrowing space and outmoded spaces.

# AEC without Investment

## AEC Revenue & Expense - Without Investment

	Coliseum	Exhibition Hall	Conference Center	Arena	New Holland Pavilions	Grounds	Total
<b>Revenues</b>							
Rent	\$667,007	\$1,854,878	\$391,980	\$99,221	\$682,590	\$196,476	\$3,892,152
Rental Equipment	\$25,663	\$688,938	\$10,778	\$2,094	\$5,080	\$1,224	\$733,777
Electric & Sound	\$21,864	\$491,227	\$31,617	\$2,672	\$3,774	\$5,916	\$557,070
Concessions	\$367,011	\$858,243	\$167,999	\$4,970	\$93,828	\$133,140	\$1,625,192
Misc Income	\$226,329	\$458,246	\$18,044	\$3,111	\$57,046	\$107,320	\$870,096
Parking	\$276,460	\$902,122	\$13,085	\$31,771	\$52,256	\$116,962	\$1,392,655
<b>Total</b>	<b>\$1,584,334</b>	<b>\$5,253,654</b>	<b>\$633,503</b>	<b>\$143,839</b>	<b>\$894,573</b>	<b>\$561,039</b>	<b>\$9,070,941</b>
<b>Expenses</b>							
Personal Services	\$814,924	\$1,714,098	\$796,223	\$156,960	\$397,968	\$176,054	\$4,056,228
Utilities	\$361,921	\$281,636	\$60,872	\$37,082	\$249,163	\$21,111	\$1,011,786
Other Op Exp	\$257,037	\$550,665	\$30,379	\$17,154	\$241,549	\$58,285	\$1,155,068
Contractual	\$426,364	\$109,142	\$26,985	\$18,715	\$43,956	\$4,838	\$630,000
Indirect Charges	\$60,605	\$166,664	\$21,212	\$6,060	\$30,303	\$18,182	\$303,026
Parking	\$50,928	\$137,282	\$2,214	\$4,428	\$8,857	\$17,714	\$221,423
Admin Overhead	\$368,344	\$1,012,947	\$128,920	\$36,835	\$184,172	\$110,503	\$1,841,720
<b>Total</b>	<b>\$2,340,123</b>	<b>\$3,972,434</b>	<b>\$1,066,805</b>	<b>\$277,234</b>	<b>\$1,155,968</b>	<b>\$406,687</b>	<b>\$9,219,251</b>
<b>Net Op Income</b>	<b>(\$755,789)</b>	<b>\$1,281,220</b>	<b>(\$433,302)</b>	<b>(\$133,395)</b>	<b>(\$261,395)</b>	<b>\$154,352</b>	<b>(\$148,310)</b>

Source: HSP

Without investment, expenses are expected to increase at a greater rate than revenues, leading to a net deficit and reliance on taxes for operating support.

