



MAIN GATE →
OPEN



01 EXECUTIVE SUMMARY



VISION

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

EXECUTIVE SUMMARY

One of the most important cultural, social and economic assets in Dane County and the greater Madison region is the Alliant Energy Center campus. The campus is a local, national and international destination for a wide variety of gatherings, programs and events. As recently as 2016, the campus hosted more than 400 events, welcomed over 800,000 attendees, generated approximately 177,000 room nights, and spurred more than \$76 million in local spending which supports over 1700 jobs in the area. Dane County residents value the Alliant Energy Center as an important indoor and outdoor event venue that enhances the area quality of life.

PURPOSE OF THE CAMPUS MASTER PLAN

The primary purpose of this plan is to create a compelling and feasible Campus Master Plan that will address and balance the desired vision for the campus with the evolving needs of visitors, convening industry, and a growing regional community. The facility's location near lakes and greenspaces, and within a diverse, economically challenged area, emphasizes the need to seek positive environmental, equity and economic outcomes.

DANE COUNTY CONTEXT

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

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

01 EXECUTIVE SUMMARY



Campus Physical Challenges

ALLIANT ENERGY CENTER CHALLENGES

As the campus continues to renovate and expand facilities to support current users, host new events and improve the overall campus experience, the Alliant Energy Center is fundamentally at a crossroads. Today's campus is essentially self-sustaining with revenues covering operating costs. Current trends such as rising costs versus average revenues, aging and outmoded facilities, competition from larger, updated facilities, and changing user groups will cause the campus to be less self-sufficient in the near future unless new investments are made. To maintain a status quo and do nothing to improve the Alliant Energy campus and facilities will result in more financial exposure and less competitive viability, increasing the campus' reliance on new funding and tax revenue sources. There is sufficient market demand to grow the current business at the Alliant Energy Center. Further investments are required to enhance current facilities to ensure a sustainable future for the Alliant Energy Center. Without the new and renovated facilities, existing and potential customers will move elsewhere, and the costs to stay competitive will outweigh the opportunity and return on investment.

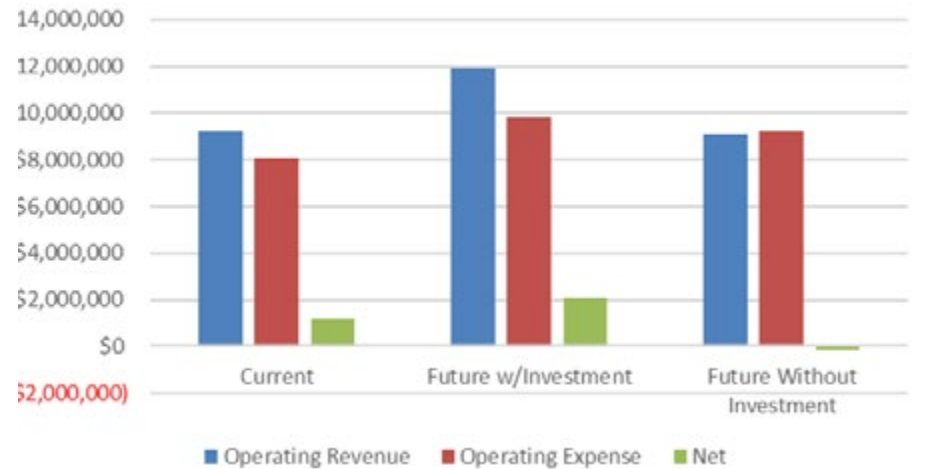
ALLIANT ENERGY CENTER OPPORTUNITIES

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

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

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

Net income declines from more than \$1 million today to a loss of \$150,000 if no investments are made. In this way, investments today have a return by avoiding future losses. The projected revenue, expenses and Net Income are identified in the following graph.



