



# ALLIANT ENERGY CENTER DANE COUNTY, WI

*STRATEGIC FEASIBILITY STUDY*

*OCTOBER 28, 2015*

# APPENDICES



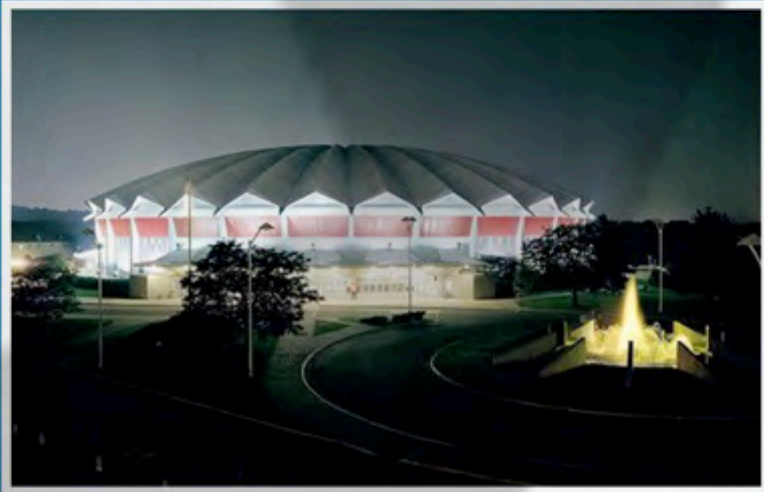
Hammes Company



# APPENDICES

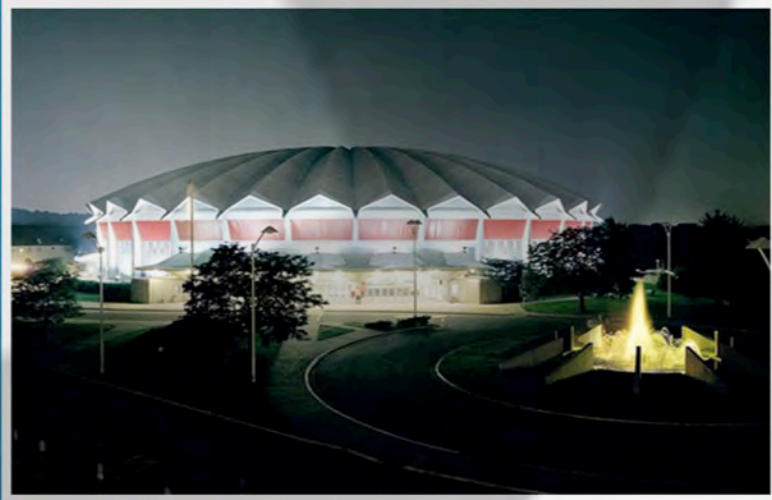
## TABLE OF CONTENTS

1.0	AEC Project Introduction – July 24, 2015
2.0	Strategic Design Committee Update – August 27, 2014
3.0	Monthly Status Report #2 – October 7, 2014
4.0	Capital Improvement Needs – November 5, 2014
5.0	Finance and Governance – November 12, 2014
6.0	Survey Questions and Results
7.0	Summary of Alliant Energy Center Stakeholder Comments
8.0	Examples of Specific Events Held By Comparable Facilities
9.0	Indian Springs Neighborhood Meeting Feedback – August 25, 2014 South Metropolitan Council Meeting Feedback – September 25, 2014



# 1.0 AEC PROJECT INTRODUCTION

JULY 24, 2014



# ALLIANT ENERGY CENTER

## DANE COUNTY, WI

*STRATEGIC FEASIBILITY STUDY*  
*AEC STRATEGIC DESIGN STUDY COMMITTEE*

Hammes Company

JULY 24, 2014

# Hammes Company



## INDUSTRY LEADERS

Hammes Company is a full-service real estate development and investment firm. We have been directly involved in leading several of the largest and most complex sports and entertainment destination projects in the industry over the past decade. As a consultant to Hammes Company, CSL brings extensive experience in planning studies for exhibition, arena, convention, conference, equestrian and other event facilities.



THIS IS OUR CORE BUSINESS

Our extensive experience in developing destination projects across the country provides the foundation needed to execute a project of this complexity over multiple phases.

The project you are embarking on aligns perfectly with our core business and the expertise within our organization.

- ◆ Development
- ◆ Feasibility
- ◆ Planning
- ◆ Finance
- ◆ Marketing
- ◆ Operations



A DEVELOPMENT ORGANIZATION

Hammes Company is one of America’s leading real estate advisory, development and investment companies. Our primary business is working with leading institutions – both public and private – to devise and execute community economic development and investment strategies.



Mayo Clinic



National Football League



State of Wisconsin



Cleveland Browns



Aurora Healthcare



University of Southern California



City of Allentown, Pennsylvania



Duke University



Minnesota Sports Facility Authority / Minnesota Vikings



Detroit Lions



Ford Family



Tisch Family Interests / NY Giants



Green Bay Packers



University of Wisconsin – Madison



Robert Wood Johnson IV / NY Jets



Johns Hopkins Health System



**WHY HAMMES COMPANY & CSL?**

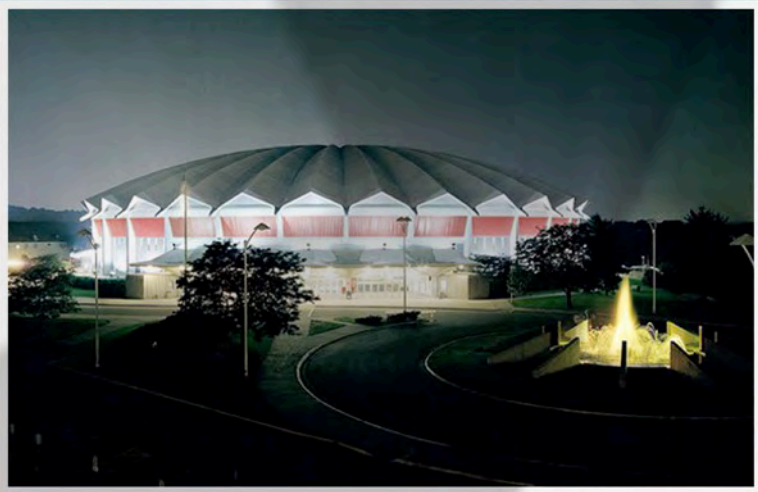
**Our Business...** Comprehensive planning and development of major public-private destination projects is our core business

**Our Approach...** We bring an owner's perspective to these assignments meaning we are accustomed to investing our own capital which gives us knowledge and understanding of the fundamental drivers of these projects

**Our Hometown...** We know this market and the dynamic factors that will determine success long-term

**Our People...** No other organization has the combined experience and expertise — in Madison — to match the credentials of our AEC project team





# CASE STUDIES



# ALLENTOWN ENTERTAINMENT DISTRICT

Allentown, Pennsylvania

Hammes Company

A multi-phased mixed-use development comprised of sports / entertainment, hospitality, health & wellness, commercial, urban retail and residential uses involving a 130-acre development district. The project is financially supported by a Neighborhood Improvement Zone (NIZ) established by the City of Allentown and the State of Pennsylvania.

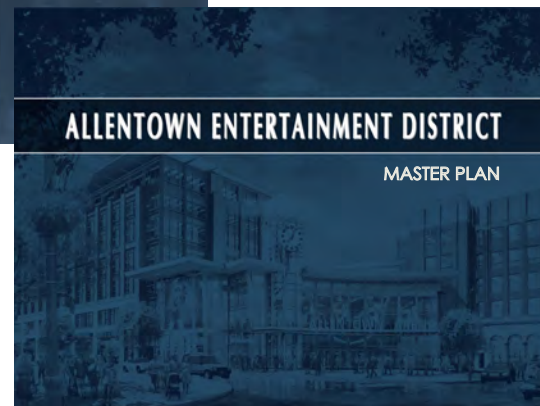
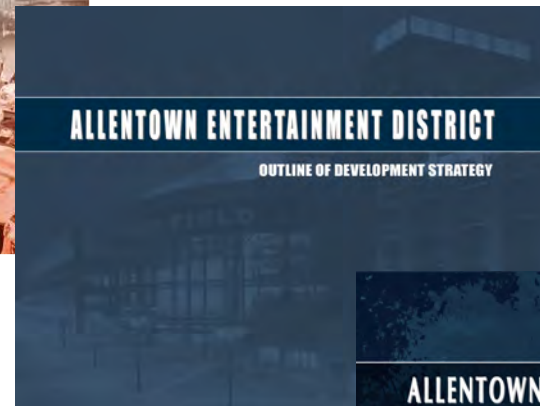


## PROBLEM

- ◆ Industrial Decline Erodes Urban Core
- ◆ Urban Flight to Suburbs
- ◆ Declining Central City Property Values
- ◆ Central City Unemployment
- ◆ Blight
- ◆ Declining Tax Base
- ◆ Crime

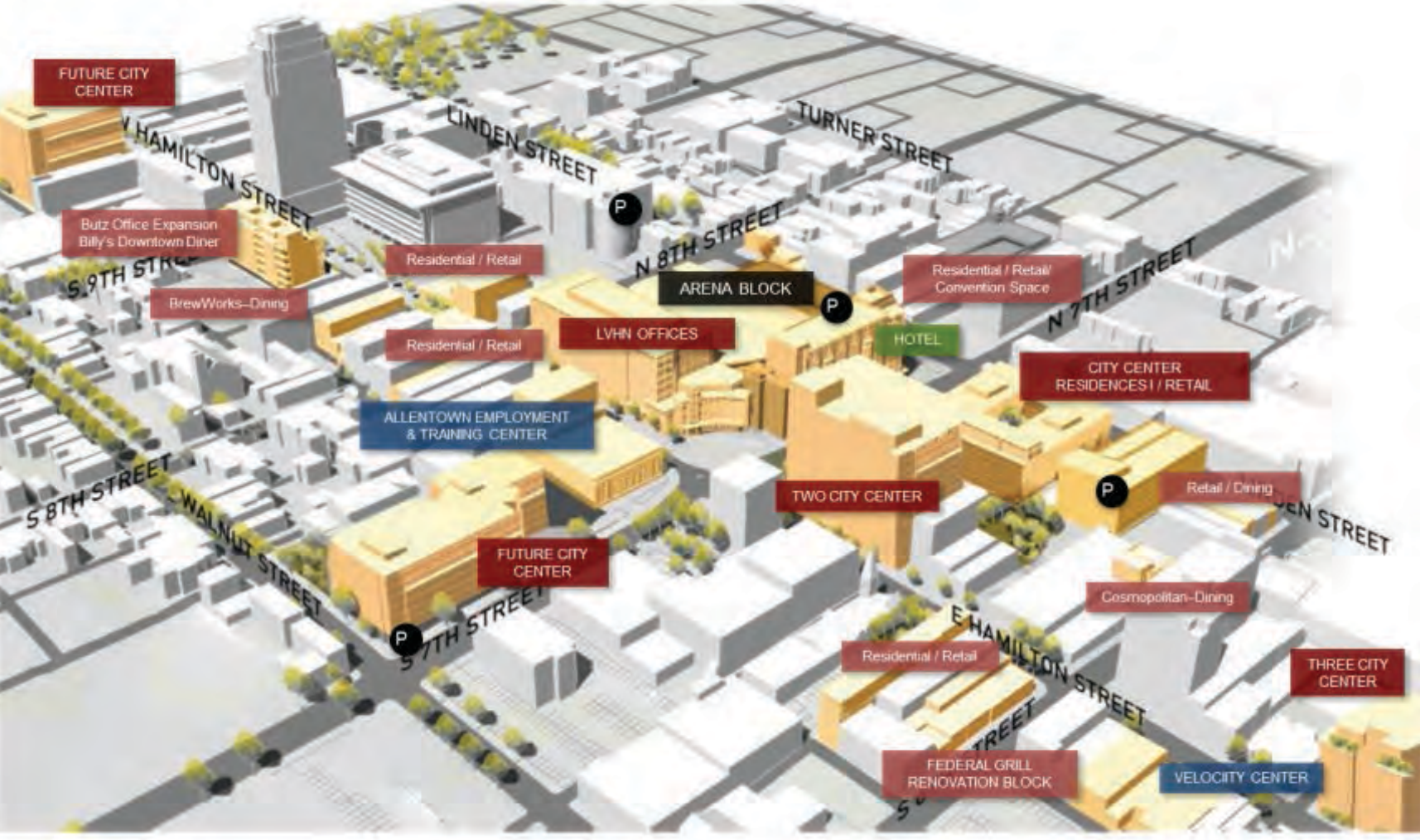
## SOLUTION

- ◆ Strong Vision and Leadership
- ◆ Neighborhood Improvement Zone (NIZ)
- ◆ Arena Anchor... Entertainment District
- ◆ Integrated Mixed-Use Development
- ◆ Scale/Critical Mass
- ◆ Attract Employers to Downtown
- ◆ Transformative Impact Brings Residents, Employers and Retail Establishments Back

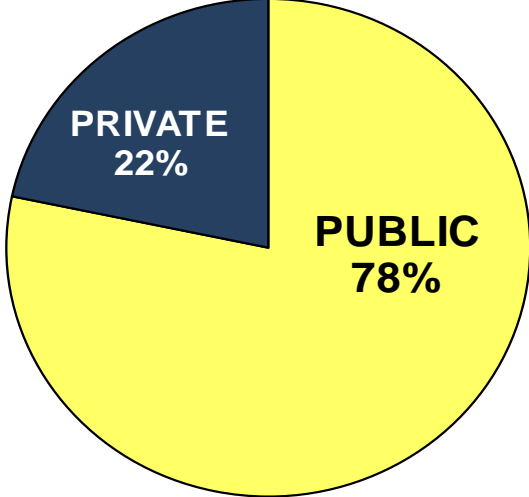


# GOVERNANCE AND FINANCING

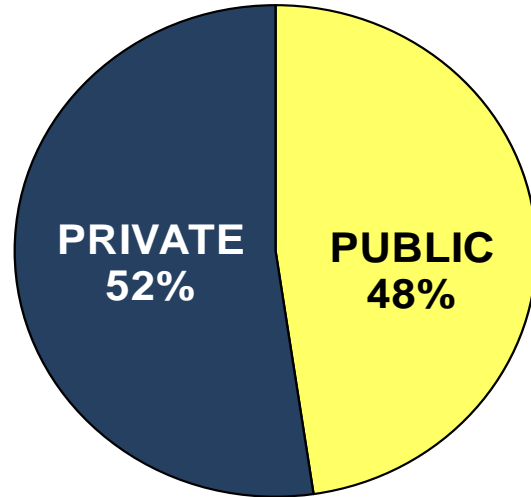
- ◆ Authority (ANIZDA) Oversight & Approvals
- ◆ Existing Tax Revenues Used as Debt Coverage
- ◆ Bond Issuance for Anchor Projects
- ◆ State & Local Tax Increment from Private Projects Used to Support
- ◆ Gap Financing for Private Projects Approved by ANIZDA



ARENA BLOCK  
SOURCES OF FUNDS  
Stage I



MASTER PLAN  
SOURCES OF FUNDS  
Full Buildout



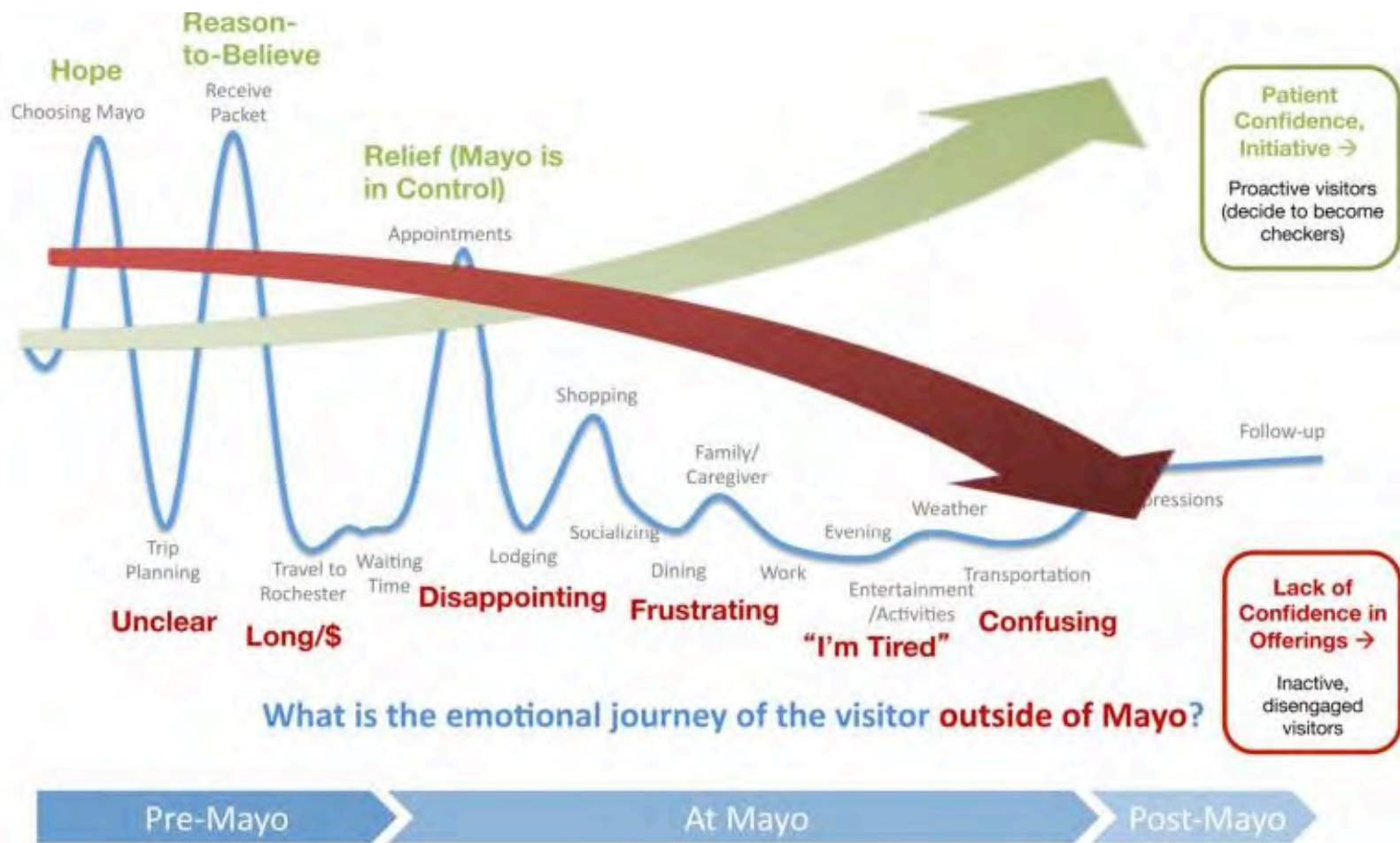


# **DESTINATION MEDICAL CENTER**

## **Rochester, Minnesota**

Hammes Company

The DMC strives to create a stronger collaboration with the community to strengthen Mayo Clinic’s position as the world’s leader in the health care industry. The DMC project is one of the most ambitious and complex urban development efforts in the United States with a projected total investment in excess of \$5 billion.



## PROBLEM

- ◆ A Destination Based Medical Practice Requires A World Class Destination
- ◆ Major Growth of Competing Medical Centers Domestically and Globally
- ◆ Recruitment and Retention of Staff Suffering
- ◆ High Costs for Land Assembly in an Urban Location Present a Barrier to Entry for Redevelopment

## SOLUTION

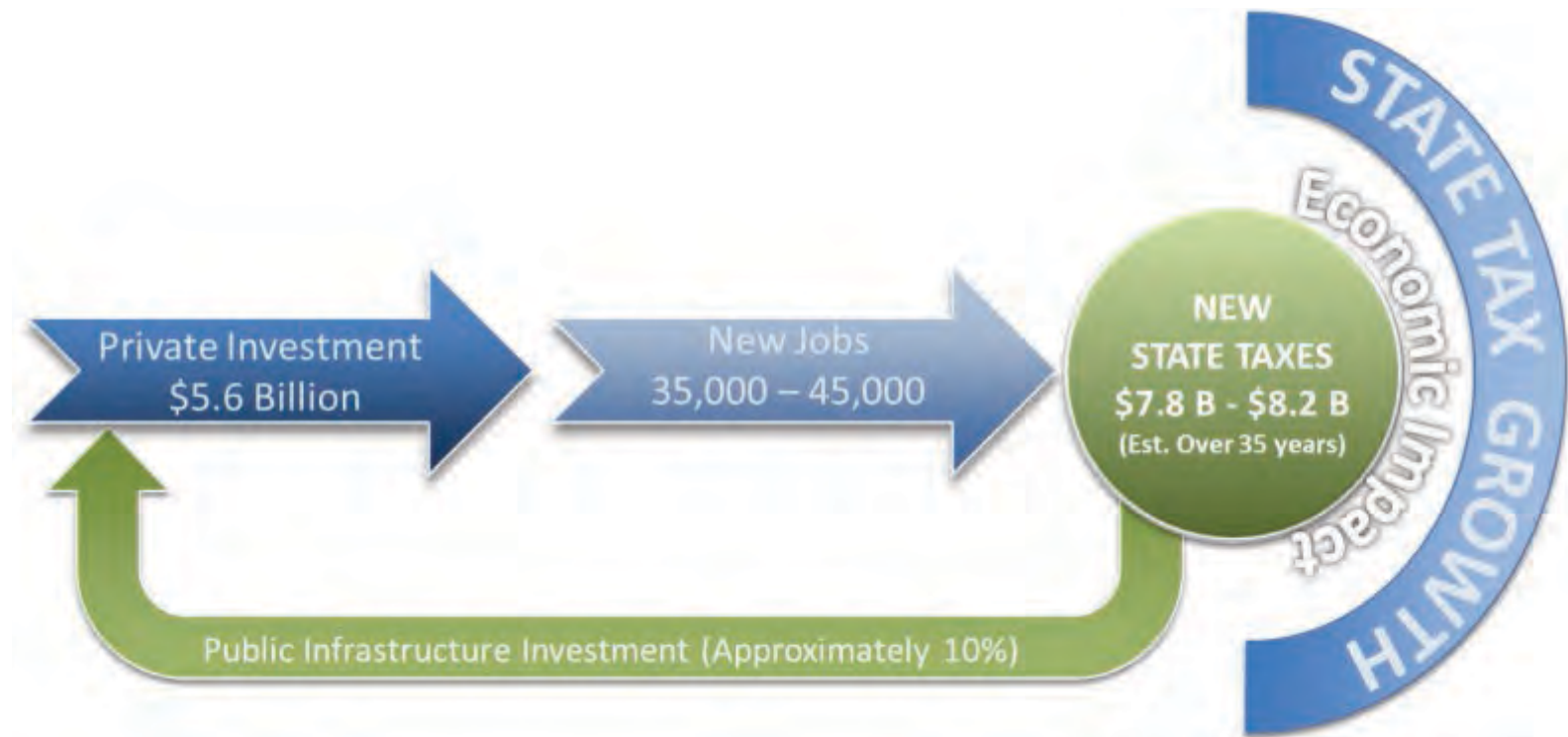
- ◆ Destination Medical Community (DMC) Initiative
- ◆ Master Planned Strategy – Seven (7) Districts
- ◆ Legislation to Provide State and Local Public Investment to Support Continued Mayo Growth
- ◆ Anchoring Element(s) Integrating Public Space with Healthcare Uses and Commercial Uses
- ◆ Foster Research & Technology Commercialization





## GOVERNANCE AND FINANCING

- ◆ The DMC Funding Structure Captures a Portion of New Taxes
- ◆ Generate Substantial Economic Returns for the State and Local Jurisdictions.
- ◆ Destination Medical Center Corporation and Economic Development Authority created





**LA STADIUM AT GRAND CROSSING**  
*City of Industry, California*

Hammes Company

This proposed 4 million square feet of mixed use development includes a new professional football stadium encompassing 600 acres of land. A key component of the plan includes a significant ancillary development component, including a medical campus, office park, retail and entertainment venues. The stadium and ancillary development are part of an effort to bring the NFL back to Los Angeles.