# AEC with Investment

## AEC Revenue & Expense - With Recommended Investment

	Coliseum	Exhibition Hall	Conference Center	Arena	New Holland Pavilions	Grounds	Total
<b>Revenues</b>							
Rent	\$933,810	\$2,476,397	\$523,322	\$155,640	\$719,975	\$233,968	\$5,043,112
Rental Equipment	\$35,928	\$919,782	\$14,390	\$3,285	\$5,358	\$1,458	\$980,200
Electric & Sound	\$30,609	\$655,824	\$42,211	\$4,192	\$3,981	\$7,045	\$743,861
Concessions	\$513,816	\$1,145,817	\$224,291	\$7,797	\$98,967	\$158,545	\$2,149,233
Misc Income	\$316,860	\$611,792	\$24,090	\$4,880	\$60,170	\$127,799	\$1,145,591
Parking	\$387,044	\$1,204,398	\$17,469	\$49,837	\$55,118	\$139,281	\$1,853,147
<b>Total</b>	<b>\$2,218,067</b>	<b>\$7,014,010</b>	<b>\$845,772</b>	<b>\$225,630</b>	<b>\$943,567</b>	<b>\$668,097</b>	<b>\$11,915,144</b>
<b>Expenses</b>							
Personal Services	\$828,975	\$1,851,879	\$860,224	\$192,140	\$403,457	\$178,483	\$4,315,158
Utilities	\$365,799	\$324,239	\$70,080	\$49,001	\$251,833	\$21,337	\$1,082,289
Other Op Exp	\$259,791	\$633,962	\$34,974	\$22,668	\$244,137	\$58,909	\$1,254,441
Contractual	\$430,932	\$125,651	\$31,067	\$24,731	\$44,426	\$4,890	\$661,698
Indirect Charges	\$61,255	\$191,875	\$24,420	\$8,008	\$30,627	\$18,377	\$334,562
Parking	\$51,473	\$158,048	\$2,549	\$5,852	\$8,952	\$17,904	\$244,778
Admin Overhead	\$373,425	\$1,075,414	\$136,870	\$43,948	\$186,712	\$112,027	\$1,928,396
<b>Total</b>	<b>\$2,371,649</b>	<b>\$4,361,068</b>	<b>\$1,160,185</b>	<b>\$346,348</b>	<b>\$1,170,145</b>	<b>\$411,927</b>	<b>\$9,821,322</b>
<b>Net Op Income</b>	<b>(\$153,582)</b>	<b>\$2,652,942</b>	<b>(\$314,413)</b>	<b>(\$120,717)</b>	<b>(\$226,578)</b>	<b>\$256,170</b>	<b>\$2,093,822</b>

Source: HSP

With the recommended investment, HSP projects that the AEC will generate net operating income of more than \$2 million annually. This excess revenue can be used to invest in future improvements to the Coliseum and other facilities.

