

An aerial photograph of a large campus, likely a university or government facility. In the foreground, there are several large parking lots filled with cars. To the right, a prominent white, oval-shaped stadium with a red roof is visible. The campus is surrounded by green trees and grass. In the background, a large body of water, possibly a lake or bay, stretches across the horizon under a clear sky.

DANE COUNTY

# ALLIANT ENERGY CENTER

## CAMPUS MASTER PLAN

MADISON, WISCONSIN

APRIL 16<sup>TH</sup>, 2018

PERKINS+WILL

# AGENDA

**01 /** Introductions

**02 /** Planning Process

**03 /** Master Plan Schedule

**04 /** Community Engagement Plan

**05 /** Next Steps

# 01/ INTRODUCTIONS

## CONSULTANT CORE TEAM



**JOHN SLACK**

ASLA, LEED AP ND, RELi AP  
Managing Principal, Urban  
Design and Planning Principal  
Perkins+Will



**BEN SPORER**

PLA, ASLA, LEED AP, RELi AP  
Project Manager, Senior  
Landscape Architect  
Perkins+Will



**DON DETHLEFS**

FAIA  
Sports, Recreation and  
Entertainment Planning Principal  
Perkins+Will



**ROBIN HUNDEN**

Tourism/Entertainment Advisor  
Hunden Strategic Partners

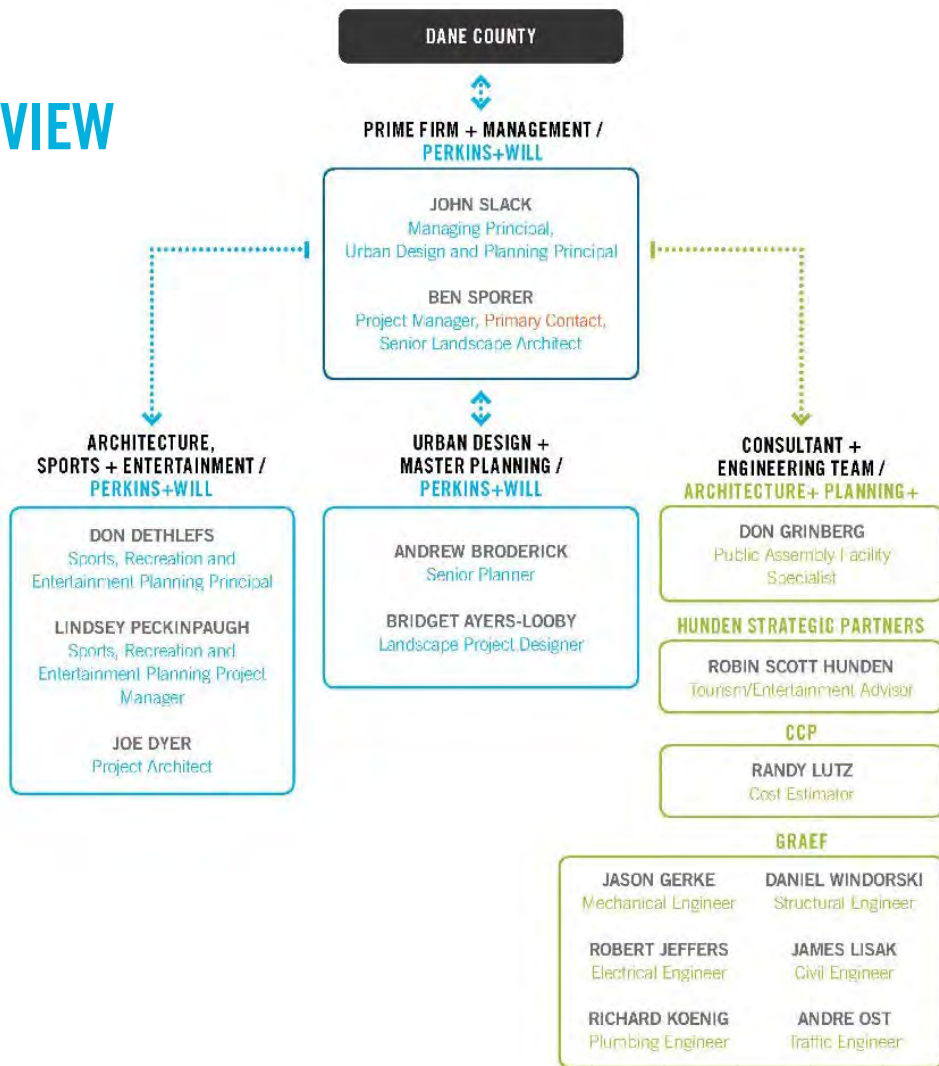


**DON GRINBERG**

FAIA  
Convention Center Specialist  
Donald Grinberg, FAIA



# TEAM OVERVIEW



# CROSS INSURANCE CENTER





# UNITED WIRELESS ARENA & CONFERENCE CENTER



# DENNY SANFORD PREMIER CENTER

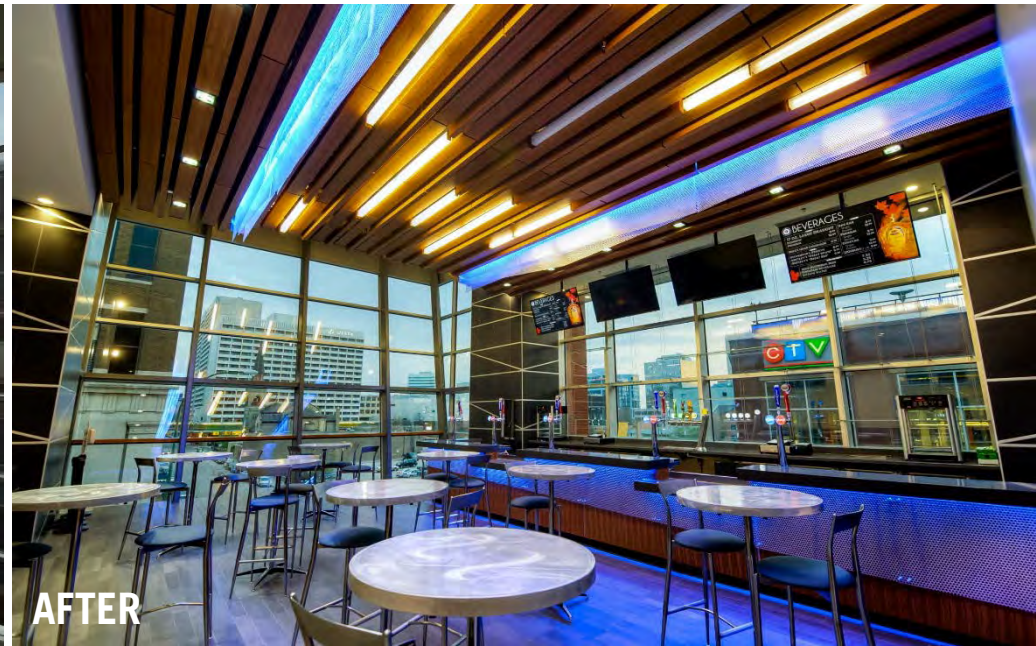




# MTS CENTRE

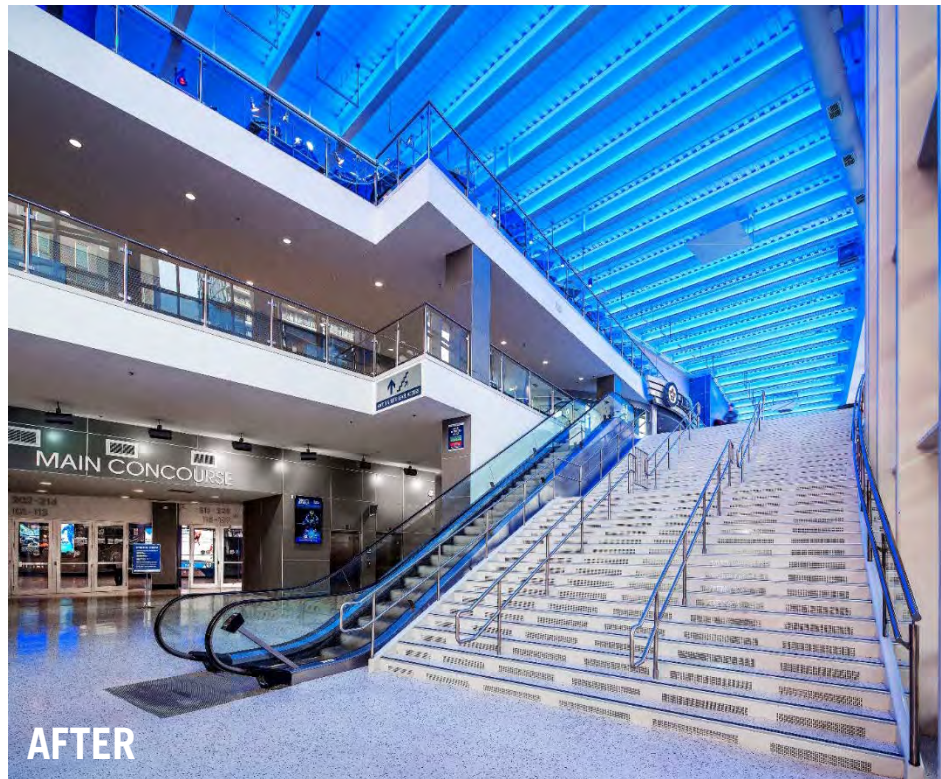
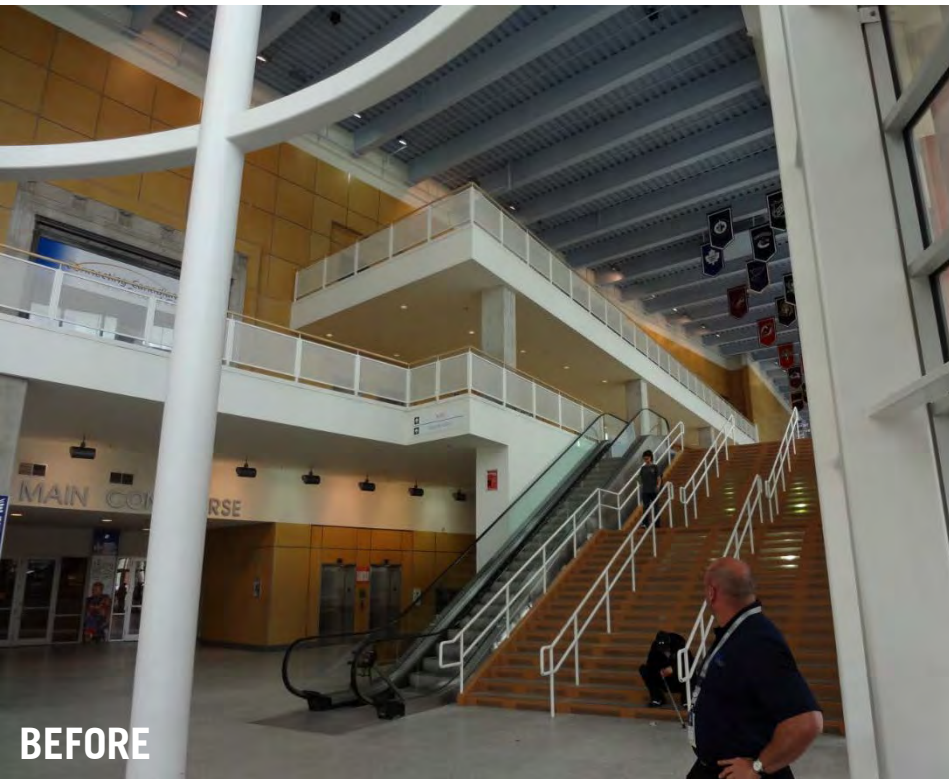


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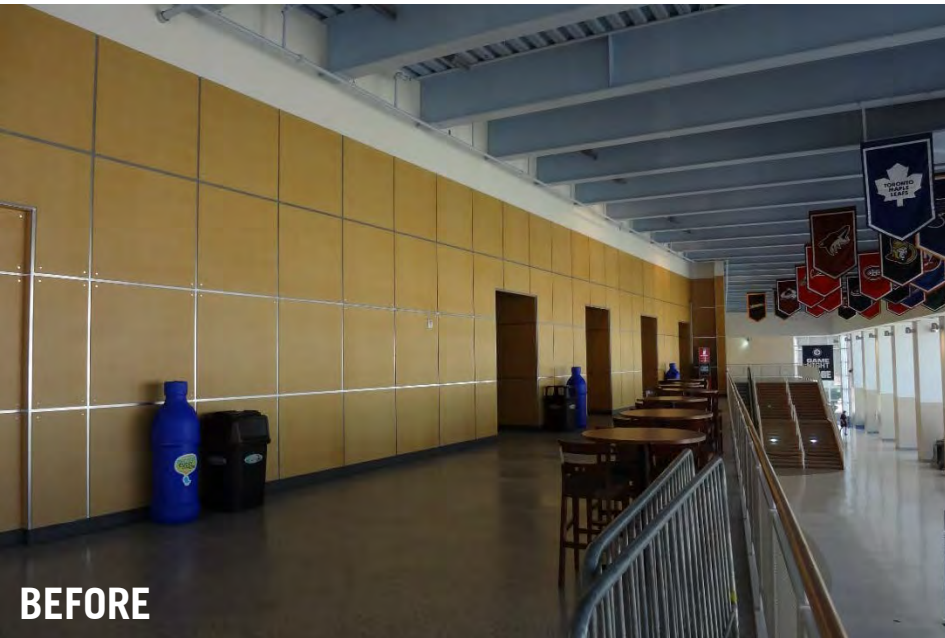




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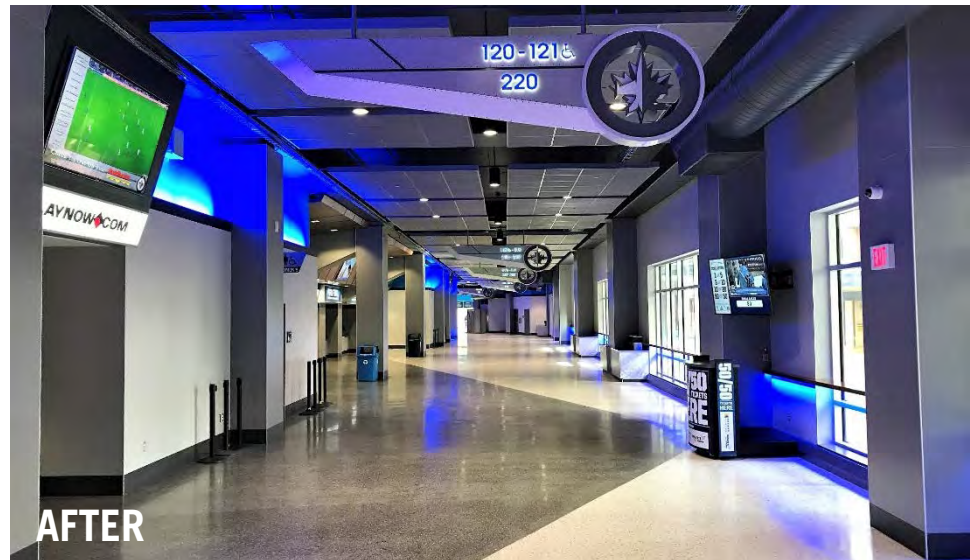
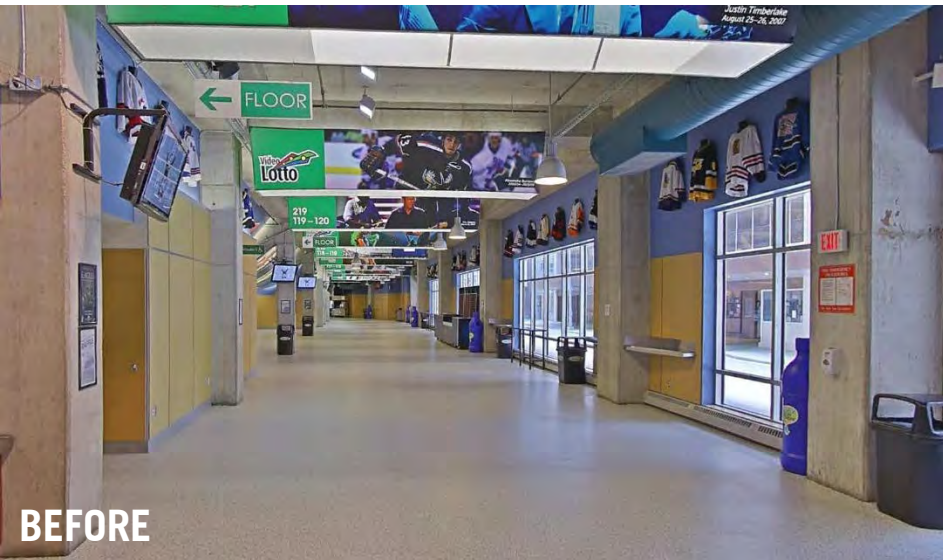
BEFORE