## PROBLEM

- ◆ High Cost of Land
- ◆ Parking / Access Very Important
- ◆ Lack of Public Funding
- ◆ Arduous Environmental Review
- ◆ Seismic Considerations
- ◆ Strong Revenues, but High Debt Load

## SOLUTION

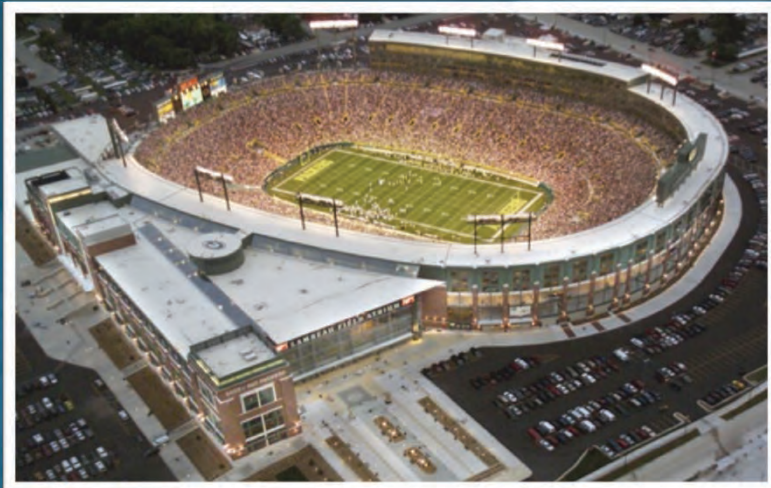
- ◆ Minimize Elevated Structure
- ◆ Use Existing Topography
- ◆ Dollars Spent on Revenue Generating Features
- ◆ Asymmetrical Design
- ◆ Participating Ground Lease
- ◆ Integration with Mixed-Use



## GOVERNANCE AND FINANCING

- ◆ Land & Site Development Contributed by City in Exchange for 50% of Net Cash Flow after Debt Service from Non-Stadium Mixed-Use Development
- ◆ Infill Mixed-Use Development Contributes Tax Base to Provide Additional Return on Investment to City for Land & Site Development Contribution
- ◆ Multiple Anchors / NFL West Coast Destination and Super Bowl Site Designed to Leverage Game Day Elements Year Round





# STUDY OVERVIEW

# AEC STRATEGIC DESIGN STUDY COMMITTEE

MEETING DATES	WORKPLAN
7/24/2014	Project Overview, Team Introductions, Work Plan
8/27/3014	SWOT Analysis, Review of Current AEC Business Model, Competitive / Comparable Analysis, Market Definition and Trends Analysis
9/25/2014	Building Program, Business Model Options Analysis
11/5/2014	Capital Investment Needs Summary, Sustainability Considerations, Real Estate Potential Analysis
12/11/2014	Finance and Governance Options, Sustainability, Draft Comprehensive Report
1/31/2015	Final Report

Contract Expiration Date

1/31/2015

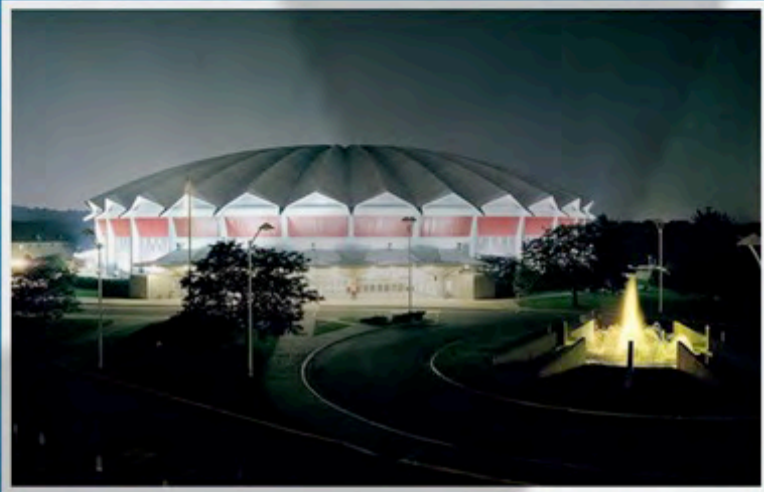
Hammes Company

The Work Plan comprises of AEC Project Team meetings and monthly Strategic Design Study Committee meetings along with Bi-Weekly reports provided by Hammes Company. The AEC Strategic Design Study Committee meeting dates will provide the Committee an opportunity to review work completed and provide feedback and input for the Project Team’s consideration.

# CURRENT PHASE

# FUTURE PHASES

STRATEGIC FEASIBILITY STUDY	FUTURE PLANNING EFFORTS	
<p><b>I. SWOT Analysis and Research</b></p> <ul style="list-style-type: none"> <li>• Data Gathering and Information Collection</li> <li>• Stakeholder Meetings</li> </ul> <p><b>II. Exposition Market Analysis</b></p> <ul style="list-style-type: none"> <li>• Evaluate Current AEC Business Model</li> <li>• Competitive/Comparable Analysis                             <ul style="list-style-type: none"> <li>➢ Identify comparable characteristics/facilities</li> <li>➢ Develop planner survey instruments</li> <li>➢ Conduct phone/internet surveys</li> </ul> </li> </ul> <p><b>Market Definition and Trend Analysis</b></p> <ul style="list-style-type: none"> <li>• Identify comparable characteristics/facilities</li> <li>• Develop planner survey instruments</li> <li>• Conduct phone/internet surveys</li> </ul> <p><b>Building Program and Business Model Options Analysis</b></p> <ul style="list-style-type: none"> <li>• Outline program options</li> <li>• Identify event demand</li> </ul> <p><b>Capital Investment Needs</b></p> <ul style="list-style-type: none"> <li>• Review Past and Current Capital Improvements</li> <li>• Identify Short and Long Term Investment Options</li> <li>• Outline Sustainability Considerations</li> </ul> <p><b>Real Estate Potential</b></p> <ul style="list-style-type: none"> <li>• General Planning Concepts</li> <li>• Identify Opportunities for Links to Adjacent / Surrounding Property</li> <li>• Transportation Connections</li> </ul> <p><b>Finance and Governance Options</b></p> <ul style="list-style-type: none"> <li>• Comparable Governance Structures</li> <li>• Comparable Finance Mechanisms</li> </ul> <p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Environmental and Economic</li> <li>• Social Equity</li> </ul>	<p><b>Specific Master Plan</b></p> <ul style="list-style-type: none"> <li>• Building Locations and Types</li> <li>• Connectivity</li> <li>• Specific Square Foot Estimates by Building Type</li> <li>• Certified Survey Map</li> <li>• Existing Building Survey</li> <li>• Adjacent Neighborhood Connections</li> <li>• Mixed Use Components                             <ul style="list-style-type: none"> <li>➢ Commercial / Retail</li> <li>➢ Hotel</li> <li>➢ Wellness, etc.</li> </ul> </li> </ul> <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Corridor Development</li> <li>• Road Design</li> <li>• Intermodal Transportation Plan</li> <li>• Parking Demand Analysis</li> <li>• Transportation Plan</li> <li>• Non Vehicular Transportation Plans</li> </ul> <p><b>Parks and Recreation</b></p> <ul style="list-style-type: none"> <li>• Integrate Park Plan</li> <li>• Pedestrian Links and Bike Trails</li> <li>• Open Space and Tree Conservation Plan</li> <li>• Outdoor Recreation Areas</li> </ul> <p><b>Work Force Development</b></p> <ul style="list-style-type: none"> <li>• Job Fairs</li> <li>• Business attraction</li> <li>• Community Development Plan</li> <li>• Staffing Plans</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Master Project Budget</li> <li>• Public Investment</li> <li>• Private Investment</li> <li>• Sources and Uses of Funds</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Establish Management Team</li> <li>• Hire Key Staff</li> <li>• Develop Organizational Structure</li> </ul> <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>• Promote the Project</li> <li>• Solicit Interest</li> <li>• Public Relations Campaign</li> </ul> <p><b>Environmental Considerations</b></p> <ul style="list-style-type: none"> <li>• Environmental Investigation Report</li> <li>• Stormwater Plan</li> <li>• Landscape Design</li> <li>• Green Building (LEED)</li> <li>• Sustainable Sites</li> <li>• Alternative Energy</li> <li>• Wetland Planning</li> </ul>



## 2.0 STRATEGIC DESIGN COMMITTEE UPDATE

AUGUST 27, 2014

# Strategic Design Committee Progress Update: ALLIANT ENERGY CENTER REDEVELOPMENT FEASIBILITY STUDY



Hammes Company



August 27, 2014

# Progress Update Overview

- **Stakeholder and Community Interviews**
  - SWOT Analysis
- **Alliant Energy Center Usage and Financial Overview**
  - Facility usage statistics
  - Financial operations
- **Competitive/Comparable Facility and Market Analysis**
  - Identified facilities summary
  - Event activity
  - Financial operating summary
- **Market Definition and Trends Analysis**
  - Survey methodology
  - Identified survey groups



# Stakeholder and Community Interviews – SWOT Analysis

## Stakeholder and Community Interviews

- Purpose: To identify facility and operational components of the AEC that function well, and those that require modification, enhancement and/or expansion.
- Stakeholder outreach methods
  - Interviews conducted with over 60 individuals
  - Types of groups we talked to –  
Alliant Energy Center, Dane County, City of Madison, City of Fitchburg, City of Verona, Greater Madison CVB, Greater Madison Chamber, Hoteliers, Sustainability Partners, Social Equity/Public Health, Arts WI, Visit Downtown Madison, Community Associations, Groups and other Residents, etc.

# Stakeholder and Community Interviews – SWOT Analysis

## Strengths

- Quality of event space within Expo Hall
- New Holland Pavilions
- Substantial amount of outdoor event space
- Existing base of event activity
- Location – access to Beltline Highway and downtown Madison
- Management team and staff

# Stakeholder and Community Interviews – SWOT Analysis

## Weaknesses/Challenges

- Substandard Coliseum and Arena facilities
- Location relative to residential population
- Lack of hotel connectivity
- Fortress-like nature of complex
- Access to state-of-the-industry technology (i.e., Wi-Fi)
- Funding mechanisms as it affects:
  - Staffing
  - Facility pricing
  - Capital repairs and maintenance

# Stakeholder and Community Interviews – SWOT Analysis

## Opportunities

- Livestock and equestrian market segments
- Amateur sports and hobby group markets
- Transit hub
- Use of outdoor space
- Community gathering spot

# Stakeholder and Community Interviews – SWOT Analysis

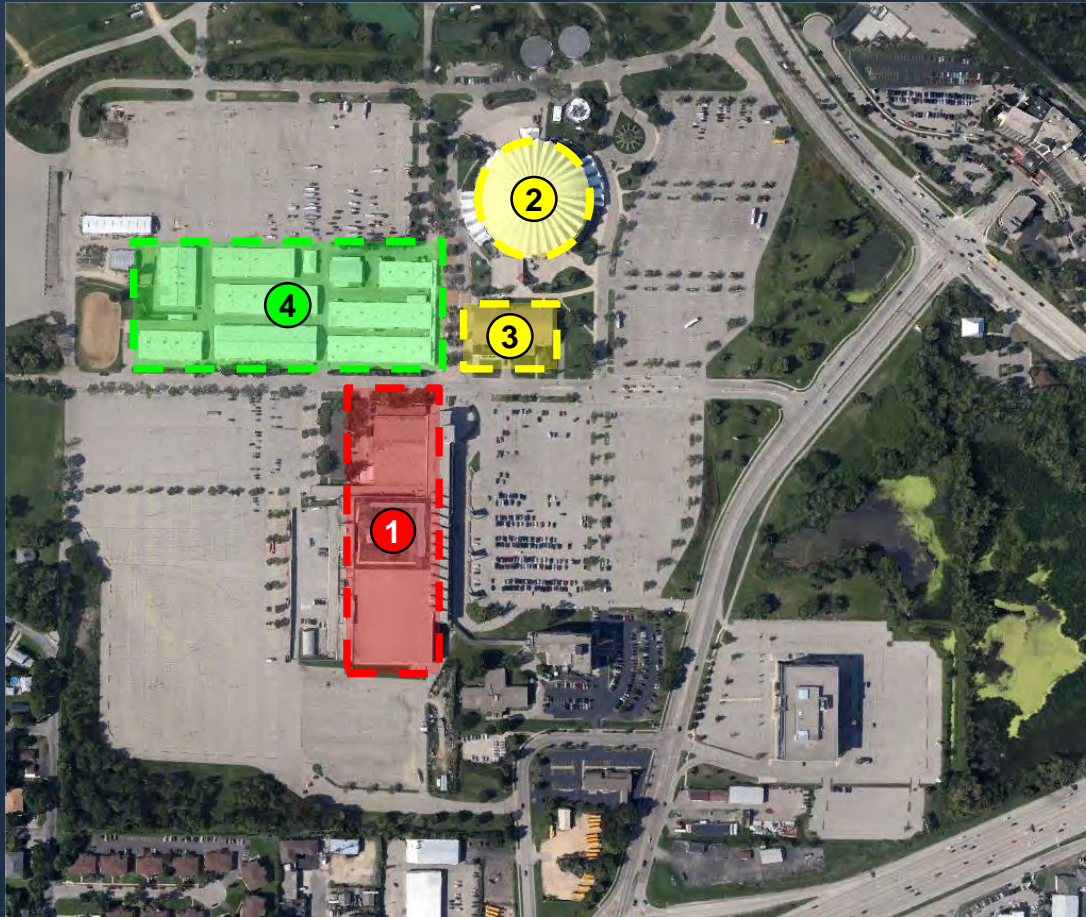


-  = Veterans Memorial Coliseum
-  = Exhibition Hall
-  = Arena
-  = New Holland Pavilions
-  = Willow Island
-  = Hotels
-  = Restaurants

# AEC Usage and Financial Overview

- Purpose: To evaluate existing performance metrics, areas of high/low occupancy, and financial characteristics.
- Research methods:
  - Worked with AEC staff to collect and interpret existing data.
  - Very interactive process to assure correct data interpretations.
  - Developing (on-going) comparisons with other venues.

# AEC Usage and Financial Overview – Alliant Energy Center



## Alliant Energy Center

Madison, WI

<b>Exhibit Space</b>	<b>385,000</b>
Exhibition Hall	100,000
Pavilion 1	85,000
Pavilion 2	200,000

**Meeting Space (14 Rooms)**      **20,300**

<b>Seating</b>	<b>10,550</b>
Coliseum	10,000
Arena	550

<b>1</b>	Exhibition Hall
<b>2</b>	Veterans Memorial Coliseum
<b>3</b>	Arena
<b>4</b>	New Holland Pavilions

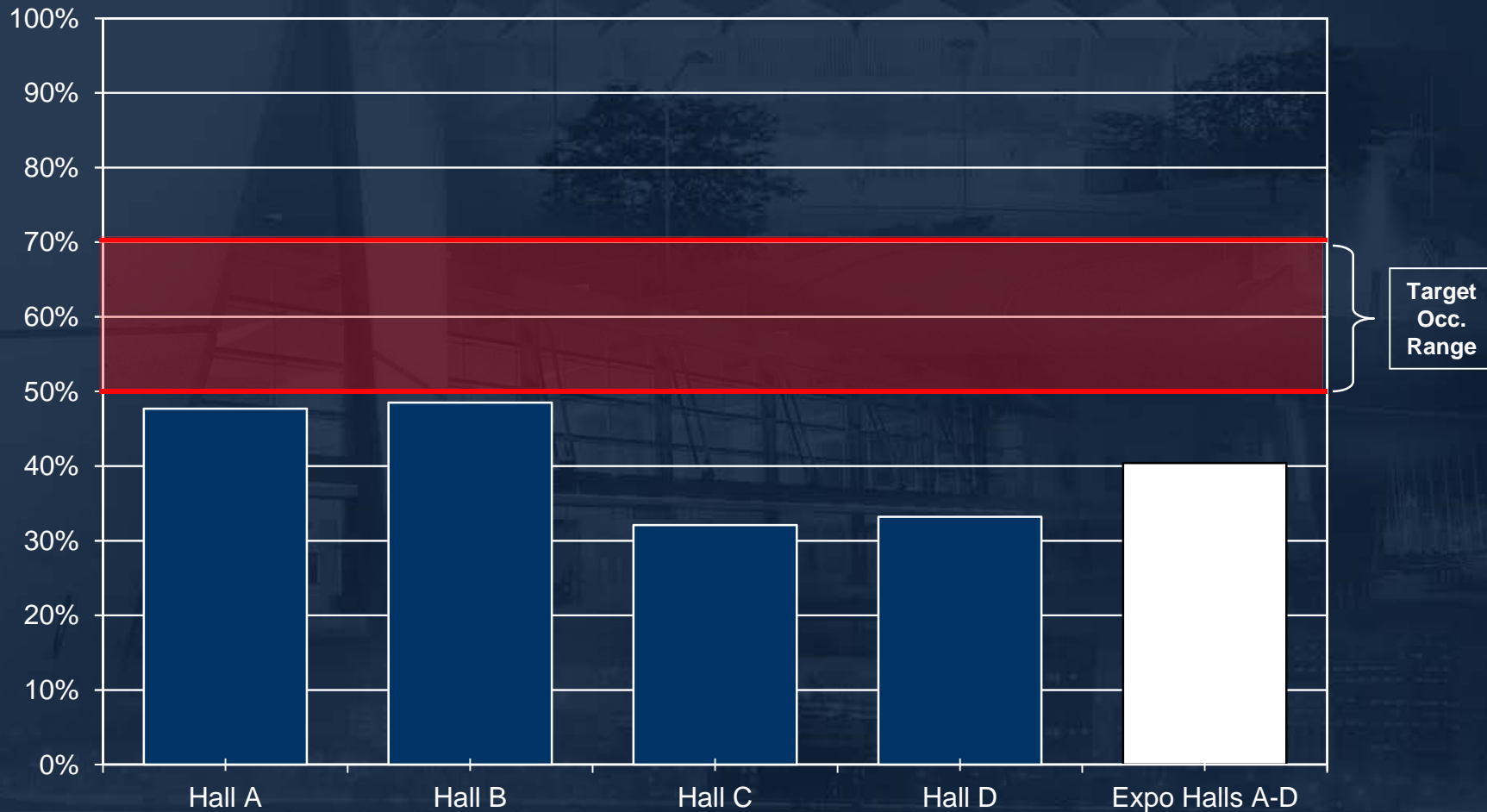
# AEC Usage and Financial Overview – Alliant Energy Center

<b>Fairgrounds Facility:</b>	Alliant Energy Center
<b>City, State:</b>	Madison, WI
<b>Size:</b>	164 acres
<b>Ownership Structure:</b>	County
<b>Number of Event Halls</b>	1
<b>Number of Enclosed Arenas</b>	2
<b>Number of Covered Arenas</b>	0
<b>Number of Outdoor Arenas</b>	0
<b>Number of Barns</b>	2
<b>Number of Event Buildings</b>	5
<b>Largest Contiguous Exhibit Space:</b>	200,000
<b>Total Indoor Event Space:</b>	405,300
<b>Permanent Horse Stalls:</b>	0
<b>Portable Horse Stalls:</b>	1,300



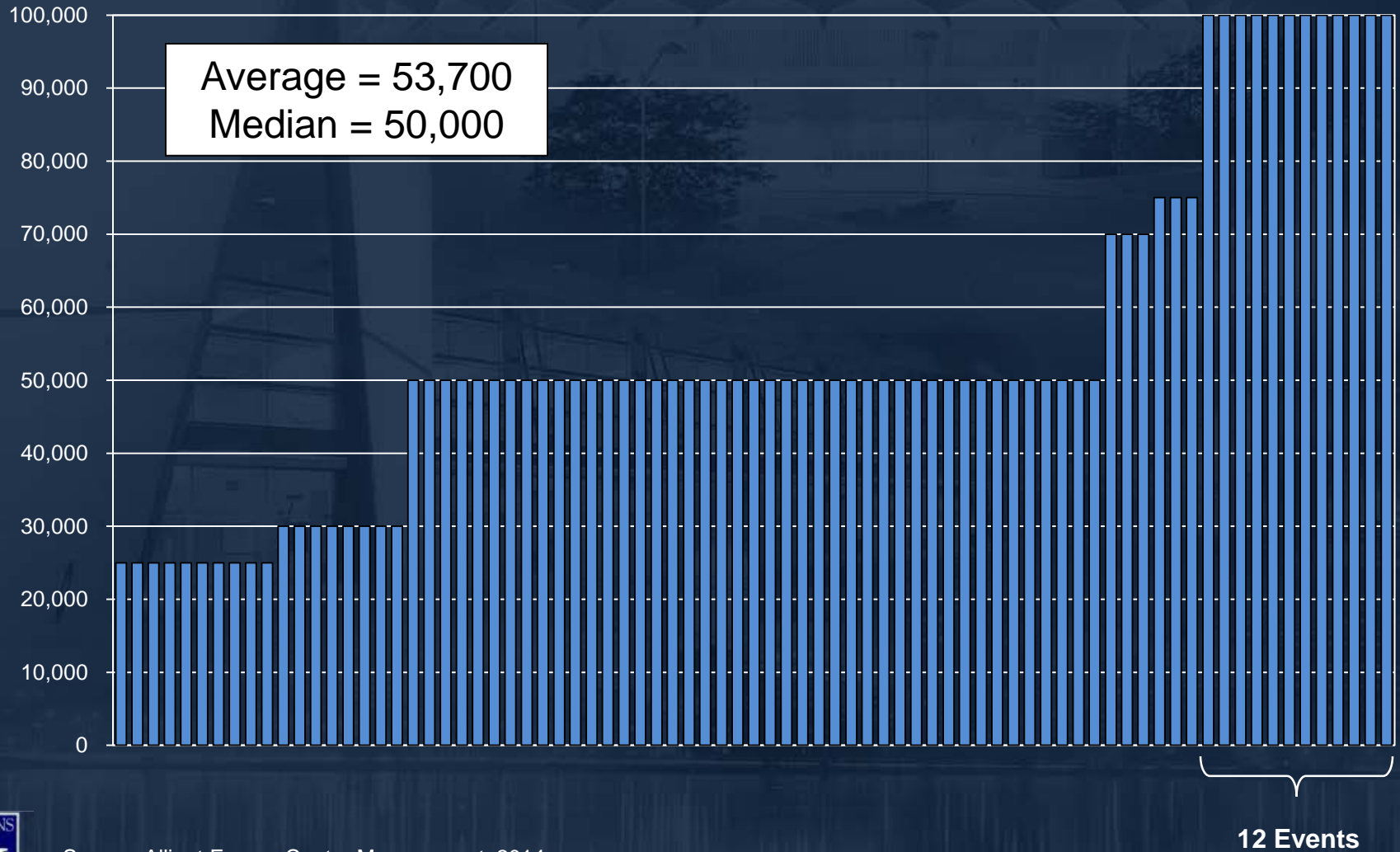


# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Occupancy



Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Daily Usage



Source: Alliant Energy Center Management, 2014

12 Events

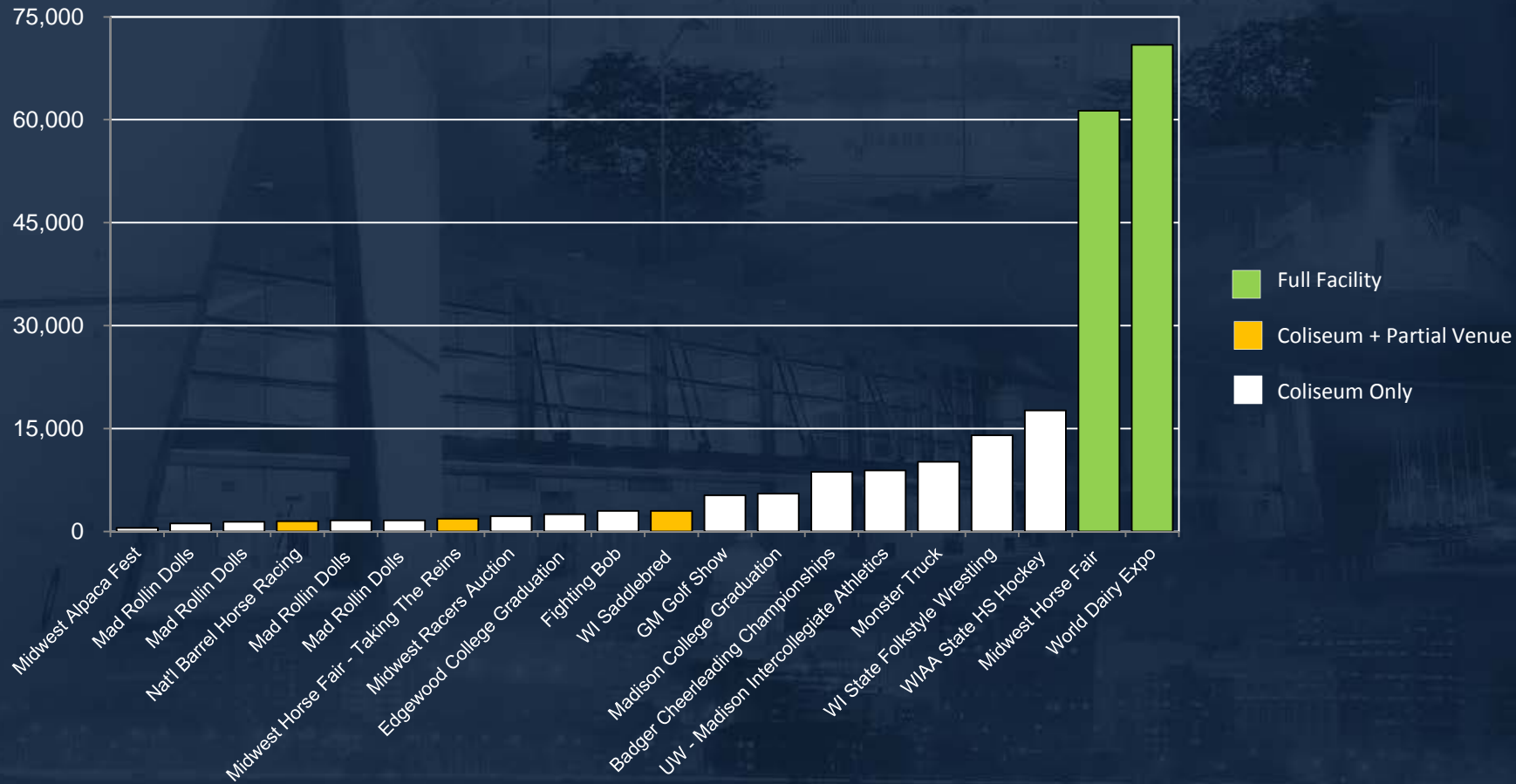
# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Daily Usage

