



DANE COUNTY

# ALLIANT ENERGY CENTER

## CAMPUS MASTER PLAN

MADISON, WISCONSIN

DECEMBER 20, 2018

PERKINS+WILL

# AGENDA

**01** / Summary of Process

**02** / Purpose and Need

**03** / Campus Master Plan and  
Recommendations

# 01/ SUMMARY OF PROCESS

# COMMUNITY ENGAGEMENT

- Phase 3 of overall Campus Master Planning Process
  - Impact Analysis (2017)
  - Visioning Process (2017)
  - Campus Master Planning Process (2018)
  - Destination District Vision and Strategy (2018)





# COMMUNITY ENGAGEMENT

- Alliant Energy Center Comprehensive Master Plan Oversight Committee
  - *(8) Meetings*
- Alliant Energy Center User Group
  - *(2) Meetings*
- Alliant Energy Center Peer Review Committee
  - *(3) Meetings*

- Two Community Workshops/Meetings (Includes a joint meeting with the Destination District Vision Plan Study)
  - *Common Themes*

Improved Stormwater

Improved Access to Campus

Amenities on Campus for Public Use

Access to Quann Park

Mitigate Campus Noise

# DESTINATION DISTRICT VISION & STRATEGY PLAN

- Six month planning process undertaken simultaneously with the Alliant Energy Center Master Plan

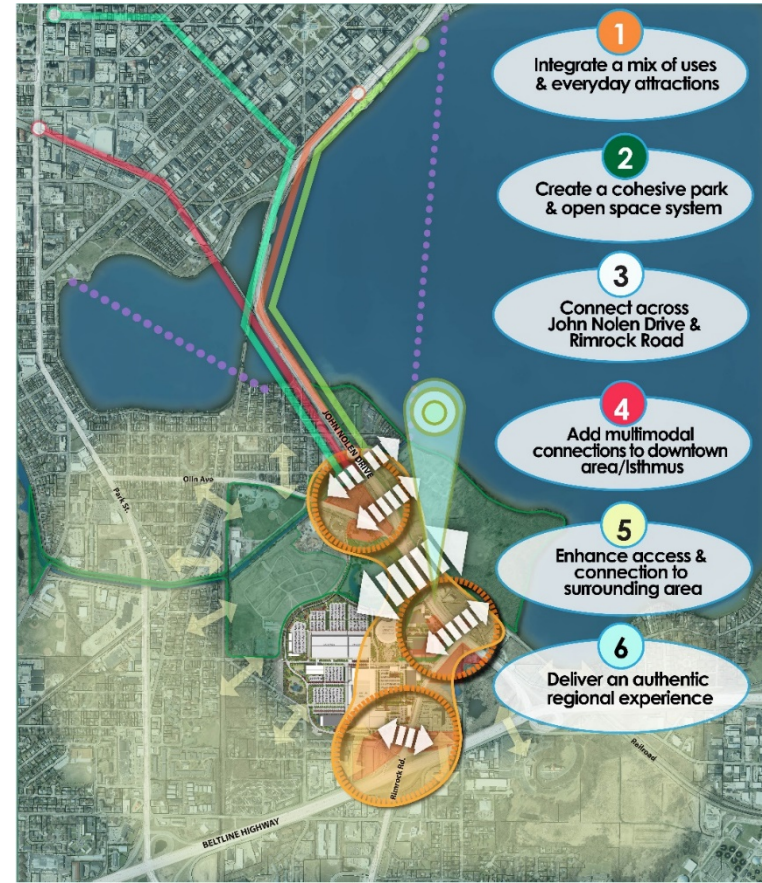
- Plan creates a 15 year vision

Transform underutilized land between Downtown and Beltline

Create a vibrant destination and economic catalyst for the Region

Transform area into a cohesive and recognizable destination District anchored by the Alliant Energy Center, lakefront and extensive open space.

- Recommendations focus on six core principles



# 02/ PURPOSE AND NEED

## MASTER PLAN PURPOSE

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.



## MASTER PLAN 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.

*Vision developed as part of the 2017 Alliant Energy Center Vision and Implementation Framework*

# ALLIANT ENERGY CENTER CHALLENGES

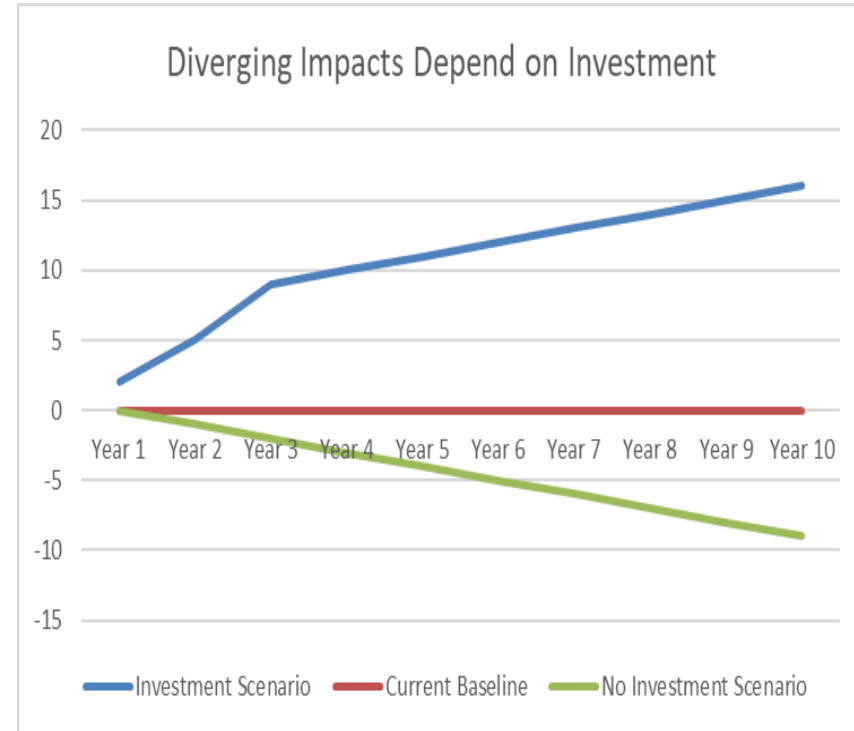
- Today's AEC Complex is essentially self-sustaining, but trends in costs versus revenues, as well as aging and outmoded facilities will cause the complex to operating in the red in the near future unless new investments are made.
- Current Challenges Include:

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



# ALLIANT ENERGY CENTER CHALLENGES

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.

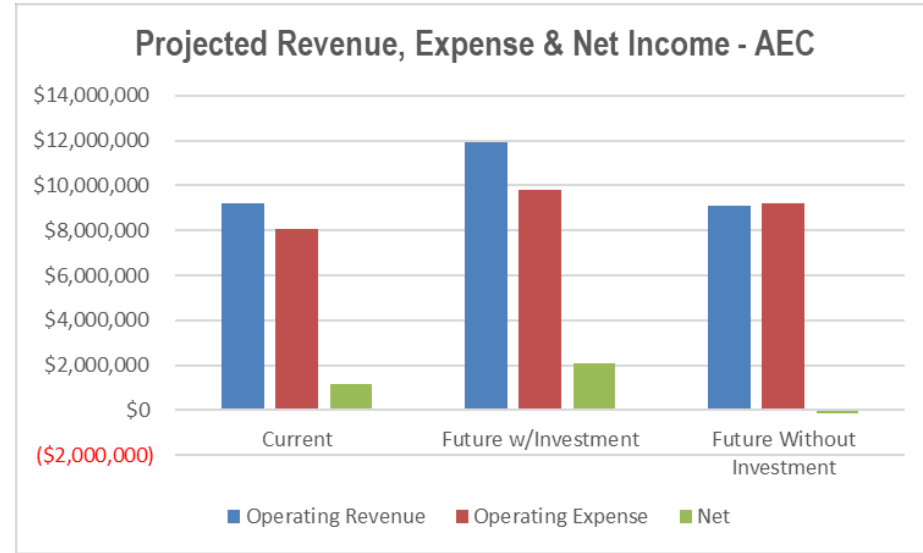
Timing is key, as the facility is currently in a position to improve from a relative position of strength if investments are made soon.