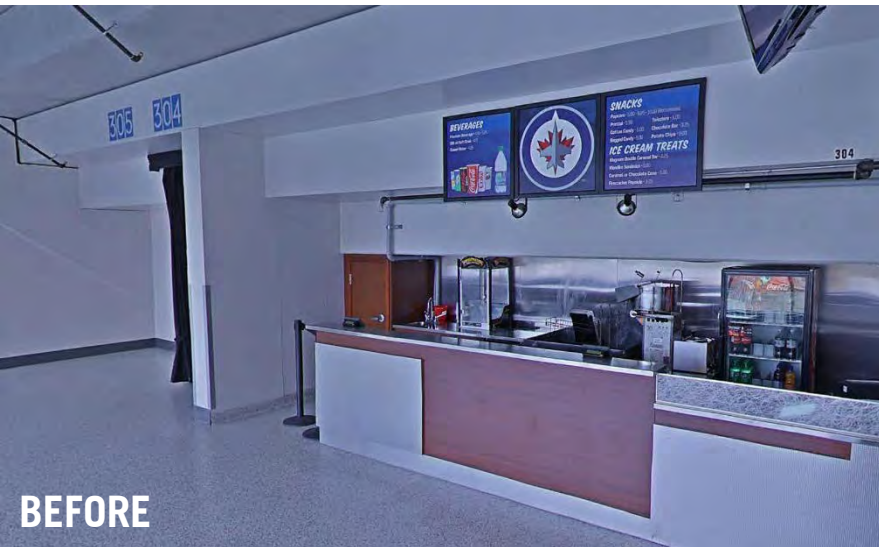
AFTER



# MTS CENTRE



# MTS CENTRE





# TARGET CENTER RENOVATION

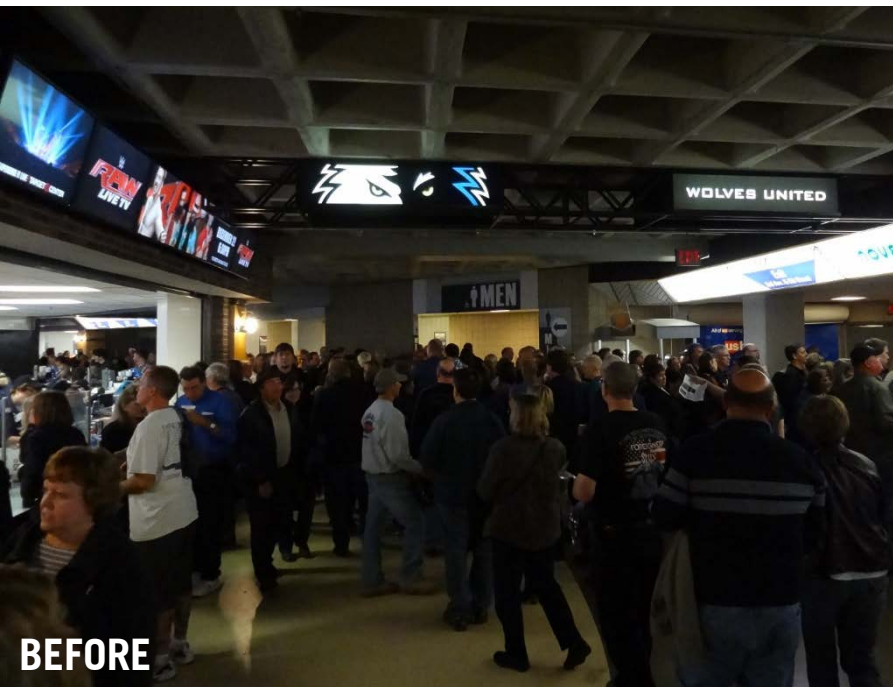


# TARGET CENTER RENOVATION





## TARGET CENTER RENOVATION



## TARGET CENTER RENOVATION





# TARGET CENTER RENOVATION



# UNIVERSITY OF NEW MEXICO PIT ARENA RENOVATION





# UNIVERSITY OF NEW MEXICO PIT ARENA RENOVATION



# UNIVERSITY OF MICHIGAN CRISLER CENTER RENOVATION

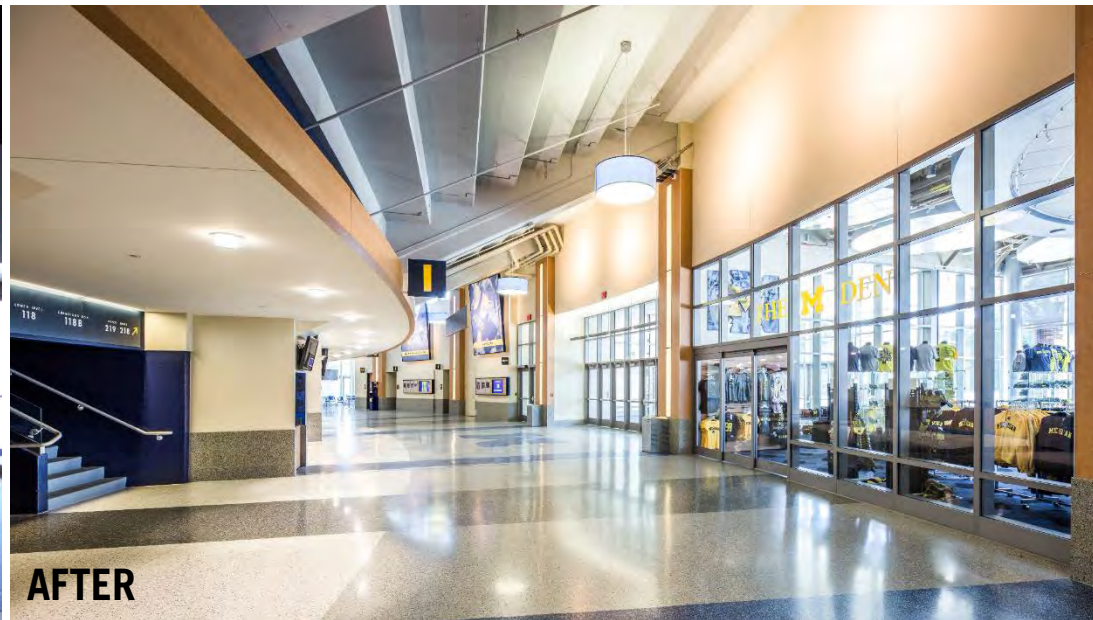




# UNIVERSITY OF MICHIGAN CRISLER CENTER RENOVATION



# UNIVERSITY OF MICHIGAN CRISLER CENTER RENOVATION





# ERIE INSURANCE ARENA RENOVATION



# CHESAPEAKE ENERGY ARENA RENOVATION



**BEFORE**

**AFTER**



# Don Grinberg, FAIA Convention Center EXPERIENCE



Washington, DC



Providence



Niagara Falls, ON



Boston



Saratoga Springs



Toronto



Lexington, KY



Louisville, KY



Las Cruces, NM



Ontario, CA



Boston



Kansas City



San Diego



Santa Clara



Fort Wayne

# Convention Centers: Issues, Trends and the FUTURE

- Hospitality and the Visitor Experience
- Multi-Use Context as the Destination
- Productivity: Attendees and Staff
- Adult Learning
- Flexible, Multi-Purpose, Inventive Programming
- Support Areas
- Sustainability

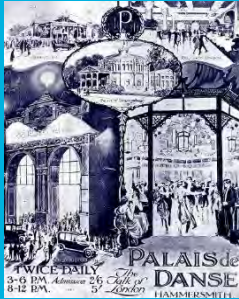
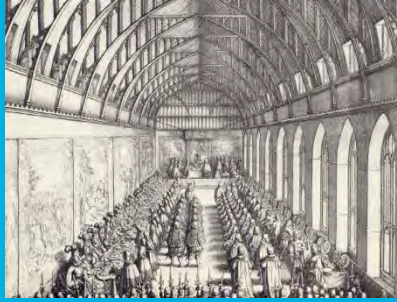


# Convention Centers: Ballrooms

## BALLROOM CASE STUDIES

- Washington, DC 52,000 SF
  - San Diego, CA 40,706 SF
  - Boston, MA 40,200 SF
  - Kansas City, MO 40,500 SF
  - Louisville, KY 40,000 SF
- 
- AEC Madison 30,000 SF Recommended in previous study
- Lexington, KY 25,393 SF
  - Santa Clara, CA 22,400 SF
  - Las Cruces, NM 8,950 SF