Projected Revenue, Expense and Net Income

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

Catching up to Today:

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

05 CAMPUS MASTER PLAN

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

Maintaining the Pace:

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

Growing to meet the Opportunity and Solidify Long-Term Sustainability

- While the prior items are critical simply to maintain relevance and sustain a current level of service, the real economic and impact opportunity lies in attracting new types of groups and public-private investments.
- The P+W Team and the Hunden Team before it – after in-depth market analysis and feedback from current and potential users – both recognized and recommended investments from the public and private sectors that will induce significant new spending, taxes and economic impact for Dane County.

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

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

PROCESS

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

Impact Analysis

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

Visioning Process

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

Master Planning Process

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



01 EXECUTIVE SUMMARY



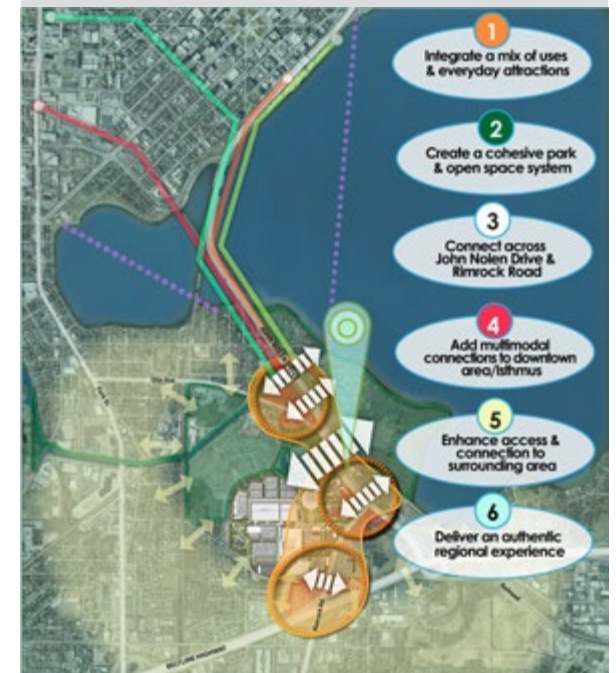
The Alliant Energy Center Master Plan is the outgrowth of collaboration between Dane County, City of Madison, Greater Madison Chamber of Commerce, Greater Madison Convention and Visitors Bureau and the residents of Dane County. Three stakeholder committees comprised of elected officials, business owners, property owners, campus user groups, peer institutions, neighborhood residents, and City representatives conducted the study over the past 10 months. The primary purpose of this plan is to create a compelling and feasible Campus Master Plan that will address and balance the desired vision for the campus with the evolving needs of visitors, convening industry, and a growing regional community.

The recommendations for the master plan improvements were developed with broad user and community input. The planning process worked with the previously established Alliant Energy Center Comprehensive Master Plan Oversight Committee to help guide and inform the planning process. During the planning process, Committee members initiated conversations with additional project stakeholders, including Town of Madison representatives, City of Fitchburg representatives, adjacent businesses and neighborhood organizations.

The primary purpose of this plan is to create a compelling and feasible Campus Master Plan that will address and balance the desired vision for the campus with the evolving needs of visitors, convening industry, and a growing regional community. In conjunction with the Master Planning work, public and private stakeholders came together to identify opportunities for a Destination District in the area surrounding the Alliant Energy Center campus.

Destination District Vision & Strategy

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



PRIORITY PROJECTS (2-5 YEARS)

A set of priority improvement and redevelopment projects was defined during the planning process that will strengthen the economic viability of the Alliant Energy Center campus and ensure its competitiveness into the future. The following projects are identified as a first logical phase based on current campus needs, feedback from current user groups and necessary improvements to maintain a competitive advantage as the premiere regional destination for events and community celebrations. The potential benefits from the expansions/renovations and new developments can be recaptured in many ways to be used as sources to make the investments. This minimizes the burden of cost from the taxpayer and places it on those using the facilities (mostly visitors). The best way forward for financial sustainability as well as integration into the surrounding areas, is for a mix of public and private developments that would add density, walkability, taxable private development, more flexible event spaces and related improvements. Creating a walkable, amenitized village atmosphere would provide event attendees and planners with a full-service event district. Creating more flexible and larger event spaces, especially by adding a large ballroom, would guarantee more consistent and higher-spending group event activity onsite.

