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# Alliant Energy Center Potential Market Opportunities

FEBRUARY 13, 2023



# Study Context

In 2017, Hunden Partners was engaged to complete a market and financial feasibility study on the Alliant Energy Center campus in Madison, Wisconsin. With the help of Perkins&Will, the findings of the Hunden's study were included into a master plan of the entire campus.

The goal of this 2017 study was to discover the optimal future of the AEC campus. Since 2017, many things have changed as they relate to demand and supply of similar assets. These trends were influenced by the 2020 pandemic.

In 2023, Hunden Partners was re-engaged to provide an update to the 2017 study, creating a companion report to the 2017 study, showing what has changed and how that relates to the optimal, market-supported recommendations for the facility going forward.

This report provides the updated analysis performed by the Hunden team.





# AEC Redevelopment Committee Timeline

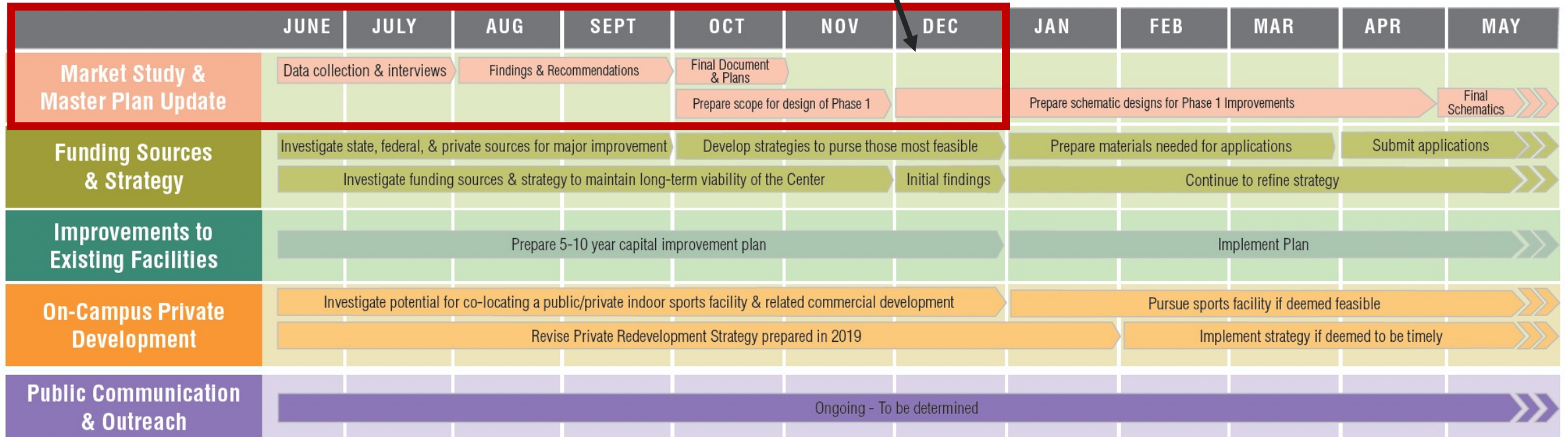
## Where are We Today?

The Redevelopment Committee has made a tentative timeline for the future of the Alliant Energy Center. The highlighted areas show where this study and its findings fit into the overall plan of action.

### 2023 / 2024 WORK PLAN

Today

### ALLIANT ENERGY CENTER REDEVELOPMENT COMMITTEE



# Summary Matrix: Assets and Market Demand

Given Madison market's expanding population and robust demographics, it stands as a prime hub for events and entertainment. Although the AEC has proven to be a valuable local asset, the regional landscape is evolving as other communities reimagine and reinvest in their event and entertainment facilities. For Dane County, maintaining the status quo comes at a cost to taxpayers in both operating and repair costs, as well as with an opportunity cost. The aging and relatively smaller facilities at AEC are causing a leakage of consumer spending and demand to other markets in the region.

To stay competitive and vibrant, reinvesting in these local facilities is imperative. Not only will it draw in new and larger groups, but it will also enhance the AEC's ability to cater to the needs of local residents on a weekly basis. This strategic reinvestment is not just a financial move; it's an investment in the vitality and appeal of Dane County's event and entertainment scene.

	<b>Entertainment: Arena (Coliseum)</b>	<b>Entertainment: Amphitheater / Outdoor Stage</b>	<b>Meetings: Function Space</b>	<b>Groups: Equestrian &amp; Livestock</b>	<b>Sports: Indoor Sports</b>	<b>Commercial Assets: Hotel, Retail</b>
<b>Market Opportunity?</b> Does the market need additional / new assets?	YES	MAYBE	YES	YES	YES	YES
<b>AEC?</b> Is the AEC best location for a new asset?	YES	MAYBE	YES	YES	MAYBE	YES
<b>Why?</b>	<p>Many groups utilize the Coliseum today, but the arena is not event-ready, requiring high setup costs.</p> <p>The Madison market is prime for high-end live entertainment, yet the outdated and obsolete VMC continues to drive top concerts away. A lack of quality has pushed demand and spending to other markets.</p> <p>There is strong potential for public-private partnerships to develop a new arena.</p>	<p>There is only one true outdoor venue in the market and its main focus is soccer. The City committed \$1.3 million to further invest in Breese Stevens Field to host additional concerts.</p> <p>Willow Island would be the optimal location for a permanent outdoor stage at the AEC. This may impact some larger events (camping and RVs).</p>	<p>Space has become a constraining factor to growth for many of the AEC's largest groups. Additional space (exhibit, ballroom and meeting rooms) is a top need in order to compete with other top complexes.</p> <p>The addition of ballroom space would open the facility up to larger conventions and new higher-rated groups.</p>	<p>Many groups build temporary structures for events. These structures are most often show rings, similar event rings, or tie outs, stalling space. Constructing a permanent structure of this kind would lower costs for large groups that regularly use the facility, as well as attract new groups.</p>	<p>The Victus Advisors study showed demand for indoor and outdoor sports within Madison outweighs supply. Hunden agrees that this is a need within the market.</p> <p>Hunden and Perkins&amp;Will determined that field sports would not fit on the site. Indoor sports, however, are a reuse option for existing indoor facilities.</p> <p>If a new arena is built at the AEC, the Coliseum could transform into a 10-court basketball facility. If a facility is built onsite, it would be constrained in its expansion potential, whereas this may not be true on a master planned site elsewhere in Madison.</p>	<p>With the addition of these new function spaces, a HQ hotel is crucial. A HQ hotel and walkable food &amp; beverage opportunities will help develop a walkable district and attract new, larger, higher impact groups..</p> <p>The AEC has a ongoing lease with the onsite Clarion hotel, creating some challenges.</p>



# Study Findings

Hunden recommendations and priority levels are shown below. Priority levels were based on the number of net new room nights each grouping would drive to Madison, as well as the synergy between assets in the same grouping.

Alliant Energy Center: Recommendations		
Space Type	Size	Location
<b>FIRST PRIORITY</b>		
(+) Ballroom	30,000 SF	Exhibition Hall
(+) Meeting Space	20,000 SF	Exhibition Hall
(+) Expo Space	90,000 SF	Exhibition Hall
(+) Infrastructure (Roads, Fence)	-	-
<b>SECOND PRIORITY</b>		
(+) Entertainment Venue	10K - 12K Seats	North of NH Pavilions
(/) VMC Indoor Sports Facility	8-10 Courts	Veterans Memorial Coliseum
(+) Equestrian Show Ring	37,500 SF	NH Pavilion
(-) Removal of Arena Building	-	Arena Building
(+) Centralized Welcome Area	50,000 SF	Arena Building Site
<b>TERTIARY PRIORITY</b>		
(+) Permanent Stage	N/A	Willow Island
<b>FUTURE PRIORITY</b>		
(+) Onsite Hotels	600 Rooms (2 Hotels)	TBD
(+) Restaurants, Food Hall	3+	TBD

Source: Hunden Partners

**Net Changes**  
 +258 K Total SF  
 +171 K Exhibit SF  
 + 30 K Ballroom SF  
 + 20 K Meeting SF  
 + 2 K Arena Seats



# The Highlights

With a 1.2 million people within a one-hour drive of Madison and 16 million within a three-hour drive, there are significant opportunities for Madison to attract out of town visitors if improvements are made to the AEC

## Exhibition Hall – 140,000 SF Expansion:

*+197,000 NN Annual Visits*

*+30,100 NN Annual Room Nights*

## Equestrian Show Ring & New Holland Pavilion

*+41,400 NN Annual Visits*

*+6,500 NN Annual Room Nights*

## Entertainment Venue (Arena)

*+368,000 NN Annual Visits*

*+15,000 NN Annual Room Nights*

## Youth Sports Facility

*246,000 NN Annual Visits*

*+15,000 NN Annual Room Nights*

## Permanent Stage-Willow Island

*+90,000 NN Annual Visits*

*+5,100 NN Annual Room Nights*

## Hotel and Restaurants

*+ 30,600 NN Annual Room Nights*

*+76,600 NN Annual Daytrips*

With new visitors in the market, additional and more walkable hotels/dining options are needed to support larger events.