# Convention Center Ballrooms: Evolutionary History



# WALTER WASHINGTON CONVENTION CENTER

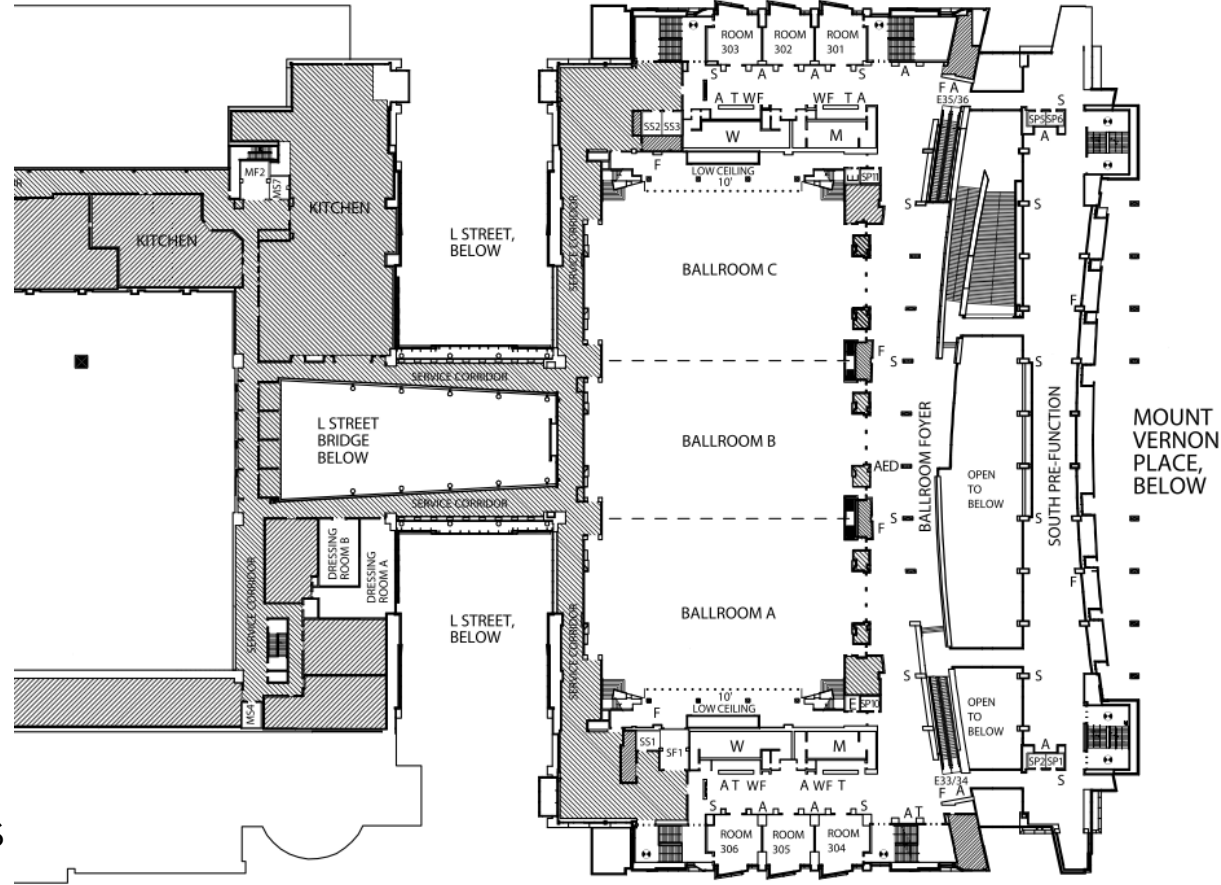
- 52,000 SF
- 3 Sub-divisions
- Customized ceiling
- Warm materials
- Supports wide variety of customized lighting schemes





# WALTER WASHINGTON CONVENTION CENTER

- 52,000 SF
- 3 Sub-divisions
- Centralized position on top floor of convention center, visible from surroundings
- Bridge to kitchen that also supports other areas of the center



# SAN DIEGO CONVENTION CENTER

- 40,706 SF
- Ballroom pre-function area is adjacent to sail area
- Public access over ballroom pre-function area
- Oriented to city and waterfront
- Formal expression of ballroom volume on exterior



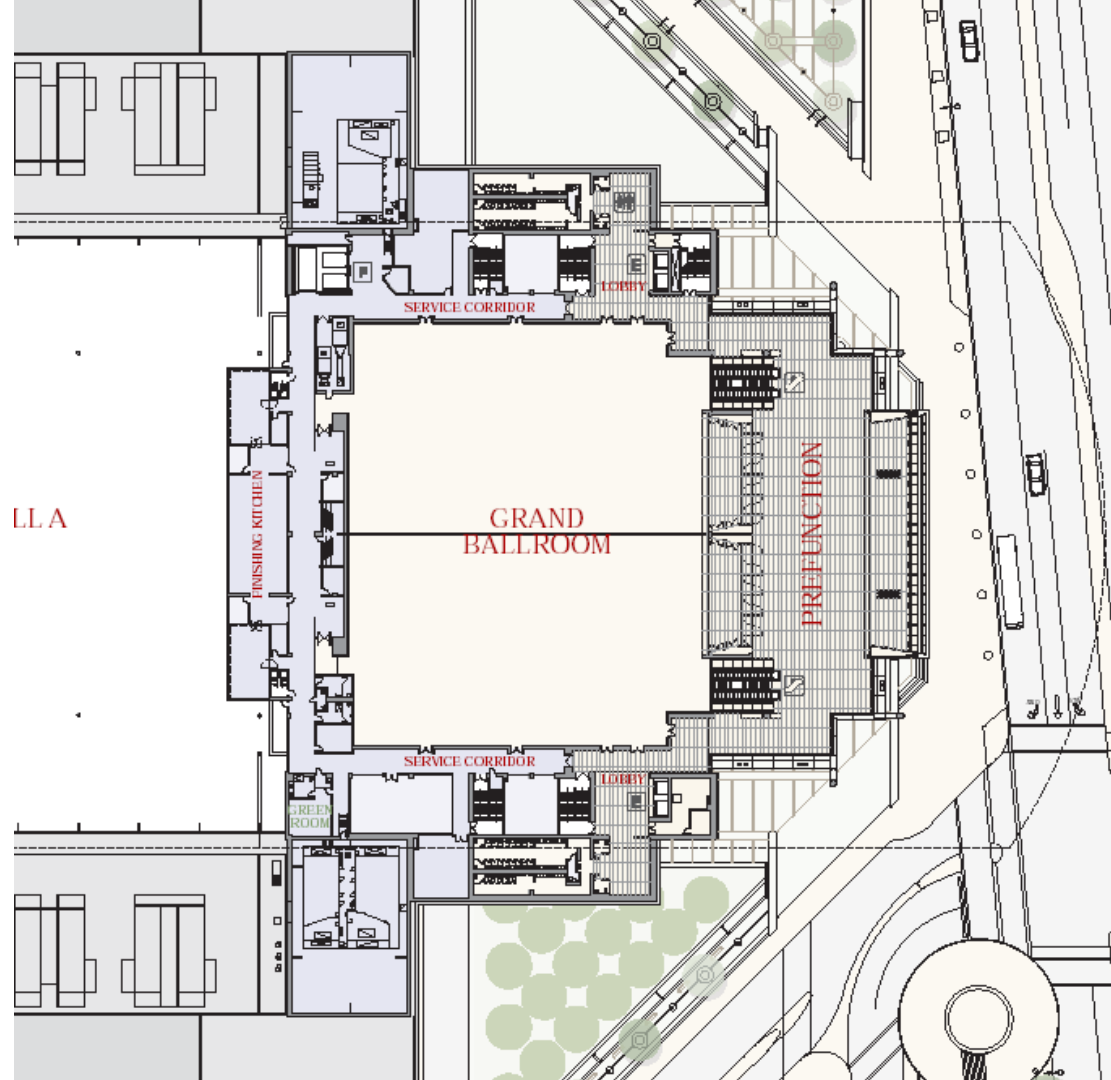
# SAN DIEGO CONVENTION CENTER

- 40,706 SF
- 2 or 3 Sub-divisions
- Building-wide design theme
- Artificial lighting creates light, airy effect
- Expansion of existing center



# BOSTON CONVENTION & EXHIBITION CENTER

- 40,200 SF
- 2 Sub-divisions
- Centralized position on top floor of center, visible from surroundings
- Pre-function space used as actual function space
- New convention center





# BOSTON CONVENTION & EXHIBITION CENTER

- 40,200 SF
- Acoustically tuned for a variety of functions
- Wood used to reflect city's nautical heritage
- Now, 2<sup>nd</sup> larger Ballroom needed!





# BOSTON CONVENTION & EXHIBITION CENTER

- 40,200 SF
- State-of-the-art kitchen
- Supports Ballroom, Meeting Rooms and Exhibition Halls
- Supplemented by dedicated service corridors, remote pantries and food court



# KANSAS CITY CONVENTION CENTER

- 40,500 – expandable to 46,400 SF
- 3 Subdivisions
- Specialty lighting system
- Daylighting
- Expansion of existing center



# KANSAS CITY CONVENTION CENTER

- 40,500 – expandable to 46,400 SF
- Importance of pre-function space
- Pre-function space oriented to connect to other portions of the center and adjacent performing arts center
- Daylighting





# KENTUCKY INT'L CONVENTION CENTER LOUISVILLE

- 40,000 SF
- 5 Sub-divisions
- Located at grade level, near main entrances to convention center
- Durable, warm materials
- Multi-purpose pre-function area