## Events Utilizing Entire Expo Hall

- Canoecopia
- Dane County Fair
- Deer & Turkey Expo
- Garden Expo
- Madison Fishing Expo
- Madison RV & Camper Show
- Midwest Horse Fair
- Quilt Expo
- State FFA Convention
- WABA Conv. & Trade Show
- WI Counties
- World Dairy Expo

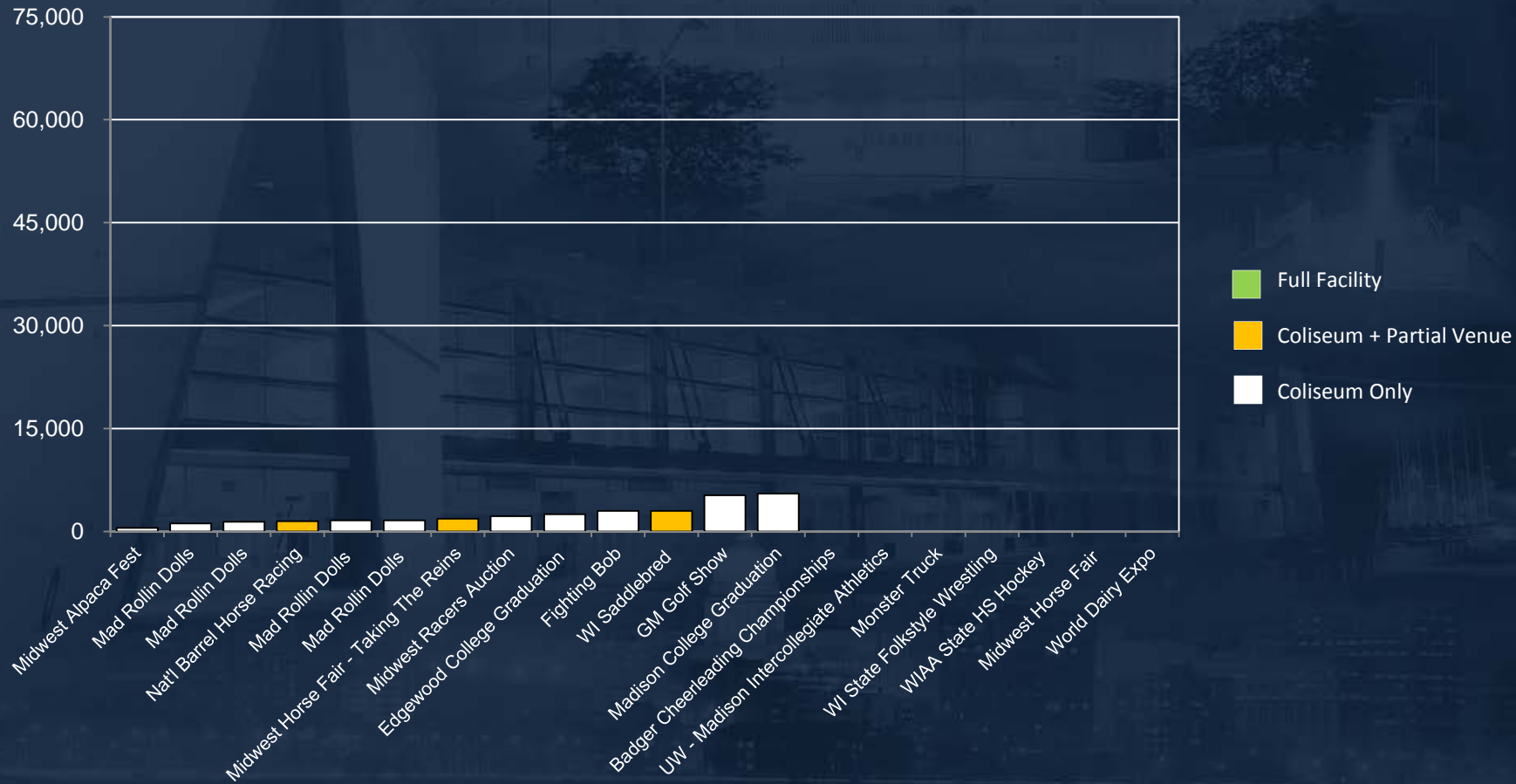
Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – 2013 AEC Coliseum Attendance by Event



Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – 2013 AEC Coliseum Attendance by Event



Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – Future AEC Bookings Due to Pavilions

## Contacted Events:

- \* World Dairy Expo
- \* **Badger Kick Off**
- Brazen Dropouts Bike Sale
- \* Bike O Rama
- Autofest**
- Midwest Select Sale
- WI Paint Horse – 2 Events**
- Quarter Horse Classic**
- Madison Classic
- Cap Gun Horse Show**
- \* Midwest Horse Fair
- \* WI Holstein – 2 Events
- \* Dane County Fair
- Family Motor Coach Assn**
- WI Pony of Americas**
- WI Barrel Racing
- WI Quarter Horse Assn**
- WI Saddlebred Futurity Horse Show
- Auto Show**
- Just Between Friends – Resale
- Jr. National Hereford Assn.**

## Tentative Events:

- WI Arabian Horse Assn.
- Pinto Horse Assn.
- WI Interscholastic Horse
- Buckskin Horse – 2 events
- Model Railroad Assn.
- Morgan Masterpiece
- Clydesdale Breeders
- Pony of Americas
- National Archery in Schools

\* Multiple year contracts

Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – Financial Operations

	Alliant Energy Ctr.	Ohio Expo Park	Idaho Horse Park
Revenues	\$7,973,900	\$13,042,738	\$895,045
Expenses	\$7,312,219	\$13,579,980	\$2,391,440
<b>Net Operating Profit/(Loss)</b>	<b>\$661,681</b>	<b>(\$537,242)</b>	<b>(\$1,496,395)</b>
Other Revenue	\$202,600	\$0	\$0
Debt Service	(\$1,263,900)	\$0	(\$66,544)
Public Contribution	\$0	\$1,597,257	\$1,562,939
<b>Change in Net Assets</b>	<b>(\$399,619)</b>	<b>\$1,060,015</b>	<b>\$0</b>

# AEC Usage and Financial Overview

## Preliminary Takeaways:

- Exhibit hall is of high quality, operating at below desired occupancy range.
- Difficult to justify any major expansion, particularly with Pavilions space coming on line.
- Minor modifications (Wi-Fi, sustainability) should be pursued as part of any standard facility improvement plan.
- Coliseum appears to have reached/exceeded useful life. Replacement venue should be planned for.
- Adequate funding of operations repairs, capital maintenance and marketing will require modifications to the business model.



# Comparable/Competitive Venue Analysis

- Purpose: To provide a comparative benchmark with respect to space, supporting amenities and event types.
- Research methods:
  - Identified venues of similar facilities mix, facility sizing and/or market focus.
  - Outreach to management at selected venues.
  - Focused on space, parking, hotel, access, event focus and related amenities.

# Competitive/Comparable Facilities – Facilities and Markets

## Facility

## City, State

Expo New Mexico

Albuquerque, NM

Ohio Expo Center

Columbus, OH

National Western Center

Denver, CO

Will Rogers Memorial Center

Fort Worth, TX

American Royal Complex

Kansas City, MO

Kentucky Expo Center

Louisville, KY

Idaho Horse Park

Nampa, ID

State Fair Park (Oklahoma City)

Oklahoma City, OK

North Carolina State Fairgrounds

Raleigh, NC

Expo Square

Tulsa, OK

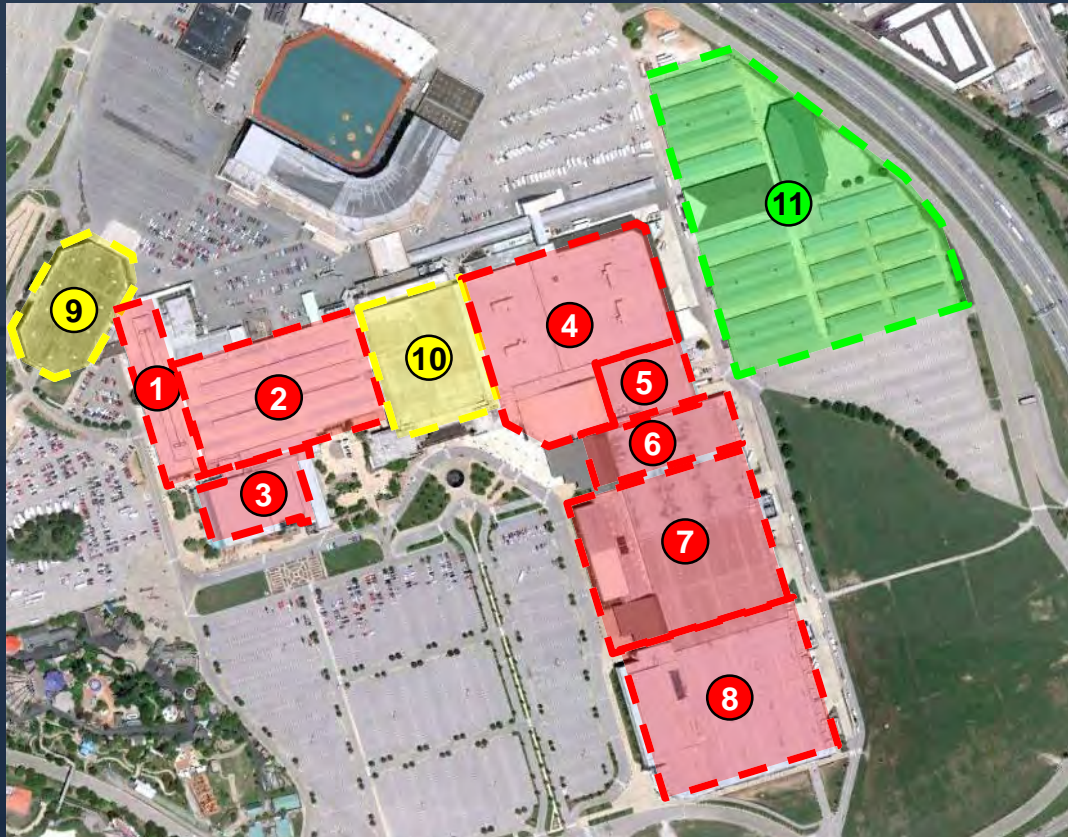
Wisconsin State Fair Park

West Allis, WI

# Competitive/Comparable Facilities – Complex Overview

Facility	Ownership Structure	Size (in acres)	Total Stalls	Permanent Stalls	Portable Stalls	Largest Arena Seating
Expo New Mexico	501(c)3	236	2,500	2,000	500	9,300
Ohio Expo Center	State	360	1,010	1,012	0	5,000
National Western Center	501(c)3	100	2,400	700	1,700	6,600
Will Rogers Memorial Center	City	105	3,200	2,500	700	5,700
American Royal Complex	501(c)3	74	1,470	0	1,474	19,500
Kentucky Expo Center	State	400	2,500	1,071	1,427	19,000
Idaho Horse Park	City	180	1,200	596	600	12,300
State Fair Park (Oklahoma City)	City	435	2,600	963	1,620	9,000
North Carolina State Fairgrounds	State	344	590	485	100	7,600
Expo Square	County	240	2,500	2,028	472	3,300
Wisconsin State Fair Park	State	200	850	0	850	3,120
<b>Alliant Energy Center</b>	<b>County</b>	<b>164</b>	<b>1,300</b>	<b>0</b>	<b>1,300</b>	<b>10,000</b>

# Competitive/Comparable Facilities – Kentucky Expo Center



## Kentucky Fair and Exposition Center

Louisville, KY

Exhibit Space	957,500
North Wing	216,000
East Hall AB	32,400
West Wing	175,700
West Hall AB	32,400
Pavilion	75,300
South Wing A	129,600
South Wing B	129,600
South Wing C	166,500

Meeting Space (43 rooms)	105,100
--------------------------	---------

Seating	25,600
Freedom Hall	19,000
Broadbent Arena	6,600

1	Pavilion
2	West Wing
3	West Hall
4	North Wing
5	East Hall
6	South Wing A
7	South Wing B
8	South Wing C
9	Broadbent Arena
10	Freedom Hall
11	Horse Barns (22)

# Competitive/Comparable Facilities – Kentucky Expo Center

## Kentucky Expo Center

Louisville, KY

**Size:** 400 acres

**Ownership Structure:** State

Number of Event Halls	8
Number of Enclosed Arenas	2
Number of Covered Arenas	0
Number of Outdoor Arenas	0
Number of Barns	22
Number of Event Buildings	32

**Largest Contiguous Exhibit Space:** 216,000

**Total Indoor Event Space:** 1,062,600

**Permanent Horse Stalls:** 1,071

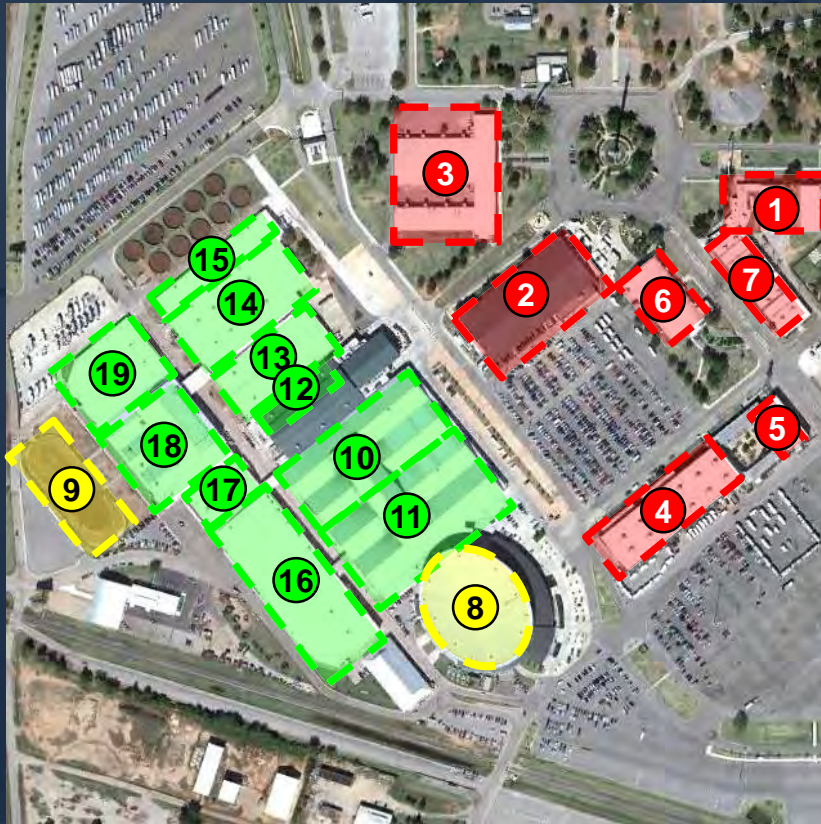
**Portable Horse Stalls:** 1,427



## Sample Events

- American Angus Junior Show
- Kentucky Derby Grand Event
- ABC Kids Expo
- Arabian Horse Celebration
- National RV Trade Show
- Cat Club Championship Show
- Show Military Antique Show
- Kentucky State Fair

# Competitive/Comparable Facilities – Oklahoma State Fair Park



<b>Oklahoma State Fair Park</b>	
Oklahoma City, OK	
<b>Exhibit Space</b>	<b>297,950</b>
Cox Pavilion	70,000
Oklahoma Expo Hall	66,800
Travel and Transportation Building	64,000
Carriage Hall with Courtyard	12,800
Centennial Building	28,000
Modern Living Building	36,750
Hobbies, Arts and Crafts Building	19,600
<b>Meeting Space</b>	<b>0</b>
<b>Seating</b>	<b>9,500</b>
State Fair Arena	9,000
Horse Barn 8	500

<b>1</b>	Hobbies, Arts and Crafts Building	<b>10</b>	Horse Barn 1 (Super Barn)
<b>2</b>	Cox Pavilion	<b>11</b>	Horse Barn 2 (Super Barn)
<b>3</b>	Oklahoma Expo Hall	<b>12</b>	Horse Barn 3
<b>4</b>	Travel and Transportation Building	<b>13</b>	Horse Barn 4
<b>5</b>	Carriage Hall with Courtyard	<b>14</b>	Horse Barn 5
<b>6</b>	Centennial Building	<b>15</b>	Horse Barn 5A
<b>7</b>	Modern Living Building	<b>16</b>	Horse Barn 6
<b>8</b>	State Fair Arena	<b>17</b>	Horse Barn 7
<b>9</b>	Outdoor Arena	<b>18</b>	Horse Barn 8
		<b>19</b>	Horse Barn 9

# Competitive/Comparable Facilities – Oklahoma State Fair Park

## State Fair Park

Oklahoma City, OK

<b>Size:</b>	435 acres
<b>Ownership Structure:</b>	City
Number of Event Halls	7
Number of Enclosed Arenas	1
Number of Covered Arenas	0
Number of Outdoor Arenas	1
Number of Barns	10
Number of Event Buildings	19
<b>Largest Contiguous Exhibit Space:</b>	70,000
<b>Total Indoor Event Space:</b>	297,950
<b>Permanent Horse Stalls:</b>	963
<b>Portable Horse Stalls:</b>	1,620



## Sample Events

- R.K. Gun Show
- Summer Shootout Barrel Racing
- Obedience Training Club Dog Trials
- U.S. Team Roping Championships
- RV Super Show
- Flea Market
- OK County Free Fair
- Oklahoma State Fair



# Competitive/Comparable Facilities – Summary of Event Activity

## HORSE SHOW/EVENTS

- Gaited
- Barrel racing
- Carriage
- Pleasure
- Cutting
- Dressage
- Driving
- Equitation
- Hunter
- Jumper
- Racing
- Reining
- Penning
- Western
- Walking
- Roping
- Rodeo

## CONSUMER/PUBLIC SHOWS

- Gun show
- Antique show
- Auto show
- Boat & RV show
- Bridal show
- Craft & quilt fair
- Home improvement show
- Home & garden show
- Pet show
- Sports show

## CONVENTIONS/TRADESHOWS

- Corporate
- Private trade – tiered marketing
- State association
- Regional association
- National association
- International association
- Social, military, education, religious, fraternal

## LIVESTOCK SHOWS

- Pig shows/sales
- Cattle show/sales
- Sheep show/sales
- Goat show/sales
- Alpaca show/sales

## MEETINGS/BANQUETS

- Meetings
- Banquets
- Receptions
- Weddings
- Seminars
- Corporate training
- Lectures

## OTHER EVENTS

- Graduations
- Festivals
- Flea Markets
- Motocross
- Concerts
- Amateur Sports



# Market Definition and Trend Analysis – Potential Events

## **AGRICULTURAL & EQUESTRIAN EVENTS**

- ADGA Dairy Goat Shows
- National Seed Show
- The National Cattle Congress
- Ag equipment shows
- WWSDA Sheep Dog Trials

## **AMATEUR SPORTS**

- America's Team Championship (USA Table Tennis)
- Dairyland Classic (Wisconsin's Premier Dirt Track Motorcycle Racing Event)
- NFAA Indoor Great Lakes Championship (Archery)
- Southern Wisconsin Open Karate Tournament

## **ASSOCIATION/TRADESHOW**

- American Association of Meat Processors Convention
- Great Lakes Logging & Heavy Equipment Expo
- Wisconsin Commercial Deer & Elk Farmer's Association Annual Conference
- World Pork Expo

## **FAIRS/FESTIVALS**

- Beer/Oktoberfest Festival
- Ethnic Fairs (Latino, Irish, etc.)
- Music Festival
- Taste of Madison Food Festival

## **FLAT FLOOR/SMERF EVENTS**

- Beta Alpha Psi Annual Meeting
- Farm to Cafeteria Conference
- Christ Our Life Regional Conference
- Midwest Gaming Classic (Video Games)
- Nicolet Rifle Club Gun Show
- Wisconsin State Hunting Expo

## **TOURING SHOWS**

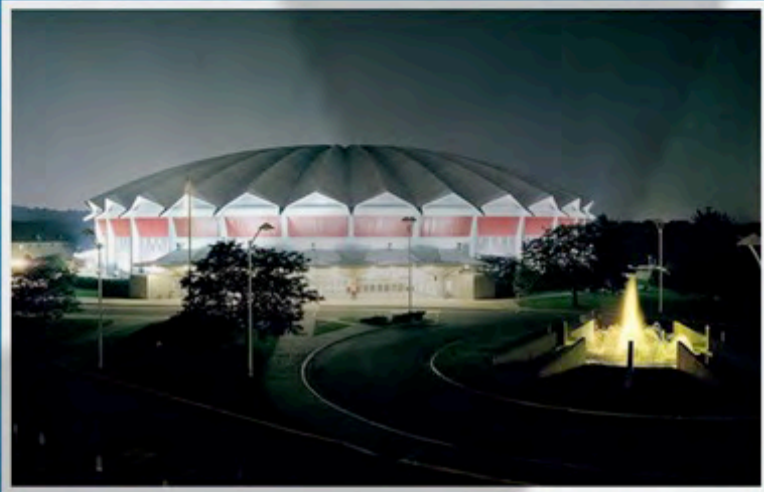
- Frank Productions (Concerts)
- Feld Entertainment (Family Shows)
- Checkered Flag (Motorsports)
- Pro Bull Riders Tour
- Moscow Ballet

# Market Definition and Trend Analysis – Potential New AEC User Surveys

- Events planned on an annual basis
- Type of events planned
- Locations where they have held events in the past
- Likelihood of utilizing Alliant Energy Center (Why not?)
- The type and amount of space they need
- Specific amenities that appeal to their event attendees
- Their overall impressions of the Madison market
- Which markets would Madison be competing against for their event(s)
- Other details including: Event length in days, attendance levels, time of year held, specific services needed

## Next Steps

- Jump-start survey process – launch of survey tomorrow.
- The survey research timing will easily allow for meeting key project findings deadlines.
- Staffing re-focused to allow for “quick hit” approach for survey opportunities that arise.