# ALLIANT ENERGY CENTER CHALLENGES

## Alliant Energy Center without 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.



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)



# ALLIANT ENERGY CENTER OPPORTUNITIES

**With the right facilities, the market is there. Without the facilities, existing and potential customers will move elsewhere.**

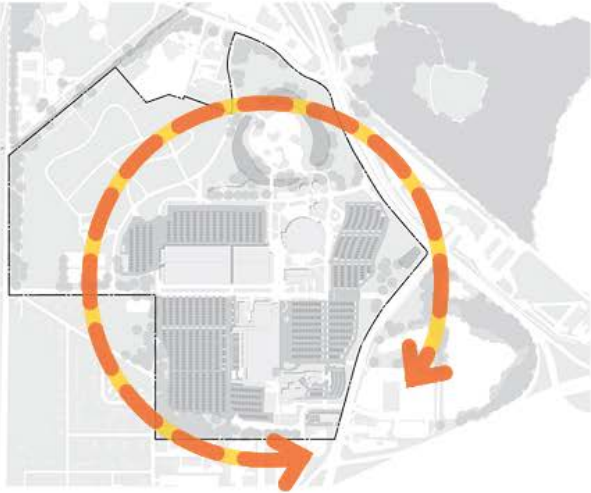
- Bring current facility conditions to current standards
- Address stormwater, infrastructure, transit and related connectivity issues

## **Growing to meet the Opportunity and Solidify Long-Term Sustainability**

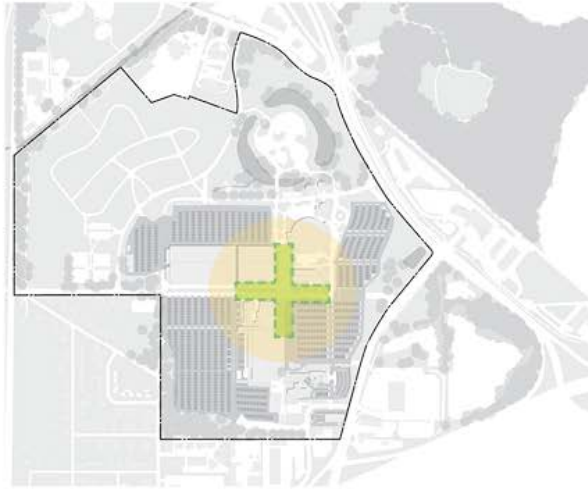
- The real economic and impact opportunity lies in attracting new types of groups and public-private investments.
- Investments from the public and private sectors that will induce significant new spending, taxes and economic impact for Dane County.
- Benefits from the expansions/renovations and new developments, can be recaptured in many ways to be used as sources to make the investments.

# 03/ CAMPUS MASTER PLAN

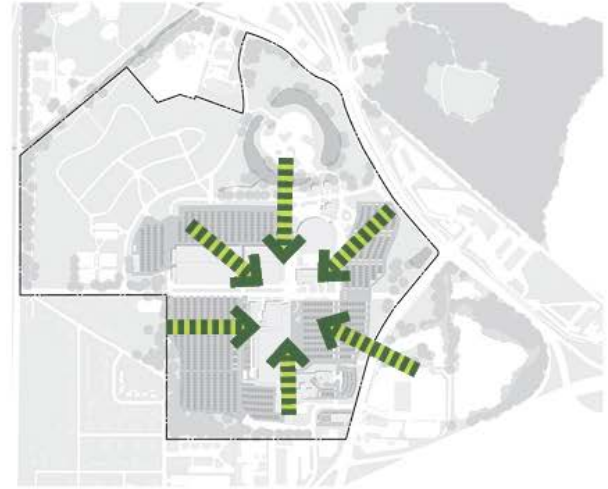
# BIG IDEAS



the ring road



reinforce the heart



green linkages



## LEGEND

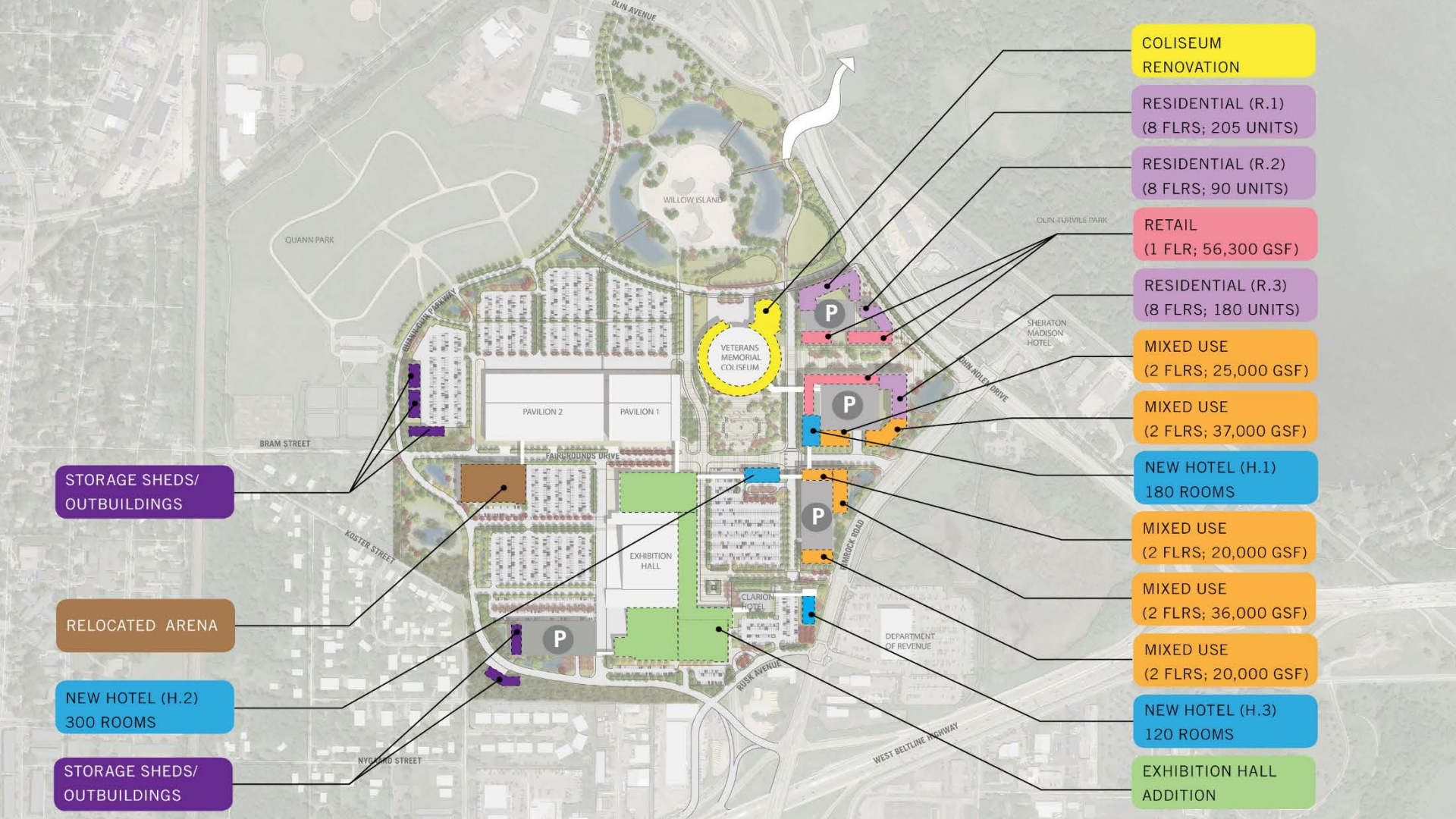
1. FUTURE DEVELOPMENT SITE
2. GREENWAY LINK TO LAKE
3. PEDESTRIAN CROSSING AT JOHN NOLEN
4. RESIDENTIAL MID-RISE
5. MIXED USE
6. URBAN PARK/PLAZA
7. RENOVATED COLISEUM
  - 7-A. PHASE 1 ENTRY EXPANSION
  - 7-B. PHASE 2 LOCKER ROOM AND LOADING DOCK EXPANSION
8. HOTEL
  - 8-A. HEADQUARTERS HOTEL
9. PARKING 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