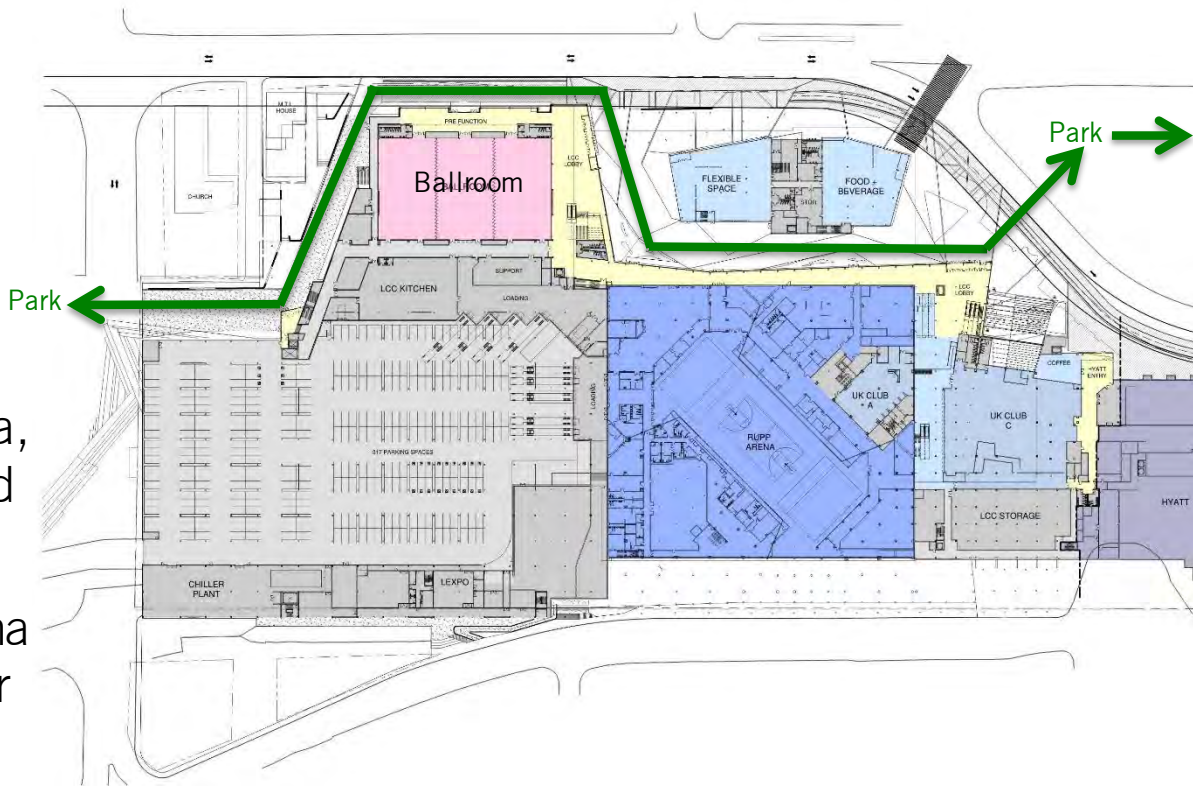
# KENTUCKY INT'L CONVENTION CENTER LOUISVILLE

- 40,000 SF
- 5 Sub-divisions
- Very flexible lighting system
- Expansion of existing center currently under construction



# LEXINGTON CONVENTION CENTER

- 25,393 SF
- 3 Sub-divisions
- Integrated with Rupp arena, new linear park system and city
- Renovation of existing arena and new convention center in final design





# SANTA CLARA CONVENTION CENTER

- 22,400 SF
- 6 Sub-divisions
- Ceiling: Systemized, integrated technology
- Daylighting
- Expansion of existing convention center



# LAS CRUCES CONVENTION CENTER

- 8,950 SF
- 2 Sub-divisions
- Based on regional design theme
- New convention center





## COLLEGE AND METCALF PLANNING STUDY

Overland Park, Kansas

Mix of public and private uses:

- 470 total acres near convention center and 30,000 jobs
- Making place where no “place” exists
- Encourage private investment with public realm improvements
- Developing strategic actions for long term redevelopment





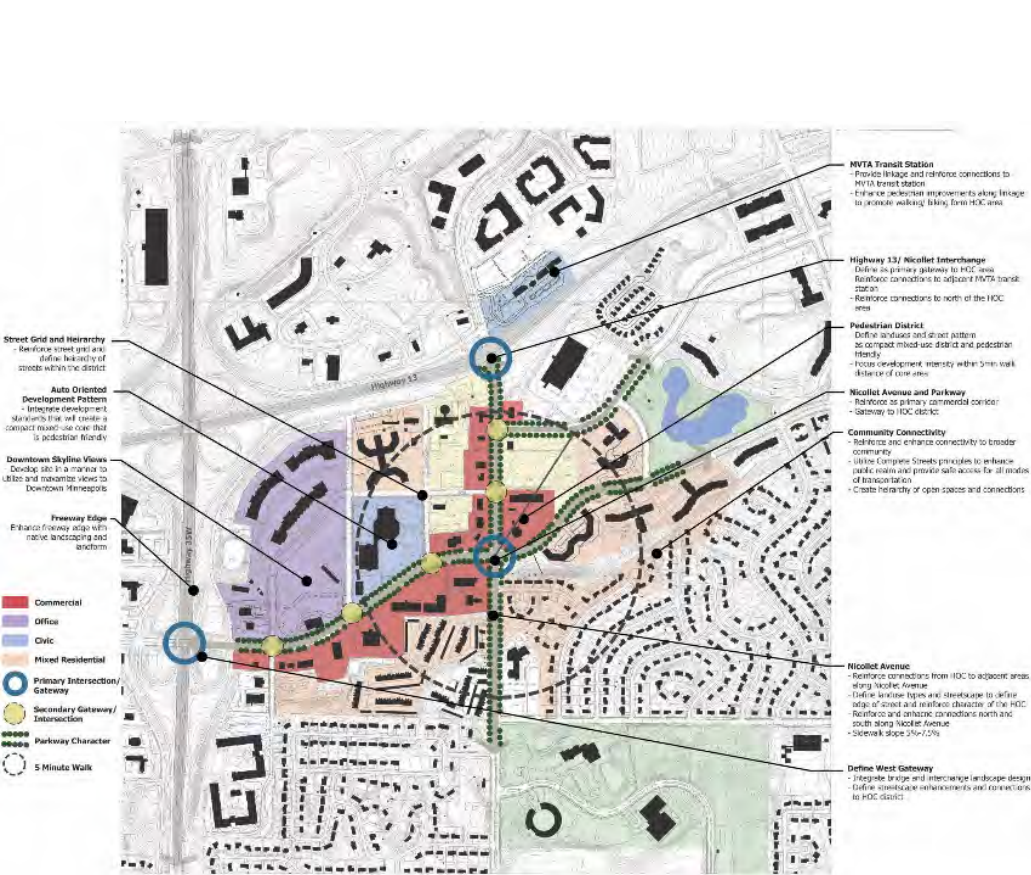
## COLLEGE AND METCALF PLANNING STUDY

Overland Park, Kansas

- Auto-dominated environment
- Walkable, destination, vibrant, authentic ...
- Mix of live/work environments, 3<sup>rd</sup> “place” in the public realm













# 02/ MASTER PLANNING PROCESS

# A SHARED CAMPUS+COMMUNITY VISION THAT...

- Provides an exceptional and authentic experience
- Promote a seamlessly integrated campus that is a Destination District driving base growth and increasing economic opportunity for area residents.
- Stimulate economic development to reinforce campus as a self-sustaining regional asset



# IT IS ALSO A PROCESS THAT...

- Enhances campus Image and Experience
- Knit the entire campus together as a singular whole
- Identify and locate major facility improvements
- Improve external connections and relationship to adjacent sites and the Downtown