# What's Changed and Why? Recommendations.

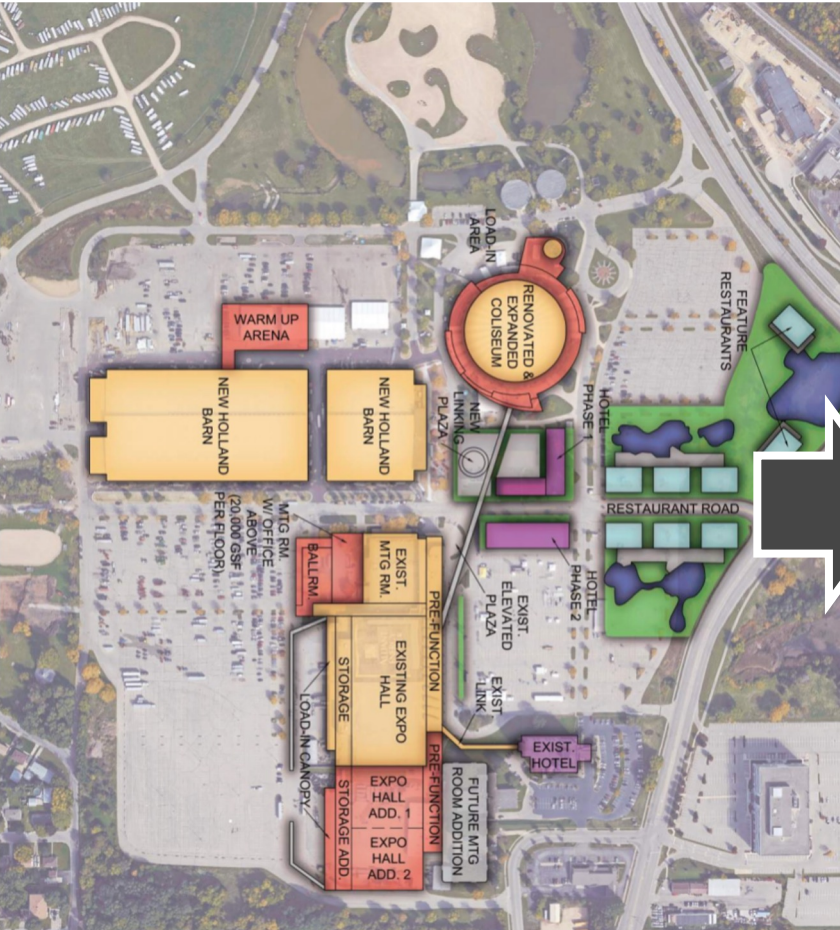
Asset	2017 Study	2023 Study	Why the Change?
Veterans Memorial Coliseum	Renovation	Build a New Arena & Repurpose VMC to a Youth Sports Facility	A new study relating to youth sports was performed which emphasized the need for additional indoor/outdoor facilities in the area. Repurposing the VMC allows to the legacy of the facility to continue in a new way onsite. The VMC has a poor orientation for concerts which has been made more obvious with newly developed arenas across the United States.
Exhibition Hall	+90,000 SF <b>Two Phases</b>	+90,000 SF <b>Single Phase</b>	Many of the largest AEC groups are constrained by the size of the facility. For example, since the 2017 study, the CrossFit Games outgrew the facility. CrossFit Games is currently looking for a facility with more permanent structures. Additional space is needed to reduce losses and attract new users.
Ballroom	+30,000 SF		There is no offering onsite that can cater to higher-rated business. Ballroom space will allow the facility to host, dine and attract new groups. This is one area where the AEC is the furthest behind its competitors.
Meeting Rooms	+20,000 SF		Current users need more breakout space for a plethora of needs: vendors, meetings, offices for event officials, and podcasting rooms, just to name a few. Additional meeting rooms are needed with or without additional buildings onsite.
New Holland Pavilions	Development of a Permanent Equestrian Show Ring		Community feedback indicated the continued need for amenities to serve its largest customers – agriculture and livestock The largest shows have to build smaller rings for each of their shows, increasing the cost to host events in Madison.
Arena Building	Removal of Arena Building		Community feedback revealed the desire for added greenspace. This space would be replaced with by the Equestrian Show Ring and allow for a greater sense of welcoming to the facility, better leveraging all assets.

# Evolving Site Plans

January 2017

September 2018

December 2023







# Evolving Site Plans

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**Original 2017 Study.** The original feasibility study by Hunden and Perkins&Will unveiled major improvement concepts as exhibited in the 2017 site plan.

- The plan included large additions to the existing Expo Center with additional exhibition spaces, a large divisible banquet hall, meeting rooms and the added spaces needed to support those uses.
- It called for the removal of the existing Arena building, with that space becoming a key open space in front of a remodeled Coliseum. The Arena Building would be replaced by a new warm-up arena attached to the New Holland Pavilions.
- The Coliseum would be updated with added front and back of house area, making it more attractive to visitors and visiting acts.
- The site plan also shows the addition of two new centrally located on-campus hotels, serving visitors to the AEC.
- The master plan also called for new privately developed restaurant and entertainment uses, adjacent to John Nolan Drive and Rimrock Road. Those restaurant uses were located to serve visitors to the campus, as well as locals in the nearby neighborhoods.

**The 2018 Master Plan.** After conducting a more in-depth and detailed study, we recommended key changes after conducting a more in-depth and detailed study.

- A perimeter loop circulation road and drainage improvements were suggested to add needed parking, to facilitate circulation and to overcome on-campus flooding and drainage issues.
- The Equestrian/ Warm-up Arena was proposed to be located at the south side of the New Holland Pavilions, instead of the previous north side location.
- After researching a large two-story banquet addition to the Expo Center, it was determined a large, primarily one-story addition would be more functional and more cost effective.
- The client committee also requested that we provide far more mixed-use, retail and restaurant density located along John Nolan Drive and Rimrock Road.

**Study Update: 2023.** Our new updated financial feasibility study again maintains many of the same concepts, but it allows for key changes post-pandemic.

- We are indicating a permanent stage on Willow Island to allow easier set up for many events, including the existing Bratfest.
- After much research and design, we understand that the Coliseum will never become an ideal venue for large scale touring concerts, although it can be greatly improved from its existing condition.
- If private support is received, the AEC would be the ideal location for a new state-of-the-art Entertainment Venue (Arena) that can host many on-campus events as well as the largest touring acts in the nation. The site plan shows this potential new Entertainment Venue located just west of the Veterans Memorial Coliseum.
- Based on a recent feasibility study indicating the strong demand for sports and sports tourism facilities in the Madison area market, we have investigated the idea of renovating the Coliseum into a facility that can host mid-sized multipurpose events and sports tourism events. This renovation can serve and enhance existing events such as the World Dairy Expo, and it can add a new mix of events that can attract thousands of people to the Madison area.
- The new site plan maintains the option of private mixed-use development, hotels, and parking garages. This creates a vibrant mixed-use campus that can host current tenants, but can also attract new visitors. The mixed-use development can create a vibrant neighborhood center that meets the needs of visitors and of local residents.



**Alliant Energy Center, Madison, Wisconsin**  
 Estimated Costs for Improvements, Modifications and Additions to the Campus

Location & Element	2019 Construction Price	2023 Construction Price	2027 Construction Price	2027 Total Project Cost
Cost Inflation		(x 1.31)	(x 1.17)	w Soft Cost (x 1.25)
<b>Grounds and Infrastructure Improvements</b>				
Central Plaza	\$ 2,463,316	\$ 3,226,944	\$ 3,775,524	\$ 4,719,406
Arena South Parking	\$ 2,049,902	\$ 2,685,372	\$ 3,141,885	\$ 3,927,356
Expanded North Parking	\$ 2,890,606	\$ 3,786,694	\$ 4,430,432	\$ 5,538,040
Additional Storage	\$ 198,688	\$ 260,281	\$ 304,529	\$ 380,661
Ring Road	\$ 403,579	\$ 528,688	\$ 618,566	\$ 773,207
Stormwater Management	\$ 1,004,784	\$ 1,316,267	\$ 1,540,032	\$ 1,925,041
Grand Entrance	\$ 3,000,000	\$ 3,930,000	\$ 4,598,100	\$ 5,747,625
Forced Main	\$ 2,000,000	\$ 2,620,000	\$ 3,065,400	\$ 3,831,750
Hotel Connector	\$ 1,586,249	\$ 2,077,986	\$ 2,431,244	\$ 3,039,055
<b>Total</b>	<b>\$ 15,597,124</b>	<b>\$ 20,432,232</b>	<b>\$ 23,905,712</b>	<b>\$ 29,882,140</b>
<b>Facility Modifications</b>				
Exhibition Center Addition/Bistro Mezzanine	\$ 78,290,747	\$ 102,560,879	\$ 119,996,228	\$ 149,995,285
New Equestrian Arena	\$ 8,974,313	\$ 11,756,350	\$ 13,754,930	\$ 17,193,662
Willow Island Main Stage	-	\$ 1,000,000	\$ 1,170,000	\$ 1,462,500
Event Center	-	-	-	-
New 12,000 Seat Concert/Multi-use Event Center	-	\$ 225,000,000	\$ 263,250,000	\$ 329,062,500
Event Center Garage (500 Spaces)	-	\$ 12,500,000	\$ 14,625,000	\$ 18,281,250
Coliseum Remodel - Sports Tournament/Multi-Use	-	\$ 42,000,000	\$ 49,140,000	\$ 61,425,000
<b>Total</b>	<b>\$ 87,265,060</b>	<b>\$ 394,817,229</b>	<b>\$ 461,936,157</b>	<b>\$ 577,420,197</b>
<b>Commercial Assets / Private Development</b>				
Full-Service Hotel (400-Keys)	-	\$ 202,000,000	\$ 236,340,000	\$ 295,425,000
Restaurant / Foodhall / Retail (40,000 SF)	-	\$ 16,875,000	\$ 19,743,750	\$ 24,679,688
<b>Total</b>	<b>\$ -</b>	<b>\$ 218,875,000</b>	<b>\$ 256,083,750</b>	<b>\$ 320,104,688</b>
<b>Total Investment (Public and Private)</b>	<b>\$ 102,862,184</b>	<b>\$ 634,124,461</b>	<b>\$ 741,925,619</b>	<b>\$ 927,407,024</b>

Source: Perkins & Will, Hunden Partners





# Renderings & Vision



# The Kemper Arena Transformation Model

In 1974, the City of Kansas City, Missouri developed Kemper Arena to be the main indoor, year-round athletic and performance venue in the market.