The identified priority projects include two on-campus buildings, one large redevelopment parcel and some site-related improvements. Following is an outline of a preliminary phasing plan that we recommend occur in the next two-to-five year time frame:

PHASE 1: PUBLIC CAMPUS IMPROVEMENTS

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

- 74,000 SF addition includes 50,000 SF Exhibition Hall expansion and approximately 24,000 SF second floor addition (Multi-purpose meeting rooms and ballroom). See chart below for detailed SF totals of Phase 1 expansion.
- New parking lot to provide approximately 115 stalls
- Exhibition Hall street frontage and new drop-off area



- PHASE 1**
- EXPO HALL EXPANSION
 - EXPO HALL STREET FRONTAGE AND DROP-OFF AREA
 - PUBLIC REALM/STREETSCAPE IMPROVEMENTS TO MAIN ENTRANCE DRIVE OFF OF RIM ROCK ROAD
- HOTEL**
- HOTEL WITH SITE, STREETSCAPE, LANDSCAPING AND PARKING IMPROVEMENTS

01 EXECUTIVE SUMMARY

- Approximately 500 lineal feet of reconstructed roadway with enhanced sidewalks and crosswalk improvements
- Public realm streetscape along Fairgrounds Drive to Rimrock Road and along Rimrock Road out to John Nolen Drive
- Enhanced sidewalks, boulevards with street trees, seating nodes and benches and crosswalk improvements
- New on-campus bicycle racks to serve users that choose to ride bicycles
- Wayfinding signage (for pedestrian and vehicles) and campus monumentation
- Estimated costs of \$77,395,000 for expansion of the Exhibition Hall includes site preparation, building expansion, a new parking lot, landscaping, stormwater improvements and a new entry drive and drop-off area.

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



Image highlighting Exhibition Hall expansion



Image highlighting Phase 1 Hotel and public realm improvements

PHASE 1: PRIVATE DEVELOPMENT

New Hotel

The expansion of the types of business, as well as the higher spending associated with these additional event types, is only viable if the Alliant Energy Center complex offers a competitive hotel package. Therefore, as part of the overall master plan, the consulting team recommends a goal of 15 quality, branded walkable hotel rooms per 1,000 square feet of exhibit space.

The metric to define the overall number of hotel rooms needed is 15 walkable or proximate rooms per 1,000 square feet of exhibit space, essentially quality rooms within 1/3 of a mile. Currently there are 581 rooms in 4 hotels within one-third of a mile. With exhibit space of 100,000 square feet currently, there is a deficit of approximately 900 rooms, but only if the facility was a true convention center, with a large ballroom and many meeting rooms. Because it is currently more of an expo facility, the hotel requirements do not necessarily apply. Once the facility is converted to a true convention center and exhibit space is expanded, the optimal number of proximate hotel rooms will be 2,250. Developing all of those rooms in one or two hotels is not feasible, even though it is desirable by meeting planner. Developing the optimal number of hotel rooms is also not something that is likely to happen at once. Most destinations spend many years evolving their walkable hotel packages. The largest likely headquarters hotel is in the 300-400-room range and the team recommends inducing the largest possible hotel for this purpose. For purposes of staying conservative, the Team assumed a 300-room hotel is built, with two other slightly small quality hotels built nearby as well, to provide varying size, brand, quality and price options for meeting and event attendees. These additions would make the AEC convention complex competitive with most like-size facilities in the U.S., even though it would not have the walkable 2,250 rooms. More hotels ultimately can be developed over time on the campus.