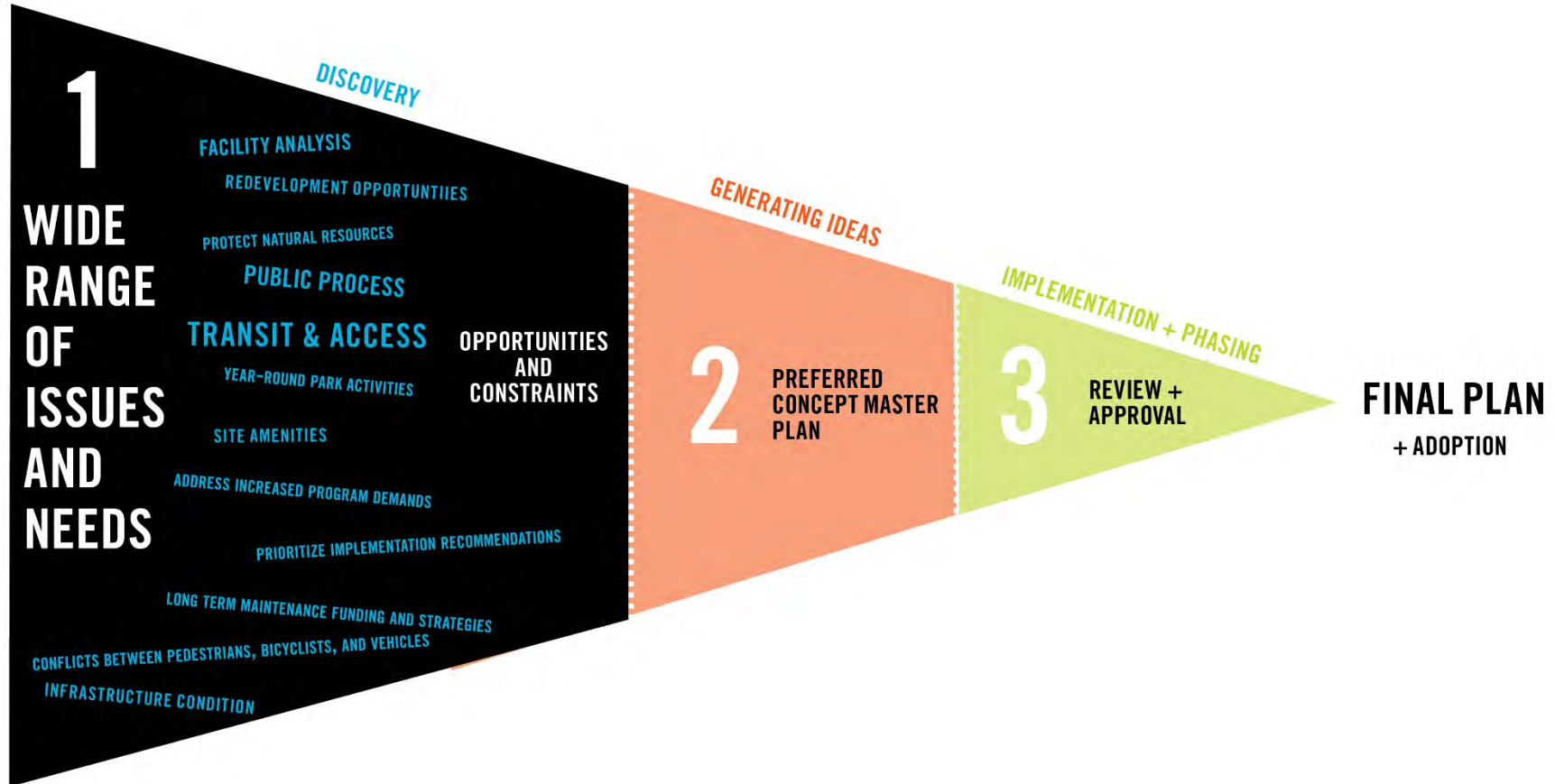


# APPROACH

- Understanding of local conditions and user needs
- Engage with community members and stakeholders in a dynamic process
- Develop vision for enhancing Public space and an active, Walkable environment
- Define recommendations/strategies to create a balanced transportation system on the campus
- Reality-based recommendations for future improvements/redevelopment
- Action steps into implementation



# APPROACH



# ENGAGE THE COMMUNITY IN A DYNAMIC PROCESS

- Community engagement plan to maximize involvement
- Multiple outreach strategies
  - *Public meetings + Open Houses*
  - *Pop-up events*
  - *County Website*
  - *One-on-one interviews/Peer/User Group Meetings*
  - *Other tactics as needed/appropriate*
  - *Collaborate with Destination District Effort*
- OC: help identify hard to reach groups and best strategies





# BALANCE CAMPUS AND USER NEEDS

- Reinforce shared goals and collective vision to be integrated into the plan
- Define what success looks like for all users and stakeholders
- Balance needs with outcomes
- Prioritize recommendations and improvements for the campus



# PLACEMAKING: CAMPUS CHARACTER AND SENSE OF PLACE

- Reinforcing positive elements of the AEC campus
- Collectively reimagine and reinvent the campus area
- Strengthen the connections between campus users, residents and community
- Enhance physical, cultural, economic, and social identity of campus





## PROJECT GOALS AND OUTCOMES: RFP IDENTIFIED GOALS AND OBJECTIVES

*Craft a compelling and feasible Campus Master Plan that addresses and balances all of the Vision Foundations and provides a clear roadmap for improvements to the campus and facilities over the near and long term.*





# PROJECT GOALS AND OUTCOMES: RFP OBJECTIVES

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



# PROJECT GOALS AND OUTCOMES: RFP OBJECTIVES

- 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*

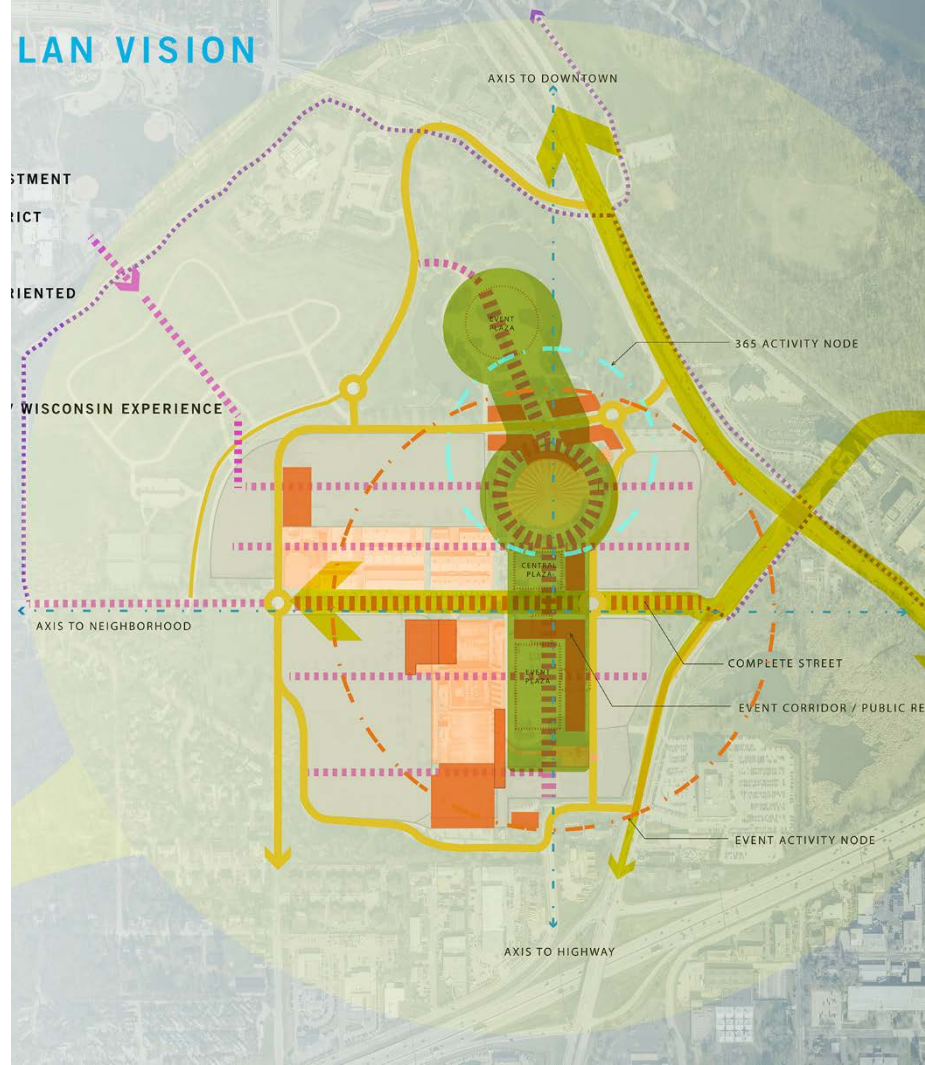
## RAM SKETCH





# PROJECT GOALS AND OUTCOMES: RFP OBJECTIVES

- External Connections and Relationship to Surround 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*





## PROJECT GOALS AND OUTCOMES: PREVIOUS PLANNING STUDIES

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

## PREVIOUS STUDIES: AEC VISION AND IMPLEMENTATION FRAMEWORK

### Vision Statement

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



## PREVIOUS STUDIES: AEC VISION AND IMPLEMENTATION FRAMEWORK

- Walkable Destination District
- Connected and Cohesive
- Transit and Multi-Modal Oriented
- Equity and Access
- Sustainability
- Impact and Return on Investment
- Authentic Madison and Wisconsin experience – *understanding the users*





# PREVIOUS STUDIES: AEC VISION COMPONENTS

- How do we integrate Vision components into the Master Planning effort?