As the area evolved, the need for enhanced entertainment options increased, leading the City to develop the Sprint Center (now T-Mobile Center) in 2007. With a new arena in town, Kemper Arena became obsolete.

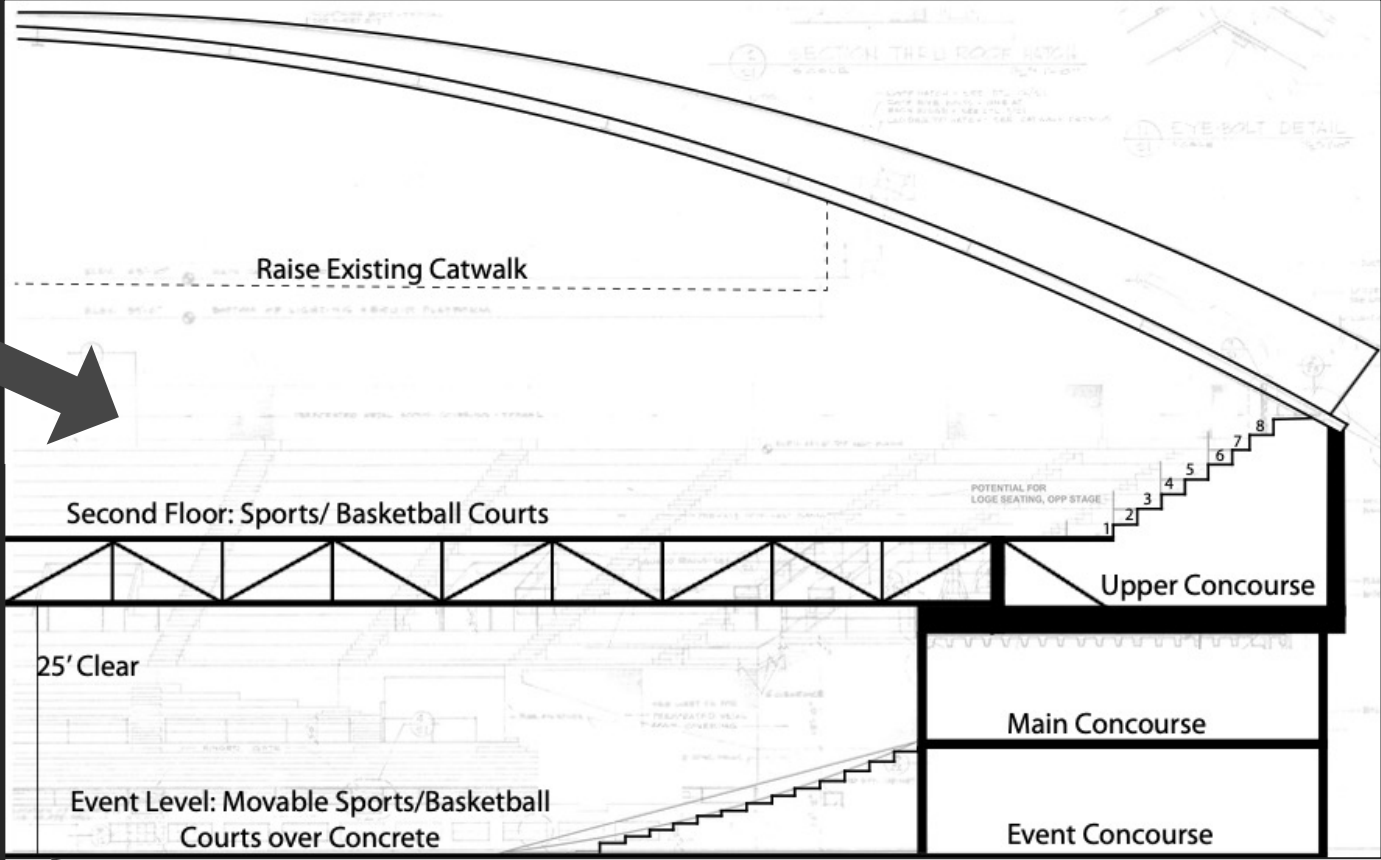
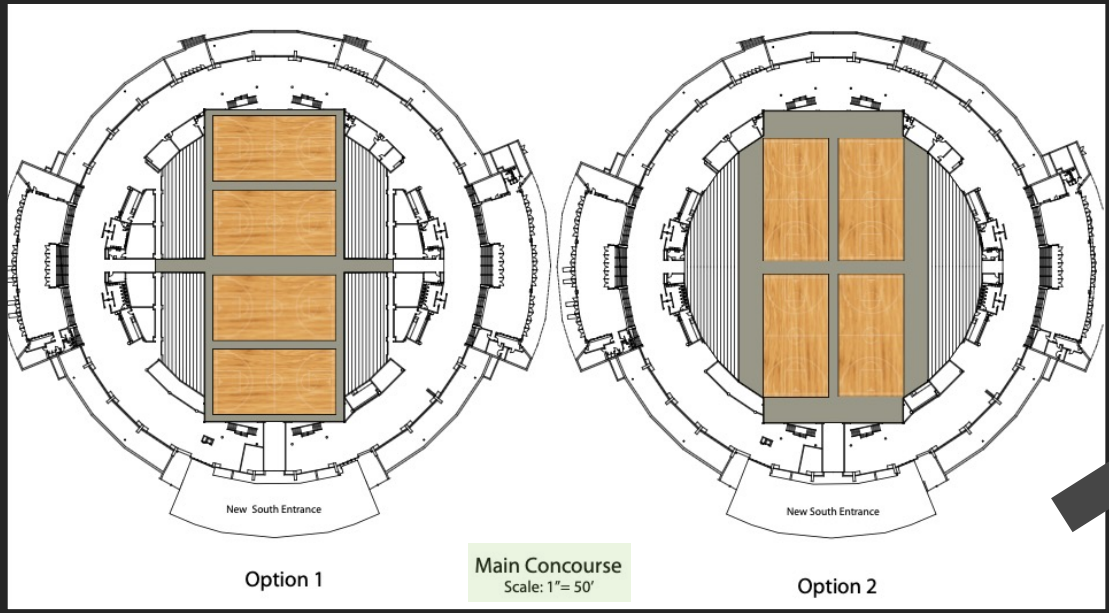
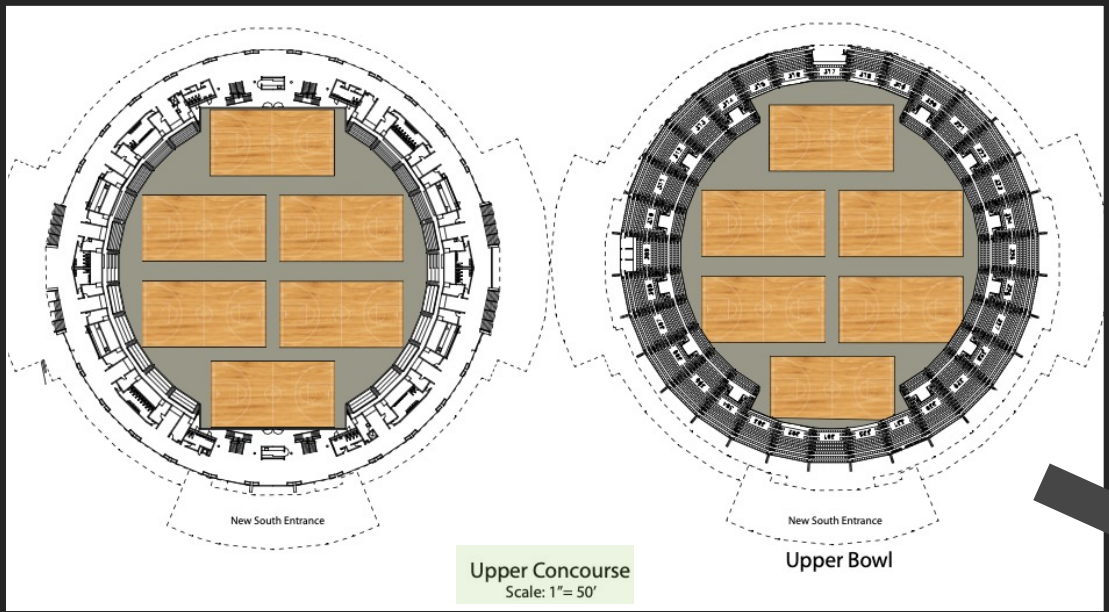
In 2018 a five-year, \$42 million transformation process completed, which re-developed the Kemper arena into a youth sports development. The arena, now named Hy-Vee Arena, has 12 basketball courts and a top-floor elevated running track (350 meters).

On weekdays the venue typically sits empty until 4:30 PM when club teams then utilize the venue for practice. On weekends the venue is often used for tournaments.