Specific requirements for a new hotel are identified below:

- Hotel includes approximately 300 rooms, conference center/meeting rooms, restaurant and other desired amenities
- Enhanced public realm with sidewalks, boulevards with street trees, and crosswalk improvements
- Parking lot improvements with hotel drop-off and service access
- The County should also consider opportunities to improve and expand the existing Clarion Hotel to provide additional rooms and amenities on campus
- Estimated costs of \$89,340,000 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements

PHASE 1: PUBLIC IMPROVEMENTS AND PRIVATE DEVELOPMENT ESTIMATED COSTS

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

01 EXECUTIVE SUMMARY

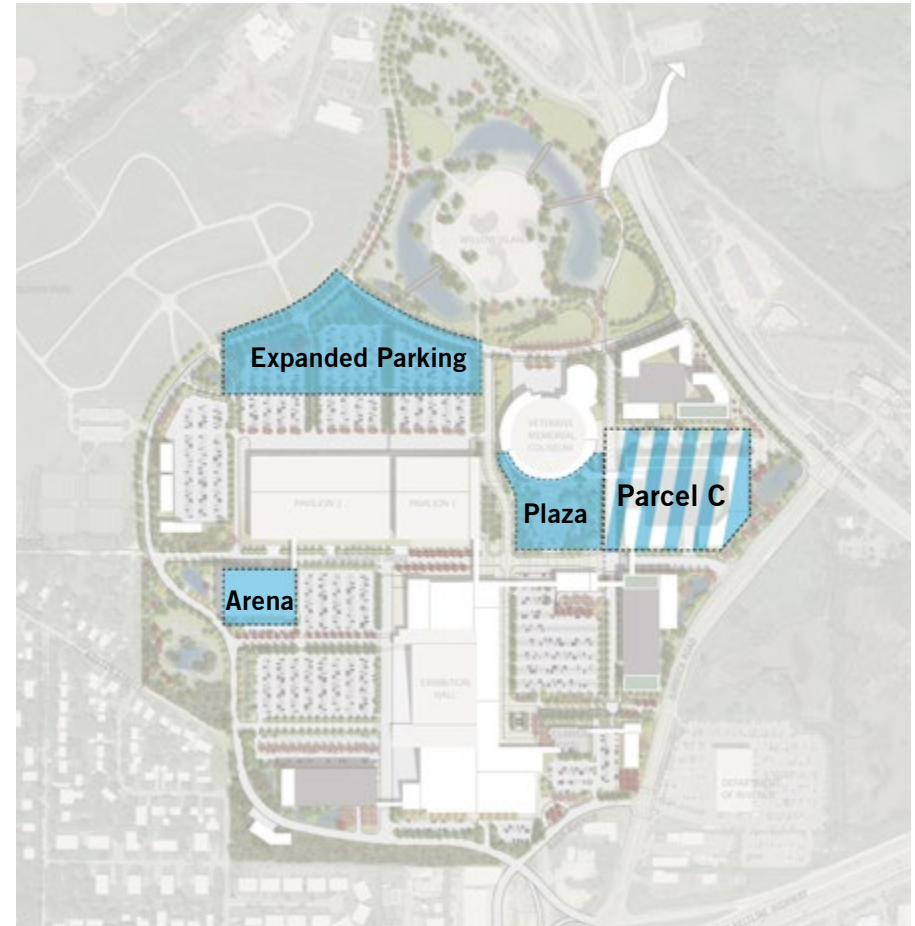
PHASE 1A: PUBLIC CAMPUS IMPROVEMENTS

New Arena Building

- Remove existing Arena building and construct a new arena on the west end of Fairgrounds Drive
 - Expand parking around new Arena building
 - Estimated costs of \$7,242,000 includes site preparation, building construction, parking lot expansion, streetscape and landscape improvements
- New Gateway Plaza
 - Flexible plaza design with pedestrian amenities including landscaping, lighting, seating, and decorative pavements
 - Provide access to water and electrical
 - Estimated costs of \$2,718,000 includes site preparation, landscape, paving, stormwater and site amenities
- Realign north-west Ring Road and expand parking
 - Modify approximately 1000 LF of roadway and add approximately 580 additional parking stalls.
 - Estimated costs of \$3,400,000 includes site preparation, road reconstruction, parking lot expansion, streetscape and landscape improvements

PHASE 1A: PRIVATE DEVELOPMENT

A new, private mixed-use development (Parcel C) will include hotel, residential, office and commercial uses. Phasing of the private redevelopment opportunities identified in the planning process is dependent upon the issues and timing associated with each specific parcel and the dynamics of the market conditions. If the County is proactive in making redevelopment occur at the Alliant Energy Center campus, it needs to be prepared to seize opportunities as they are presented.