## Potential Vision Components

### Economic and Community Role

- *What future roles/purposes can the AEC fulfill for the broader community?*
- *How do we make the AEC more useful and inviting to residents throughout the county and region?*
- *What regional economies/business sectors should the facility cater to?*
- *How can the AEC be used to foster additional business growth and development?*
- *What types of economic impacts do we hope to achieve?*

### Function and Uses

- *What are the core functions and uses going forward?*
- *Which additional uses should be on the campus vs. being adjacent?*
- *What is the order of priority for improvements?*

### Form, Experience, and Image

- *What could make the AEC a unique Madison experience?*
- *What image do we want to convey to the community and visitors?*
- *What impressions do we want to make on event organizers and visitors?*

### Sustainability

- *What are the most important sustainability objectives?*
- *Which sustainable features should be explored in the campus master planning process?*

### Access, Transportation, and Connections

- *What other facilities/destinations do we need to improve connections with?*
- *Which methods/modes of connection need to be investigated?*
- *How do we balance improved accessibility and connectivity with security and neighborhood protection needs?*

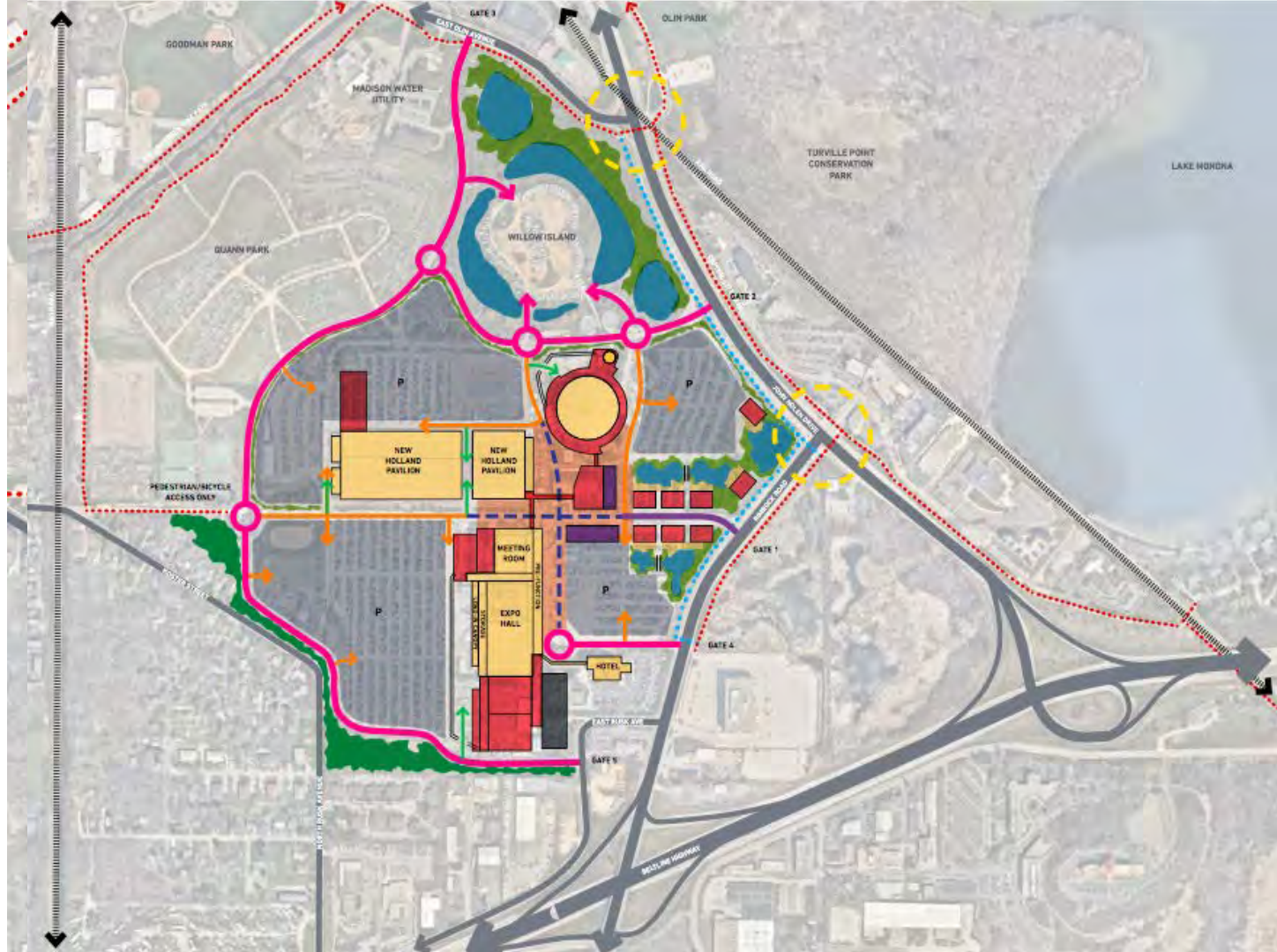
### Adjacent Lands and Neighborhoods

- *How can the AEC become more of a neighborhood asset?*
- *What neighborhood impacts need to be reduced or avoided?*
- *How can the site be a catalyst to optimize the redevelopment potential of the entire area?*
- *How can redevelopment in the surrounding area help catalyze improvements to the AEC and enhanced visitor experiences?*

### Funding and Governance

- *Which funding sources and mechanisms need to be investigated?*
- *Which governmental structures need to be investigated?*

# 2017 AEC Market, Financial, Facility, and Impact Analysis



## 66

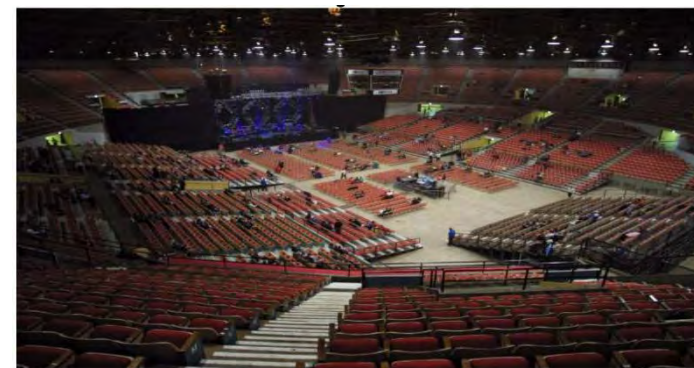


# AEC MARKET, FINANCIAL, FACILITY AND IMPACT ANALYSIS

**Ballroom:** Develop a 30,000-square foot ballroom connected to the existing exhibition complex. *This should be a carpeted, high-quality, flexible space that will allow the AEC to attract conventions and other higher rated groups, as well as enhance existing events at the complex.*

**Meeting Rooms:** Additional breakout meeting room space is necessary to complement expanded exhibit hall and ballroom space. *Recommended development of 20,000 square feet of meeting room space.*

**Hotels:** At minimum, development of two branded, group-oriented hotel properties adjacent and connected to the Exhibition Hall. *These properties should add another 600 walkable hotel rooms to the campus.*



# AEC MARKET, FINANCIAL, FACILITY AND IMPACT ANALYSIS

**Restaurants:** Develop six to eight walkable dining options in a village atmosphere on the AEC campus.

**Arena Building:** Remove the arena building to better utilize the centralized location. *The events that occur in the arena building will be accommodated in other expansions to the complex.*

**Pavilions:** Develop a permanent show ring connected to the New Holland Pavilions.

**Parking:** Develop structured parking in a future phase.









## ADDITIONAL PLANNING EFFORTS

- Multijurisdictional Destination District Redevelopment Plan
  - *Area wide planning effort to create a more identifiable destination district.*
- Funding and Governance
  - *Evaluation of funding options for all potential campus improvements, some of which could impact the future governance of the AEC (such as the creation of a regional authority).*



## GOALS AND DESIRED OUTCOMES

What are the most relevant GOALS and/or OBJECTIVES (*from the previous planning studies*) that we should consider as part of this planning process?

## DISCUSSION

## GOALS AND DESIRED OUTCOMES

Interview Question: What outcomes will ensure a successful project?  
What does a successful project look like?

- Long term financial stability
- Vibrant place for whole community
- Flexibility and vision for future
- Regional destination
- Integration/cohesion, and catalyst









-  SITE
-  MAJOR ROAD
-  BUS
-  PEDESTRIAN
-  TRAIL
-  PARKING  
(3,315 Total)
-  SITE SECURITY / GATE
-  SERVICE
-  PLAZA