- 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
- 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

STORAGE SHEDS/  
OUTBUILDINGS

RELOCATED ARENA

NEW HOTEL (H.2)  
300 ROOMS

STORAGE SHEDS/  
OUTBUILDINGS

QUANN PARK

WILLOW ISLAND

VETERANS  
MEMORIAL  
COLISEUM

PAVILION 2 PAVILION 1

EXHIBITION HALL

CLARION HOTEL

DEPARTMENT OF REVENUE

SHERATON MADISON HOTEL

BRAM STREET

KOSTER STREET

NYCARD STREET

FAIRBOUNDS DRIVE

ROSE AVENUE

MORDE ROAD

WEST BELTLINE PARKWAY

CLIN TURVILLE PARK

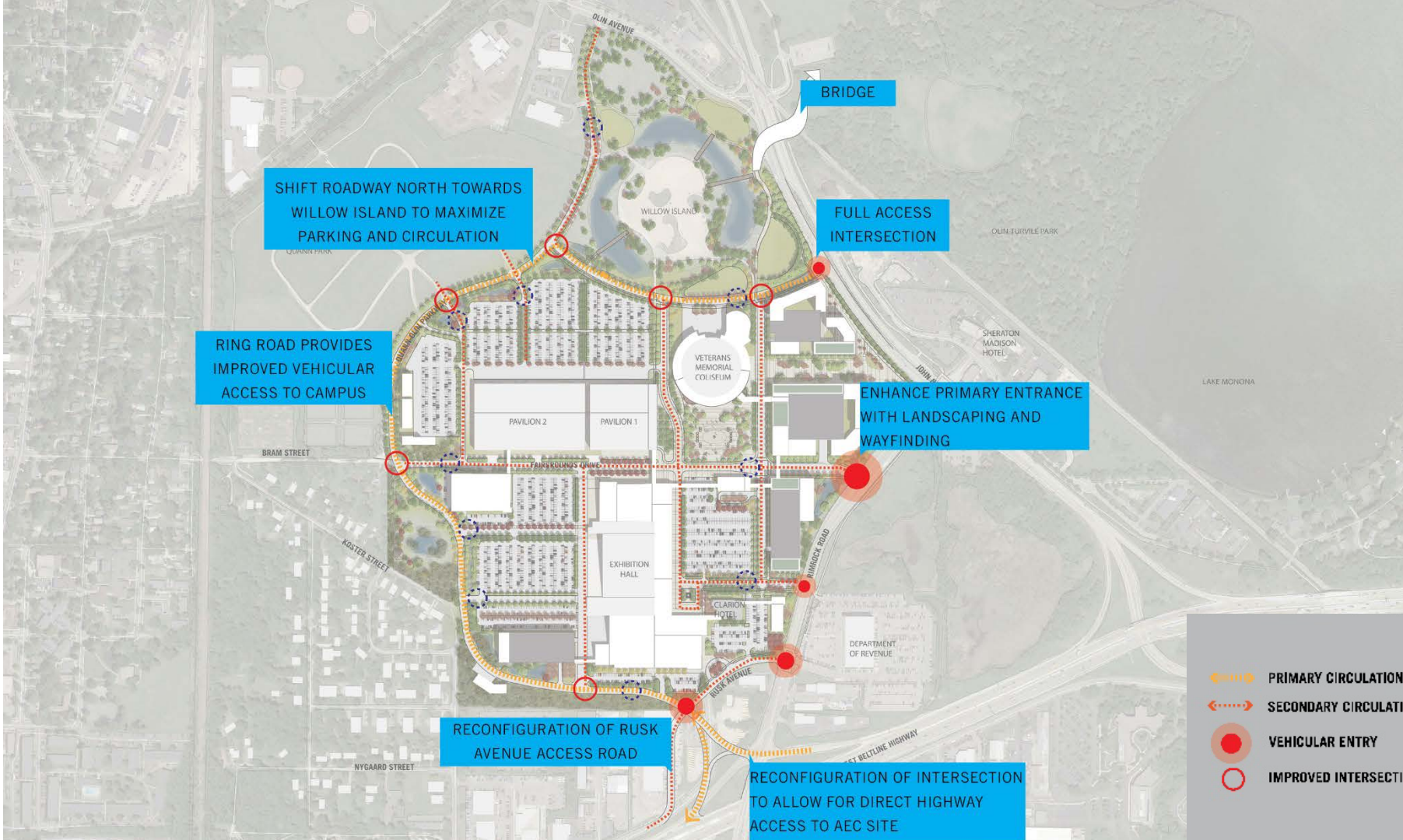
SHAWHOLEY DRIVE

DUN AVENUE









SHIFT ROADWAY NORTH TOWARDS  
WILLOW ISLAND TO MAXIMIZE  
PARKING AND CIRCULATION

BRIDGE

FULL ACCESS  
INTERSECTION

RING ROAD PROVIDES  
IMPROVED VEHICULAR  
ACCESS TO CAMPUS

ENHANCE PRIMARY ENTRANCE  
WITH LANDSCAPING AND  
WAYFINDING

RECONFIGURATION OF RUSK  
AVENUE ACCESS ROAD

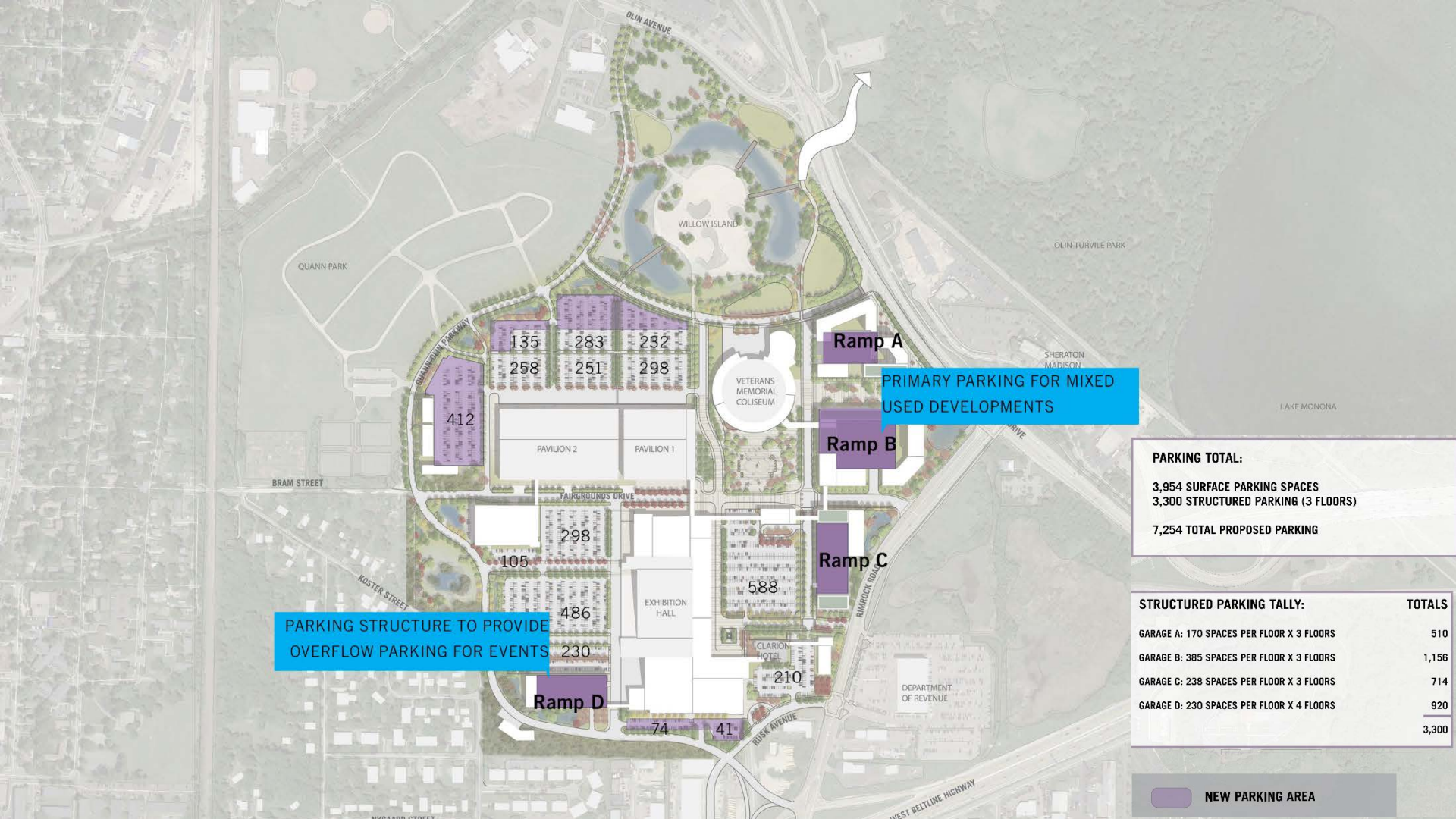
RECONFIGURATION OF INTERSECTION  
TO ALLOW FOR DIRECT HIGHWAY  
ACCESS TO AEC SITE