- PHASE 1A**
- NEW ARENA BUILDING W/ EXPANDED PARKING
 - NEW GATEWAY PLAZA W/ LANDSCAPING, LIGHTING, SEATING AND PEDESTRIAN AMENITIES
 - REALIGN RING ROAD AND EXPANDED PARKING ON NORTH END OF CAMPUS
 - NEW PRIVATE MIXED-USE DEVELOPMENT TO INCLUDE HOTEL, RESIDENTIAL, OFFICE AND COMMERCIAL USES

Key components of the private redevelopment are:

- New 180 room hotel
- New residential development: Approximately eight floors and 180 total units
- New mixed-use office: Approximately 63,000 SF
- New ground floor retail space: Approximately 33,000 SF
- New parking ramp to support redevelopment and campus facilities

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

PHASE 1A: PUBLIC IMPROVEMENTS AND PRIVATE DEVELOPMENT ESTIMATED COSTS

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

OUTCOMES

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

- 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

Economic impacts of the Master Plan in Phase 1 and Phase 1A include the following:

	Phase 1	Phase 1A	Total
One-Time Impacts			
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
Net Annual Impacts**			
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.

01 EXECUTIVE SUMMARY

CAMPUS MASTER PLAN RECOMMENDATIONS

The master plan focuses on a campus that is walkable, connected, sustainable, economically self-sufficient and an authentic Madison Region and Wisconsin experience. Important actions include the redevelopment of existing parking lots to create a new, compact, mixed-use district, a new identified "heart" for campus programming and organized activities, and expanded campus facilities to support current user and future user needs. Enhanced transportation circulation was envisioned that includes an enhanced outer ring road, new campus entrances, new sidewalks, streetscape improvements along entry routes, enhanced stormwater management and improved parking strategies. This plan provides a clear roadmap for improvements to be implemented on-campus over the next 20 years. Primary campus Master Plan components are identified below.

BIG IDEAS INFORMING THE MASTER PLAN

Ring Road

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

Green Linkages

Enhance the public realm streetscape with pedestrian amenities and improved lighting. The enhanced streetscaping will occur primarily along Alliant Energy Center Drive and other internal streets on campus. This idea also identifies the opportunity to improve pedestrian connectivity from existing and future parking lots into the heart of the campus. The enhanced connections should include improved sidewalks, improved crossings, ADA accessibility, and stormwater management improvements.

Reinforce the Heart

Create a central campus and community gathering space that is designed to be flexible to support a variety of campus-wide programming. The gathering space should also serve campus visitors, reinforce the regional character and create a sense of place on the campus.