## 3.0 MONTHLY STATUS REPORT #2

OCTOBER 7, 2014

## Monthly Status Report #2:

# STRATEGIC FEASIBILITY STUDY OF THE ALLIANT ENERGY CENTER



Hammes Company

October 7, 2014



# Study Work Plan Overview

Month	1				2				3				4			
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Week of	6/22/2014	6/29/2014	7/6/2014	7/13/2014	7/20/2014	7/27/2014	8/3/2014	8/10/2014	8/17/2014	8/24/2014	8/31/2014	9/7/2014	9/14/2014	9/21/2014	9/28/2014	10/5/2014
Project Kickoff																
I. SWOT Analysis and Research																
II. Exposition Market Analysis																
Competitive/Comparable Analysis																
Market Definition and Trend Analysis																
Building Program and Business Model Options Analysis																
Pre-Draft SWOT/Market Report for Project Team Input																
Draft SWOT/Market Report																
III. Capital Investment Needs																
IV. Real Estate Potential																
V. Finance and Governance Options																
VI. Sustainability																
Draft Comprehensive Report Presentation																
FINAL Report and Recommendations																

Month	5				6				7				8			
Week	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
Week of	10/12/2014	10/19/2014	10/26/2014	11/2/2014	11/9/2014	11/16/2014	11/23/2014	11/30/2014	12/7/2014	12/14/2014	12/21/2014	12/28/2014	1/4/2015	1/11/2015	1/18/2015	1/25/2015
Project Kickoff																
I. SWOT Analysis and Research																
II. Exposition Market Analysis																
Competitive/Comparable Analysis																
Market Definition and Trend Analysis																
Building Program and Business Model Options Analysis																
Pre-Draft SWOT/Market Report for Project Team Input																
Draft SWOT/Market Report																
III. Capital Investment Needs																
IV. Real Estate Potential																
V. Finance and Governance Options																
VI. Sustainability																
Draft Comprehensive Report Presentation																
FINAL Report and Recommendations																



# Monthly Status Report #2 Overview

- **Stakeholder and Community Interviews**
  - SWOT Analysis
- **Alliant Energy Center Usage and Financial Overview**
  - Facility usage statistics
  - Financial operations
- **Competitive/Comparable Facility and Market Analysis**
  - Identified facilities and markets analysis
  - Facility operational characteristics
- **Market Definition and Trends Analysis**
  - Current and Past AEC User survey results
  - Prospective New AEC User survey results
- **Program Findings and Recommendations**

---

# SWOT Analysis

---



# Stakeholder and Community Interviews – SWOT Analysis

## Dane County Stakeholder and Community Interviews

- Purpose: To identify facility and operational components of the AEC campus and surrounding area that function well, and those that require modification, enhancement and/or expansion.
- Process will help define:
  - Market for AEC facilities
  - Facility/destination shortcomings preventing conversion
  - Areas of facility/destination focus for future marketing efforts
  - Potential threats facing the AEC and Madison destination

# SWOT Analysis

## Strengths

- New Pavilions
- Expo Hall
- Location
- Outdoor space
- Management/Staff
- Access to population

## Weaknesses

- Coliseum
- Arena Building
- Limited meeting/banquet space
- Residential location
- Access to adjacent amenities (restaurants, hotels, entertainment, etc.)
- Funding mechanisms

## Opportunities

- Ag/Equestrian events
- Entertainment events
- Community involvement
- Transportation hub
- Amateur sports events
- Sustainable practices

## Threats

- Community discord
- Declining Coliseum demand
- Increasing competition
- Capital repair and replacement
- Lack of staff and financial resources
- Facility use costs

## Areas of Importance

### Facilities

- Coliseum
- Arena
- Expo Hall
- Outdoor space

### Amenities

- AV and other equipment
- Wireless technology
- Staff resources

### Campus

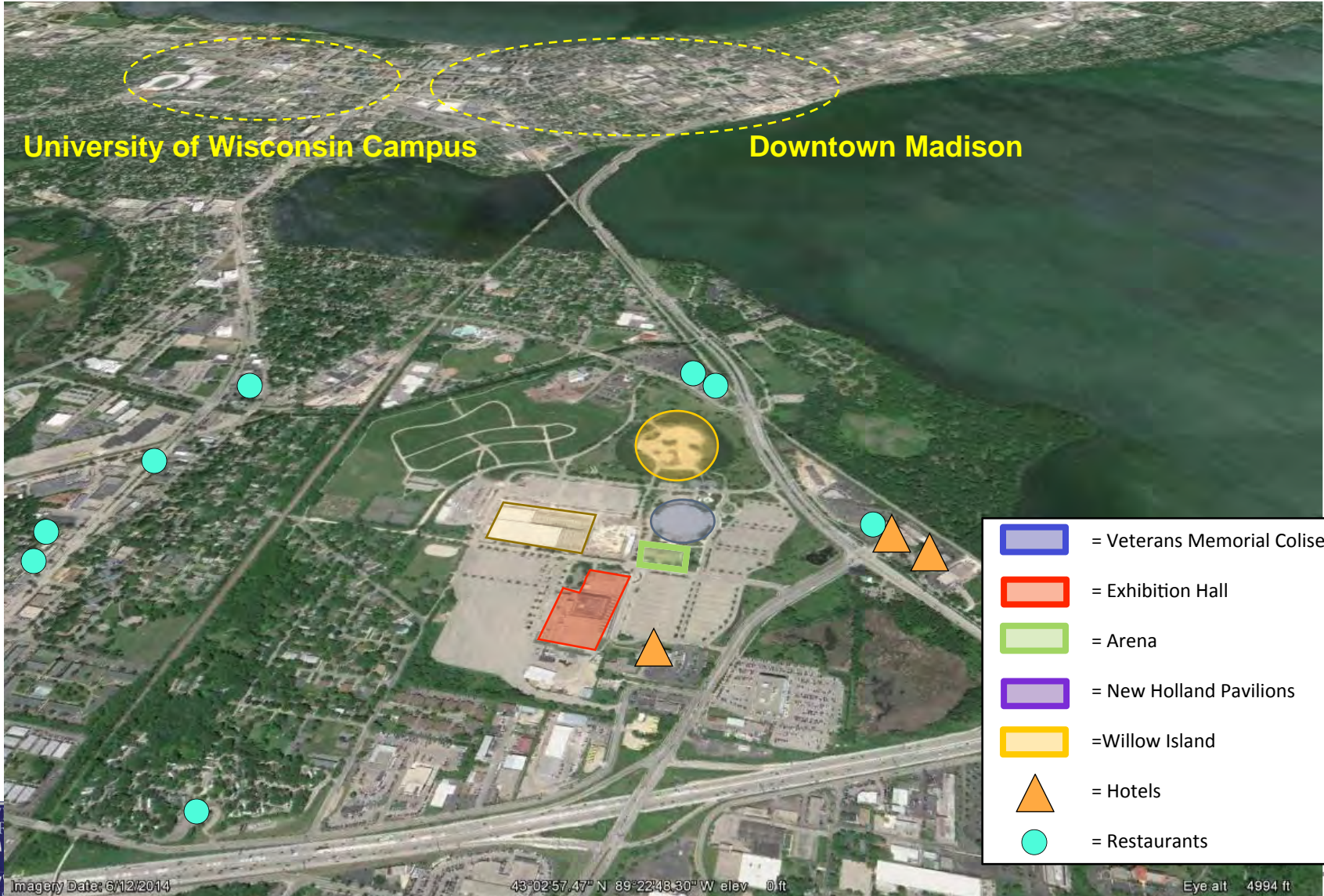
- Sustainability
- Green space
- Community/social equity
- Barriers to access
- Parking

### Site Area

- Hotel
- Restaurant(s)
- Transportation
- Retail



# Destination Overview



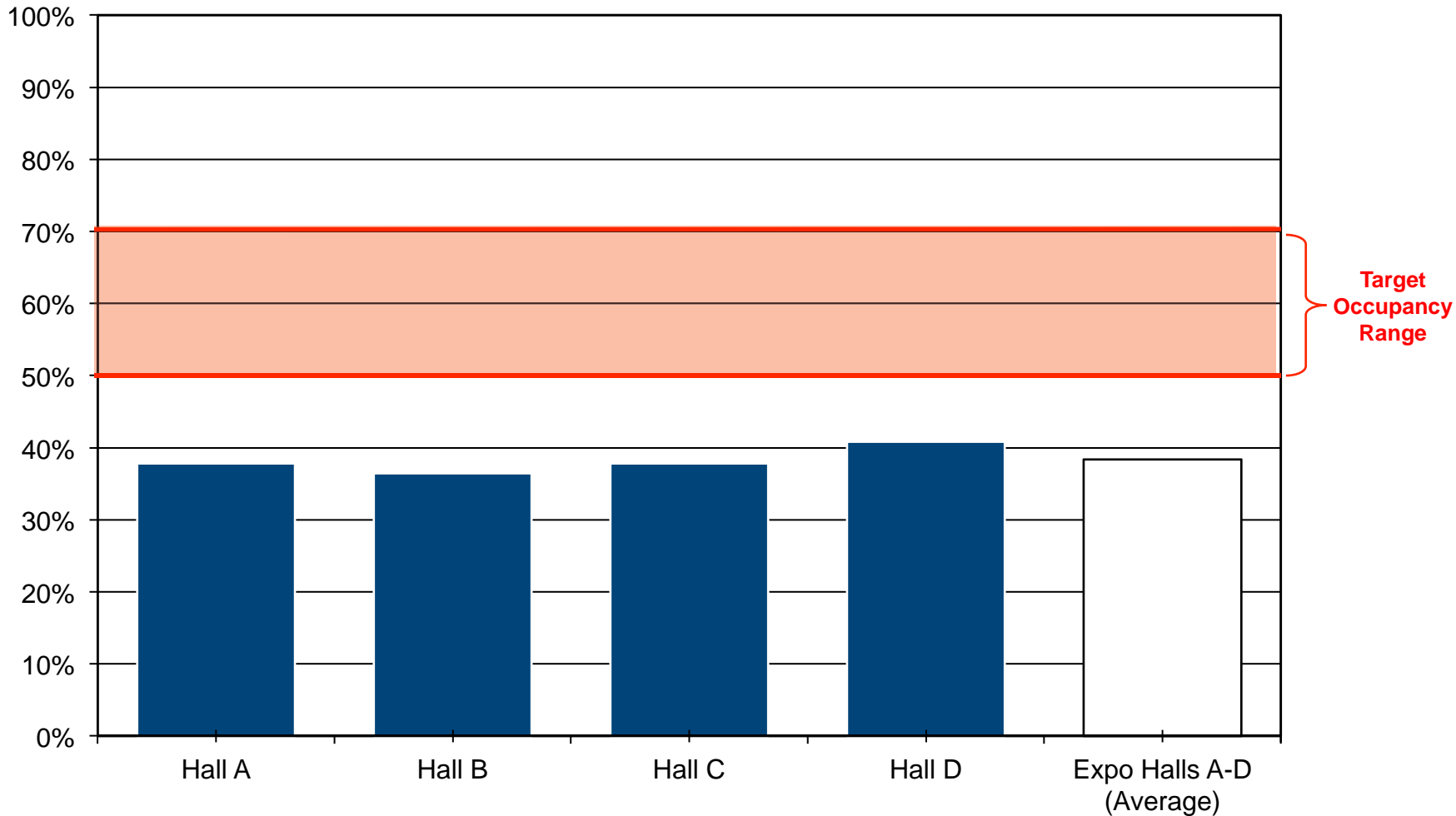
-  = Veterans Memorial Coliseum
-  = Exhibition Hall
-  = Arena
-  = New Holland Pavilions
-  = Willow Island
-  = Hotels
-  = Restaurants

---

# Alliant Energy Center Usage And Financial Overview

---

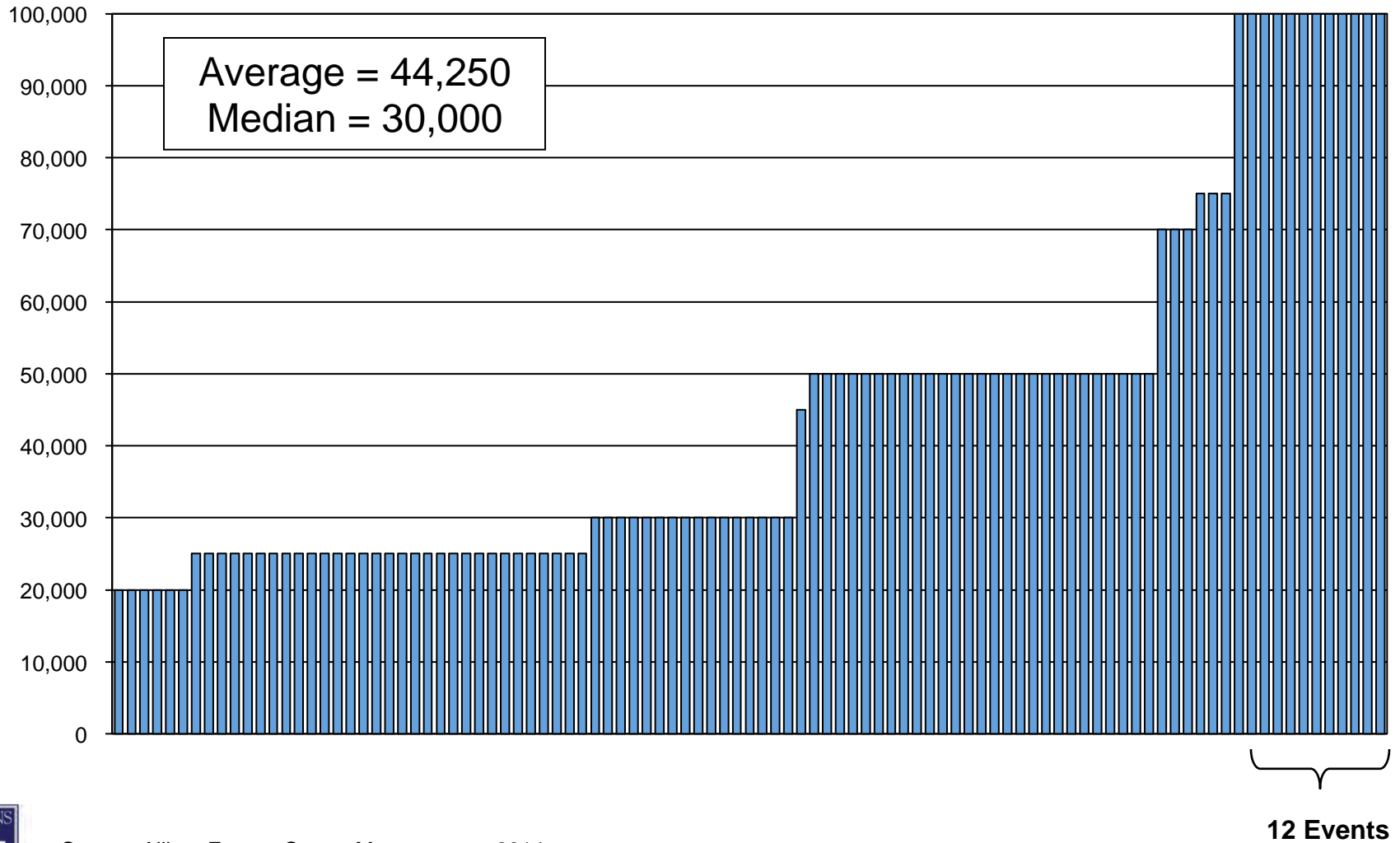
# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Occupancy



Source: Alliant Energy Center Management, 2014



# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Daily Usage



Source: Alliant Energy Center Management, 2014

12 Events



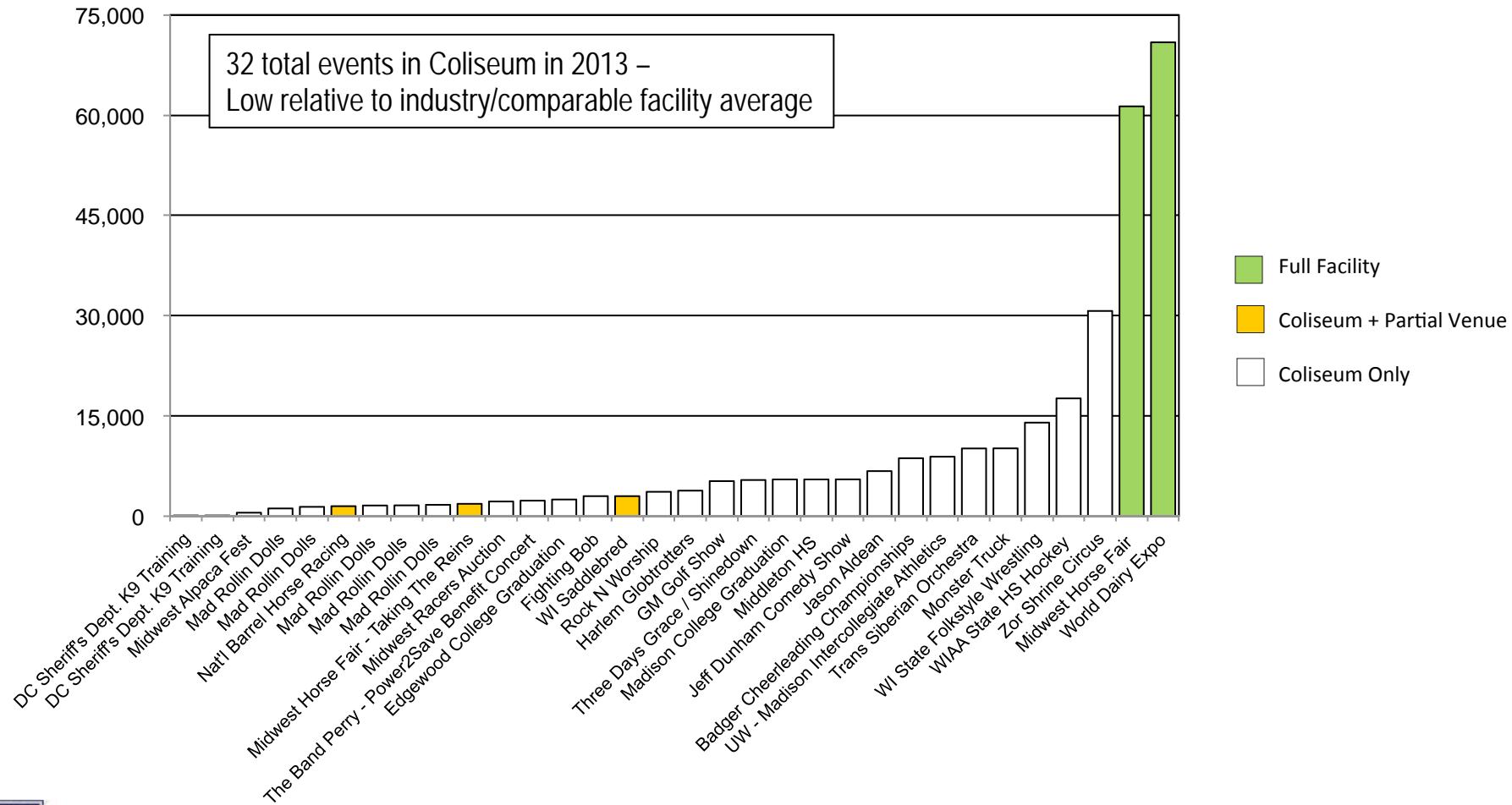
# AEC Usage and Financial Overview – 2013 AEC Exhibit Hall Daily Usage

## Events Utilizing Entire Expo Hall

- Canoecopia
- Dane County Fair
- Deer & Turkey Expo
- Garden Expo
- Madison Fishing Expo
- Madison RV & Camper Show
- Midwest Horse Fair
- Quilt Expo
- State FFA Convention
- WABA Conv. & Trade Show
- WI Counties
- World Dairy Expo

Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – 2013 AEC Coliseum Attendance by Event

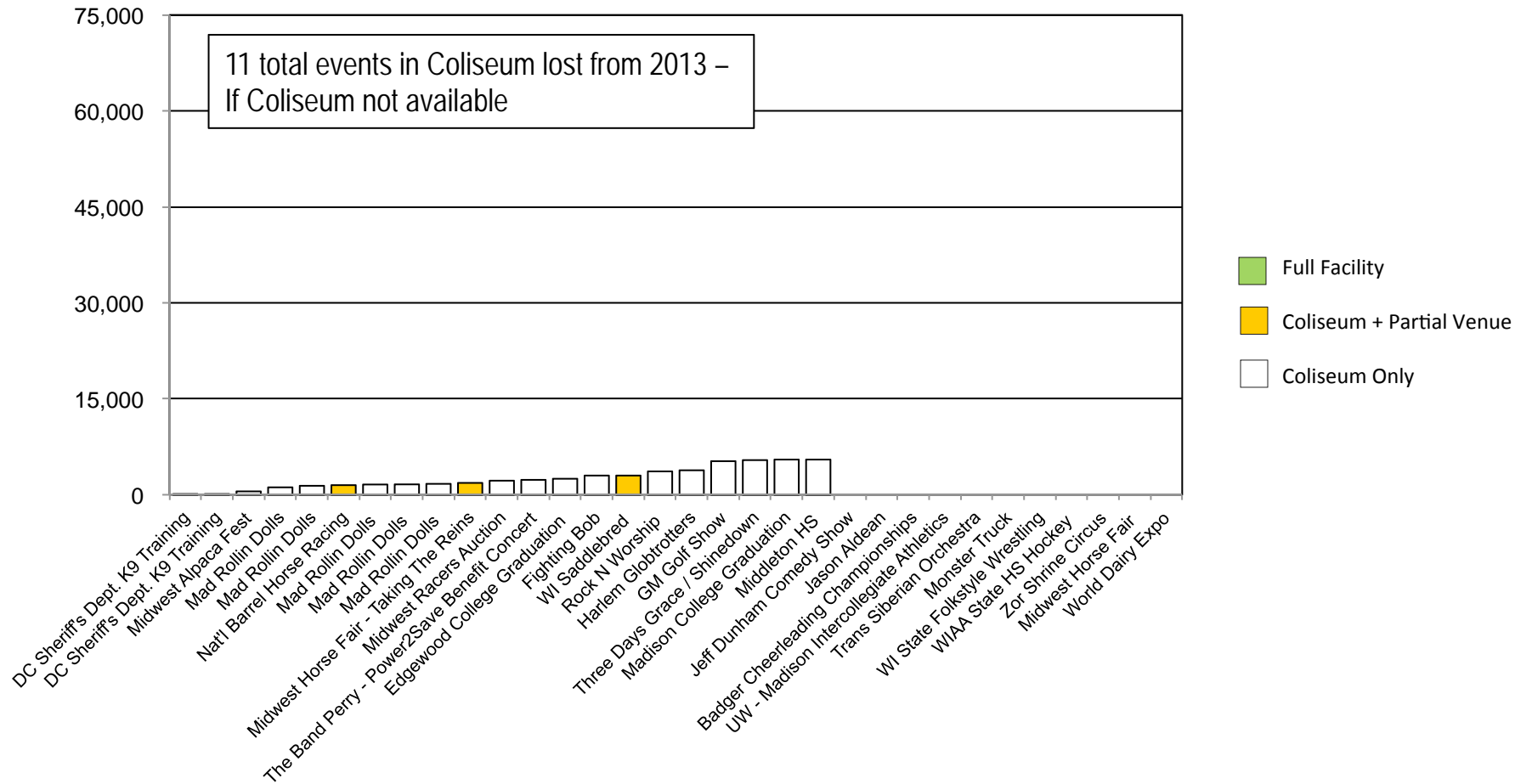


Source: Alliant Energy Center Management, 2014





# AEC Usage and Financial Overview – 2013 AEC Coliseum Attendance by Event



Source: Alliant Energy Center Management, 2014



# AEC Usage and Financial Overview – Future AEC Bookings Due to Pavilions

## Contracted Returning Events:

- \* World Dairy Expo  
Brazen Dropouts Bike Sale
- \* Bike O Rama  
Midwest Select Sale  
Madison Classic
- \* Midwest Horse Fair
- \* WI Holstein – 2 Events
- \* Dane County Fair  
WI Barrel Racing  
WI Saddlebred Futurity Horse Show  
Just Between Friends – Resale

## Contracted New Events:

- \* Badger Kick Off  
Autofest  
WI Paint Horse – 2 Events  
Quarter Horse Classic  
Cap Gun Horse Show  
Family Motor Coach Assn  
WI Pony of Americas  
WI Quarter Horse Assn  
Auto Show  
Jr. National Hereford Assn.