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









**PARKING STRUCTURE TO PROVIDE OVERFLOW PARKING FOR EVENTS**

**Ramp A**

**PRIMARY PARKING FOR MIXED USED DEVELOPMENTS**

**Ramp B**

**Ramp C**

**Ramp D**

**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**

IMPROVED GREENWAY CONNECTION  
TOWARDS LAKE MONONA

PROVIDE CONNECTIVITY TO  
REGIONAL PARK SYSTEM

IMPROVE PUBLIC REALM  
CONNECTION TO COLISEUM AND  
WILLOW ISLAND

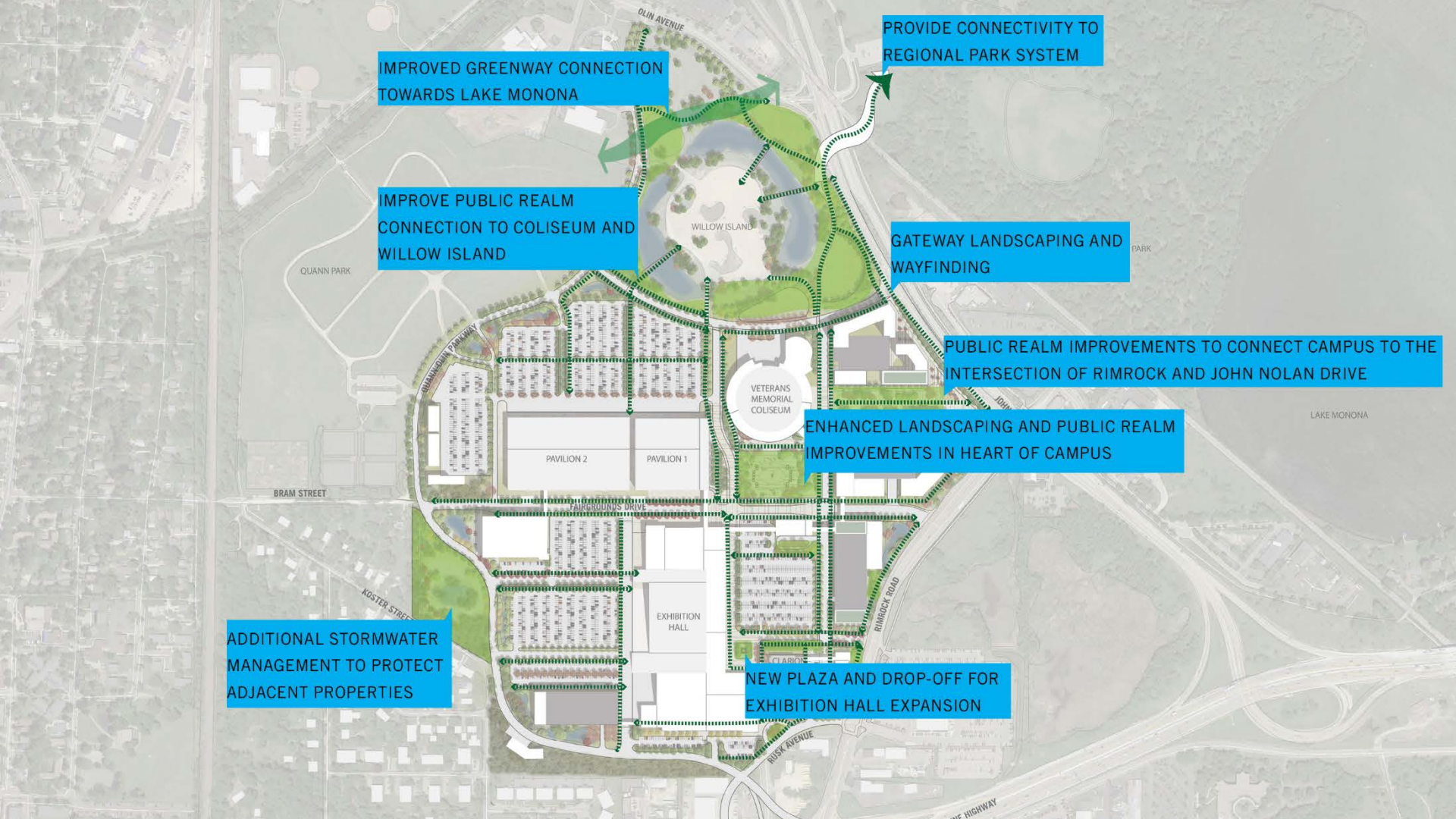
GATEWAY LANDSCAPING AND  
WAYFINDING

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