# Reimagining Veterans Memorial Coliseum





# The Expanded Exhibit Hall

Perkins&Will

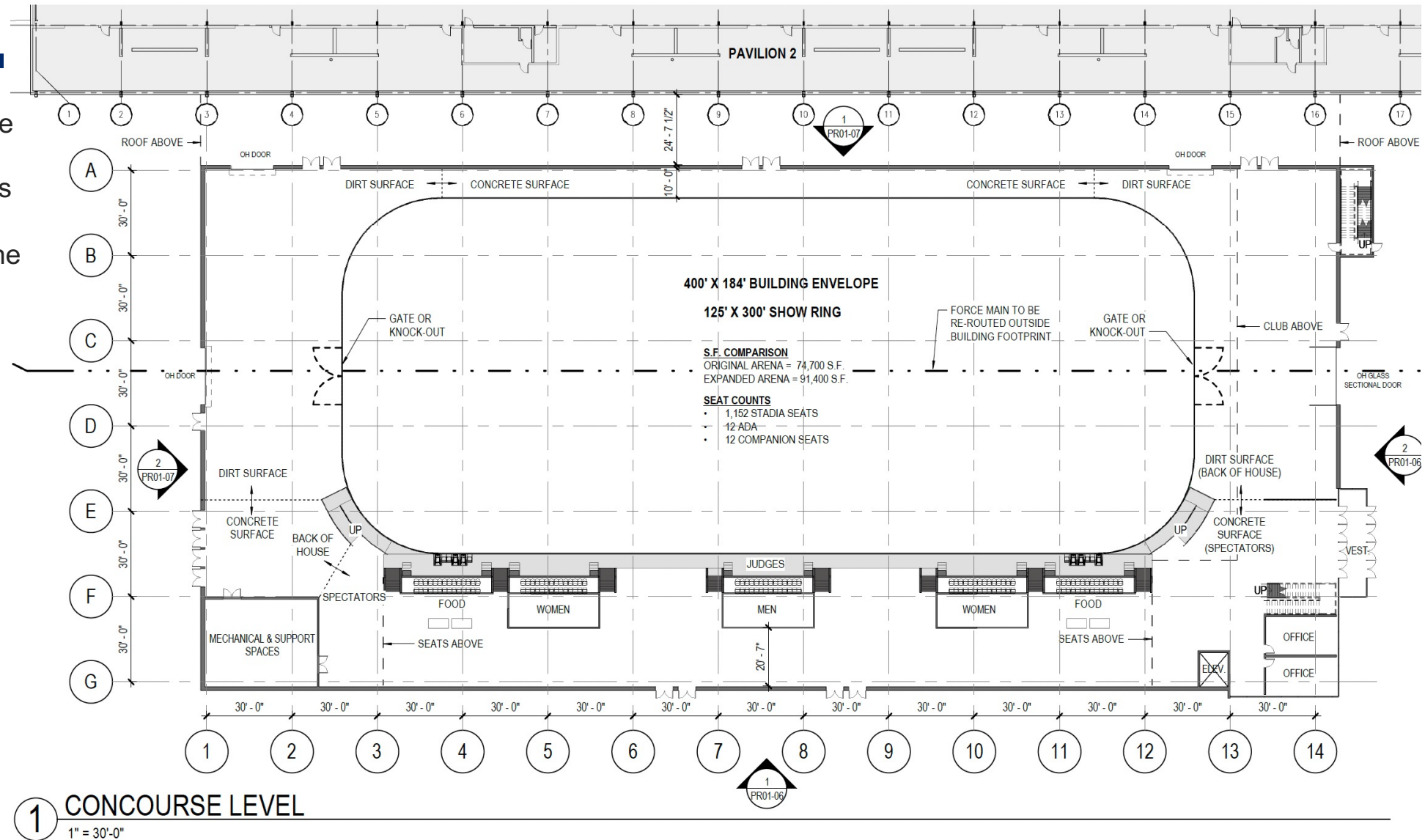


# A New Show Ring

A new show ring would create a permanent structure for smaller shows, warm up rides and further help the facility cater to its top users within the equestrian/livestock space.

Designs relating to the show ring remain in-line with 2020 schematics. The arena remains a big opportunity for the campus.

If/when the dirt is removed from this space, it will be another flexible space that could be used as flat floor expo function space and for smaller audience events.





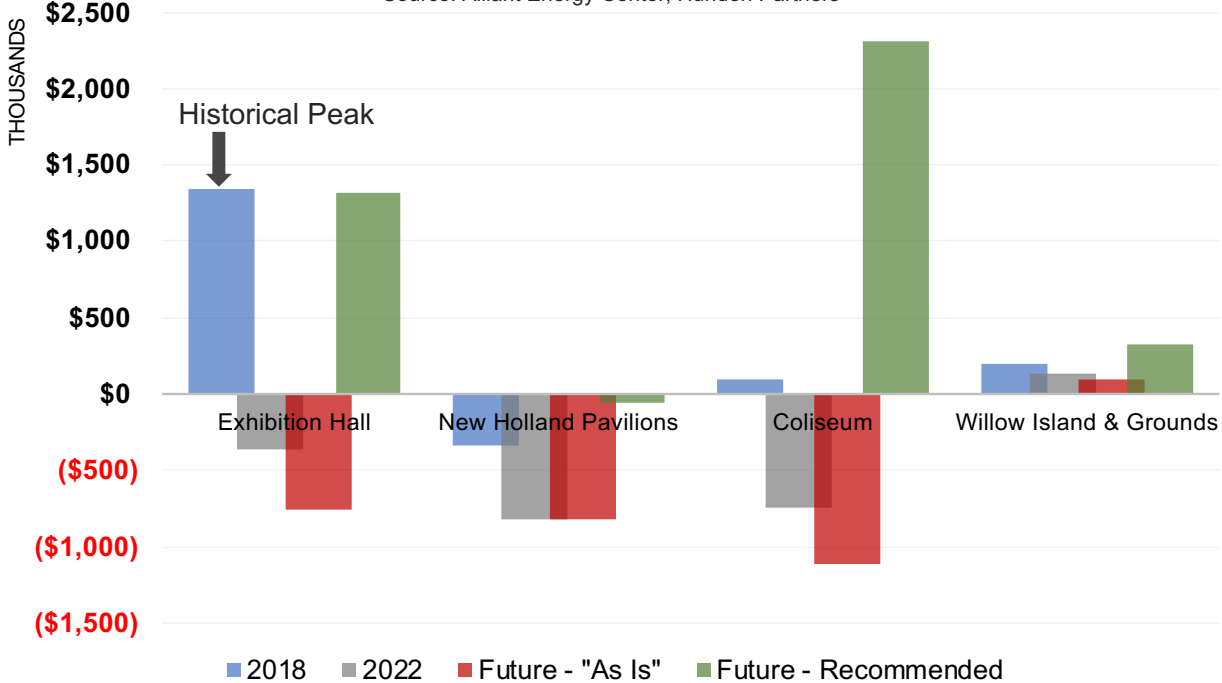
# Two Futures

Going forward the performance of the Alliant Energy Center “As-Is” is expected to decline as the facilities become obsolete compared to other communities who are continually investing in improved meeting facilities.

If improved, the Alliant Energy Center is expected to once again become a profitable facility. The cumulative difference in NOI over the first ten years of operation is expected to be nearly **\$82 million**.

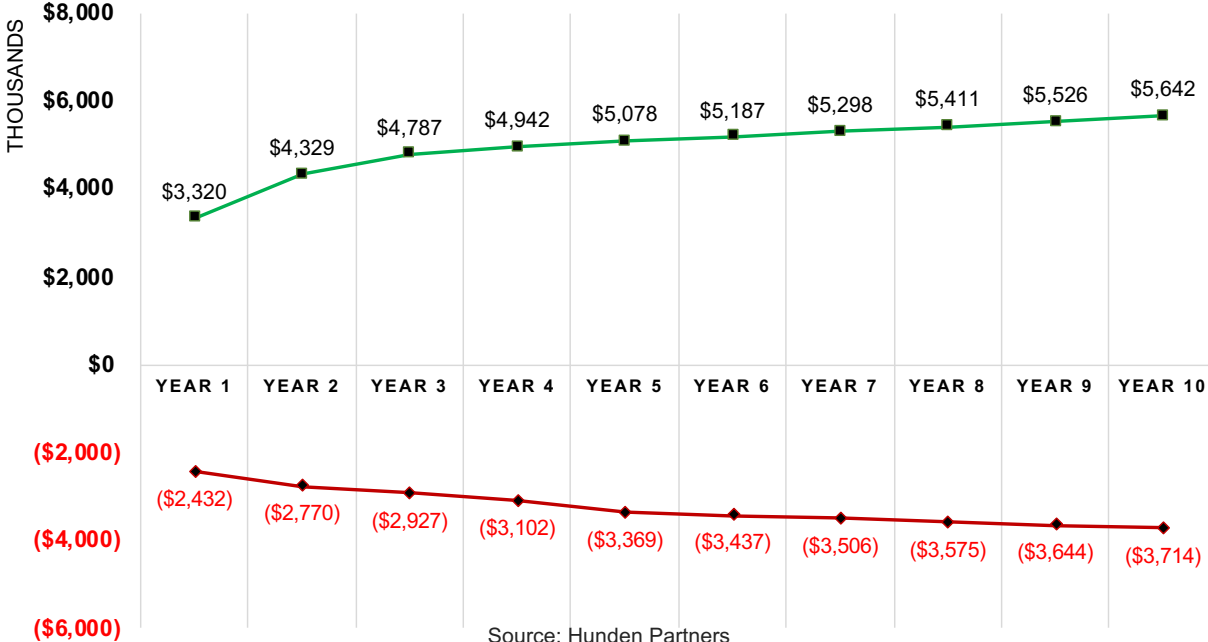
**ALLIANT ENERGY CENTER**  
**NET OPERATING INCOME BY ASSET**  
 2018 & 2022 VS INFL. ADJ. PROJECTIONS (2032)

Source: Alliant Energy Center, Hunden Partners



**ALLIANT ENERGY CENTER**  
**OPERATING INCOME OVER FIRST 10 YEARS OF**  
**OPERATION (BEG. 2028)**

Facility "As-Is" With Renovations



Source: Hunden Partners

# Return on Investment

There are multiple ways to look at the value of an asset. For large public developments, such as this, economic impacts are the most important as they drive local GDP growth and generate new taxes. The highlighted rows below show the number of incremental room nights generated locally by new developments and compares cost of construction to the number of incremental room nights over 30 years.