## Tentative New Events:

- WI Arabian Horse Assn.
- Pinto Horse Assn.
- WI Interscholastic Horse  
Buckskin Horse – 2 events  
Model Railroad Assn.
- Morgan Masterpiece  
Clydesdale Breeders  
Pony of Americas  
National Archery in Schools

\* Multiple year contracts

Source: Alliant Energy Center Management, 2014

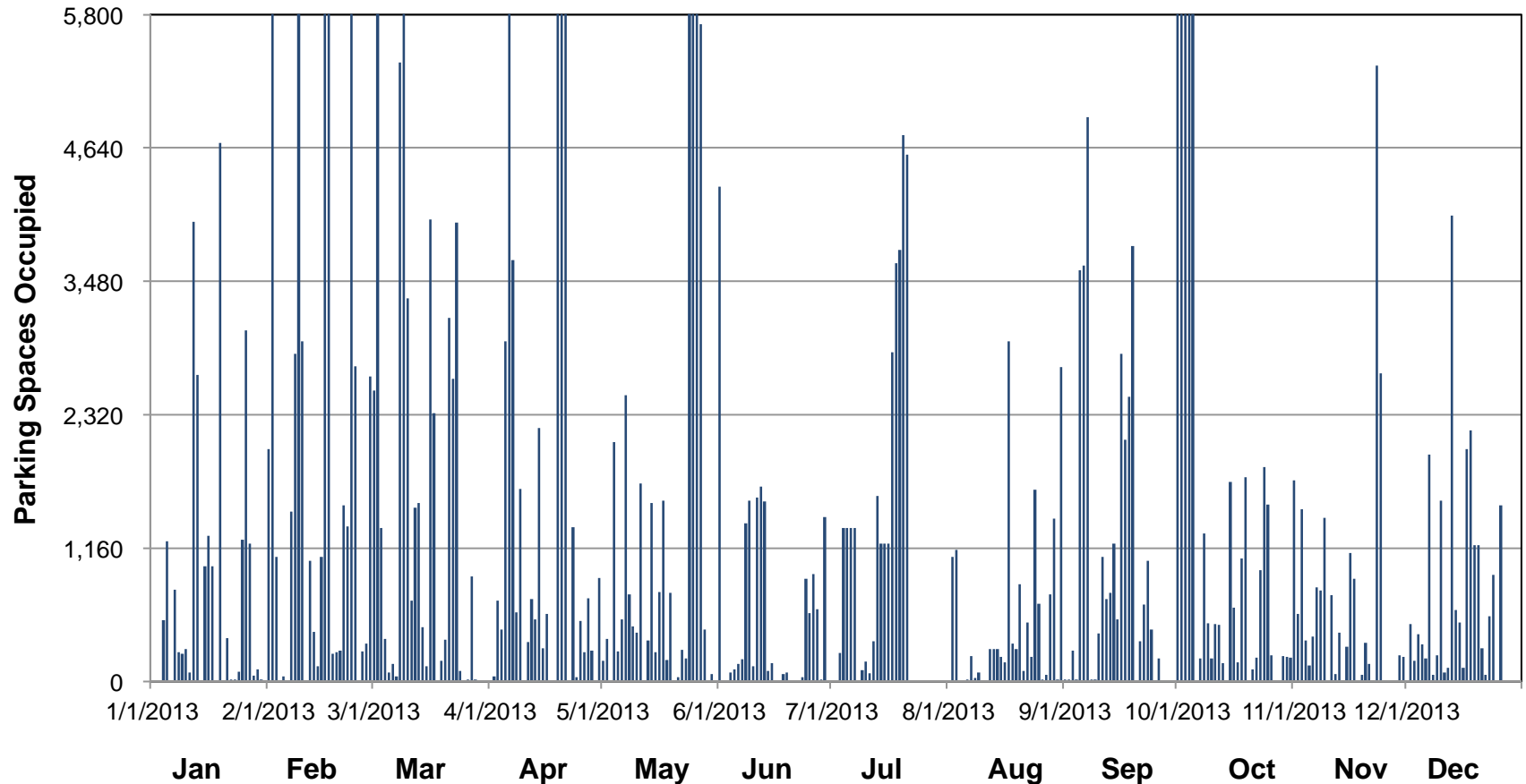
# AEC Usage and Financial Overview – Lost Business by Market Segment

<b>Market Segment</b>	<b>Events Lost</b>	<b>Attendance Lost</b>	<b>Direct Spending Lost</b>
Hobby/Consumer Shows	28	178,775	\$31,647,510
Sports/Athletic & Recreation	45	92,690	20,496,129
Government/Public Admin	14	6,530	7,537,200
Manufacturing	3	10,600	6,214,100
Distribution	3	24,500	6,048,860
Science	7	6,156	5,752,771
Agriculture	20	7,620	5,346,978
Education	11	14,275	5,324,553
Fraternal/Military/Service	6	21,000	4,200,270
Transportation	2	3,000	3,630,000
Business/Trade/Commercial	6	7,125	3,583,166
Religious	4	7,200	3,055,273
Computer/High-Tech/Media	6	12,750	2,849,326
Food	6	5,300	2,310,054
Healthcare/Wellness	6	2,630	2,181,786
Mtgs/Conv/Tourism	7	2,875	2,061,064
Other	20	15,450	6,221,926
	<b>194</b>	<b>418,476</b>	<b>\$118,460,966</b>

Source: Greater Madison Convention and Visitors Bureau, 2014

# AEC Usage and Financial Overview – Parking Occupancy by Date – 2013 (Seasonality)

2013 daily parking lot usage by number of cars parked and parking lot space utilized for events

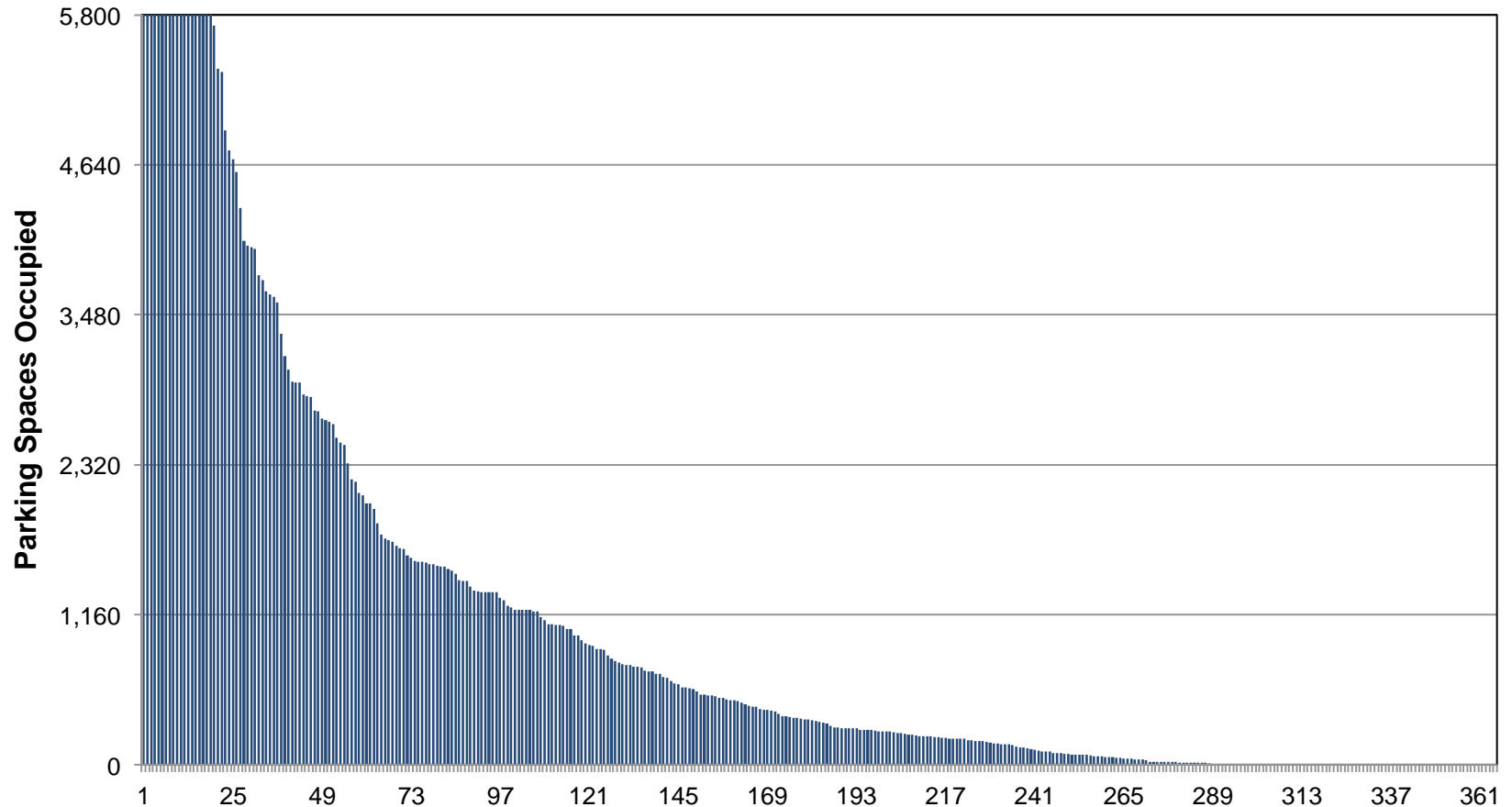


Source: Alliant Energy Center Management, 2014



# AEC Usage and Financial Overview – Parking Occupancy Distribution – 2013

Distribution of number of total 2013 AEC parking spaces used for cars or outdoor event space



Source: Alliant Energy Center Management, 2014

# AEC Usage and Financial Overview – Financial Operations 2011-2013

	<u>2013</u>	<u>2012</u>	<u>2011</u>
<b>Operating Revenues:</b>			
Facility rent	\$2,820,584	\$2,860,862	\$2,899,645
Food service (net)	1,337,658	1,405,772	1,376,830
Contract service/other	4,187,591	4,244,740	4,145,352
Total Operating Revenues	\$8,345,833	\$8,511,374	\$8,421,826
<b>Operating Expenses:</b>			
Salaries and benefits	\$4,676,577	\$4,526,509	\$4,623,236
Contract labor	303,693	316,328	291,912
Utilities	472,242	479,647	521,663
Repair & maintenance	264,196	243,784	196,704
General & administrative	3,017,406	3,161,927	3,109,169
Supplies	72,270	51,713	103,264
Insurance	94,700	77,100	88,500
Other	0	0	0
Total Operating Expenses	\$8,901,083	\$8,857,007	\$8,934,447
Net Operating Deficit	(\$555,250)	(\$345,633)	(\$512,620)

Source: Alliant Energy Center Management, 2014

---

# Competitive/Comparable Facility and Market Analysis

---

# Product Definition – Nation-wide Public Assembly Facilities

	<b>Convention Center</b>	<b>Conference Center</b>	<b>Expo Center</b>	<b>Community/ Civic Center</b>	<b>Spectator Arena</b>	<b>Ag./Equestrian Center</b>	<b>Fairgrounds Complex</b>
<b>Type of Space</b>	Exhibit, Meeting, Ballroom	Meeting, Ballroom	Exhibit, Limited Meeting	Multipurpose Space	Spectator Seating, Flat Floor Space	Multiple Indoor & Outdoor Facilities, Dirt & Concrete, Spectator Seats	Multiple Indoor & Outdoor Facilities, Dirt & Concrete, Spectator Seats
<b>Typical Events</b>	Conventions, Trade Shows, Meetings, Banquets, Public Shows	Conferences, Meetings, Banquets	Public Shows, Trade Shows, Miscellaneous	Local Meetings & Banquets, Recreation, Other Events	Spectator and Other Events	Equestrian, Rodeo, Ag. Livestock, Public Shows	Fair, Ag., Equestrian, Livestock, Public Shows, Festivals, Other
<b>Typical Ancillary Characteristics</b>	Adjacent Headquarters Hotel	Adjacent Headquarters Hotel	Parking, Accessibility, Visibility	Parking, Accessibility, Visibility	Parking, Accessibility, Visibility	Parking, RV Hookups, Large Acreage	Parking, RV Hookups, Large Acreage
<b>Economic Impact Generating Ability</b>	High	Moderate	Limited to Moderate	Limited to Moderate	Limited to Moderate	Moderate	Limited to Moderate



# Product Definition – Alliant Energy Center

	N/A	N/A	Expo Hall	Expo Hall, Coliseum	Coliseum	Coliseum, Pavilions, Arena Bldg.	Expo Hall, Coliseum, Pavilions, Arena Bldg.
	Convention Center	Conference Center	Expo Center	Community/ Civic Center	Spectator Arena	Ag./Equestrian Center	Fairgrounds Complex
Strength of AEC Space Offered	Strong Exhibit; No Ballroom; Limited Meeting	No Ballroom; Limited Meeting	Strong Exhibit; Limited Meeting	Strong Exhibit; Coliseum Needs Improvement; Flexible Multipurpose	Coliseum Needs Improvement	Pavilions a Competitive Advantage; Coliseum Needs Improvement	Strong Variety In/Out Space; Coliseum and Outdoor Space Need Improvements
Sample AEC Events	WI Agri- Business; Progressive Dairy Publishing	WI Business Analyst Development; UW Heath Medical Asst.	Quilting Expo; Fishing Expo; Nursing Matters Expo	Madison Metro School Distr. Meetings; Edgewood College Graduation	Jason Aldean; Jeff Dunham; Rock'n Worship; Badger Cheerleading	World Dairy Expo; Midwest Horse Fair; Madison Classic Horse Show	Dane County Fair; Brat Fest
Strength of Support Facilities Surrounding AEC	HQ Hotel Limitations; Proximate Hotel Inventory Inadequate	HQ Hotel Limitations; Proximate Hotel Inventory Inadequate	Strong Parking, Highway Access and Visibility	Strong Parking, Highway Access and Visibility	Strong Parking, Highway Access and Visibility	Strong Parking; Adequate RV Hook-ups; Strong Acreage	Strong Parking; Adequate RV Hook-ups; Strong Acreage
AEC-Specific Economic Impact Generating Ability	Limited	Limited	Moderate	Limited to Moderate	Moderate	Moderate to Strong	Moderate to Strong

# Comparable Facilities – Summary

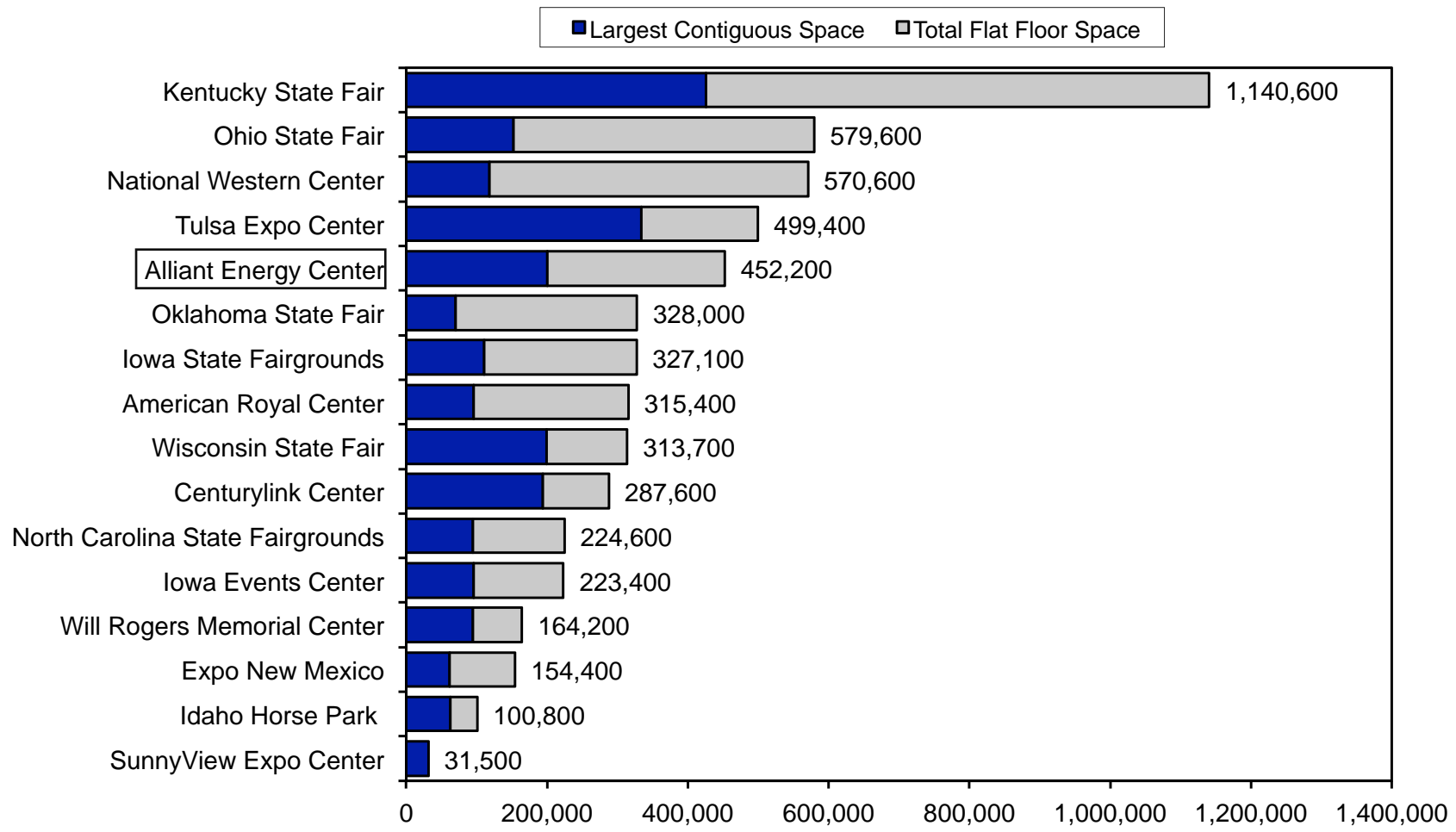
<b>Facility</b>	<b>City, State</b>
Expo New Mexico	Albuquerque, NM
Ohio State Fair	Columbus, OH
National Western Center	Denver, CO
Iowa State Fairgrounds	Des Moines, IA
Iowa Events Center	Des Moines, IA
Will Rogers Memorial Center	Fort Worth, TX
American Royal Center	Kansas City, MO
Kentucky State Fair	Louisville, KY
Idaho Horse Park	Nampa, ID
Oklahoma State Fair	Oklahoma City, OK
Centurylink Center	Omaha, NE
SunnyView Expo Center	Oshkosh, WI
North Carolina State Fairgrounds	Raleigh, NC
Tulsa Expo Center	Tulsa, OK
Wisconsin State Fair	West Allis, WI

# Comparable Facilities – Complex Summary

<b>Facility</b>	<b>City, State</b>	<b>Ownership Structure</b>	<b>Size (in acres)</b>	<b>Total Horse Stalls</b>	<b>RV Hookups</b>	<b>Largest Arena Seating</b>	<b>Largest Contiguous Exhibit Space</b>	<b>Total Indoor Event Space</b>
Expo New Mexico	Albuquerque, NM	501(c)3	236	2,500	65	11,286	62,100	154,400
Ohio State Fair	Columbus, OH	State	360	1,012	363	5,000	152,900	579,600
National Western Center	Denver, CO	501(c)3	100	2,400	0	7,300	118,400	570,600
Iowa State Fairgrounds	Des Moines, IA	State	445	600	2,378	3,500	110,400	327,100
Iowa Events Center	Des Moines, IA	County	n/a	0	0	17,000	96,100	223,400
Will Rogers Memorial Center	Fort Worth, TX	City	105	3,200	190	5,700	95,000	164,200
American Royal Center	Kansas City, MO	501(c)3	74	1,474	50	19,500	96,000	315,400
Kentucky State Fair	Louisville, KY	State	400	2,498	218	19,000	425,700	1,140,600
Idaho Horse Park	Nampa, ID	City	180	880	44	12,657	63,000	100,800
Oklahoma State Fair	Oklahoma City, OK	City	435	2,600	330	9,000	70,000	328,000
Centurylink Center	Omaha, NE	City	n/a	0	0	14,000	194,300	287,600
SunnyView Expo Center	Oshkosh, WI	County	100	100	150	600	31,500	31,500
North Carolina State Fairgrounds	Raleigh, NC	State	344	585	200	7,600	95,000	224,600
Tulsa Expo Center	Tulsa, OK	County	240	2,500	0	4,500	334,000	501,000
Wisconsin State Fair	West Allis, WI	State	200	850	120	3,120	198,900	313,700
Alliant Energy Center	Madison, WI	County	153	1,300	139	10,231	200,000	452,200

Source: Facility management and websites, 2014

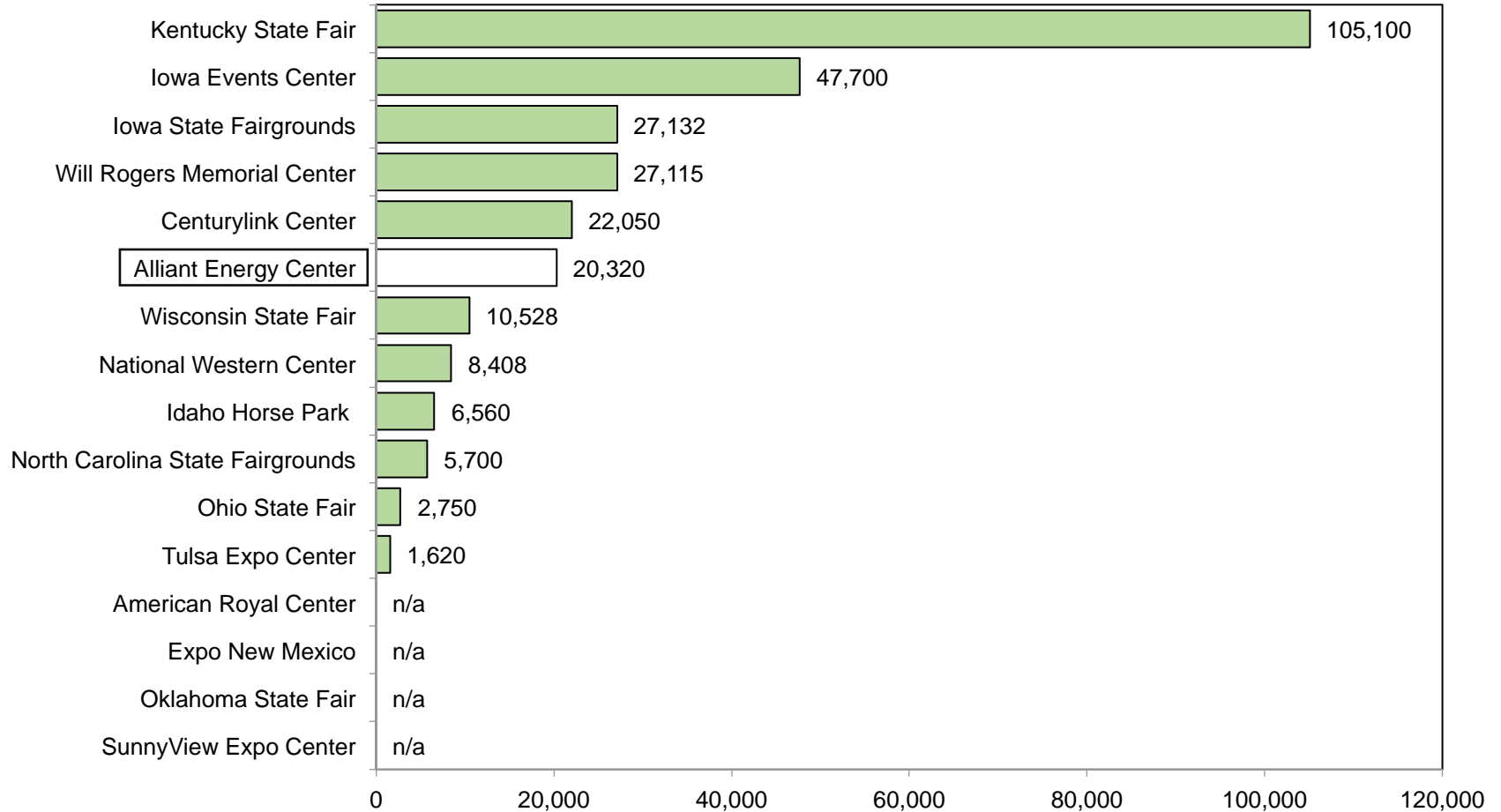
# Comparable Facilities – Flat Floor Space