# AEC without Investment

## AEC Revenue & Expense - Difference in Future Operating Performance between Investment Scenario and No Investment Scenario

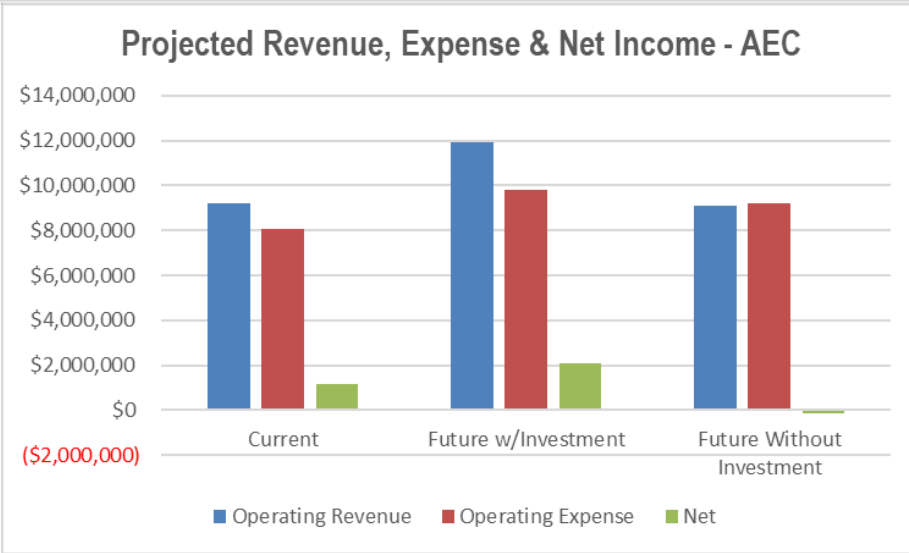
	Coliseum	Exhibition Hall	Conference Center	Arena	New Holland Pavilions	Grounds	Total
<b>Revenues</b>							
Rent	(\$266,803)	(\$621,519)	(\$131,342)	(\$56,420)	(\$37,385)	(\$37,492)	(\$1,150,960)
Rental Equipment	(\$10,265)	(\$230,844)	(\$3,612)	(\$1,191)	(\$278)	(\$234)	(\$246,424)
Electric & Sound	(\$8,745)	(\$164,597)	(\$10,594)	(\$1,520)	(\$207)	(\$1,129)	(\$186,791)
Concessions	(\$146,805)	(\$287,574)	(\$56,292)	(\$2,826)	(\$5,139)	(\$25,406)	(\$524,041)
Misc Income	(\$90,531)	(\$153,546)	(\$6,046)	(\$1,769)	(\$3,124)	(\$20,479)	(\$275,496)
Parking	(\$110,584)	(\$302,276)	(\$4,384)	(\$18,066)	(\$2,862)	(\$22,319)	(\$460,491)
<b>Total</b>	<b>(\$633,733)</b>	<b>(\$1,760,356)</b>	<b>(\$212,269)</b>	<b>(\$81,791)</b>	<b>(\$48,995)</b>	<b>(\$107,058)</b>	<b>(\$2,844,203)</b>
<b>Expenses</b>							
Personal Services	(\$14,050)	(\$137,781)	(\$64,001)	(\$35,181)	(\$5,489)	(\$2,428)	(\$258,931)
Utilities	(\$3,878)	(\$42,602)	(\$9,208)	(\$11,919)	(\$2,670)	(\$226)	(\$70,503)
Other Op Exp	(\$2,754)	(\$83,298)	(\$4,595)	(\$5,514)	(\$2,588)	(\$624)	(\$99,373)
Contractual	(\$4,568)	(\$16,510)	(\$4,082)	(\$6,016)	(\$471)	(\$52)	(\$31,698)
Indirect Charges	(\$649)	(\$25,211)	(\$3,209)	(\$1,948)	(\$325)	(\$195)	(\$31,536)
Parking	(\$546)	(\$20,766)	(\$335)	(\$1,423)	(\$95)	(\$190)	(\$23,355)
Admin Overhead	(\$5,081)	(\$62,467)	(\$7,950)	(\$7,113)	(\$2,540)	(\$1,524)	(\$86,675)
<b>Total</b>	<b>(\$31,526)</b>	<b>(\$388,634)</b>	<b>(\$93,380)</b>	<b>(\$69,113)</b>	<b>(\$14,178)</b>	<b>(\$5,240)</b>	<b>(\$602,071)</b>
<b>Net Op Income</b>	<b>(\$602,208)</b>	<b>(\$1,371,722)</b>	<b>(\$118,889)</b>	<b>(\$12,678)</b>	<b>(\$34,817)</b>	<b>(\$101,819)</b>	<b>(\$2,242,132)</b>