Additionally, a way to compare return on investment is by comparing the net present value (3% rate) of the operating incomes of each facility in each scenario: "As-Is" versus the recommended scenario.

Different Ways of Looking at Return on Investment						
30-Year Summary of Room Nights						
Facility	"As-Is"	Recommended	Incremental	Avg. Annual	Constr. Cost	Cost Per RN
Exhibition Hall	686,500	1,589,610	903,110	30,104	\$149,995,285	\$166
VMC/Entertainment Venue	52,208	508,259	456,051	15,202	\$329,062,500	\$722
VMC/Youth Sports	52,208	447,175	394,966	13,166	\$61,425,000	\$156
New Holland Pavilion	216,898	413,006	196,108	6,537	\$17,193,662	\$88
Willow Island	31,861	185,841	153,980	5,133	\$1,462,500	\$9
Net Present Value (2025) of Future Net Operating Income						
Facility	"As-Is"	Recommended	Incremental	Avg. Annual	Constr. Cost	Avg. Real Return
Exhibition Hall	(\$25,006,363)	\$39,463,931	\$64,470,295	\$3,289,227	\$149,995,285	2%
VMC/Entertainment Venue	(\$30,477,721)	\$69,494,184	\$99,971,905	\$5,100,493	\$329,062,500	2%
VMC/Youth Sports	(\$30,477,721)	(\$783,023)	\$29,694,698	\$1,515,002	\$61,425,000	2%
New Holland Pavilion	(\$23,996,262)	(\$820,742)	\$23,175,520	\$1,182,398	\$17,193,662	7%
Willow Island	\$942,798	\$8,393,285	\$7,450,488	\$380,118	\$1,462,500	26%

Source: Hunden Partners

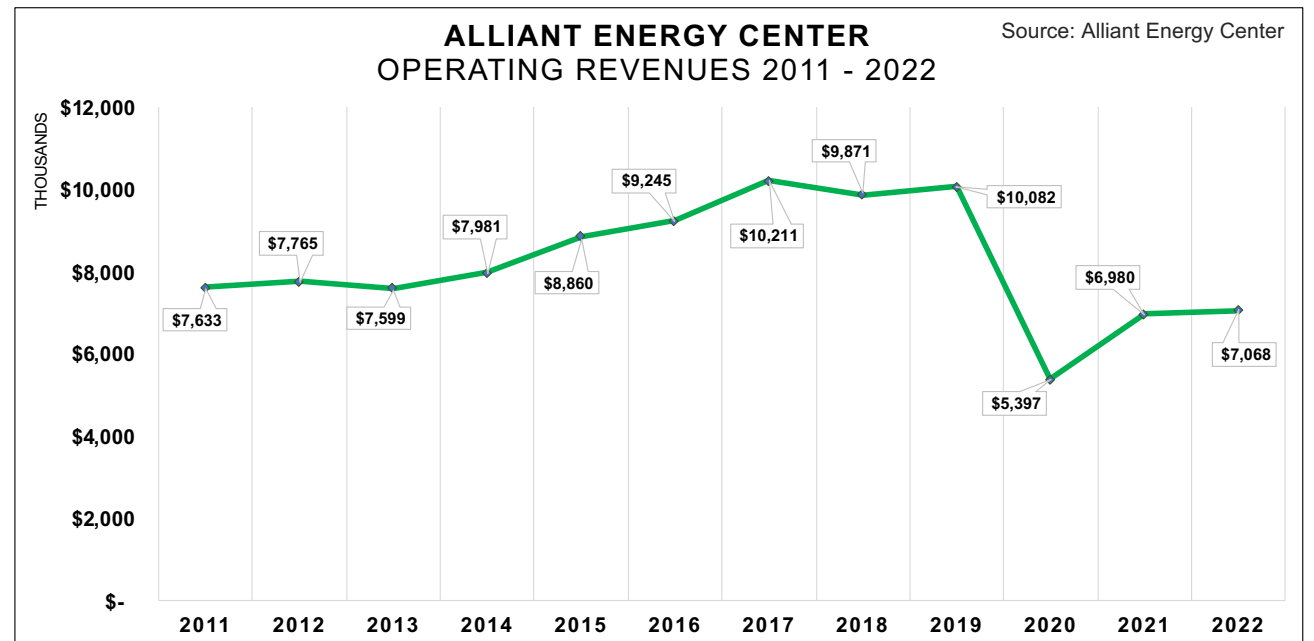
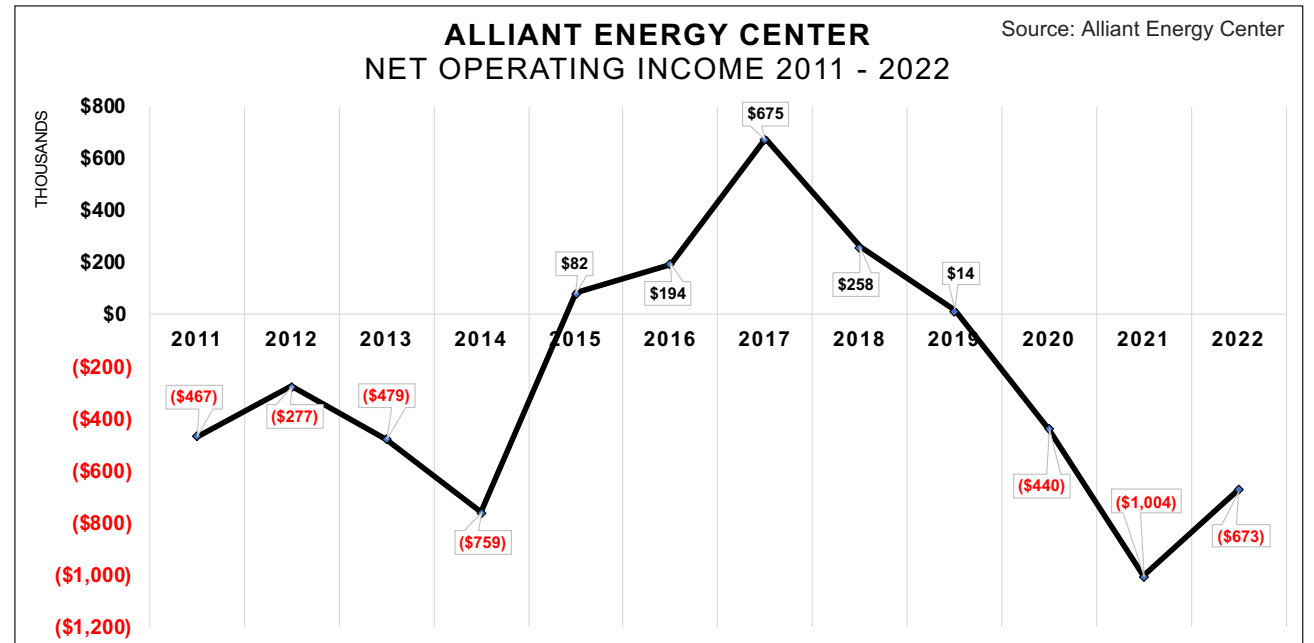


# Performance

Typically, large convention, fair and expo centers are considered loss leaders for the purpose of driving economic impact rather than drive an operating profit.

Unlike the majority of similar fair and expo centers across the United States, the Alliant Energy Center has had many years of sustained profitability until the pandemic.

Following the pandemic, revenues have turned negative as groups outgrow the campus and the facilities continue to age.