Source: Facility management and websites, 2014

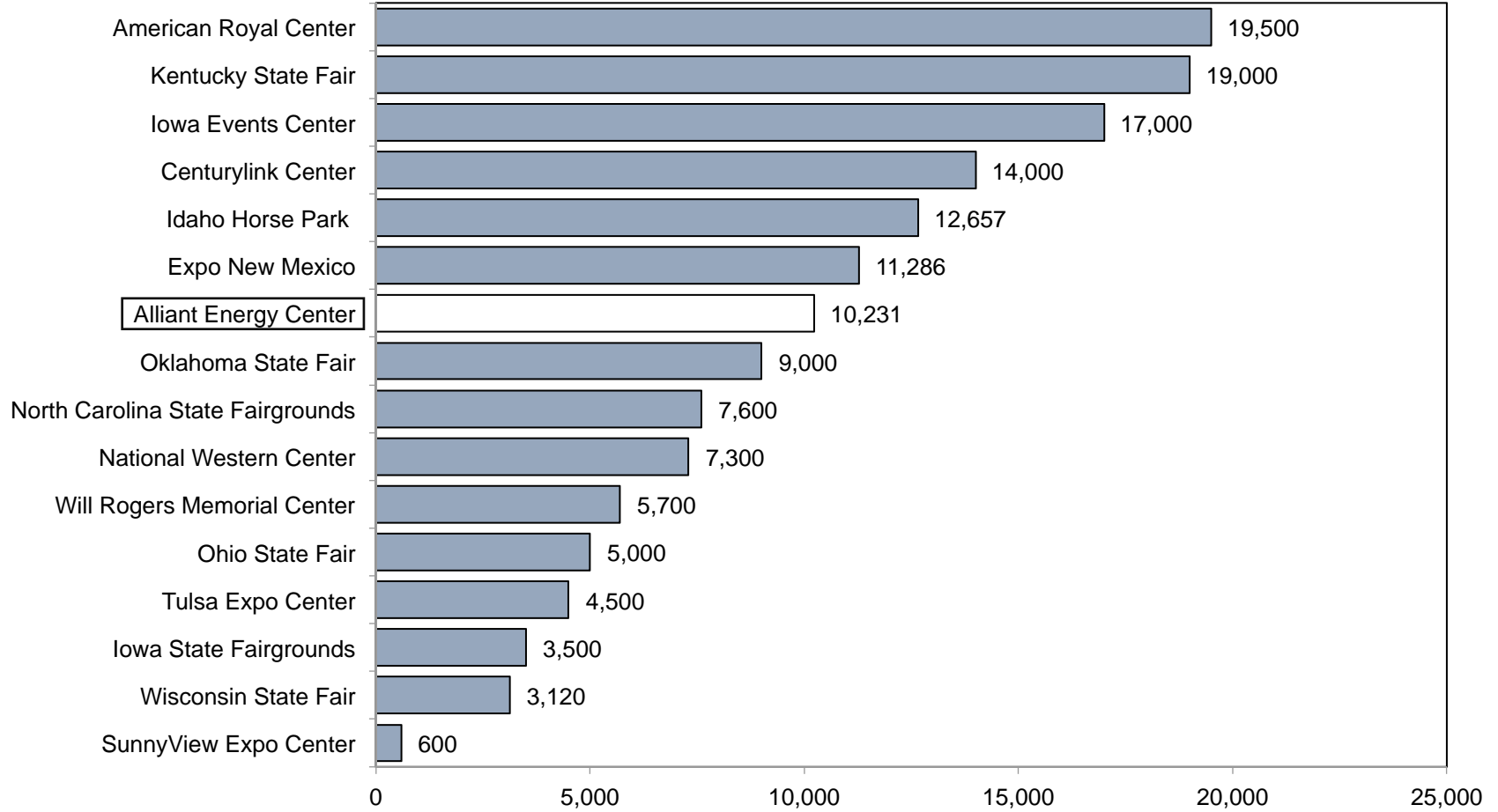


# Comparable Facilities – Meeting Space



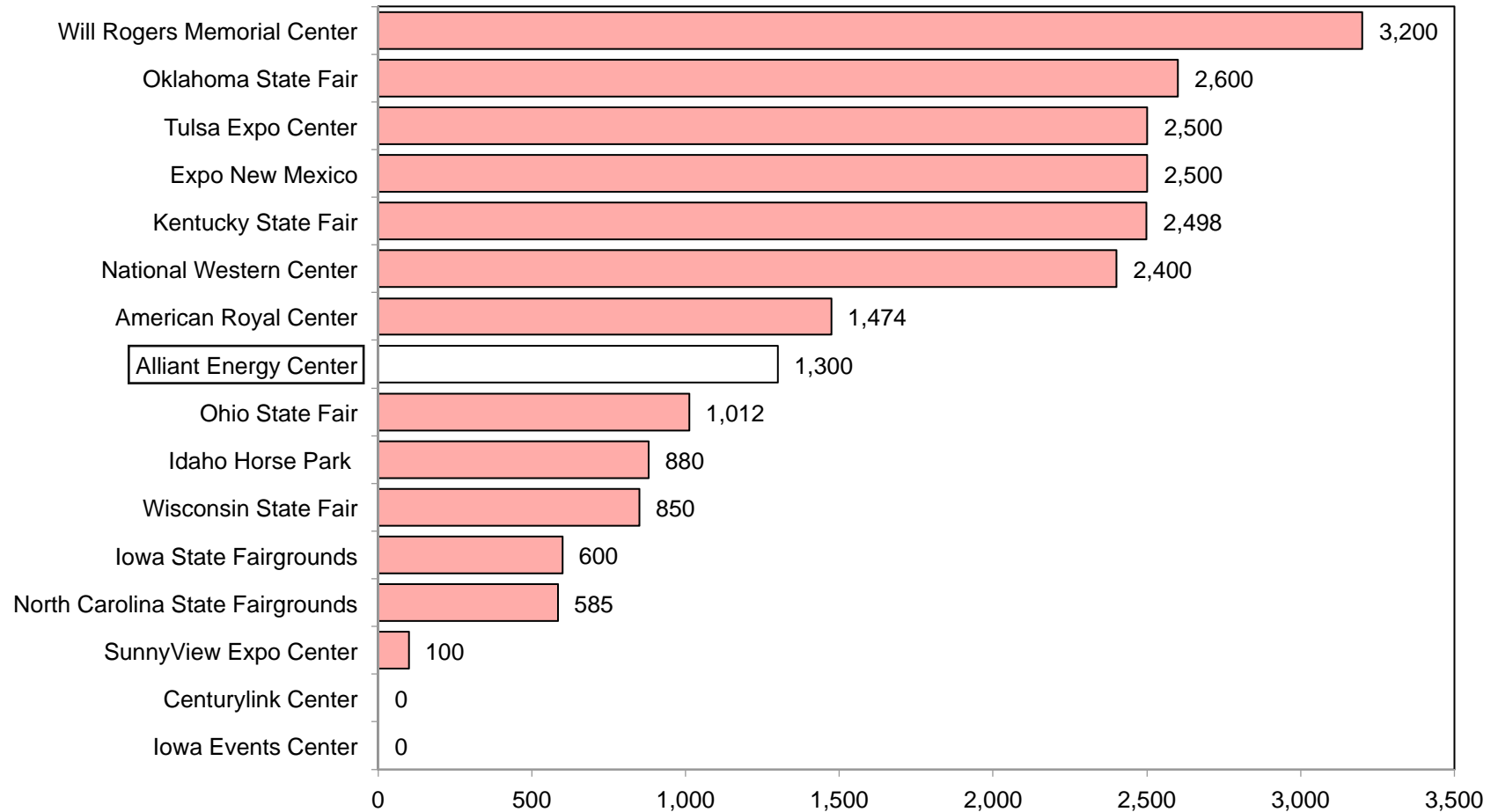
Source: Facility management and websites, 2014

# Comparable Facilities – Coliseum Seating



Source: Facility management and websites, 2014

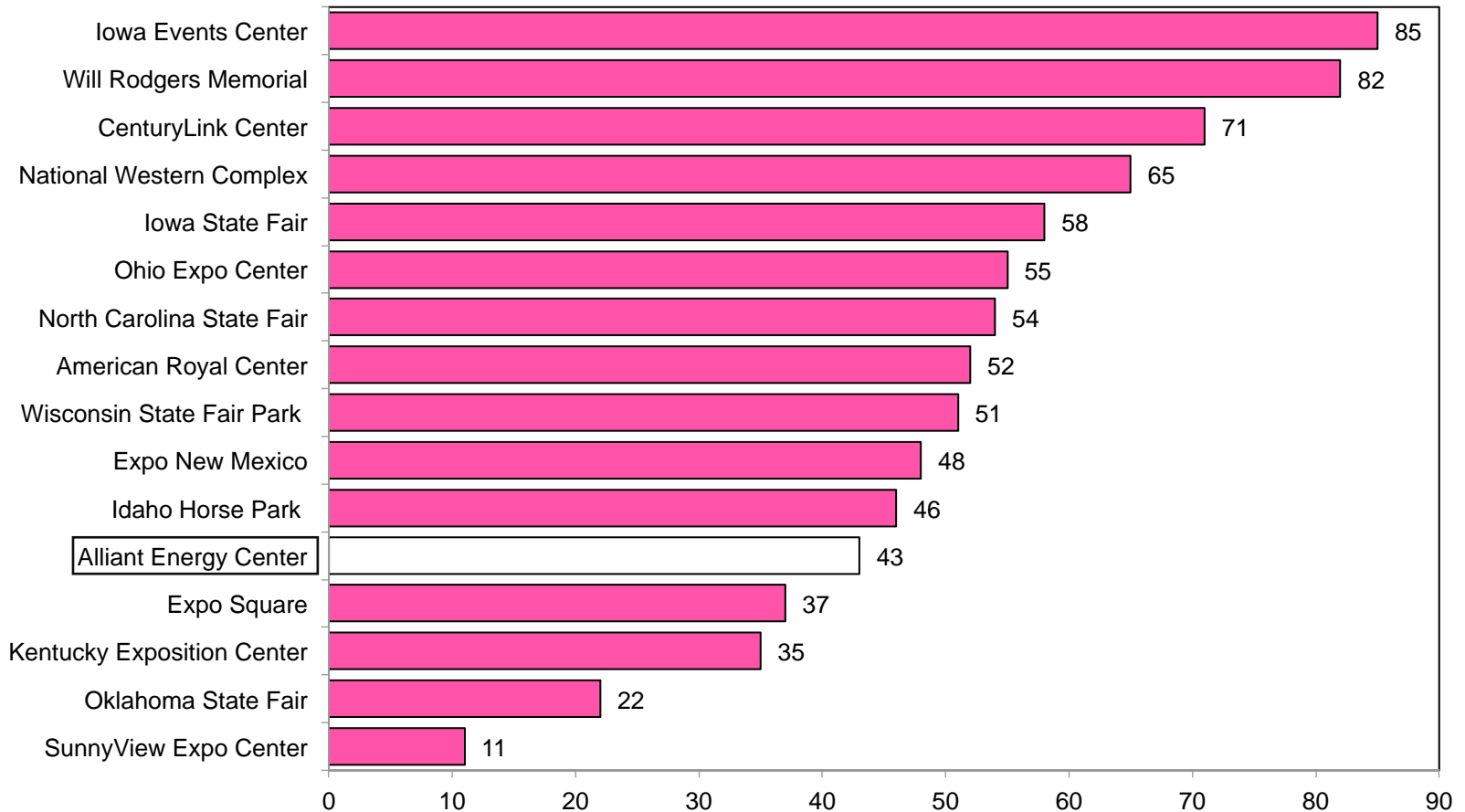
# Comparable Facilities – Horse Stalls



Source: Facility management and websites, 2014

# Comparable Facilities – Walkability Score

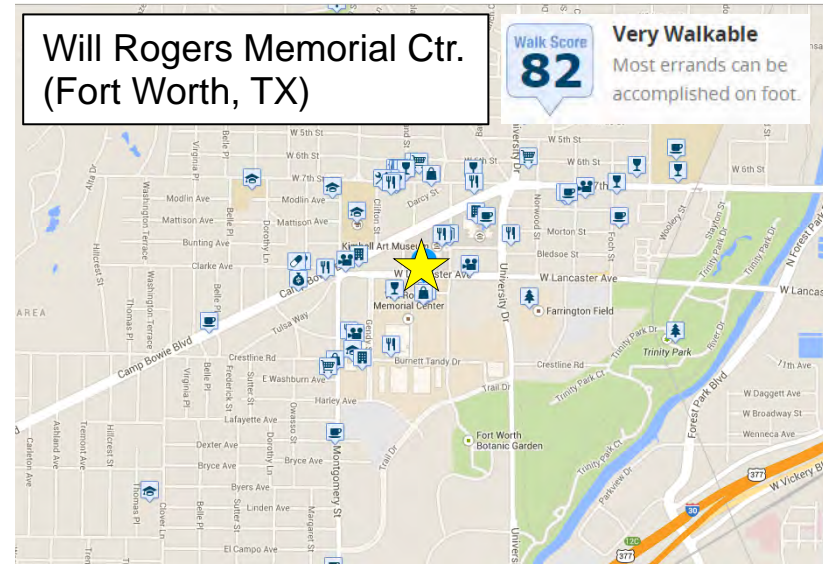
Walk Score measures how pedestrian-friendly an area is. Maximum score is given for amenities within one-quarter mile; no points for amenities outside of one-mile. Factors influencing score include: the presence and quality of footpaths, sidewalks, traffic and road conditions, land use patterns, building accessibility, and safety, proximity to amenities such as restaurants, parks, hotels, schools, etc.



Source: walkscore.com



# Walkability – Comparison



# Comparable Facilities – Wi-Fi

- Will Rogers Memorial Center (Fort Worth, TX):
  - No Wi-Fi at Will Rogers Memorial complex, it is offered at the Coliseum across the street
- Wisconsin State Fair (West Allis, WI):
  - Wi-Fi is available at no charge in exposition center
- Tulsa Expo Square (Tulsa, OK):
  - Wi-Fi available at no charge at limited speeds
  - Dedicated lines available for purchase at higher speeds
- SunnyView Expo Center (Oshkosh, WI):
  - Wireless connection
  - Looking into enlarging bandwidth (currently believed to be 1.5 Mbps)
- Ford Idaho Horse Park (Nampa, ID):
  - Available to RV park and all exhibiting clients for free
  - Only group its unavailable to is concertgoers
  - Working on plan to provide service to 10,000+ at one time
- Oklahoma State Fair Park (Oklahoma City, OK):
  - Wi-Fi Pricing: Good for One Computer or Wireless Device - \$20 per day

# Comparable Facilities – Unique Event Activity at Comparable Facilities

Examples to spur thoughts and ideas for potential new AEC events to attract and/or develop.

- World Series of BBQ
- ROTC Overnight Sleepover
- ROTC Drill Team Championships
- Mineral and Fossil Show
- Alpaca Show
- Bacon Festival
- Metaphysical Fair
- Tropical Fish Auction
- Candle Lighting Ceremony for Alzheimer's
- Self-Reliance Expo
- Local Maintenance Professionals Olympic Games
- Document Shredding
- Household Pollutant Expo
- Natural Parenting Expo feat. Guinness World Record Diaper Changing Event
- Wheelchair basketball
- "Discover the Dinosaurs"
- Hand Bell Festival

# Comparable Facilities – Financial Operations

	Alliant Energy Ctr.	Ohio Expo Park	Idaho Horse Park	Expo New Mexico	Will Rogers Memorial Center
Revenues	\$7,973,900	\$13,042,738	\$895,045	\$11,982,968	\$5,187,552
Expenses	\$7,312,219	\$13,579,980	\$2,391,440	\$12,862,785	\$9,210,536
Net Operating Profit/(Loss)	\$661,681	(\$537,242)	(\$1,496,395)	(\$879,817)	(\$4,022,984)
Other Revenue	\$202,600	\$250,001	\$0	\$0	\$0
Debt Service	(\$1,263,900)	\$0	(\$66,544)	\$0	\$0
Public Contribution	\$0	\$1,347,256	\$1,562,939	\$5,896,169	\$1,500,000
Change in Net Assets	(\$399,619)	\$1,060,015	\$0	\$5,016,352	(\$2,522,984)

Source: Facility management and websites, 2014

---

# Market Definition and Trends Analysis

---

# Market Definition and Trends Analysis – Groups Surveyed by Event Type

## Organizations Surveyed by Event Type

### Amateur Sports

AAU Boys Basketball Tournaments  
AAU Girls Basketball Tournaments  
AAU Volleyball Tournaments  
Badger Region Volleyball Championships  
Great American Outdoor Show  
Gus Macker 3-on-3 Basketball  
JAM Fest Cheer and Dance Events  
JVA Volleyball Tournaments  
Mad Rollin' Dolls  
Martin Luther King Day Boys Bids (Volleyball)  
National Archery in the Schools Program  
National Dairy Goat Show  
National Dart Association  
Quarter Horse Caggun Show  
South Central Wisconsin Susan G. Komen Race for the Cure  
U.S. Twirling Association National Competitions  
United States Trampoline & Tumbling Assoc. Nat'l Championship  
USA Swimming  
Wisconsin Interscholastic Athletic Association

### Public/Consumer Show

American Truck Historical Society National Antique Show  
Deer & Turkey Expo  
Farm Toy Show  
Make-A-Wish Foundation  
Midwest Ag Expo  
Midwest Winter Reps Association  
National International Harvester Collectors Club Red Power Round Up  
National Railroad Show  
Rutabega Canoeecopia  
Wisconsin Farm Technology Days  
Wisconsin State 4-H Dog Show  
World Pork Expo

### Social, Military, Educational, Religious

#### And/Or Fraternal Events (SMERF)

Madison Unicyclists  
Make-A-Wish  
Hmong New Year Festival

### Equestrian/Livestock

American Dairy Goat Association  
American Rabbit Breeders Association  
Badger Horse Shows (Wisconsin)  
Brew City Classic Charity Horse Show  
Championship Challenge Horse Show  
Final Drive 500 Pig Show  
Midwest Horse Fair  
Morgan Masterpiece  
Pinto Horse Association Shows  
Pony of the Americas Annual Convention  
Upper Midwest Buckskin Horse Association Shows  
WI Arabian Horse Association  
WI Barrel Racing Association  
WI Buckskin Horse Association Shows  
WI Interscholastic Horse State Show  
WI Paint Horse Association  
WI Quarter Horse Association  
World Dairy Expo

### Entertainment

Checkered Flag Motorsports  
Feld Entertainment  
Frank Productions  
Live Nation  
Moscow Ballet  
Outback Productions  
Premiere Productions  
Pro Bullriders Tour

### Fair/Festival

International Jugglers' Association Festival  
Mother Earth News Fair

### Meeting

Dane County  
Group Health Cooperative  
Latin Chamber of Commerce of Dane County  
Van Mell Associates

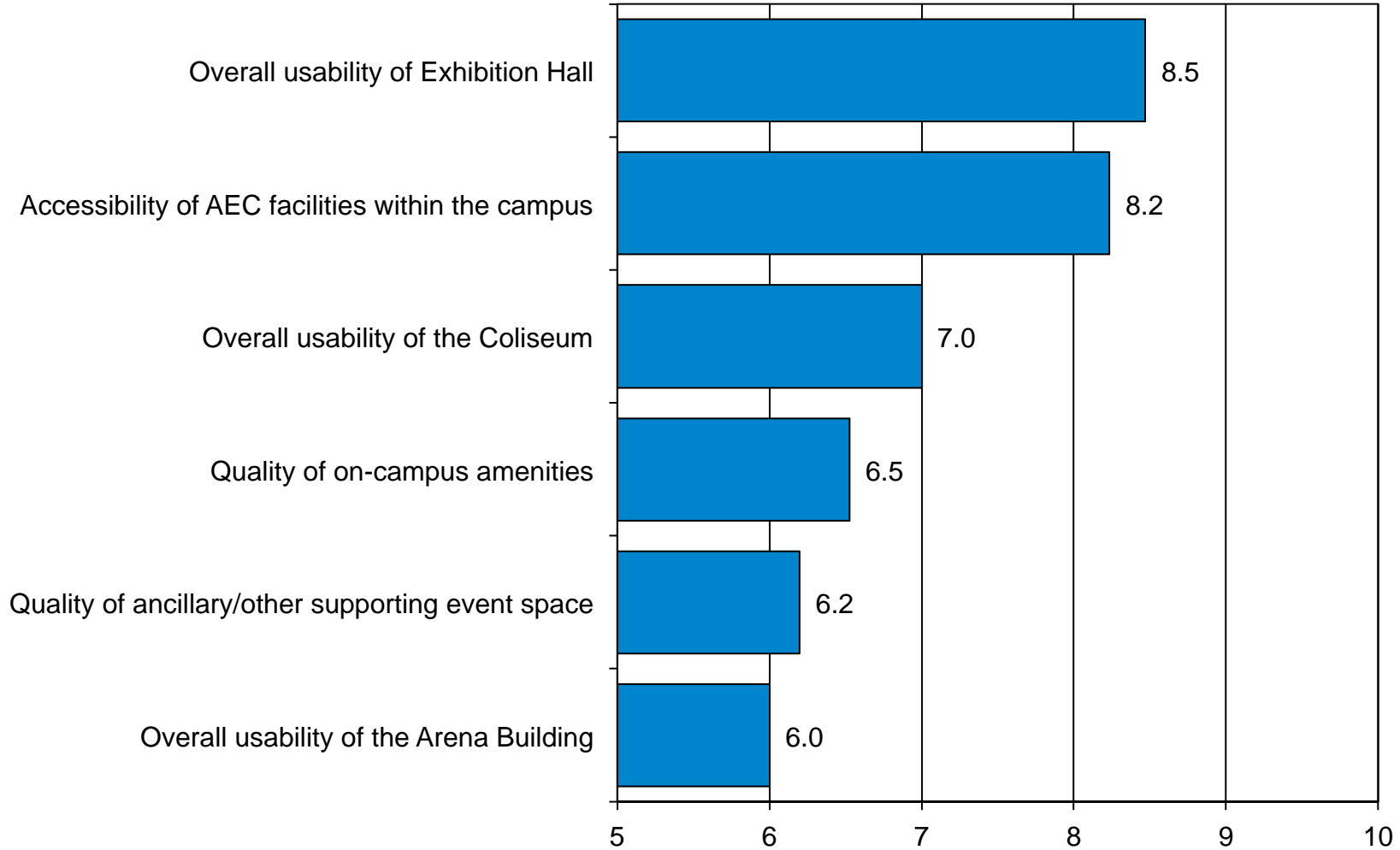
### Convention/Tradeshow National

American Emu Association Annual Conference  
Biodynamic Association  
Botanical Society of America - Botany 2015  
National Association for Pupil Transportation Annual Convention  
National Country Elevator Conference and Tradeshow  
National Farm Machinery Show  
National Model Railroad Association Convention  
National Pheasant and Quail Classic  
Pheasants Forever, Inc.  
The Association of Agricultural Production Executives (AAPEX)

### Convention/Tradeshow State/Regional

Bird City Wisconsin, Wisconsin Society for Ornithology  
Building and Construction Trades Council of South Central Wisconsin  
Department of Agriculture, Trade and Consumer Protection Annual Meeting  
Equipment Marketing and Distribution Association  
Ginseng Board of Wisconsin, Annual Conference  
Institute of Electrical and Electronic Engineers  
Madison chapter of PMI  
Midwest Organic Show  
Midwest Shippers Association Global Conference  
Midwest Winter Sports Reps Association  
Professional Dairy Producers of Wisconsin  
State Bar of Wisconsin  
Svinicki Association Management, Inc.  
Urban League of Greater Madison, Annual Meeting  
Wisconsin Agri-Business Association  
Wisconsin Association of Future Farmers of America  
Wisconsin Cheese Makers  
Wisconsin Potato & Vegetable Growers Association, Grower Ag Conf.  
Wisconsin Pottery Association  
Wisconsin Public Service Farm Show  
Wisconsin Public Television  
Wisconsin State Cranberry Growers Association, Annual Conference  
Wisconsin Veterinary Medical Association

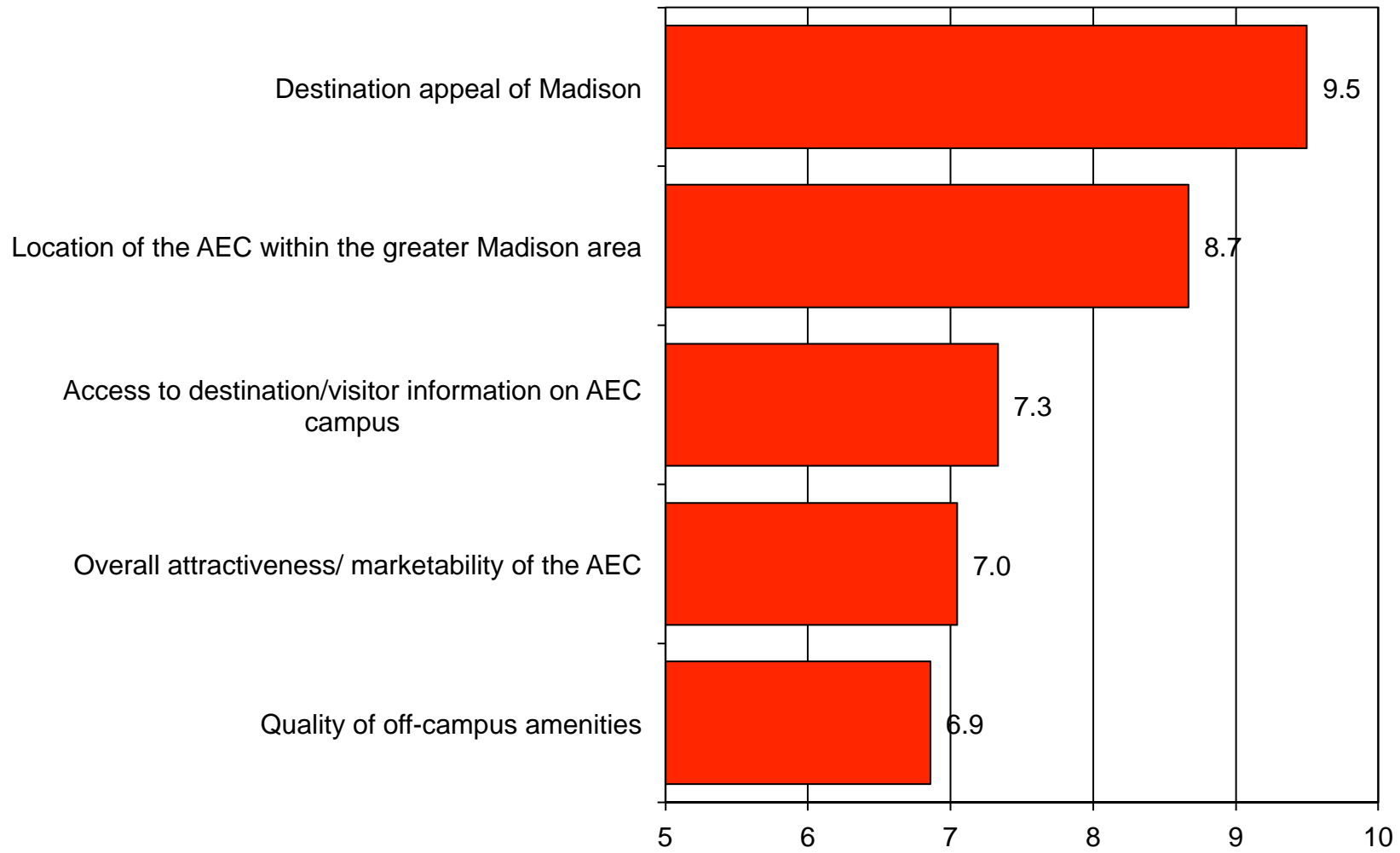
# Current and Past AEC User Survey – Impression of AEC Event Space