LEGEND

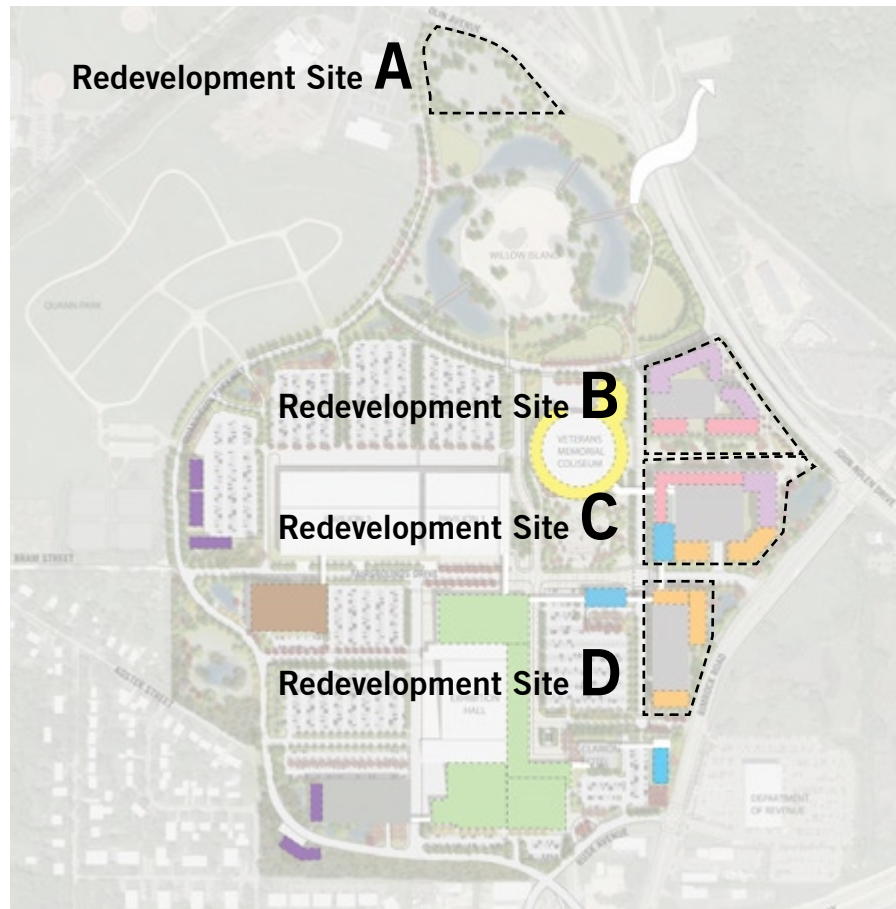
- 1. FUTURE DEVELOPMENT SITE
- 2. GREENWAY LINK TO LAKE
- 3. PEDESTRIAN CROSSING AT JOHN NOLEN
- 4. RESIDENTIAL MID-RISE
- 5. MIXED USE
- 6. URBAN PARK/PLAZA
- 7. RENOVATED COLISEUM
 - 7-A. PHASE 1 ENTRY EXPANSION
 - 7-B. PHASE 2 LOCKER ROOM AND LOADING DOCK EXPANSION
- 8. HOTEL
 - 8-A. HEADQUARTERS HOTEL
- 9. PARKING STRUCTURE
- 10. CENTRAL FESTIVAL/EVENTS PLAZA
 - 10-A. CONVERTIBLE STREET
- 11. SKYWAY CONNECTION
- 12. EXHIBITION HALL
 - 12-A. PHASE 1 MEETING ROOM/EXHIBITION HALL EXPANSION
 - 12-B. PHASE 2 NEW BALLROOM AND RENOVATIONS
 - 12-C. PHASE 3 EXHIBITION HALL EXPANSION
- 13. EXHIBITION HALL PLAZA & DROP-OFF
- 14. PROPOSED BELTLINE OFF-RAMP ACCESS
- 15. EXPANDED STORMWATER AREA AND LANDSCAPE BUFFER AREA
- 16. RELOCATED OUTDOOR ARENA
- 17. OUTDOOR STORAGE FACILITIES
- 18. FUTURE DEVELOPMENT SITE OR PARKING
- 19. ENHANCED OPEN SPACE
- 20. IMPROVED STORMWATER MANAGEMENT AREAS
- 21. RING ROAD IMPROVEMENTS

* AS FUTURE PROPERTIES BECOME AVAILABLE, THE COUNTY SHOULD CONSIDER PURCHASING LAND TO PROVIDE ADDITIONAL BUFFERING, PROGRAMMING AND STORMWATER MANAGEMENT IMPROVEMENTS