Source: HSP

The difference between investment, which leads to increased business and revenues (and profit) and no investment, which leads to loss of profitability, is significant. The overall operating difference between scenarios is estimated to be a loss of nearly \$2.25 million per year.

## AEC without Investment

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



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

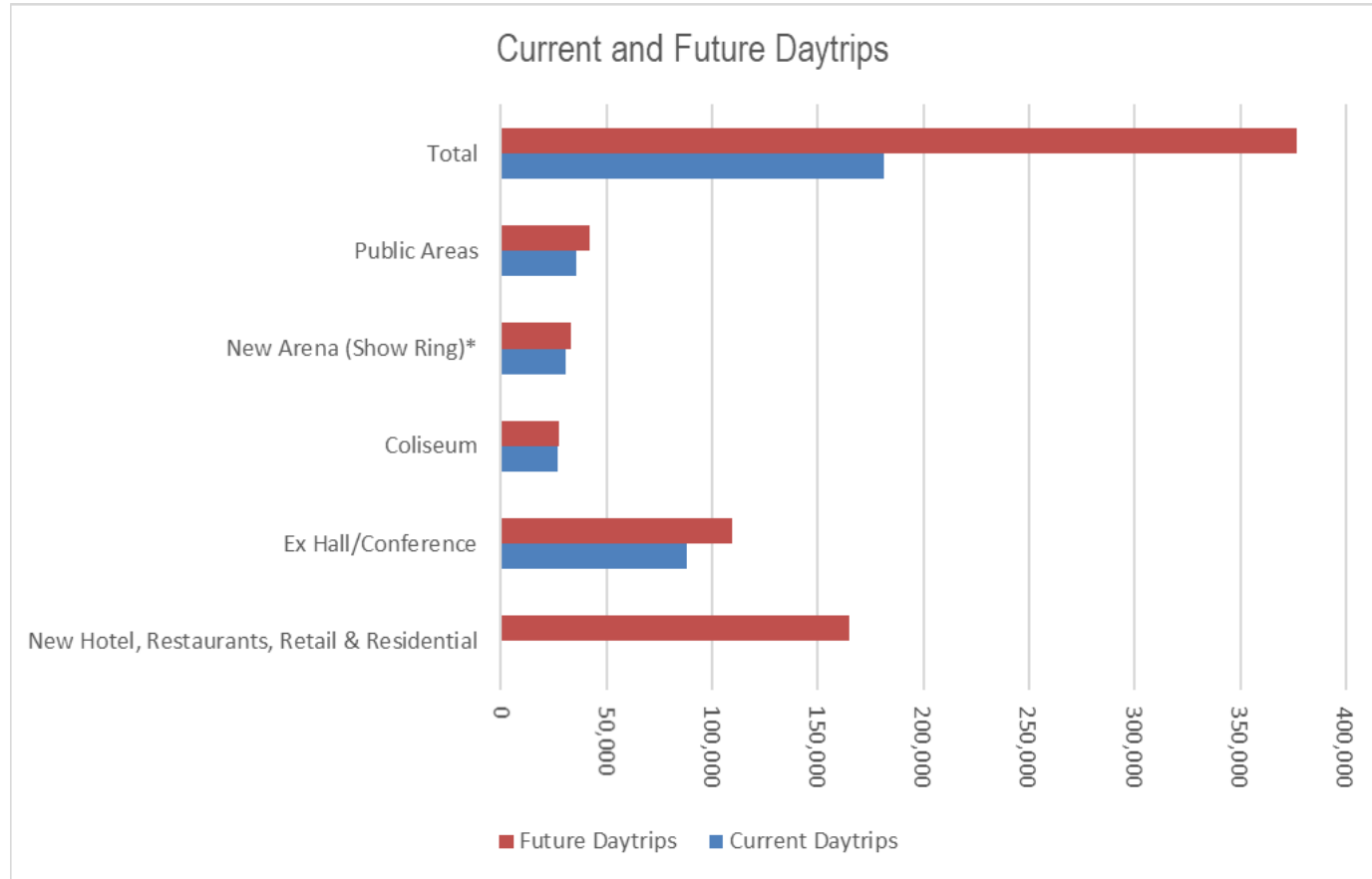
	Current	Future w/Investment	Future Without Investment	Difference
Operating Revenue	\$9,203,733	\$11,915,144	\$9,070,941	(\$2,844,203)
Operating Expense	\$8,049,887	\$9,821,322	\$9,219,251	(\$602,071)
Net	\$1,153,846	\$2,093,822	(\$148,310)	(\$2,242,132)