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



WILLOW ISLAND

VETERANS  
MEMORIAL  
COLISEUM

PAVILION 2

PAVILION 1

EXHIBITION  
HALL

CLARION

QUANN PARK

BRAM STREET

KOSTER STREET

QUINN AVENUE

RISK AVENUE

RIMROCK ROAD

STATE HIGHWAY

PARK

LAKE MONONA



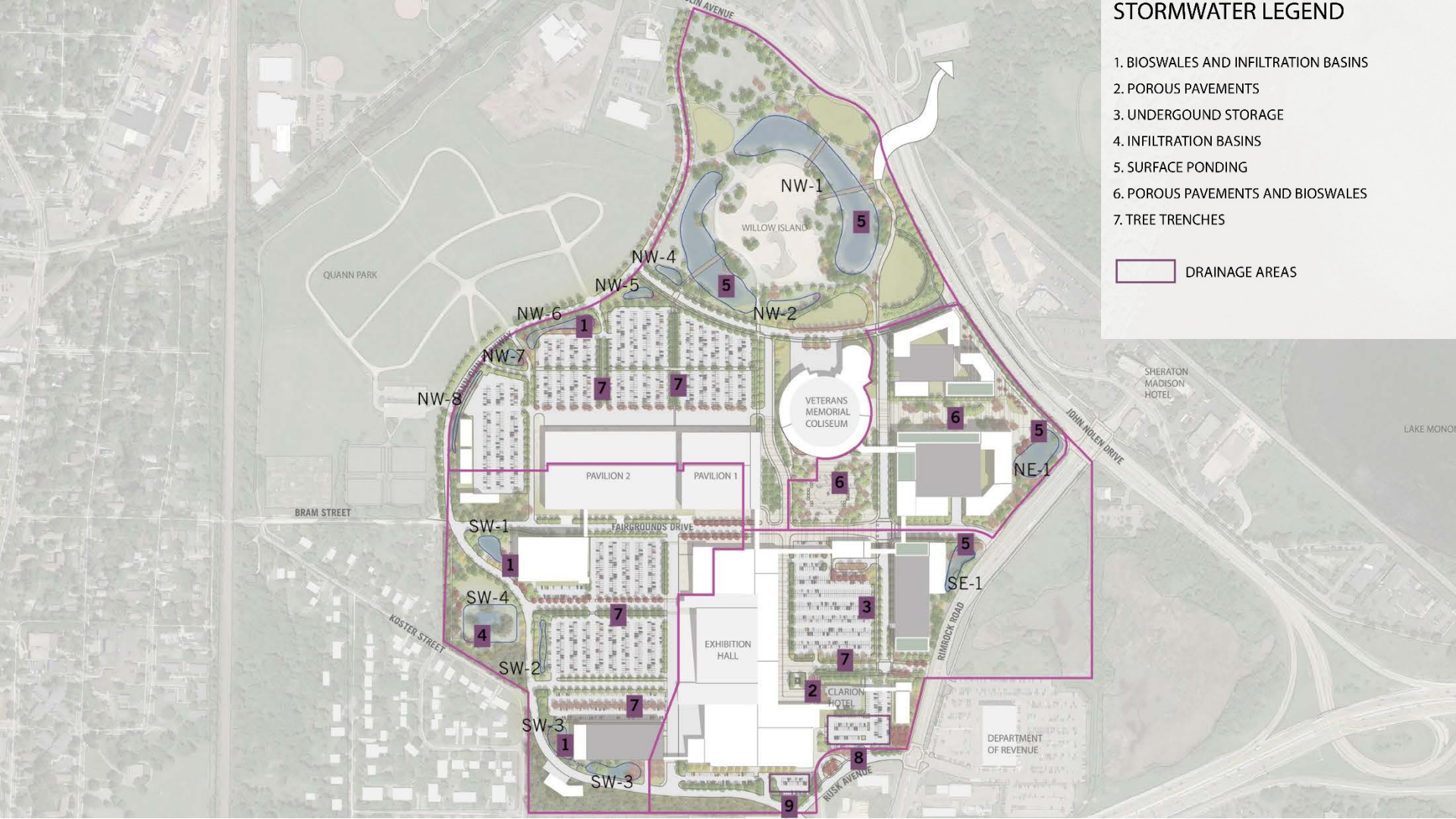




# STORMWATER LEGEND

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



# 03/ PRIORITY PHASING



# PRIORITY PROJECTS

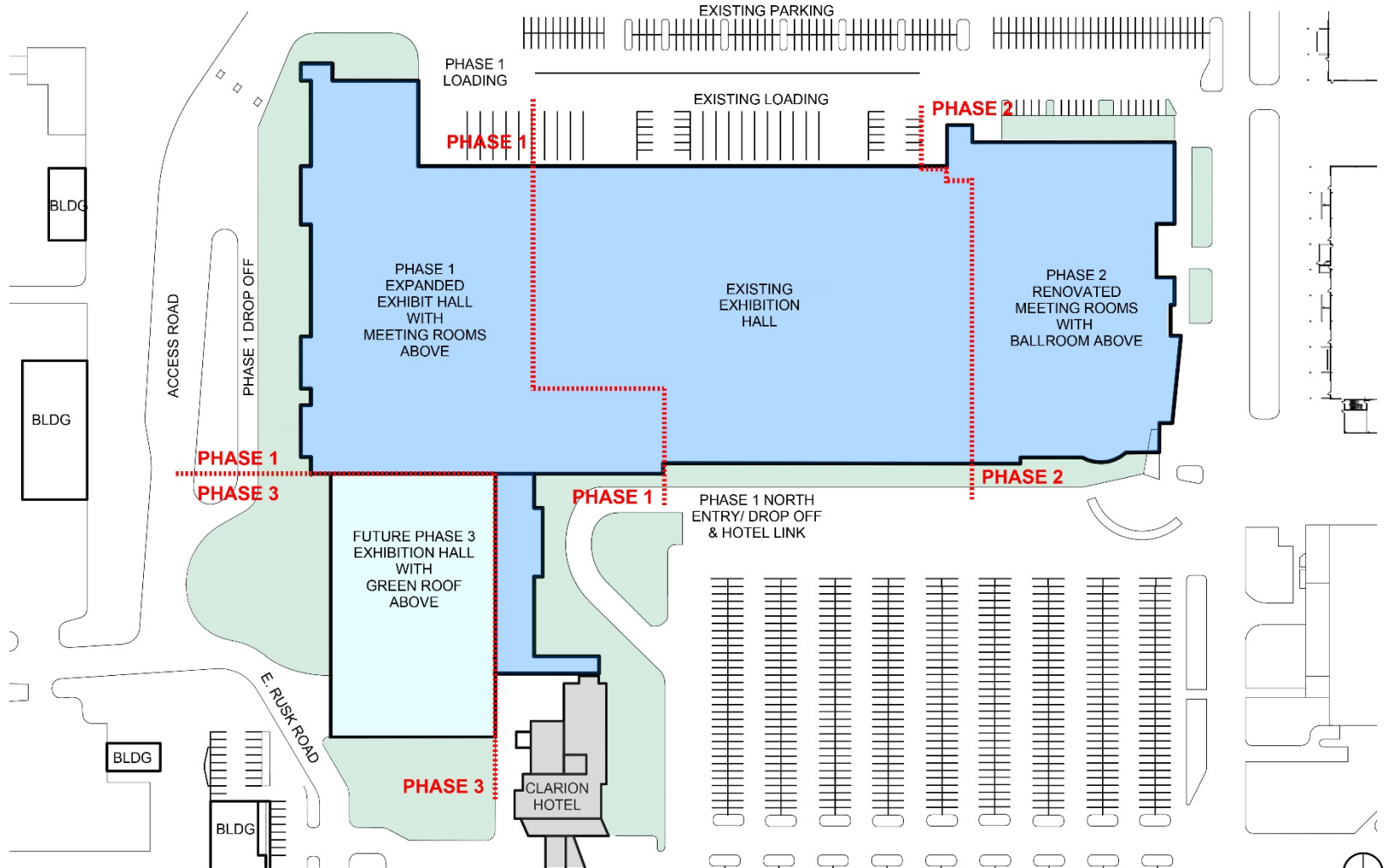
## Phase 1: Public Campus Improvements

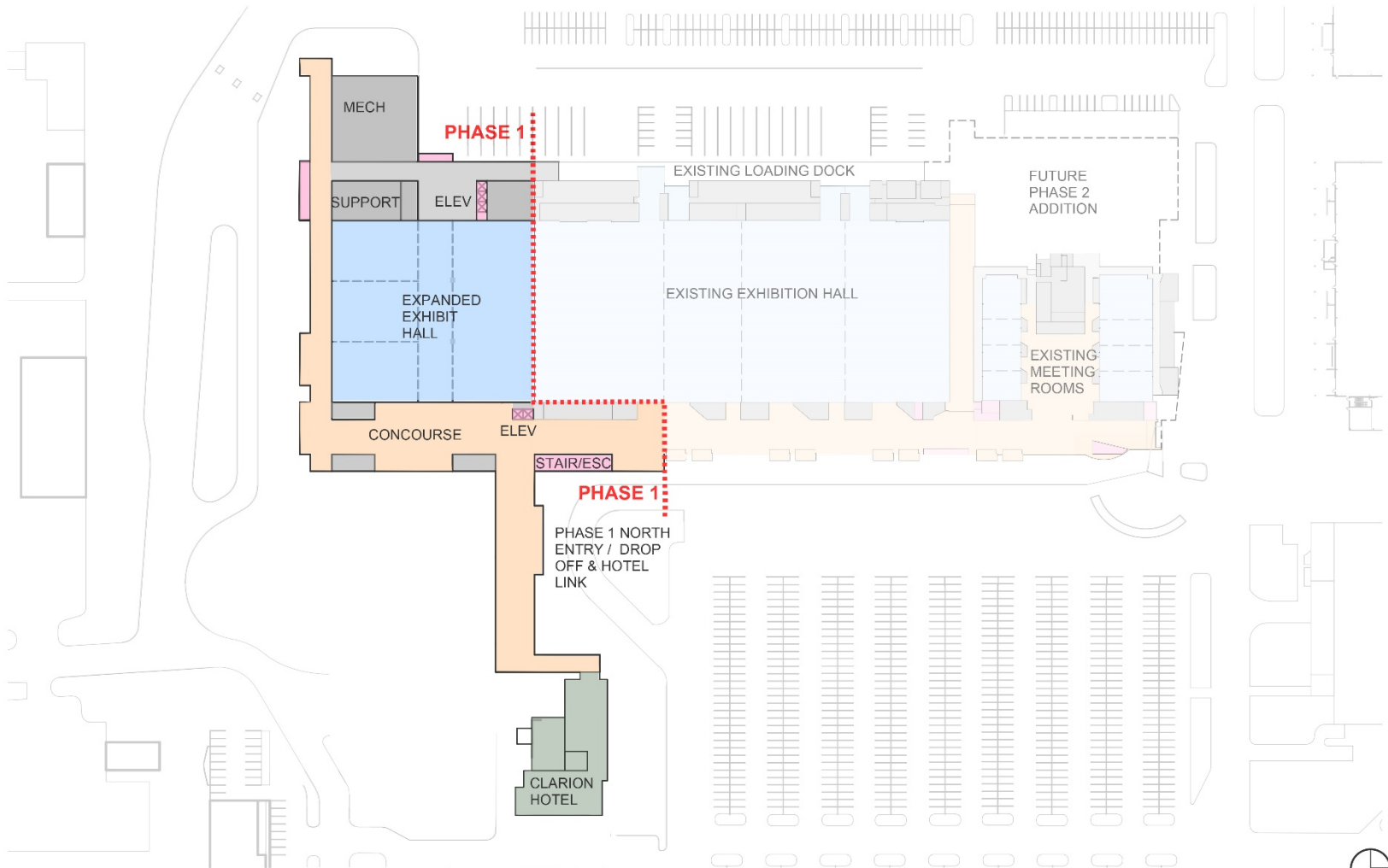
### Exhibition Hall expansion:

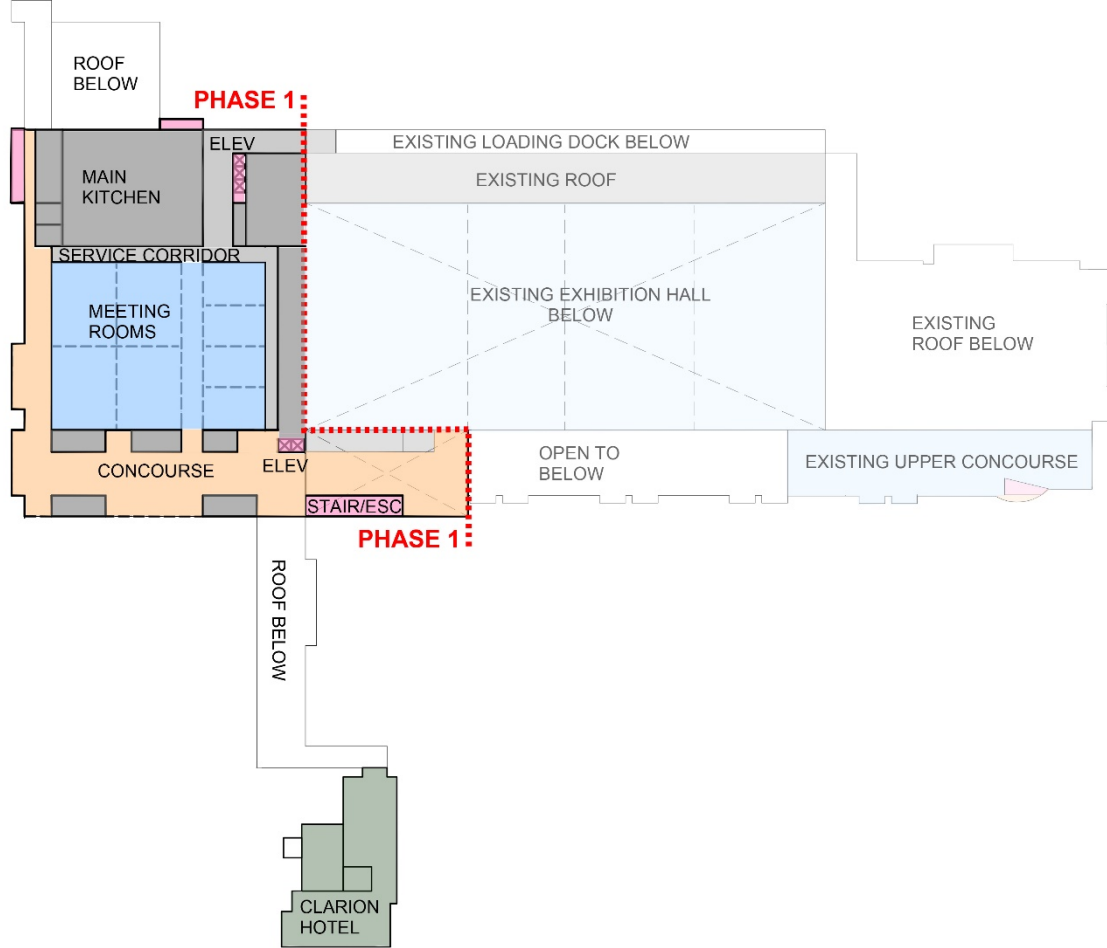
- 196,000 SF addition includes 50,000 SF Exhibition Hall expansion and approximately 24,000 SF second floor addition (Multi-purpose meeting rooms and ballroom).
- New parking lot to provide approximately 115 stalls
- Exhibition Hall street frontage and new drop-off area

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
<b>TOTAL GROSS ENCLOSED AREA</b>		<b>196,000</b>









# PRIORITY PROJECTS

## Phase 1: Private Development

### New Hotel

- Hotel includes approximately 300 rooms, conference center/meeting rooms, restaurant and other desired amenities
- Enhanced public realm Parking lot improvements with hotel drop-off and service access



# PRIORITY PROJECTS

## PHASE 1: PUBLIC IMPROVEMENTS AND PRIVATE DEVELOPMENT ESTIMATED COSTS

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



# PRIORITY PROJECTS

## 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

### New Gateway Plaza

Realign north-west Ring Road and expand parking





# PRIORITY PROJECTS

## 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

# MASTER PLAN OUTCOMES

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

Increasing day trips to Dane County by 108%

Increase room nights in Dane County by 59%

Leveraging millions more in off-campus private investment in a Destination District

# MASTER PLAN OUTCOMES

	Phase 1	Phase 1A	Total
<b>One-Time Impacts</b>			
Public Construction Cost	\$ 77,395,000	\$ 13,358,000	\$ 90,753,000
Private Construction Cost	\$ 89,339,000	\$ 116,078,000	\$ 205,417,000
Construction Jobs	857	2,423	3,280
Permanent Jobs*	338	1,071	1,409

<b>Net Annual Impacts**</b>			
Net AEC Operating Revenue	\$ 940,000	Not Calculated	\$ 940,000
Lodging Room Nights	46,716	Not Calculated	46,716
County Sales Tax	\$ 54,000	\$ 115,000	\$ 169,000
City Lodging Tax	\$ 444,000	\$ 484,000	\$ 928,000
Total Property Tax	\$ 654,000	\$ 1,084,000	\$ 1,738,000
County Share of Prop. Tax	\$ 85,020	\$ 140,920	\$ 225,940

\* Full time equivalent positions.

\*\* Direct and induced in first stabilized year.



# IMPLEMENTATION

## Recommendations

First, prepare a pre-design planning for the expansion of the Exhibition Hall, as identified in the master plan recommendations.

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 hotel located across from the existing Arena building and a mixed-use development which should include an affordable housing component

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 PROJECTS

Ongoing functional improvements to the Coliseum to attract more concerts and family shows with future expansion of the south concourse and new main entry.