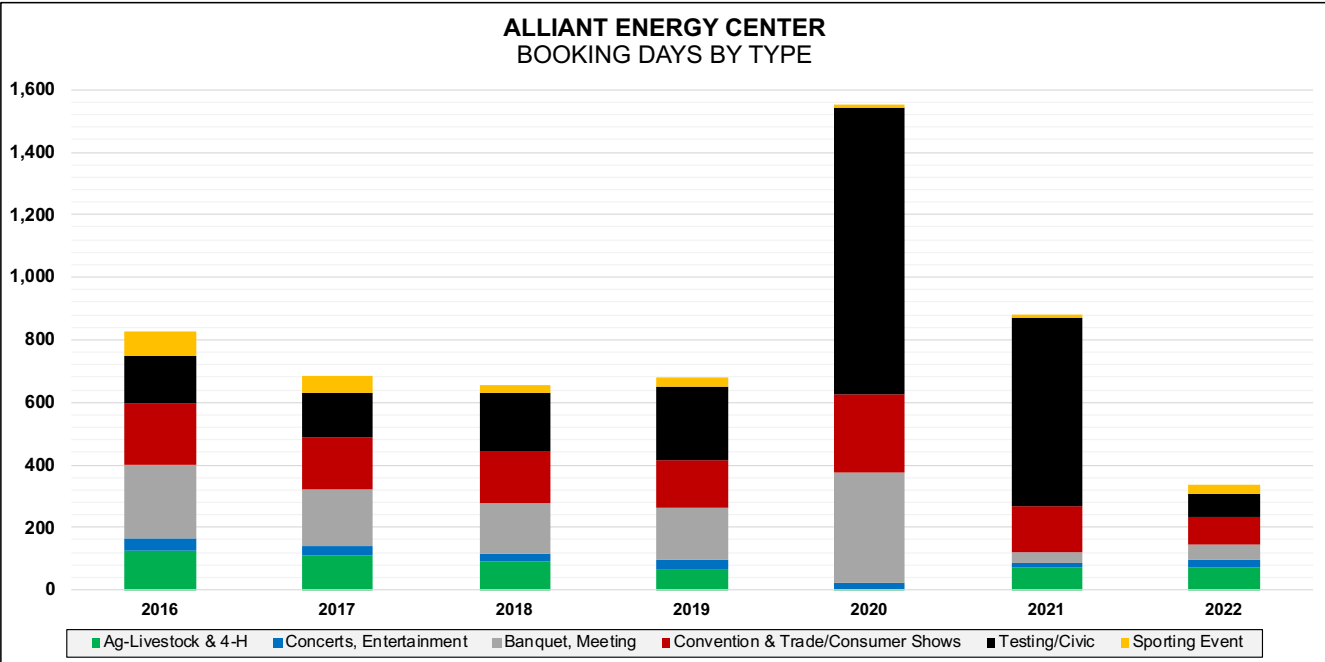
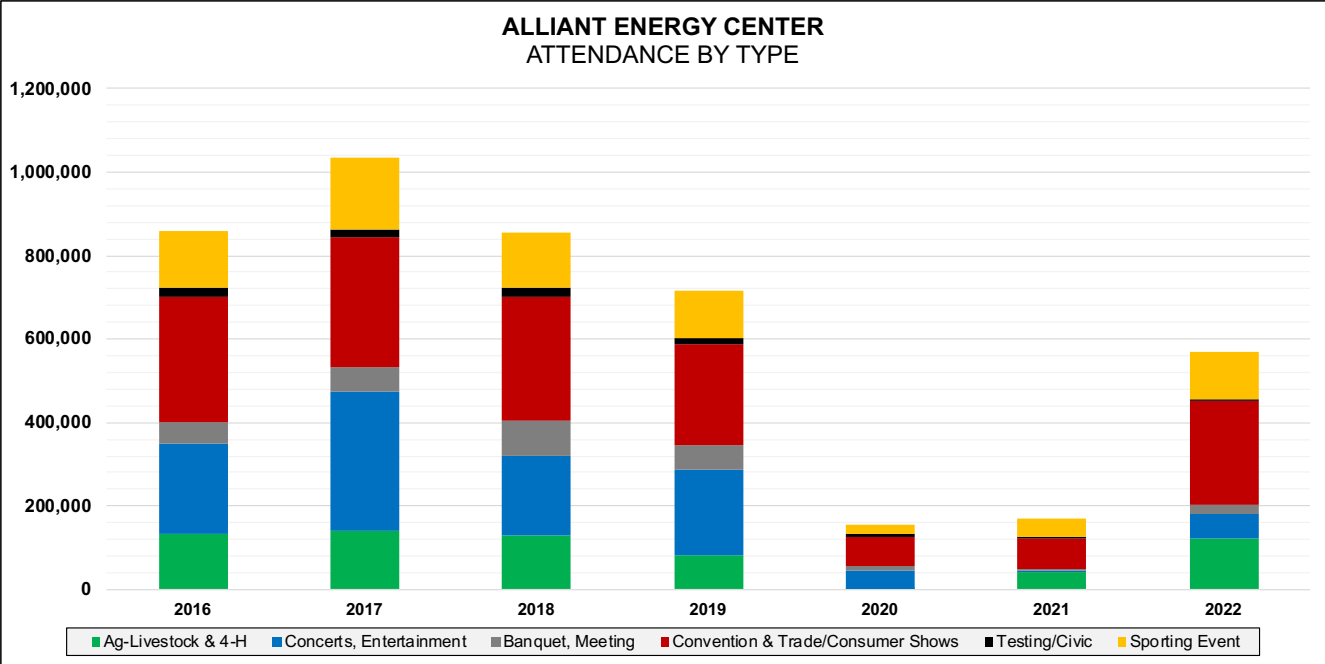


# Performance Data



The AEC attracted more annual visitors prior to the pandemic than following the pandemic. In 2017, the campus had over one million annual visitors, while 2022 saw approximately half of that. During the period, approximately 19 percent of attendees visited the AEC for a family show, 18 percent for consumer shows and 17 percent for sporting events.

While the number of attendees has decreased, the number of events has increased, and as such, the average size of event has decreased.





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**With professionals in Chicago, San Diego, Indianapolis and Minneapolis, HSP provides a variety of services for all stages of destination development in:**

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 750 studies over the past 20 years, with more than \$5.5 billion in built, successful projects.



# Meetings & Groups



# Interviews with Current Users: Hopes & Dreams for a Future Facility

54,500 attendees



15-20 additional meeting rooms.

Larger show ring floor within the Veterans Memorial Coliseum.

Security fencing, controlled access to facility.

High speed internet.

Require an additional 100,000 SF of indoor cattle housing.

61,500 attendees



Additional indoor facilities, including exhibit space and a ballroom, but with no reduction in the number of parking spaces.

Greater capacity within the Coliseum for events. If a new coliseum were to be built, the current arena would need to remain operational until construction is complete.

Fencing around the entire facility.

100,000 attendees



Request for more flat areas to facilitate staging and event logistics.

Improve parking facilities to accommodate the large turnout.

Enhanced security features & better fencing arrangements.

Upgraded Wi-Fi connectivity & sufficient bathroom facilities.

70,000 attendees



CrossFit Games is outgrowing the facility in terms of space.

The perfect facility would have a newer, larger arena next to meeting space.

An ideal arena would have 9,000 seats in the Coliseum and a 11 x 200 competition floor with additional seats on the ground to sell as a different type of premium

4,300 attendees



Bigger expo spaces and more meeting rooms with better flexibility.

A well-planned campus-like setup, possibly with adjacent facilities.

Amenities like an amphitheater, on-site hotel, and a mixed-use district.

A need for better parking solutions and access to downtown Madison



**Entertainment**

# Wisconsin Arena Market

After FiServ Forum opened in 2018 the entertainment market grew within the state, but soon was impacted by the pandemic. The market continues to be strong and is on pace to return to pre-pandemic levels.

FiServ opening did not have a significantly negative impact to the performance of the Resch Center. While these two markets have performed well over time, the Madison market continues to punch below its weight class in terms of the number of concerts and attendees compared to Green Bay and Milwaukee.

Promoters do not view these markets as overlapping, suggesting that each of these markets can thrive independently, even with a new arena in Madison. This conclusion is supported by the minimal impact to the Resch Center after FiServ Forum opened in 2018.

Wisconsin Arena Market										
Number of Concerts & Shows by Arena										
Year	By Venue						Wisconsin Total Concerts	By Market		
	Green Bay Resch Center	FiServ Forum	Milwaukee BMO Harris Bradley Center	UW-Milwaukee Panther Arena	Madison Kohl Center	Veterans Memorial Coliseum		Green Bay	Milwaukee	Madison
2022	26	26		8	0	5	65	26	34	5
2021	12	12		2	0	1	27	12	14	1
2020	3	15		1	0	1	20	3	16	1
2019	18	61		3	2	17	101	18	64	19
2018	29	21	15	4	1	5	75	29	40	6
2017	18		20	3	1	2	44	18	23	3
2016	27		24	9	1	0	61	27	33	1
2015	15		15	10	2	0	42	15	25	2
2014	8		34	10	0	0	52	8	44	0
2013	14		8	4	0	0	26	14	12	0
2012	12		24	0	0	0	36	12	24	0
2011	11		23	1	0	0	35	11	24	0
2010	15		18	9	1	0	43	15	27	1
2009	13		28	8	3	0	52	13	36	3

Number of Concert Attendees by Arena and Market Share										
Year	By Venue						Wisconsin Total Attendance	By Market		
	Green Bay Resch Center	FiServ Forum	Milwaukee BMO Harris Bradley Center	UW-Milwaukee Panther Arena	Madison Kohl Center	Veterans Memorial Coliseum		Green Bay	Milwaukee	Madison
2022	134,237	234,275		53,960	-	19,421	441,893	30%	65%	4%
2021	53,626	126,267		10,064	-	-	189,958	28%	72%	-
2020	16,275	118,761		6,978	-	-	142,014	11%	89%	-
2019	101,994	558,219		12,951	28,242	86,075	787,481	13%	73%	15%
2018	160,754	209,853	102,062	20,016	16,165	25,755	534,605	30%	62%	8%
2017	138,688		236,818	18,954	12,225	10,372	417,056	33%	61%	5%
2016	155,403		201,978	64,485	11,813	-	433,679	36%	61%	3%
2015	105,791		130,645	56,080	175,519	-	468,035	23%	40%	38%
2014	54,584		241,028	-	-	-	295,612	18%	82%	-
2013	100,497		76,431	17,926	-	-	194,854	52%	48%	-
2012	74,535		193,166	-	-	-	267,701	28%	72%	-
2011	48,104		183,936	-	-	-	232,041	21%	79%	-
2010	72,591		148,563	28,629	7,097	-	256,880	28%	69%	3%
2009	78,292		244,606	-	105,135	-	428,034	18%	57%	25%

\*2023 data reflects YTD (as of September 29, 2023)  
Source: Pollstar

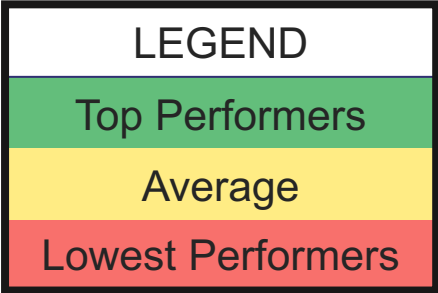




# Madison is Underserved

Hunden extrapolated data to estimate the approximate amount of ticket sales to concerts in each major arena within the market. When combining these amounts by market and then comparing to MSA population, it shows the ticket spending per person within the MSA. Ticket sales in the Madison market are less than half of that compared to Milwaukee on a per person basis. Compared to Green Bay, a market with one venue, Madison is still sells nearly \$2 less per person in annual ticket sales to arena events.