Source: CSL Current and Past AEC User Survey, 2014



# Current and Past AEC User Survey – Impression of AEC Destination Appeal

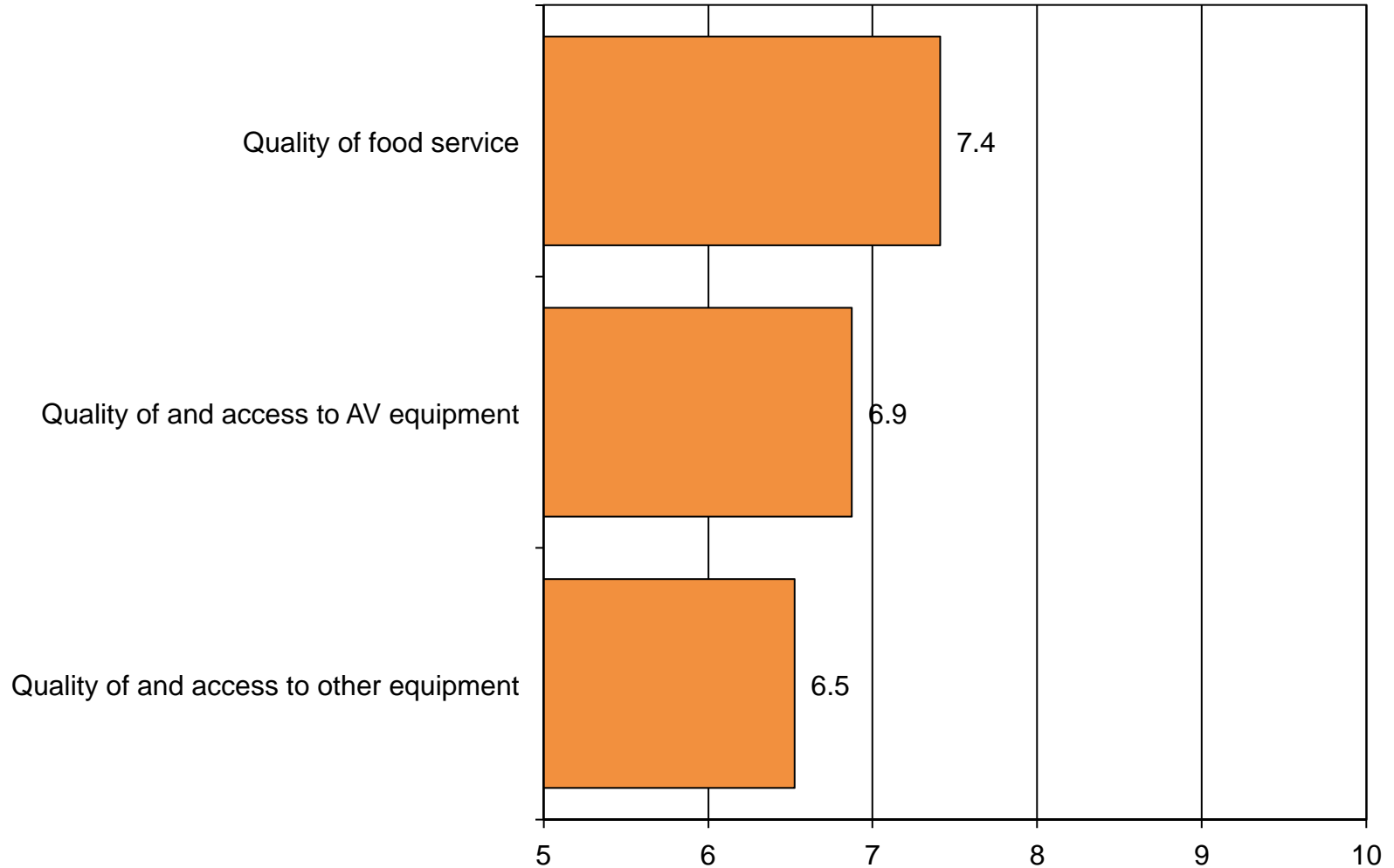


Source: CSL Current and Past AEC User Survey, 2014



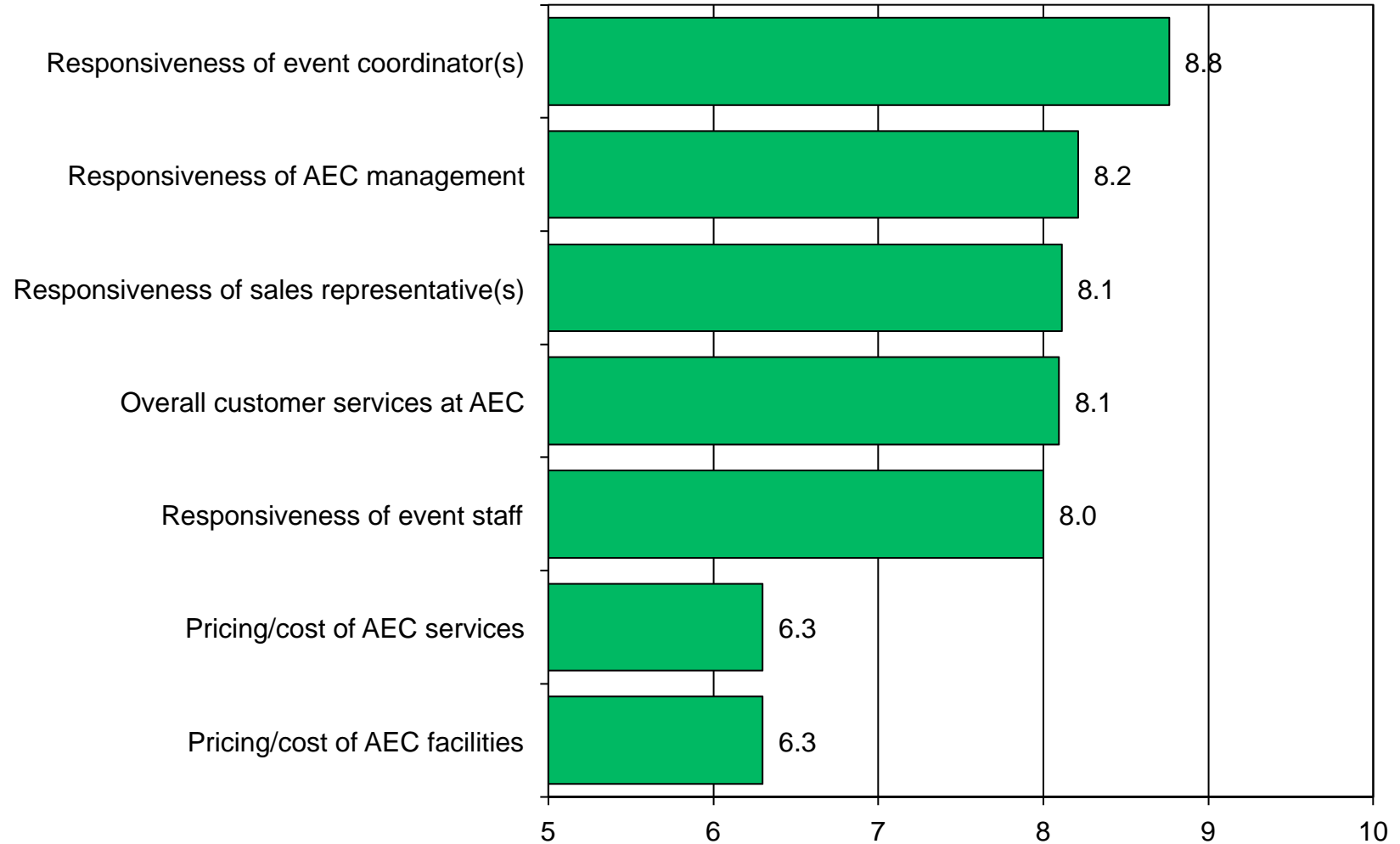


# Current and Past AEC User Survey – Impression of AEC Services Provided



Source: CSL Current and Past AEC User Survey, 2014

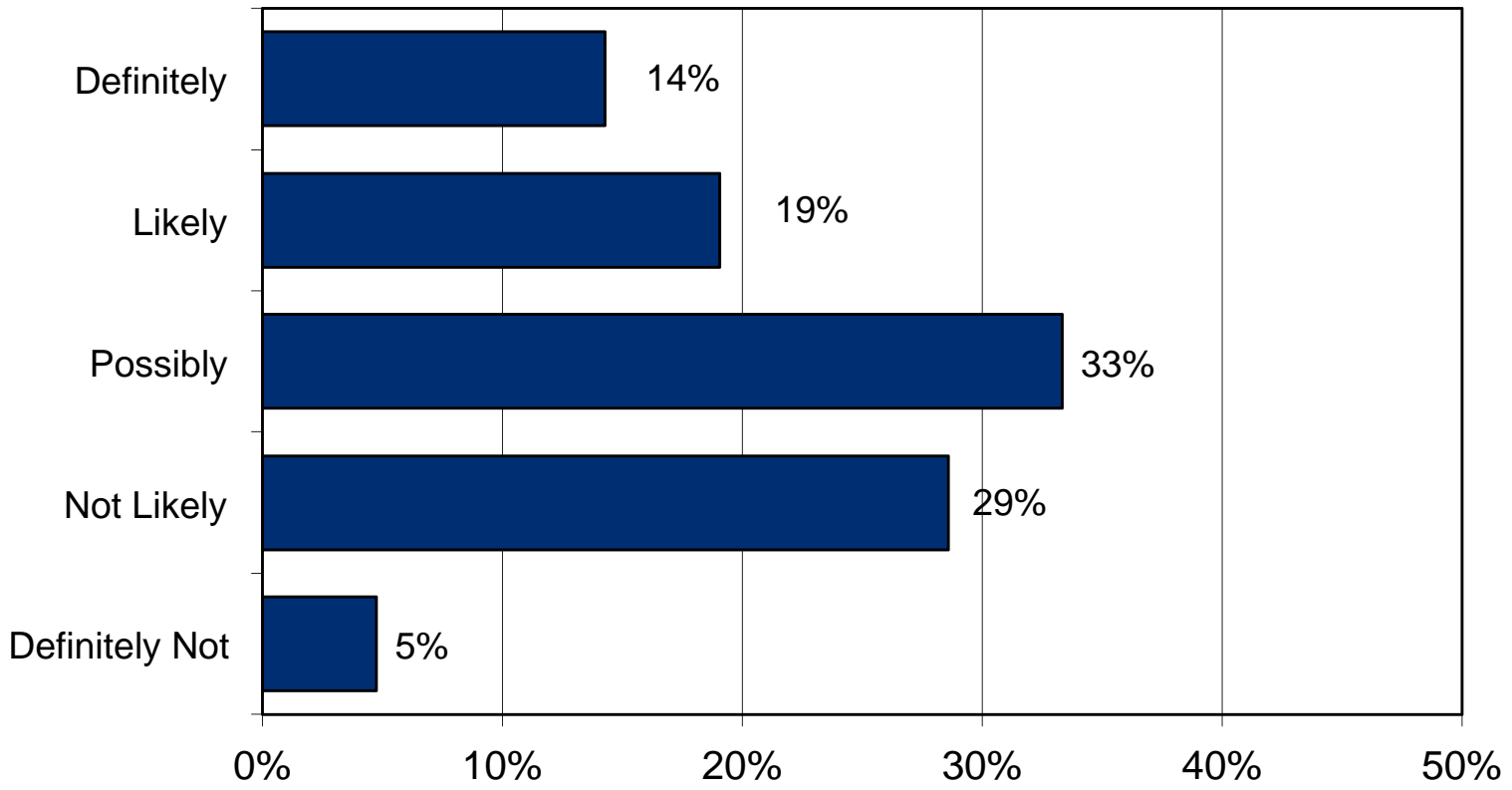
# Current and Past AEC User Survey – Impression of AEC Customer Service Experience



Source: CSL Current and Past AEC User Survey, 2014

# Current and Past AEC User Survey – Importance of Sustainable Practices

If you knew that the Alliant Energy Center and its environs engaged in and showcased leading sustainability practices such as the use of renewable energy, local food sourcing, green procurement policies, zero waste policies, water recycling, green building certification, natural resource amenities, hybrid or alternative transportation, community partnerships, etc., and was certified by the ASTM Sustainable Event certification (APEX), would that increase the appeal of the facility for your attendees?



Source: CSL Current and Past AEC User Survey, 2014



# Current and Past AEC User Survey – AEC Strengths

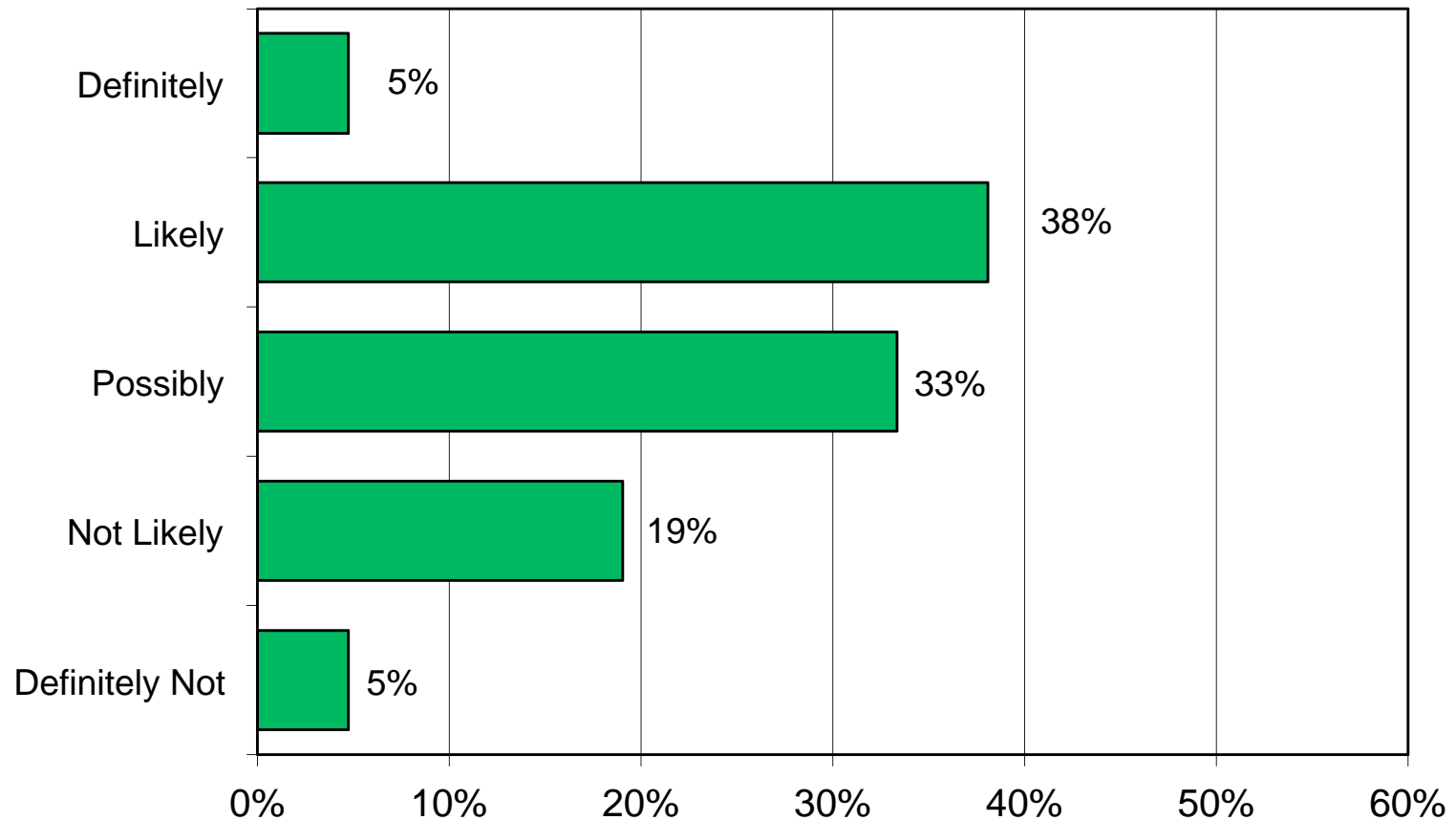
- Large quantity of event and parking space
- Well apportioned space
- The staff at AEC is excellent
- Accessibility of campus from Interstate
- Proximity to Madison destination
- Very safe location
- Centrally located within Wisconsin

# Current and Past AEC User Survey – AEC Limitations

- Relatively high cost to do business
- Limited class A square footage for trade shows
- More meeting room space is needed
- Limited outdoor event space
- Improved electrical access
- Improved lighting within Expo Hall
- Increased Wi-Fi access

# Current and Past AEC User Survey – Likelihood of Growing Future AEC Usage

Assuming improvements are made to the Alliant Energy Center, what is the likelihood of your organization increasing your usage of the Alliant Energy Center either in terms of new/additional events or larger, more heavily attended events?



Source: CSL Current and Past AEC User Survey, 2014

# Prospective AEC User Survey – Likelihood of Future AEC Usage After Improvements

What is the likelihood of your group utilizing event space at a new/improved Alliant Energy Center, assuming a redeveloped complex is constructed that fully meets your event space requirements?

	<b>Overall</b>	<b>Agricultural/ Equestrian/ Livestock</b>	<b>Amateur Sports</b>	<b>Convention/ Trade Show - National</b>	<b>Convention/ Trade Show - State/Reg.</b>	<b>Local Public/ Consumer Show</b>	<b>Current/ Past Users</b>
<b>Definitely</b>	11%	26%	0%	0%	0%	13%	43%
<b>Likely</b>	22%	26%	13%	27%	28%	20%	48%
<b>Possibly</b>	32%	16%	73%	18%	22%	27%	10%
<b>Not Likely</b>	22%	21%	7%	36%	28%	27%	0%
<b>Definitely Not</b>	13%	11%	7%	18%	22%	13%	0%
<b>Positive Response</b>	<b>65%</b>	<b>68%</b>	<b>87%</b>	<b>45%</b>	<b>50%</b>	<b>60%</b>	<b>100%</b>
<b>Organizations Surveyed</b>	85	19	15	11	18	15	21

Source: CSL surveys, 2014

# Prospective AEC User Survey – Importance of Employing Sustainable Practices

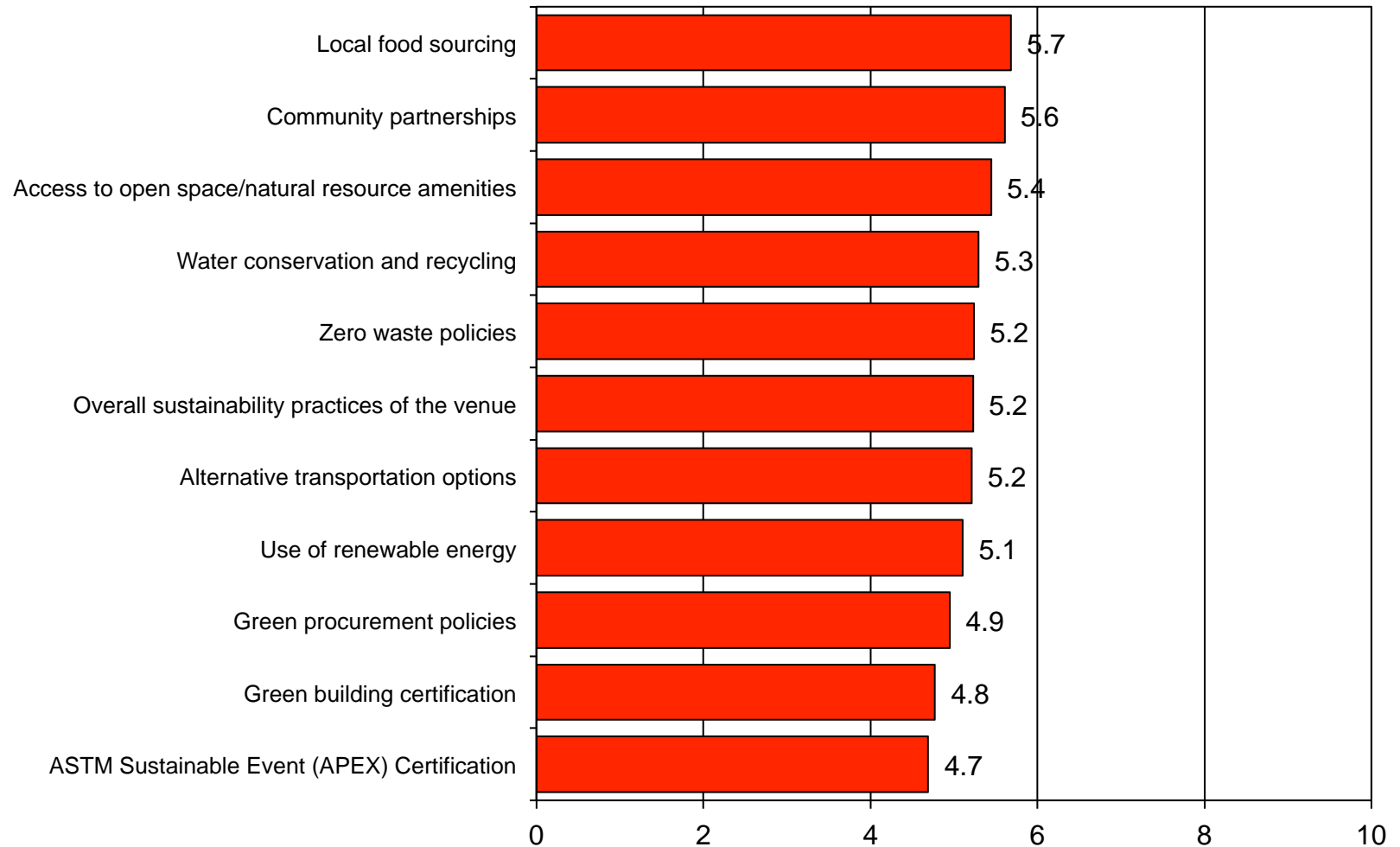
If you knew that the Alliant Energy Center and its environs engaged in and showcased leading sustainability practices such as the use of renewable energy, local food sourcing, green procurement policies, zero waste policies, water recycling, green building certification, natural resource amenities, hybrid or alternative transportation, community partnerships, etc., and was certified by the ASTM Sustainable Event certification (APEX), would that increase the appeal of the facility for your attendees?