## Economic, Fiscal, and Employment Impact

## New Daytrips

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

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

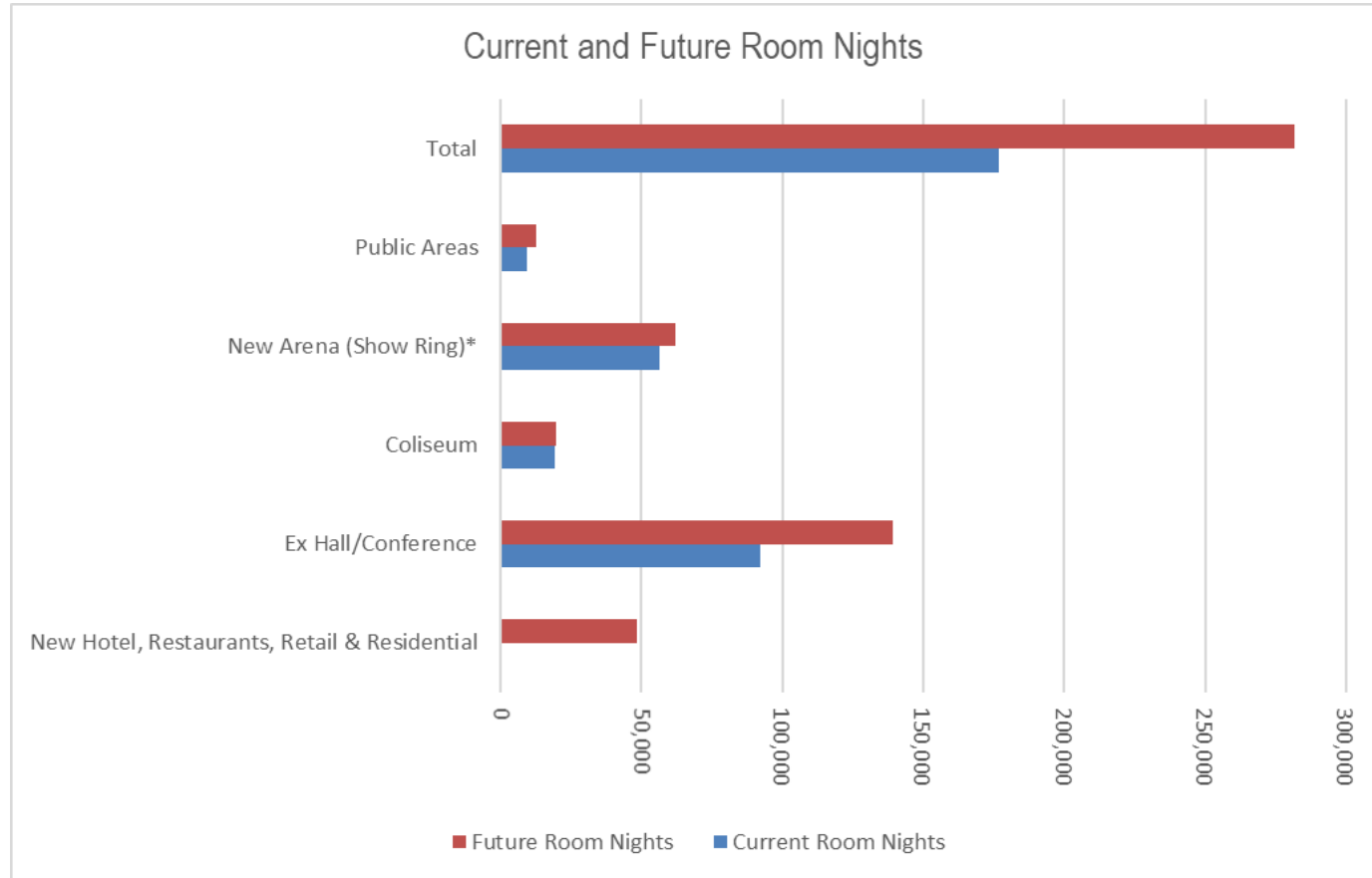




## New Daytrips

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

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



## New Visitors

HSP conducted models for new visitors and overnights 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.

**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
<b>Total</b>	<b>40.4%</b>	<b>59.6%</b>	<b>161,429</b>	<b>1.16</b>	<b>109,489</b>	<b>138,993</b>	<b>109,489</b>
<b>Existing</b>	<b>32.6%</b>	<b>67.4%</b>	<b>105,385</b>	<b>1.14</b>	<b>88,080</b>	<b>92,277</b>	<b>88,080</b>
<b>Net New from Expanded Ex Cen</b>	<b>7.8%</b>	<b>-7.8%</b>	<b>56,044</b>	<b>0.02</b>	<b>21,409</b>	<b>46,716</b>	<b>21,409</b>

Source: HSP

## New Spending

Over 30 years, if the investment to expand the Expo Center is made, HSP projects nearly \$850 million in new spending, nearly \$270 million in new earnings (supporting 338 full-time jobs) and \$22.4 million in new taxes. The one-time construction impact is expected to total \$77 million and support 857 construction job-years (one job for one year).

### Summary of Impact (30 Years) - Expanded Ex Center

<b>Net New Spending</b>	<b>(millions)</b>
Direct	\$490
Indirect	\$165
Induced	\$194
<b>Total</b>	<b>\$849</b>
<b>Net New Earnings</b>	<b>(millions)</b>
From Direct	\$157
From Indirect	\$53
From Induced	\$58
<b>Total</b>	<b>\$269</b>
<b>Net New FTE Jobs</b>	<b>Actual</b>
From Direct	195
From Indirect	66
From Induced	77
<b>Total</b>	<b>338</b>
<b>Local Taxes Collected</b>	<b>(millions)</b>
County Sales Tax (0.5%)	\$2.6
City Lodging Tax (9% City of Madison)	\$19.8
<b>Total</b>	<b>\$22.4</b>
<b>Construction Impact</b>	<b>(millions)</b>
New Materials Spending	\$31.0
New Labor Spending	\$46.4
<b>Job-Years, From Construction</b>	<b>857</b>

Source: Hunden Strategic Partners

## New Spending

Over 30 years, based on the mixed-use private development, HSP projects nearly \$2 billion in new spending, more than \$600 million in new earnings (supporting 816 full-time jobs) and \$95 million in new taxes. The one-time construction impact is expected to total \$200+ million and support 2,275 construction job-years (one job for one year).