- 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*

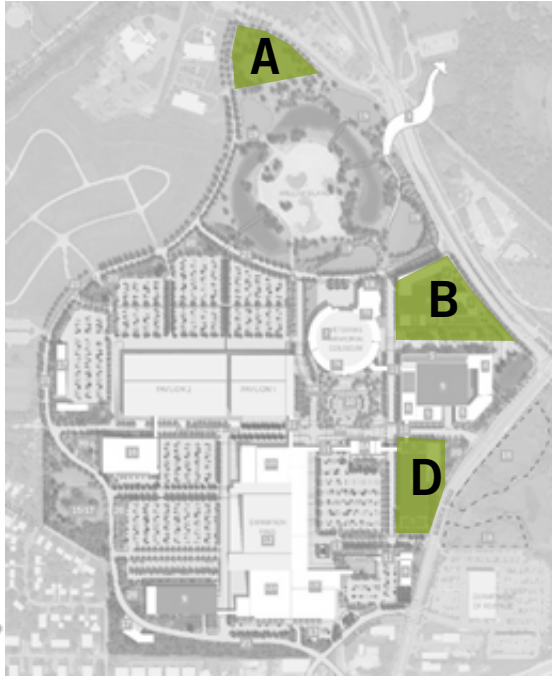
# FUTURE PROJECTS

- Future Exhibition Hall expansions including a large ballroom, meeting rooms and expo area.
- Coliseum Renovations and Expansion.
  - Additional Loading Docks
  - Large multi-level addition to the south (connecting east and west lobbies)
  - Renovation of existing concourse
  - Renovation of locker/dressing rooms and bathrooms
- New maintenance/operations buildings
- Parking Ramp D

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.

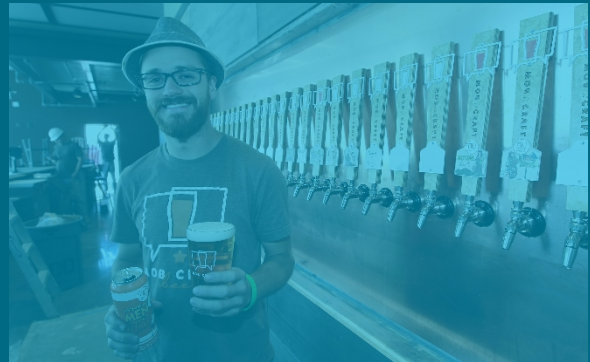
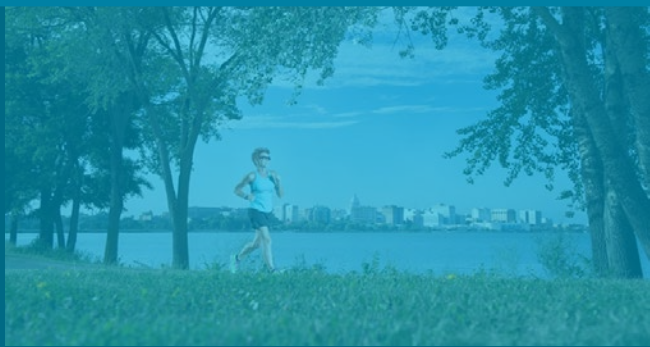
# FUTURE PROJECTS

- Mixed-Use private redevelopment on additional identified parcels



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.





# QUESTIONS?

# EXTRAS

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

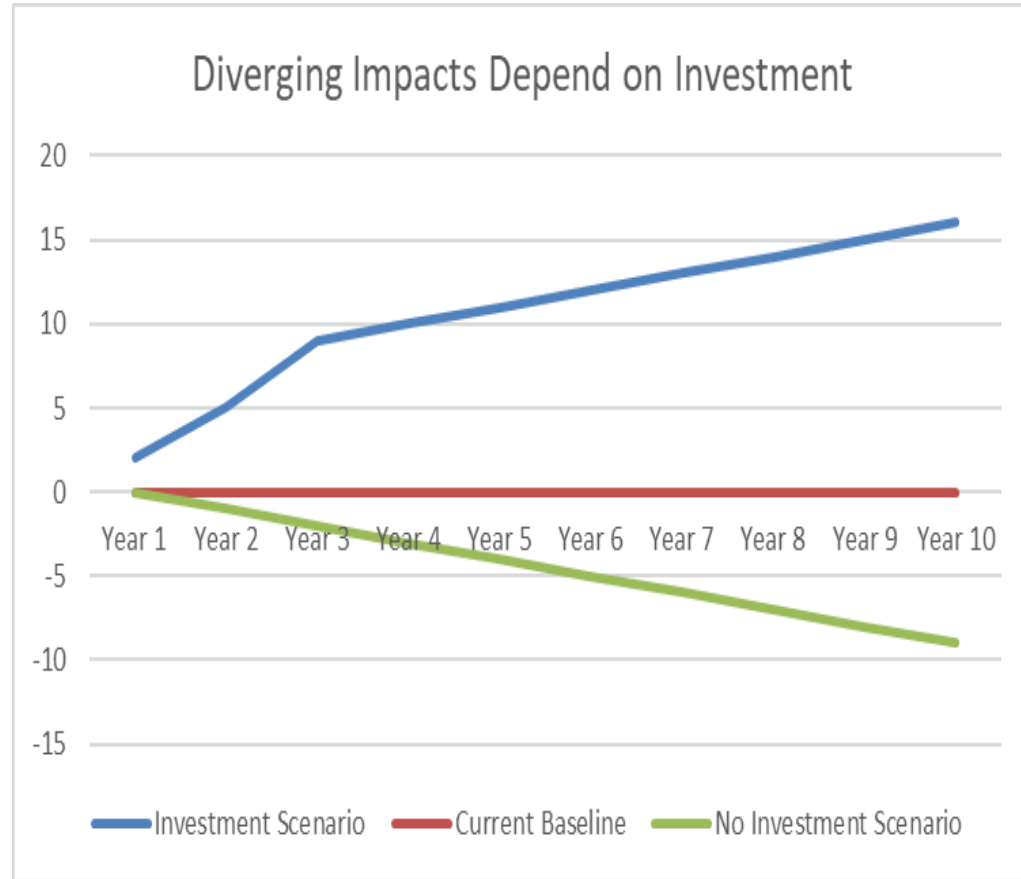
September 13, 2018

## 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.





## 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
				<b>\$71,700,000</b>	<b>\$1,670,610</b>

\* 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

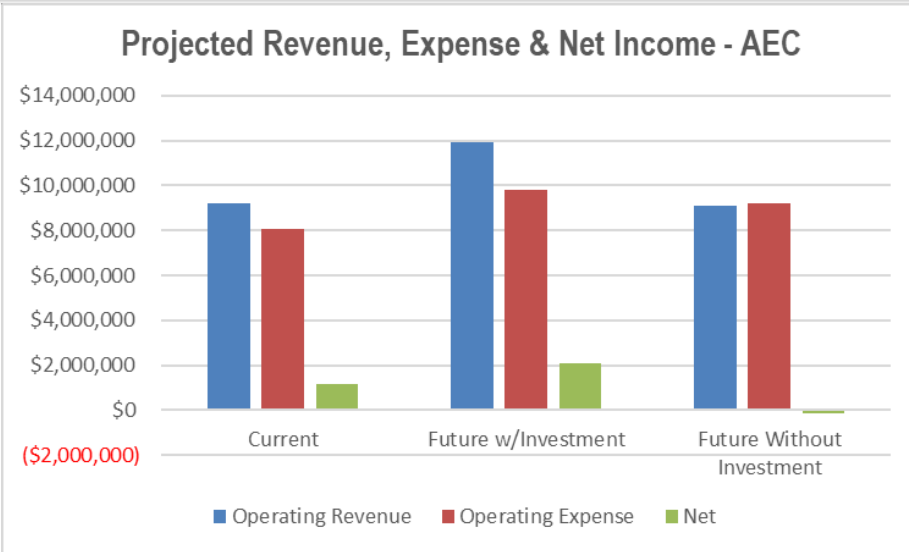
	Coliseum	Exhibition Hall	Conference Center	Arena	New Holland Pavilions	Grounds	Total
<b>Revenues</b>							
Rent	(\$266,803)	(\$621,519)	(\$131,342)	(\$56,420)	(\$37,385)	(\$37,492)	(\$1,150,960)
Rental Equipment	(\$10,265)	(\$230,844)	(\$3,612)	(\$1,191)	(\$278)	(\$234)	(\$246,424)
Electric & Sound	(\$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)