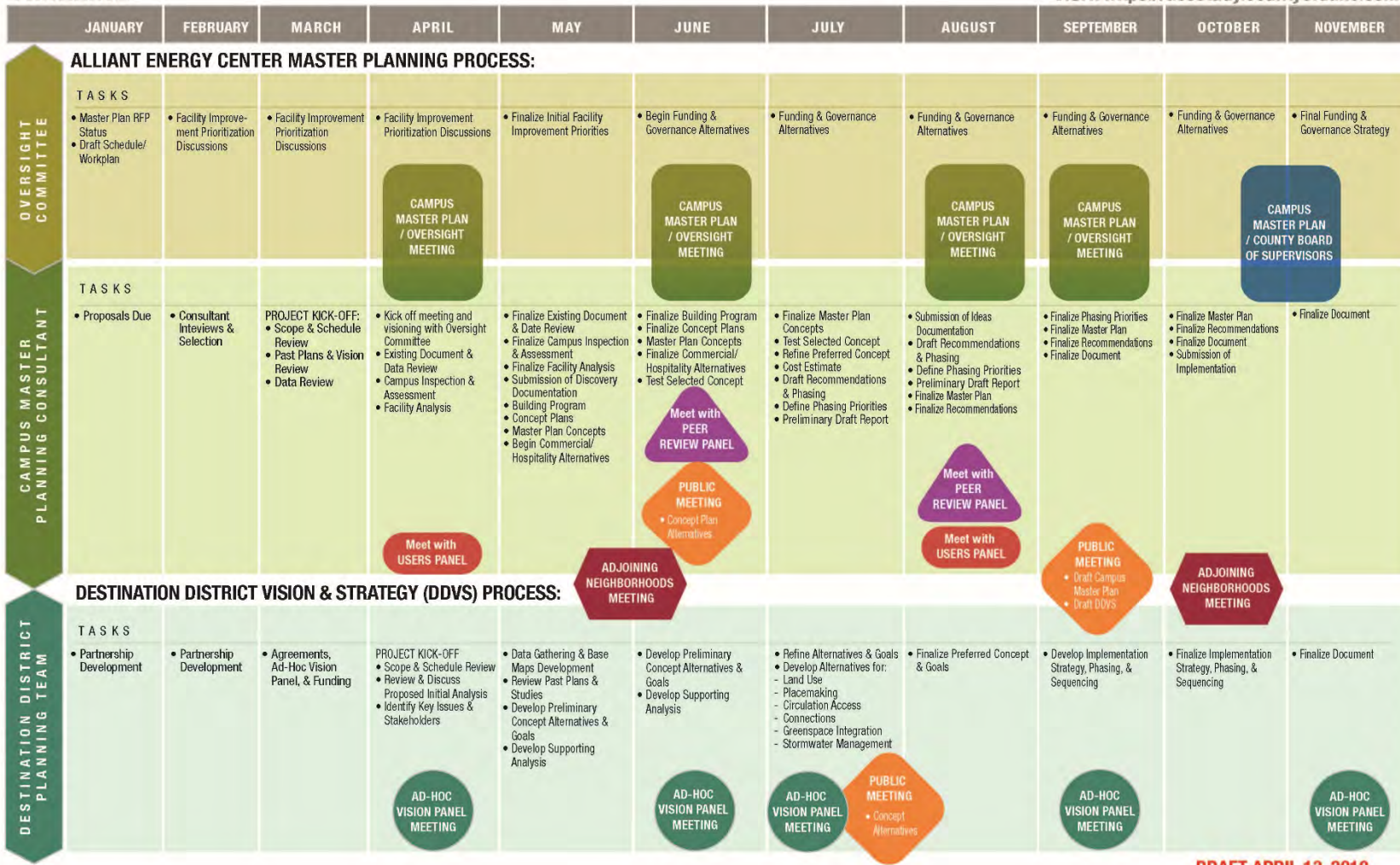


# TRANSPORTATION AND CONNECTIVITY



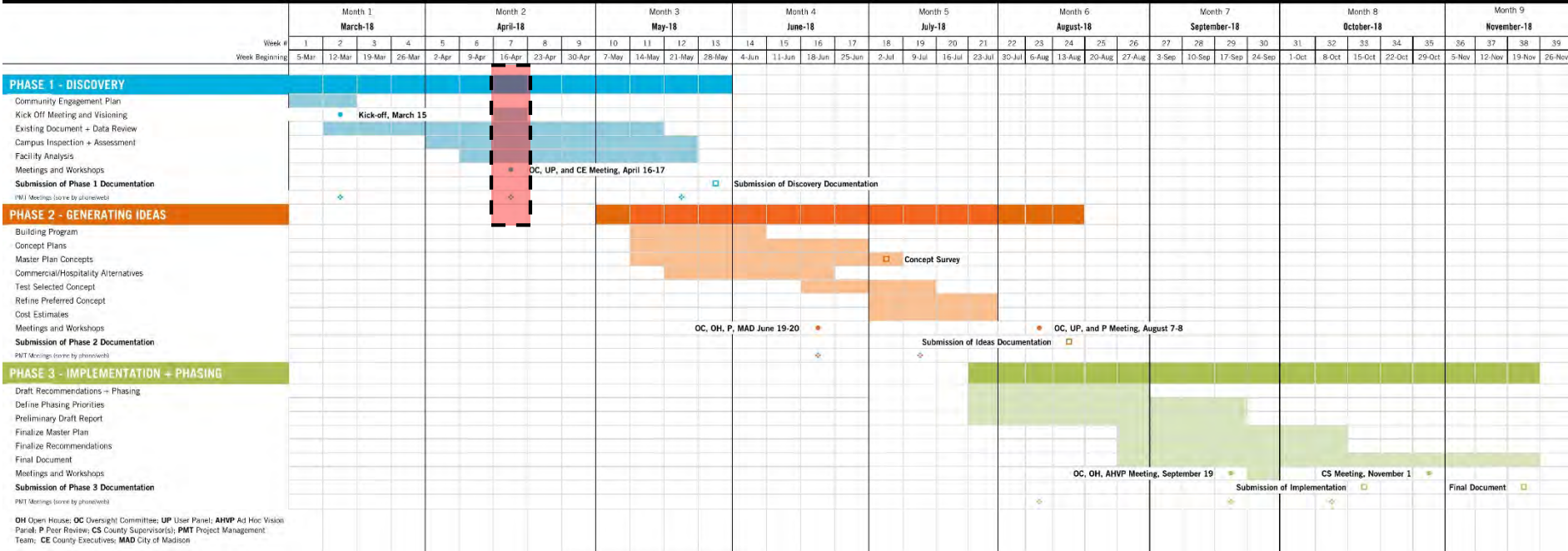


# 03/ MASTER PLAN SCHEDULE





PERKINS+WILL  
AEC DANE COUNTY MASTER PLAN - SCHEDULE



# SCHEDULE

- Oversight Committee Workshop and User Panel Meeting
  - *April 16-17*
- Oversight Committee Workshop/Peer Review/Open House
  - *June 19-20*
- Oversight Committee Workshop/Peer Review/User Panel
  - *August 7-8*
- Oversight Committee Workshop/Open House
  - *September 19*

# COMMUNITY ENGAGEMENT PLAN



# COMMUNITY ENGAGEMENT PLAN

## GOALS

- Identify stakeholders, including populations not traditionally involved in neighborhood decision making.
- Engage all stakeholders, including residents and businesses, in meaningful and accessible ways.
- Solicit early and continuous involvement.
- Seek collaborative input on alternatives and evaluation criteria.
- Provide transparency during the planning process.
- Build understanding of development/redevelopment opportunities and build support for the plan that evolves from the planning process.

## INTERNAL STAKEHOLDERS

- Project Management Team (PMT) is comprised of staff from Dane County and Vandewalle Associates
- AEC Masterplan Oversight Committee (MOC)

# MASTER PLAN OVERSIGHT COMMITTEE (MOC)

## ROLES

- Help to determine community needs and desires for the project area.
- Assist in the establishment of project priorities.
- Ensure that the full range of issues are discussed during the design process.
- Review plan concepts and provide input on major design elements.
- Prioritize project goals on behalf of the County/ County and/or agency they represent.



# MASTER PLAN OVERSIGHT COMMITTEE (MOC)

## ROLES (cont.)

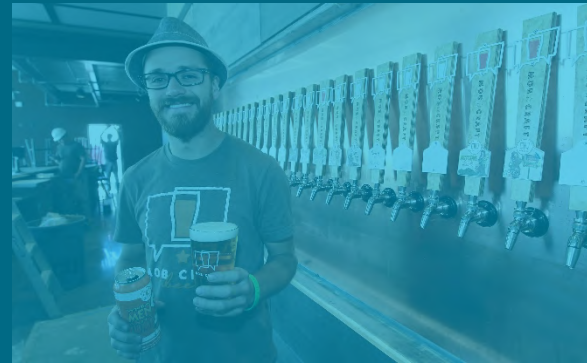
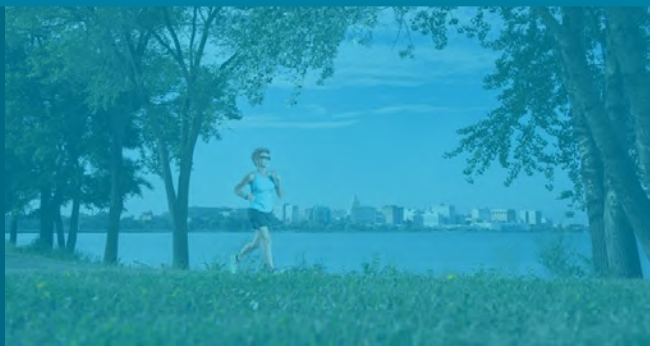
- Sharing project information and bring suggestions from community, stakeholders, and respective organizations.
- Making final plan recommendations and implementation strategies based on consensus-based input.
- Help communicate project and plan review process to community.
- Support and promote AEC Campus Master Plan project to elected officials, the business community, and constituents/community members.

## STAKEHOLDER GROUPS

- Peer Review Group
- User Panel

What other community stakeholder groups should be engaged during this planning process?

What are the best methods to engage underserved stakeholder groups?



QUESTIONS?