<b>Summary (30 Years) - HQ Hotel &amp; Mixed-Use</b>	
<b>Net New Spending</b>	<b>(millions)</b>
Direct	\$1,069
Indirect	\$363
Induced	\$430
<b>Total</b>	<b>\$1,863</b>
<b>Net New Earnings</b>	<b>(millions)</b>
From Direct	\$360
From Indirect	\$115
From Induced	\$128
<b>Total</b>	<b>\$604</b>
<b>Net New FTE Jobs</b>	<b>Actual</b>
From Direct	467
From Indirect	160
From Induced	189
<b>Total</b>	<b>816</b>
<b>Local Taxes Collected</b>	<b>(millions)</b>
County Sales Tax (0.5%)	\$5.6
Local Property Tax	\$67.8
City Lodging Tax (9% City of Madison)	\$21.9
<b>Total</b>	<b>\$95.3</b>
<b>Construction Impact</b>	<b>(millions)</b>
New Materials Spending	\$82.2
New Labor Spending	\$123.3
Job-Years, From Construction	2,275
Source: Hunden Strategic Partners	

Summary of Visitation & Impacts at Major AEC Components - Phase I

Component	Net New Non-Dane County Daytrips	% CHANGE	Future Room Nights	Net New Room Nights	% CHANGE	30-Year New Spending (Millions)	New FTE Jobs	New 30-Year Local Taxes (millions)	Cost (millions)	Estimated Public Investment	Private Investment
New Hotel, Restaurants, Retail & Residential	164,557	100%	48,399	48,399	100%	\$1,863	816	\$95.3	\$205.4	\$38.9	\$166.5
Ex Hall/Conference	21,409	24%	138,993	46,716	51%	\$849	338	\$22.4	\$77.4	\$77.4	\$0.0
Coliseum	1,066	4%	19,471	382	2%	\$15	6	\$0.2	\$0.0	\$0.0	\$0.0
New Arena (Show Ring)*	2,172	7%	62,091	5,630	10%	\$654	218	\$4.1	\$7.2	\$7.2	\$0.0
Public Areas	6,374	18%	12,751	3,648	40%	\$76	31	\$1.8	\$6.1	\$6.1	\$0.0
<b>Total</b>	<b>195,578</b>	<b>108%</b>	<b>281,705</b>	<b>104,775</b>	<b>59%</b>	<b>\$3,456</b>	<b>1,409</b>	<b>\$123.7</b>	<b>\$296.2</b>	<b>\$129.7</b>	<b>\$166.5</b>
									Est. Public %	44%	
									Est. Private %	56%	
									30-Year Fiscal ROI	95%	