This thought process does not account for the impact that local student populations from a university have on demand for arena concerts and events.

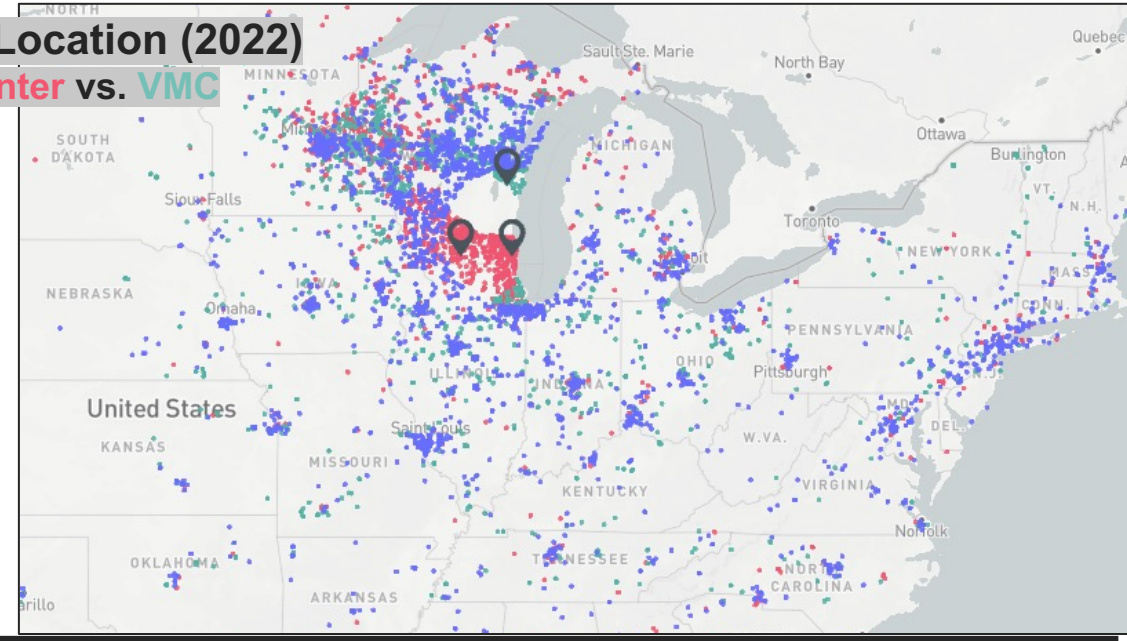


Wisconsin Arena Market									
Estimated Gross Ticket Sales by Arena and Market									
Year	By Venue Spending in Millions \$						Market, 2020 MSA Population Spending on Per Person Basis (\$)		
	Resch Center	FiServ Forum		UW-Milwaukee Panter Arena	Kohl Center	Veterans Memorial Coliseum	Green Bay 1,164,584	Milwaukee 2,255,517	Madison 1,123,309
2022	\$11.71	\$22.72		\$1.61	-	\$1.46	\$10.06	\$10.79	\$1.30
2021	\$3.00	\$13.44		\$0.74	-	-	\$2.58	\$6.29	-
2020	\$0.85	\$4.49		\$0.24	-	-	\$0.73	\$2.10	-
2019	\$7.26	\$43.35		\$0.45	\$3.60	\$5.32	\$6.23	\$19.42	\$7.94
2018	\$11.32	\$18.12	\$6.74	\$1.77	\$2.00	\$1.37	\$9.72	\$11.81	\$3.00
2017	\$11.43		\$18.75	\$0.61	\$1.20	\$0.57	\$9.81	\$8.58	\$1.58
2016	\$8.71		\$13.82	\$1.96	\$0.77	-	\$7.48	\$7.00	\$0.68
2015	\$7.80		\$9.47	\$1.53	\$16.37	-	\$6.70	\$4.88	\$14.57
2014	\$3.03		\$14.95	-	-	-	\$2.60	\$6.63	-
2013	\$6.54		\$4.38	\$0.44	-	-	\$5.61	\$2.14	-
2012	\$3.57		\$11.10	-	-	-	\$3.07	\$4.92	-
2011	\$1.89		\$11.17	-	-	-	\$1.62	\$4.95	-
2010	\$2.99		\$8.42	\$0.97	\$0.34	-	\$2.57	\$4.16	\$0.30
2009	\$3.40		\$12.16	-	\$7.72	-	\$2.92	\$5.39	\$6.87
2008	\$8.27		\$17.50	\$2.62	\$1.01	-	\$7.10	\$8.92	\$0.90
<b>2018-22 Avg.</b>	<b>\$6.83</b>	<b>\$20.43</b>		<b>\$0.96</b>	<b>\$2.80</b>	<b>\$2.72</b>	<b>\$5.86</b>	<b>\$10.08</b>	<b>\$4.08</b>

Source: Pollstar

# 100+ Mile Visitor Home Location (2022)

FiServ Forum vs. Resch Center vs. VMC

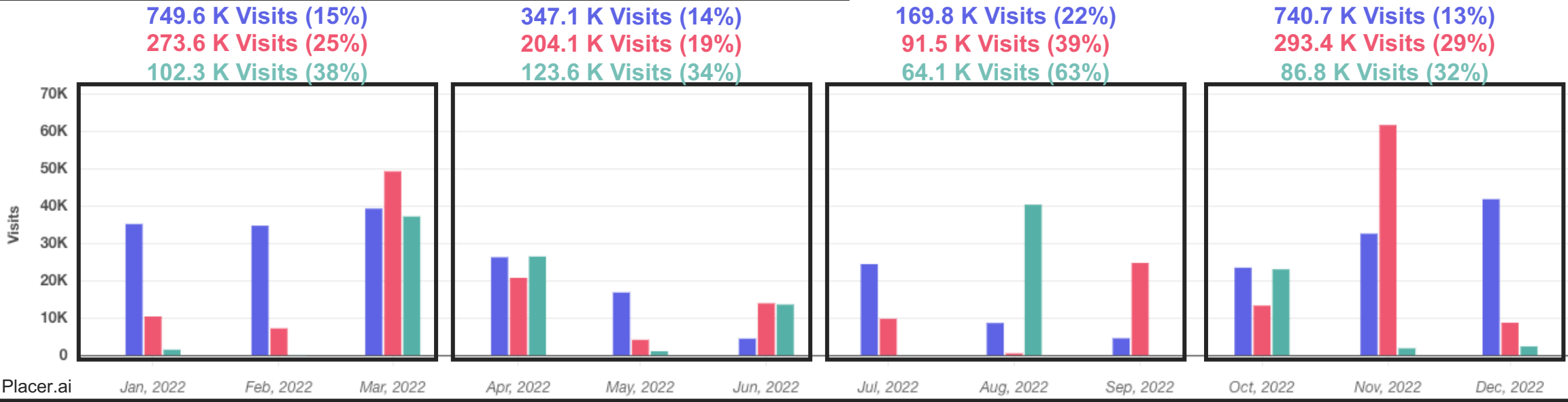


# Regional Arena Visitation Comparison

During 2022, FiServ Forum attracted more visits each month compared to the Resch Center and Veterans Memorial Coliseum. Both the FiServ Forum and the Resch Center see higher visitation in the 3-month period of January through March and again in October through December. Veterans Memorial Coliseum had nearly half the visitation in 2022 than the other two venues, but above 30 percent of visitation was from those traveling more than 100 miles away.

## 2022 Visitation Trends FiServ Forum vs. Resch Center vs. Veterans Memorial Coliseum

**Key:**  
3-Month Period Visits (% 100+ Miles)



Source: Placer.ai

# Interview: Frank Productions & Live Nation

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Hunden interviewed Frank Productions to gather their insights on the market. Frank Productions is the booking partner for the Alliant Energy Center. Key highlights from that interview are included below:

- While Frank Productions is the booking partner of the AEC, the group will not host a single event at the Veteran's Memorial Coliseum in 2023. In 2022, there were several events, but it became apparent that the facility is not of high-enough quality to book such events in the future.
  - As an alternative to the VMC, Frank Productions hosted two concerts at the Kohl Center in 2023 (Shania Twain and The Chicks).
  - The Kohl Center and UW-Madison are becoming more open to hosting concerts, but still university and sporting events take priority, which will continue to limit calendar dates in the market.
- Another difficulty with booking into the Coliseum is the number of steps an act must take to book into the venue. Other venues are more streamlined in their booking process, which makes other venues that much more attractive versus the Coliseum when booking tours.
- The common Wisconsin tour route for shows is Milwaukee to Green Bay. Madison would be added to this routing path with a new and improved venue. With a new venue, the number of shows in Milwaukee may decrease slightly for a year or two, but over the long-term there would be limited cannibalization from within the state.
- An arena is a much bigger need in the Madison market compared to an amphitheater. Breese Stevens Field is the go-to place for larger outdoor concerts in the market. There have been discussions for expansion of this facility.