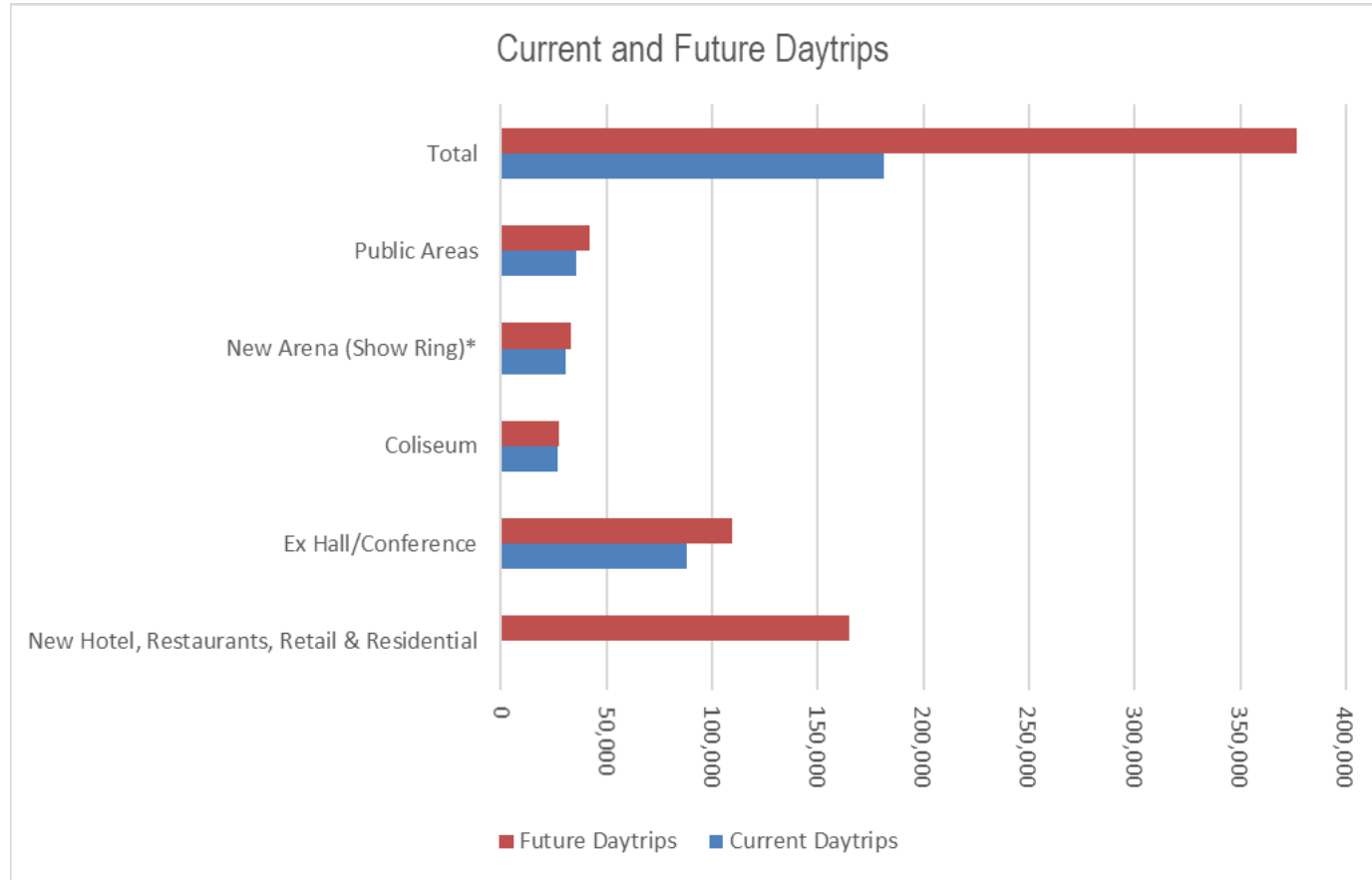
	Current	Future w/Investment	Future Without Investment	Difference
Operating Revenue	\$9,203,733	\$11,915,144	\$9,070,941	(\$2,844,203)
Operating Expense	\$8,049,887	\$9,821,322	\$9,219,251	(\$602,071)
Net	\$1,153,846	\$2,093,822	(\$148,310)	(\$2,242,132)

## 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.

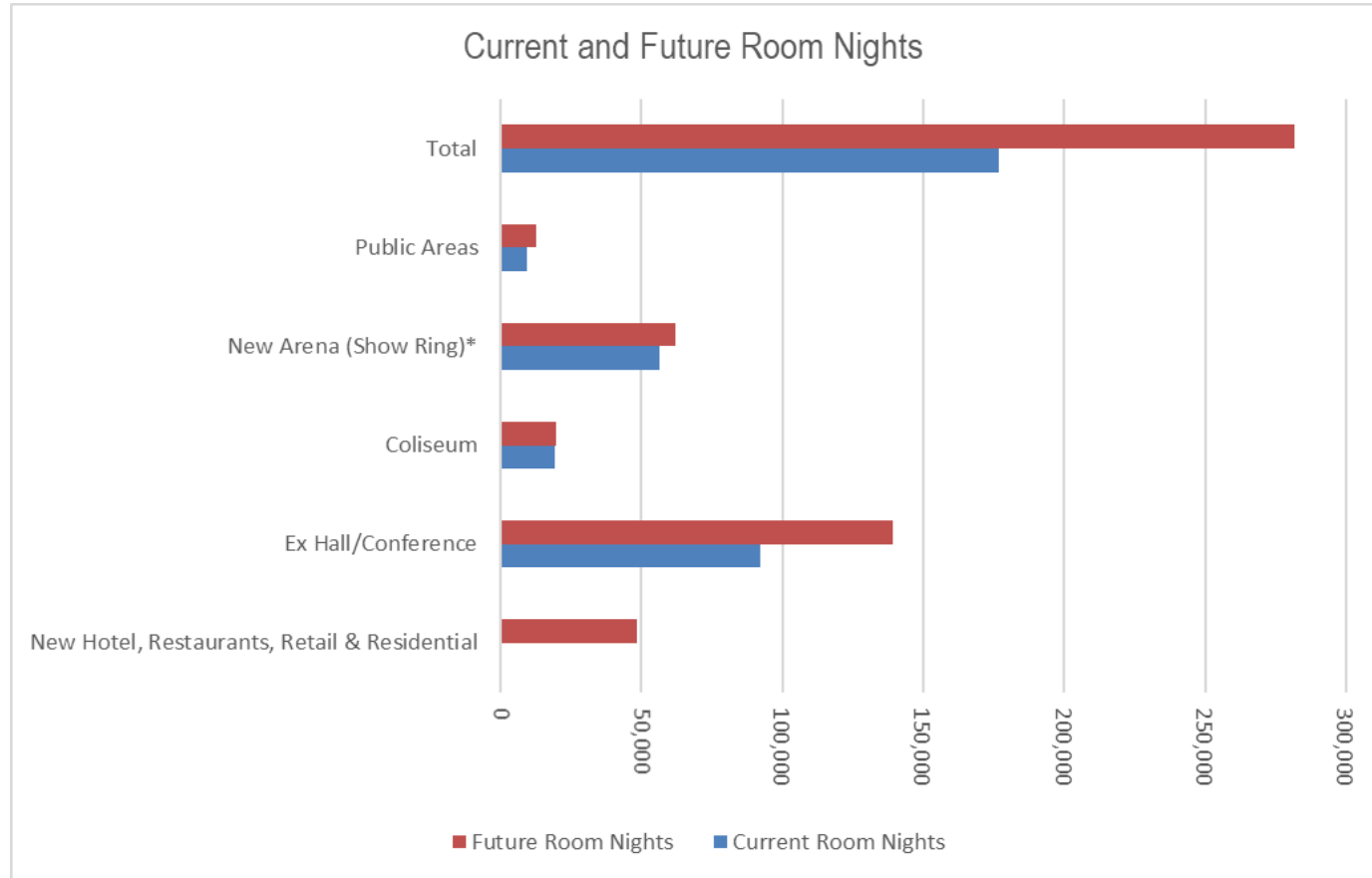
If no investment is made, HSP expects that events will outgrow the space and leave for other, larger and more flexible/modern facilities.



## 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 Visitors 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.