01 EXECUTIVE SUMMARY

ADDITIONAL FACILITY RECOMMENDATIONS

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



Campus Redevelopment Sites

CAMPUS FACILITY EXPANSION AND RENOVATION	
Exhibition Hall Expansion	North Exhibition Hall expansion to include renovated meeting rooms on the main level and 30,000 SF Ballroom on the upper level. Additional parking, storage and office space will also be included.
	South-east Exhibition Hall expansion of 40,000 SF. The one-story expansion will include a green roof, four loading docks, storage, MEP space and an improved connection to the Clarion Hotel
Coliseum Renovations and Expansion	AREA 1: The north-west improvements include additional loading docks (with canopies), enhanced power and bus parking. The North-west improvements will also include four new locker/dressing rooms
	AREA 2: South side improvements include a large multi-level addition to the Coliseum. The addition would extend from existing west lobby to east lobby. New stairs, escalators and elevators would allow for improved connections to the concourse level. The larger concourse will allow for more food and beverage choices and more/larger restrooms. This project would also include the remodeling of the south concourse space, larger private suites and a new telescopic seating section at the south end of the seating bowl.
	AREA 3: Renovation of existing concourses at the east, north, and west sides of the event level, main concourse and upper concourse. This renovation includes new lighting, ceilings, paint and graphics on the walls, and floors
	AREA 4: Renovation and upgrades to the seating bowl and the structural truss and ceiling. Renovations include new paint and graphics, additional truss improvements, new replacement seating and enhanced audio and video features
	AREA 5: Renovation of the northeast areas of the Coliseum include remodeling the existing locker/dressing rooms and enhanced restrooms at the Event level. It will also include upgraded operational offices and upgrades to the main mechanical and electrical rooms.
Maintenance/Operations Buildings	Include the relocation of numerous maintenance/operations and storage buildings to the far west and south-west portions of the campus. These new facilities will be designed in a manner to support daily maintenance/operation/storage needs of the campus.
Parking Ramp D	Parking Ramp D would be required as part of a full build-out of the campus master plan and would support the Exhibition hall and hotels at the south edge of the AEC campus. The ramp should be designed as a four-story structure and accommodate approximately 230 spaces per floor for a total of 920 stalls.

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

IMPLEMENTATION

The rate at which this plan’s recommendations are implemented depends on political will and funding availability. The report details numerous potential campus improvements and clearly identifies a set of next steps and a priority list of projects that should be completed to ensure campus economic stability, to improve campus connectivity, to enhance campus sustainability, and to proliferate competitive advantage in the market place.

A set of preliminary recommendations are described below that identify critical next steps in the planning process to ensure the groundwork is laid for future improvement projects. The next steps for the upcoming one-to-two years are as follows:

1. First, prepare a pre-design planning for the expansion of the Exhibition Hall, as identified in the master plan recommendations.
2. Second, the project partners should host a developer forum to discuss and gauge developer interest in private redevelopment on campus. The proposed first phase of private development includes a headquarters hotel located across from the existing Arena building and a mixed-use development which should include an affordable housing component located adjacent to John Nolen Drive and Rimrock

Road just north of Fairgrounds Drive. Based on outcomes of the conversations, the County should consider creating a development RFP for either or both projects.

3. Finally, the project partners should continue to define potential partnerships and local/State funding sources to implement the defined Phase 1 improvement projects.

SHORT-TERM IMPROVEMENT PROJECTS

As the County and project partners continue to move forward with planning, defining funding strategies and community engagement for the larger more complicated implementation projects, there are a series of defined short term projects that are considered strategic and impactful, and that can continue to improve campus facilities and improve the user experience on campus. These projects and related costs are identified below:

- Coliseum – NW locker/dressing room addition. Approximate cost of \$1.7 million
- Coliseum – Expanded loading dock. Approximate cost of \$460,000
- Coliseum – Remodel existing locker room. Approximate cost of \$850,000
- Develop a stormwater site management plan: In coordination with the City and County the Alliant Energy Center campus should develop a stormwater management plan based on plan recommendations. Based on the stormwater management plan there is an opportunity to implement components of the site stormwater strategy to improve storage and rate control of stormwater on campus.