# Interview: Feld Entertainment

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Hunden interviewed Feld Entertainment to gather their insights on the Coliseum. Feld Entertainment is the booking partner for the Alliant Energy Center. Key highlights from that interview are included below:

- To book into the Madison market, the only option for Feld is the Veterans Memorial Coliseum. The Kohl Center is typically not open to hosting family shows.
- The reason Feld does not put shows in Madison for every tour is because booking and operating at the venue is difficult because there is no obvious central operating entity (in the eyes of outside promoters). A national operator would make the process easier for securing dates and bringing in equipment for shows. Right now, Feld has to bring in its own crew to set up within the Coliseum, which is a greater struggle compared to other venues regionally and nationally.
- As of 2023, Feld's top venues in the Wisconsin market are in Green Bay (Resch Center) and in Milwaukee (Fiserv Forum). If a new arena were built and an easier booking system was implemented, Feld believes three markets could co-exist. For a tour, Feld would bring a show from one market to the next, with minimal overlaps in target audiences.
- Ideally a new venue would have an NHL-sized hockey floor, giving it enough room to host Disney on Ice, in addition to concerts and other sporting events.
- Two ideal venues in terms of orientation to would be the Moody Center (Austin, TX) and EnMarket Arena (Savannah, GA).



# Livestock & Youth Sports

# Equestrian and Livestock Event Facilities

The AEC is in a competitive regional market with nearly 15 other equine/livestock event facilities within 560 miles. The facility supply consists of mostly state fairgrounds and exposition centers. Each facility has certain strengths and weaknesses relating to their amenities, location, event planning, and on-site facilities.



## AEC Top Assets

- The AEC offers four enclosed arenas – Veterans Memorial Coliseum, Arena Building, New Holland Pavilion
- Veterans Memorial Coliseum offers the largest arena seating of 8,200 out of the competitive set
- The AEC offers 1,300 stalls, which is nearly 400 more than the average of the competitive set

## Lack of Supply

- The AEC has no uncovered arena, while the competitive set's average is three
- There are only two barns at the AEC, while the competitive sets average is nine
- New Holland Pavilion is the largest arena floor (125ft x 225ft), which is not only below the competitive set average, but also below a true equestrian championship arena which is approximately 300ft x 150ft or larger

## Opportunities

- Create a facility that appeals to current and new customers
- Designate a warm-up arena for larger events that would take place in the Coliseum
- Allow for current users to grow their events, in both size and scale



# Indoor Sports

Madison is home to a UW-Madison which has many sports facilities that are mainly used for its own sports teams, students and faculty. Outside of the university there are very few dedicated sports facilities for local clubs and organizations, as well as hosting tournaments.

Below are key areas where Hunden's research and takeaways align with Victus Advisors Study.



## Local Offerings and Demand

- There is growing demand for sports within the Madison area. Existing facilities are school-oriented, older or have a limited number of courts. The demand surpasses the supply of courts.
- The indoor sports supply is limited in the area, largely in part due to few indoor sports facilities compared to the number of potential user groups.

## Regional Competition

- Within the county, sports facilities catering to tournaments and multi-use are limited
- However, within the state and greater regional area there are many tournament facilities that a new development would compete with.

## Future Opportunity

- With a strong demand base for various sports, Madison has ample opportunities to induce sports tourism with new sports facilities development.
- Ideally, a new sports complex would include both indoor and outdoor components in one central location that is surrounded by commercial assets such as hotels, restaurants and shops to increase visitor spending.



# Case Studies



# Case Studies Overview

There are a few facilities across the United States known for doing large agriculture or livestock shows, as well as larger conventions and meetings. Typically, these facilities maintain a large footprint with large amounts of meeting space of all different types.

While these facilities are often viewed as large to users, for event planners and sales teams, the size of the facility is often a limitation to getting more and larger groups. All of the top facilities within this space have recently undergone either a renovation/expansion or are exploring options to do so.

Groups within the Ag-Expo-Event industry are typically high-impact groups, bringing in large equipment, livestock and staying for multiple days at a time. To capture these groups there is a arms race to get the newest, largest and best facilities.

This section will highlight some of the top competitors of the Alliant Energy Center and their plans to modify their facilities to better cater to different user groups.





# Top Ag-Event-Expo Complexes

Key	
	Kentucky Exposition Center
	Oklahoma State Fair
	National Western Complex
	Alliant Energy Center
	Other Facilities

HSP identified comparable or similar ag-expo-event complexes to better understand how their owners are reinvesting and reinventing themselves for greater impact. Not only do community leaders in these markets understand the importance and impact of these complexes on the local economy, but they have also taken steps to assure competitiveness and prosperity of the facilities moving forward. Three of these facilities are exploring new or additional facilities on their campuses.

Comparable Ag-Event-Expo Complexes								
Facility	Location	Acres	Total Function Space (SF)	Exhibit Hall SF	Ballroom SF	Meeting Room SF	Arena Seats (Fixed)	# of Arena Venues
Kentucky Exposition Center [Post Expansion]	Louisville, KY	396	1,231,378	1,117,841	65,200	48,337	24,835	2
Kentucky Exposition Center [2023]	Louisville, KY	396	1,064,198	1,003,537	25,200	35,461	24,835	2
Oklahoma State Fair Park [New Arena]	Oklahoma City, OK	435	734,944	251,972	0	482,972	7,000	1
Indiana State Fairgrounds	Indianapolis, IN	250	712,780	686,220	4,500	22,060	20,421	2
National Western Complex [Post Expansion]	Denver, CO	240	629,618	629,618	0	0	26,900	4
Alliant Energy Center [Proposed]	Madison, WI	164	515,650	446,770	30,000	38,880	12,000	2
Oklahoma State Fair Park [2023]	Oklahoma City, OK	435	452,972	452,972	0	0	8,000	1
Alliant Energy Center [2023]	Madison, WI	164	294,265	275,385	0	18,880	10,231	1
National Western Complex [2023]	Denver, CO	240	243,218	243,218	0	0	12,400	2
Will Rogers Memorial Center	Fort Worth, TX	85	155,318	108,303	37,117	9,898	9,224	4
<b>Average Current Facilities</b>			<b>535,907</b>	<b>505,283</b>	<b>13,363</b>	<b>17,260</b>	<b>14,542</b>	<b>2</b>
<b>Average Expanded Facilities</b>			<b>792,215</b>	<b>731,410</b>	<b>31,733</b>	<b>29,072</b>	<b>21,245</b>	<b>3</b>

Venues pre- and post-planned/proposed expansions are shown in coordinating highlights  
 Source: Various

# Oklahoma State Fair Park Renovation & New Builds

The Oklahoma State Fair Park has undergone many different renovations. Smaller renovations prior to 2017, totaling \$10 million did not have a profound impact on generating new events. The facility concluded that new offerings would be the answer to attracting new groups. To achieve this, ownership decided to build a new Bennett Event Center in 2017 and move forward with a plan to build a new arena in 2023.

In January 2017, the \$59-million, 290,000-square foot Bennett Event Center opened on campus as a result of the Metropolitan Area Projects (MAPS 3) initiative. MAPS 3 is a nearly eight-year, one-cent sales tax initiative that began on April 1, 2010, to pay for debt-free projects that improve the quality of life in Oklahoma City. The initiative funds eight projects totaling \$777 million, including improvements to State Fair Park. The program is overseen by City Council and the Citizens Advisory Board. The new facility was used as a way to attract new national and international shows.

After 55 years the City decided to build a new coliseum on the fairgrounds. The current arena (8,000 seats) will remain operational until this new arena is built nearby. The new arena is set to be completed in 2025 and will have 7,000 fixed seats.





# National Western Center Renovation & New Builds

In 2015, Denver's National Western Complex adopted a \$1.1 billion master plan. Phases 1 and 2 (\$856 million) are estimated to be completed prior to 2030. To fund the project, Denver committed \$669 million using dollars from utilizing lodging and car rental tax extensions. State legislature, grants and other partnerships are planned to be used to pay for the project as well. Partners include Western Stock Show Assoc., Colorado State University, Denver City & County, Museum of Nature and Science, History Colorado.

The master plan's objectives encompass ensuring and enhancing the Stock Show's vitality for the next century, establishing a year-round attraction, positioning Denver as a global leader in 21st Century agricultural advancements, and integrating neighboring communities into the complex. Phases 1 and 2 detail site remediation, a new stockyards and event pavilion, a modern livestock center, an upgraded equestrian center and river activation. Additional future phases of the project include a new arena and a new expo hall on the campus.





# Kentucky Expo Center Renovation & New Builds

There have been several masterplans to renovate and expand the Kentucky Exposition Center. The most recent masterplan update was completed in 2022.

During November 2022, the Kentucky State Fair Board proposed a \$711 million plan for substantial improvements to the Kentucky Exposition Center. If built, the KEC would be the second largest contiguous space in the United States.

The plan includes enhancing exhibits, renovating event spaces, and adding 12 synthetic soccer fields to attract more youth sports events. The expansion is planned in three phases over a decade.

Phase I focuses on creating sports fields and new multipurpose exhibit spaces, Phase II expands exhibit spaces further, and Phase III adds a grand lobby, outdoor plaza, and ballroom.



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