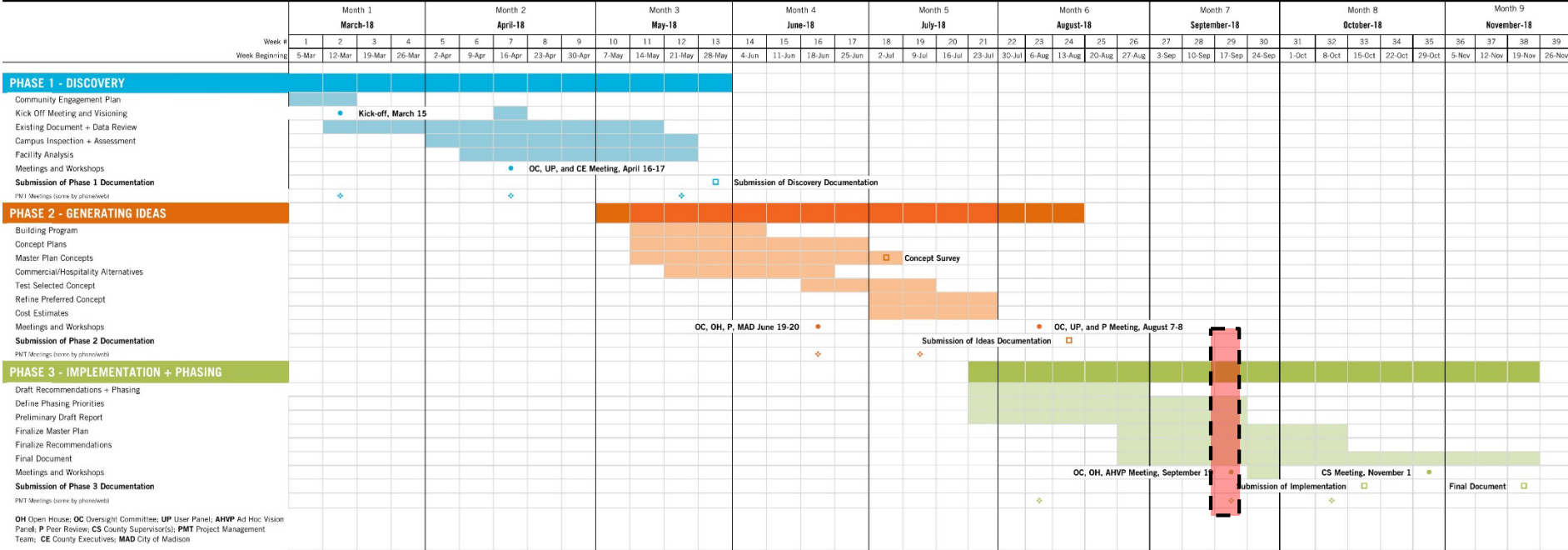
\*Counted as Part of New Holland Pavilions  
Source: Hunden Strategic Partners

Overall, the investment is expected to generate \$3.456 billion in new spending, support 1,400+ 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.

If no investment is made, the AEC will become a fiscal drain and will also have a net negative economic impact compared to today.

# 05/ NEXT STEPS

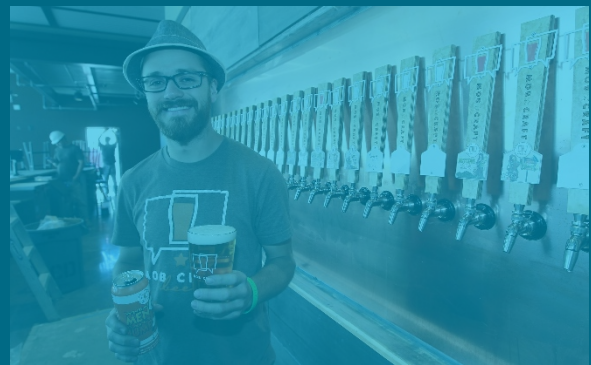
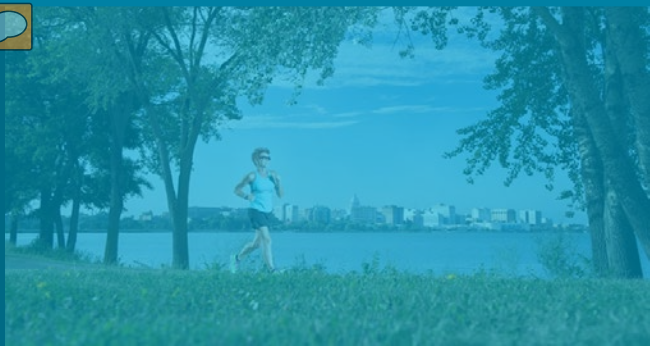
PERKINS+WILL  
**AEC DANE COUNTY MASTER PLAN - SCHEDULE**



# SCHEDULE

- **Oversight Committee Meeting**
  - *September 17<sup>th</sup>*
- **Oversight Committee Meeting/Joint Open House**
  - *October 15<sup>th</sup>*
- **Draft Master Plan Document**
  - *November 5<sup>th</sup>*
- **County Board Meeting**
  - *December 20<sup>th</sup>*





# QUESTIONS?