	<b>Overall</b>	<b>Agricultural/ Equestrian/ Livestock</b>	<b>Amateur Sports</b>	<b>Convention/ Trade Show - National</b>	<b>Convention/ Trade Show - State/Reg.</b>	<b>Local Public/ Consumer Show</b>	<b>Current/ Past Users</b>
<b>Definitely</b>	8%	0%	0%	18%	22%	7%	14%
<b>Likely</b>	12%	11%	7%	9%	11%	7%	19%
<b>Possibly</b>	29%	32%	20%	27%	28%	27%	33%
<b>Not Likely</b>	36%	42%	47%	27%	33%	47%	29%
<b>Definitely Not</b>	14%	16%	27%	18%	6%	13%	5%
<b>Positive Response</b>	<b>49%</b>	<b>42%</b>	<b>27%</b>	<b>55%</b>	<b>61%</b>	<b>40%</b>	<b>67%</b>
<b>Organizations Surveyed</b>	85	19	15	11	18	15	21

Source: CSL surveys, 2014



# Prospective AEC User Survey – Importance of Sustainable Practices



Source: CSL Prospective AEC User Survey, 2014

# AEC Usage and Financial Overview – Sustainability Practices

## Existing Alliant Energy Center Sustainability Features

- Lighting:
  - Coliseum and Arena – new lighting using Federal Grant program
  - Pavilions – 240 skylights for natural light
  - Parking lots – new lighting to reduce light pollution
- HVAC Zoning – some improvements made in staff offices and break rooms; great opportunity for incremental improvements
- Recycling Program – new Pavilions will have permanently placed recycle bins
- Cardboard recycling program in place
- Incorporated local food sourcing targets in contract with food/beverage vendor
- Ongoing Focus on Energy Study (due in November 2014)

Source: Alliant Energy Center Management, 2014

# Comparable Facilities – Sustainability Efforts

- Will Rogers Memorial Center (Fort Worth, TX):
  - Working with a new recycling vendor to recycle animal bedding
- Kentucky State Fair (Louisville, KY):
  - Organic food and beverage offerings
  - Working to reduce light pollution
  - Erosion and sediment control
- Ford Idaho Horse Park (Nampa, ID):
  - Currently retrofitting the entire property with energy efficient lighting
    - Phase I: horse park, Phase II: parking, Phase III: arena
  - HVAC re-done to be more efficient
  - New arena roof: more energy efficient, better insulation
    - Future: looking into collecting rain water off of the roof
- SunnyView Expo Center (Oshkosh, WI):
  - Contract with landscaping company to collect animal waste and recycle it as mulch
  - Recently renovated landscape to reduce grassy areas that require watering
  - Ample garbage and recycling receptacles

Source: Facility management and websites, 2014

# Event Demand Summary

	<u>Demand Potential</u>	<u>Existing and Future Space Demand and Other Requirements</u>
<b>Agricultural, Equestrian and Livestock Event Demand</b>	<p>Modest to Strong demand</p> <p>Potential to add 3-4 events annually</p> <p>Greatest area of potential future growth</p> <p>Brand identity of AEC</p> <p>Increased spring/summer event activity</p> <p>Existing AEC pricing structure may limit demand</p>	<p>Pavilions</p> <p>Coliseum/Events Center</p> <p>Improved footing in show rings</p> <p>Climate controlled show rings</p> <p>Development of a "Sense of Place"</p>
<b>Conventions and Tradeshow Demand</b>	<p>Limited to Moderate demand</p> <p>Greatest area of potential growth is within agriculture-related and/or club/hobby events</p> <p>Co-promoted events in targeted sector include: Equipment shows; seed shows; organic growers; sustainability practices; etc.</p> <p>Lack of significant outdoor space may limit demand from largest shows</p>	<p>Expo Hall</p> <p>Improved access to hotel rooms and other destination amenities</p> <p>Banquet and breakout meeting space</p> <p>Consider retrofit of portions of Expo Hall floor surface to accommodate banquets/meetings</p> <p>Added meeting space with new Event Center</p> <p>Development of a "Sense of Place"</p> <p>Attractiveness of the district as a whole is key</p> <p>Implementation of sustainable practices</p>

# Event Demand Summary

	<u>Demand Potential</u>	<u>Existing and Future Space Demand and Other Requirements</u>
<b>Amateur Sports Demand</b>	Modest to Strong demand Potential to add 2-3 events	Pavilions/Expo Hall Access to sport courts Access to food/restaurant options
<b>Promoted/Entertainment Show Demand</b>	Modest to Strong demand Potential to 4-5 events annually Potential to grow existing event attendance	Coliseum Development of a "Sense of Place" Access to supporting entertainment options
<b>Public/Consumer Show Demand</b>	Moderate demand Motorcycle, RV, classic car shows and other events requiring large event spaces at moderate prices	Expo Hall Pavilions Parking
<b>Co-Promotion Show Demand</b>	Variable demand potential Community Fairs/Festivals; niche tradeshowes; Ag-related shows; public/consumer shows; etc.	Pavilions/Expo Hall Outdoor space (parking lots/Willow Island) Development of a "Sense of Place" Attractiveness of the district as a whole is key

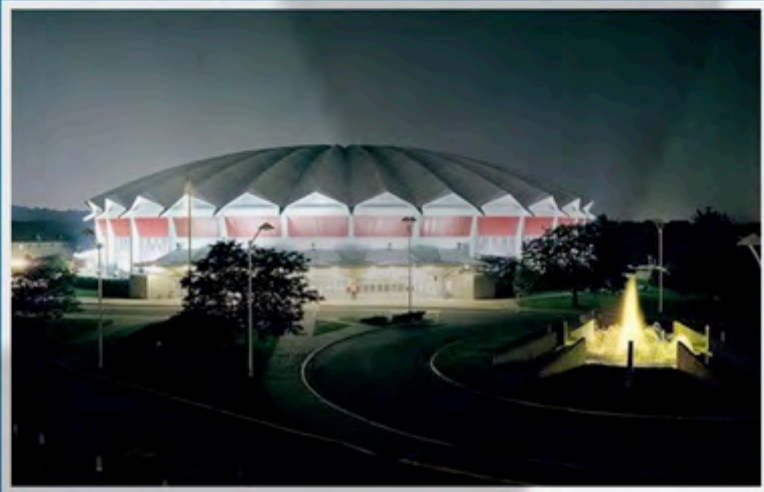
---

# Recommendations

---

# Initial Program Findings and Recommendations

- New seating venue to replace the Coliseum, accommodating a similar total capacity and offering the following amenities:
  - Approximately 40,000 square feet floor area.
  - Ice making capabilities.
  - Limited premium amenities (potentially a club area).
  - Large access doors to accommodate equestrian event production.
  - Adjacent warmup area.
  - Nearby covered storage space for floor material.
- Arena as a land bank – tear down when better use for the site is identified.
- Added furniture and amenities in Expo Hall lobby to create informal attendee congregation spaces.
- Potential modification of portions of the Expo Hall (floor, lighting, etc.) to better accommodate meetings, general sessions, banquets and other uses.
- Dedicated, shaded green spaces, suitable for small gatherings – partner with the arts community to commission iconic pieces as part of these areas (5 to 6 spaces).
- Enhanced wireless access.
- Consider investing in sport floor surface (volleyball in particular) to accommodate amateur sports.
- Enhanced campus financing mechanism.
- Evaluate AEC to identify opportunities for capital investment to improve social and racial equity and environmental sustainability. Recommendations due October 15.
- Enhance community accessibility of the overall complex.



## 4.0 CAPITAL IMPROVEMENT NEEDS

NOVEMBER 5, 2014





# ALLIANT ENERGY CENTER DANE COUNTY, WI

*STRATEGIC DESIGN FEASIBILITY STUDY  
CAPITAL IMPROVEMENT NEEDS*

Hammes Company



## TABLE OF CONTENTS

- ◆ Capital Improvements Study
  - ◆ Introduction
  - ◆ Team
  - ◆ Process
  - ◆ SWOT Report Recommendations
- ◆ Assessment of Existing Physical Plant
- ◆ Capital Improvements Considerations
- ◆ Recommended Short Term and Long Term Capital Improvements
- ◆ Sustainability and Social Equity Considerations

## CAPITAL IMPROVEMENT STUDY INTRODUCTION

This Capital Improvement Study is being submitted to the County as part of the overall Strategic Design Feasibility Study for the Alliant Energy Center.

By October 15, 2014 a preliminary list of recommendations on AEC's near-term sustainable capital improvement needs and opportunities is to be prepared for County consideration. A team of experienced professionals set out to analyze the existing conditions and prepare recommendations for improvements. These improvements are intended to address identifiable concerns that include minor repairs, code compliance, equipment replacement, and renovation options. The team performed the following tasks in preparing this Capital Improvement Study. Many of these concepts will be tested in later phases of the Strategic Design Feasibility Study.

- ◆ Identified current condition of AEC facilities and campus and applied a rating of poor, fair, good, or excellent
- ◆ Applied results of SWOT report to findings of current facilities
- ◆ Identified how capital improvements can be made to sustain current business model
- ◆ Identified how capital improvements can be made to maximize future growth
- ◆ Considered sustainability and social equity improvements throughout the process

## TEAM

Top professionals in the event and construction businesses have contributed to this study. Sink Combs Dethlefs brings knowledge of event centers across the country and internationally to the team along with the ability to quickly assess current conditions and ways to maximize the physical components of these types of facilities. CG Schmidt has extensive experience with projects of this complexity and has provided an order of magnitude cost estimate to the proposed improvements.



Sink Combs Dethlefs has a long standing reputation for excellence in event facility design. Over the Past 50 years, they have designed:

- ◆ 50+ Arenas & Event Centers
- ◆ 250+ Sports & Recreation Projects
- ◆ Projects on over 55 College Campuses
- ◆ Projects in 31 States & 5 Countries
- ◆ 45+ National Award Winning Projects



CG Schmidt consistently ranks among the largest Construction Managers in the country by Engineering News Record magazine. Their services include:

- ◆ Sustainable Building Practices
- ◆ Life Cycle Cost Analysis
- ◆ Referendum Planning and Support
- ◆ Budgeting and Cost Estimating
- ◆ Scheduling

## PROCESS

A variety of research tools, including interviews, presentations and building plans, were used to assess the current state of AEC and identify areas of needed improvement.

### Interviews

- ◆ In person interviews and site tours with AEC staff (Mark Clarke, Bill Franz, and Julie Gallagher)
- ◆ In person interviews with Sustainability and Social Equity Coordinators
- ◆ Stakeholder Interviews (shared with AEC Committee)
- ◆ Community / Neighborhood input meetings
- ◆ Discussions with Sustainable Engineering Group, LLC (Alex Harris)
- ◆ Project Team Meetings

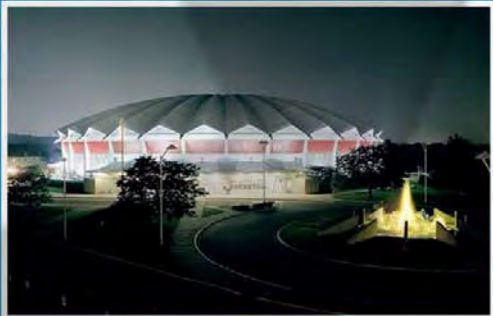
### Materials

- ◆ AEC Overview and Financials Presentation 7/24/13
- ◆ Alliant Energy Center Task Force Report
- ◆ Alliant Energy Center User's Guide
- ◆ Alliant Energy Center Website
- ◆ Site Utility Plan (new Pavilions project related)
- ◆ Upper and Lower Coliseum Concourses Floor Plans

## SWOT REPORT RECOMMENDATIONS

Preliminary recommendations for the AEC facilities were provided on October 7, 2014 as part of the draft SWOT report presented to the AEC Committee. These preliminary findings have been considered when developing this Capital Improvements Study.

- ◆ New seating venue to replace the Coliseum
- ◆ Arena as a land bank
- ◆ Added furniture and amenities in Expo Hall lobby
- ◆ Potential modification of portions of the Expo Hall to accommodate smaller groups
- ◆ Dedicated, shaded green spaces, suitable for small gatherings
- ◆ Enhanced wireless access
- ◆ Sport floor surface (volleyball in particular) to accommodate amateur sports
- ◆ Enhanced campus financing mechanism
- ◆ Improve social and racial equity and environmental sustainability
- ◆ Enhance community accessibility of the overall complex



# ALLIANT ENERGY CENTER ASSESSMENT OF CURRENT CONDITIONS

DRAFT



## ARENA BUILDING

- ◆ Built in 1955
- ◆ Approximately 40,500 s.f.

### Condition: Fair

- ◆ Should remain serviceable for another 5 – 10 years with minor maintenance and repairs at current usage levels
- ◆ If high usage is desired, mechanical system and equipment should be further analyzed
- ◆ Underground home team locker room facilities have been renovated and are in good condition
- ◆ Ice making facilities are in need of repair

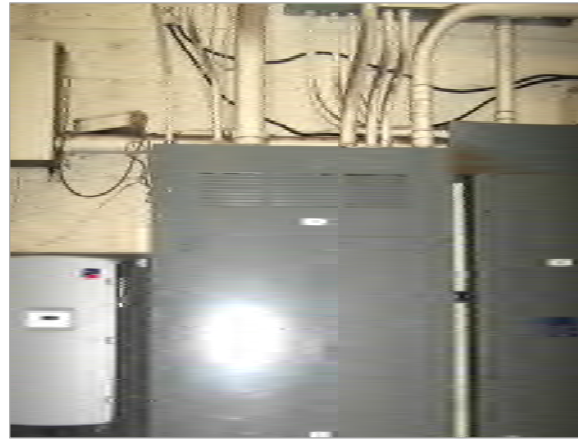


# ARENA BUILDINGS – EXISTING CONDITIONS

*Exterior*



*Interiors / MEP*





## EXHIBITION HALL

- ◆ Built in 1995
- ◆ 207,499 s.f.

### Condition: Good

- ◆ Regular maintenance will keep Expo Hall in good condition for years
- ◆ Lobby lacks informal spaces for attendee congregation / networking
- ◆ Modifications to flooring, lighting and other elements could make Hall more suitable for smaller meetings, banquets, etc.
- ◆ Consider sport floor surface (volleyball in particular) to accommodate amateur sports
- ◆ Poor sense of arrival; entry drive lacks inviting finishes



# EXHIBITION HALL – EXISTING CONDITIONS

*Exterior / Arrival*



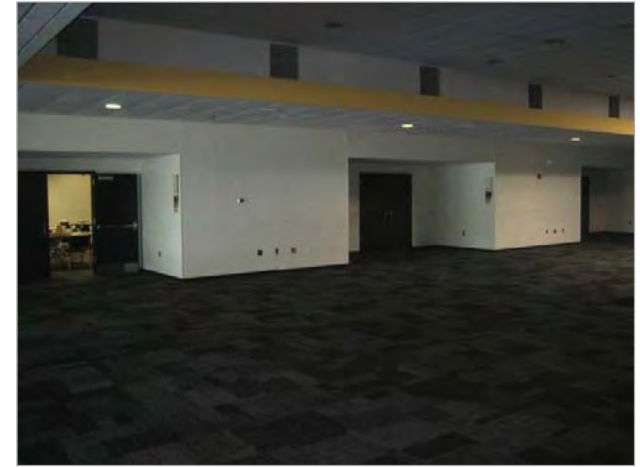
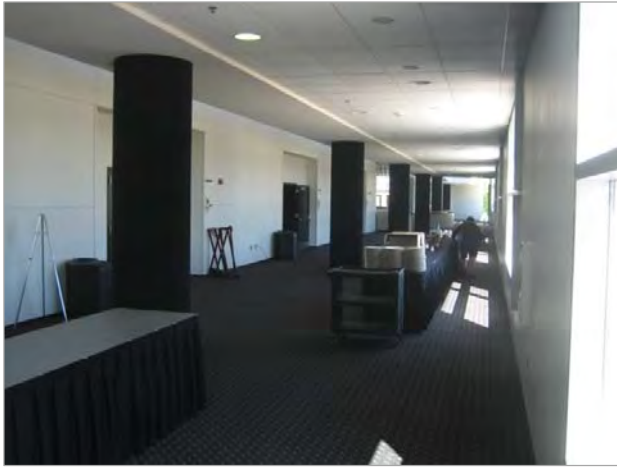
*Poor sense of Arrival*



*Deteriorating condition at entrance*

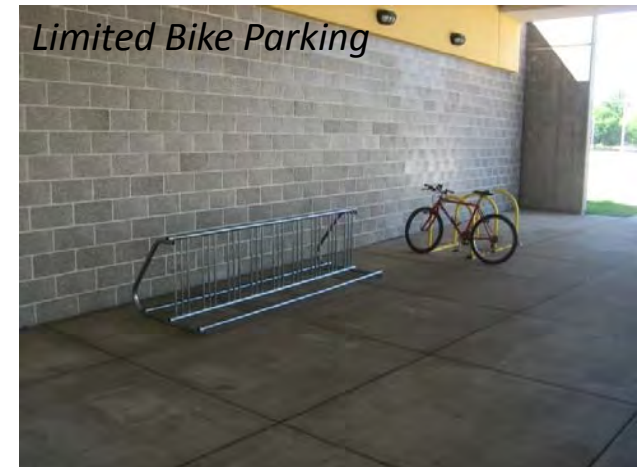
# EXHIBITION HALL – EXISTING CONDITIONS

*Interior Finishes in Good Condition*



# EXHIBITION HALL – EXISTING CONDITIONS

*Back of House / Storage and Loading Dock are Adequate*





## COLISEUM BUILDING

- ◆ Built in 1967
- ◆ 10,321 person capacity with 20,000-75,000 square feet of flexible, functional space

### Condition: Poor / Fair

- ◆ Building over 45 years old and showing wear
- ◆ Finishes, FFE and guest touch points are outdated and in poor condition
- ◆ Extensive need of many repairs
- ◆ Life Safety System outdated
- ◆ ADA Accessibility to and within the building is poor (i.e. sidewalks, restrooms)
- ◆ AEC staff report indicates an aging building infrastructure that needs to be replaced or repaired (i.e. MEP, HVAC, circulation)
- ◆ Fair rating reflects its important purpose for limited events



# COLISEUM BUILDING – EXISTING CONDITIONS

*Exterior – Poor sense of arrival; confusing ticket gates*



*Canopy Repairs Needed*



*Memorial in Poor Condition*

# COLISEUM BUILDING – EXISTING CONDITIONS

*Exterior – Poor ADA access; lack of green outdoor seating areas*



*ADA Sidewalk Needs Repair*

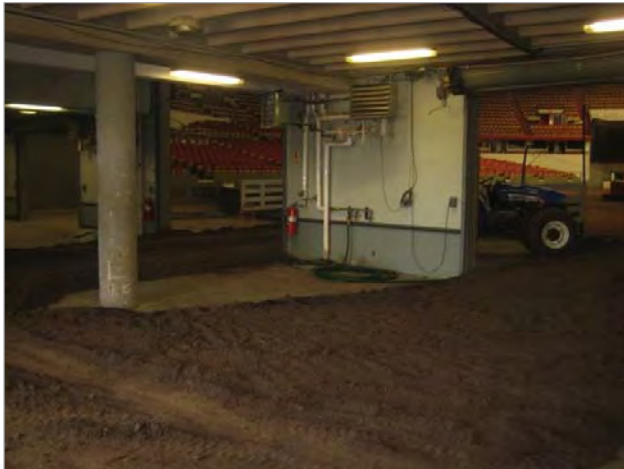


*Limited Outdoor Seating*



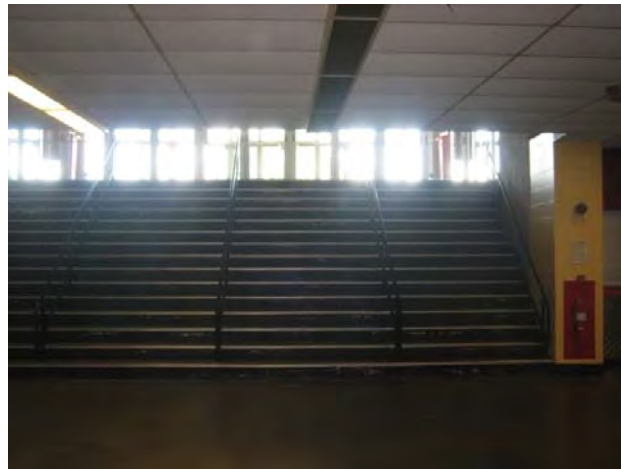
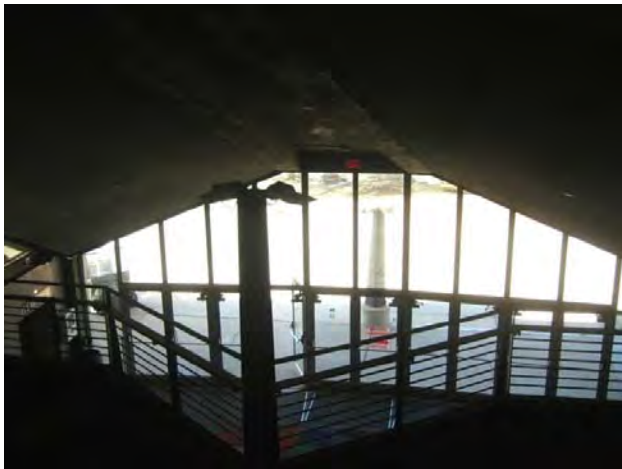
# COLISEUM BUILDING – EXISTING CONDITIONS

## Loading Dock



# COLISEUM BUILDING – EXISTING CONDITIONS

*Circulation – Stair rise/run may not meet code requirements*



# COLISEUM BUILDING – EXISTING CONDITIONS

## *Interior Finishes – Outdated*



# COLISEUM BUILDING – EXISTING CONDITIONS

*Interior Finishes and Food Service – In need of upgrades*



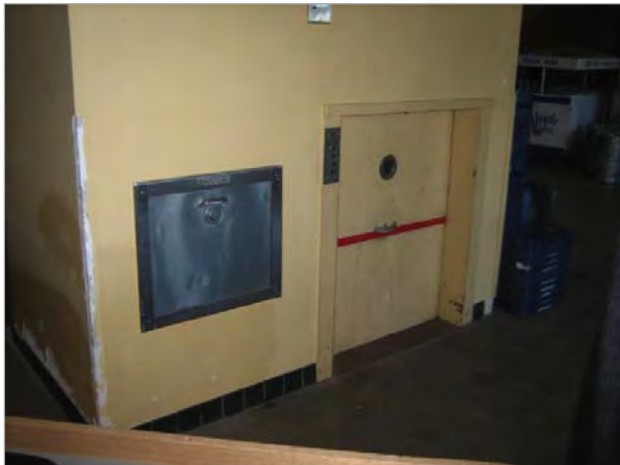
# COLISEUM BUILDING – EXISTING CONDITIONS

*Interior Finishes – Restrooms, Locker Rooms and Star Rooms are inadequate*



# COLISEUM BUILDING – EXISTING CONDITIONS

*Back of House – MEP and Storage combined*



# COLISEUM BUILDING – EXISTING CONDITIONS

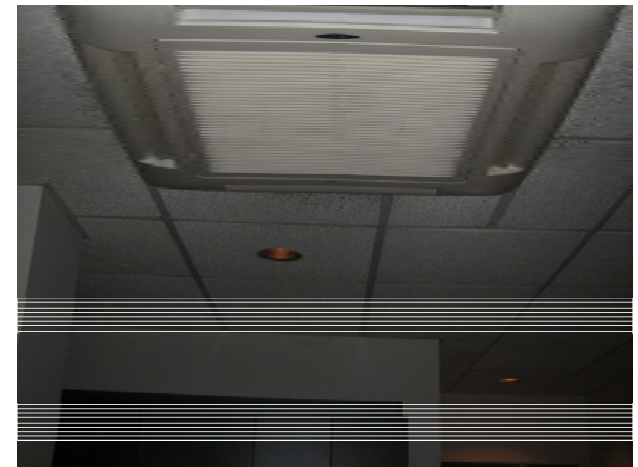
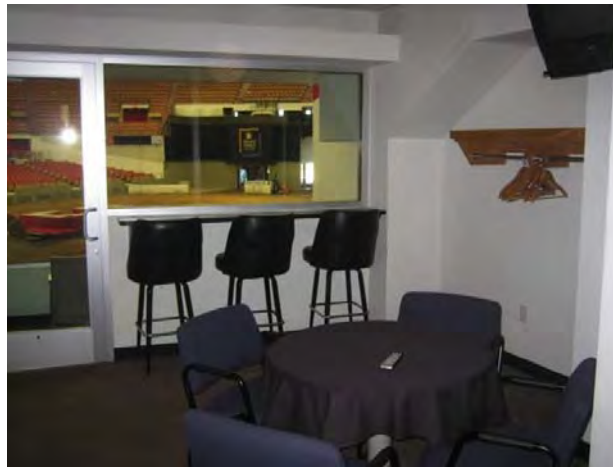
*Views from Various Areas in the Bowl*



*Temporary Rink Wall*

# COLISEUM BUILDING – EXISTING CONDITIONS

*Suites – Need to be completely overhauled*







## CAMPUS / SITE

- ◆ 164 Acres

### Condition: Fair

- ◆ Exceptional location, proximate to downtown, UW - Madison, lakes and major roads
- ◆ Large amount of surface parking lots
- ◆ Limited amenities for the community
- ◆ Limited transportation connections to downtown Madison
- ◆ Noise, flooding, and other concerns expressed by surrounding neighbors
- ◆ Enhance community accessibility of the overall complex



# CAMPUS / SITE – EXISTING CONDITIONS

*Various Buildings and Locations on Site*



*Entrance to Willow Island*



# CAMPUS / SITE – EXISTING CONDITIONS

*City's Stormwater Improvements Underway*



*Lot Slopes to 'Back' of Campus*



*Parking Lot Conditions*





# ALLIANT ENERGY CENTER CAPITAL IMPROVEMENT CONSIDERATION

DRAFT

Hammes Company

## RECOMMENDED CAPITAL INVESTMENTS

The Recommended Capital Improvements are targeted at creating a more desirable environment for visitors and providing the AEC management team the tools necessary to drive future business and control operating costs. Opportunities for increased social equity, sustainability and expanded community access have also been considered.

The recommendations do not include improvements to the Arena, Coliseum or the overall campus. Further analysis will be done on these components as part of the Real Estate Analysis for the Strategic Design Feasibility Study. Arena improvements should be considered as part of the master planning.

### EXPO HALL

- ◆ See the following slides for recommended short term and long term investments along with sustainability considerations

### ARENA

- ◆ Determine highest and best use as part of Real Estate Analysis

### COLISEUM

- ◆ Determine highest and best use as part of Real Estate Analysis

### SITE / CAMPUS

- ◆ Determine highest and best use as part of Real Estate Analysis

## SHORT TERM CAPITAL INVESTMENT RECOMMENDATIONS

The table below summarizes the short term capital investment recommendations. The estimates range from “low” to “high” - “high” reflects a greater functionality, more complexity and higher level of finish. These improvements are recommended as they enhance marketability, maximize strengths of existing operations, and/or generate economic value.

SHORT TERM CAPITAL IMPROVEMENT NEEDS	COST ESTIMATE		NOTES
	Low	High	
<b>EXPO HALL</b>			
<b>PORTABLE BLEACHERS AND RISERS (ADA)</b>	\$ 65,000	\$ 100,000	1,000 people capacity; portable; basic aluminum benches; stored outside (lack of sufficient seating to meet 2015 contract requirements)
<b>FURNITURE, FIXTURES AND AMENITIES</b> Tables, Chairs, Lounge Seating Finishes, Aesthetics	\$ 275,000	\$ 400,000	Seating in Expo Hall to provide informal meeting and congregating spaces; improve user experience
<b>TECHNOLOGY UPGRADES (WIFI)</b>	\$ 94,000	\$ 105,000	Highest customer issue/request; Extension of Pavilion system; significantly increase wireless connections and reliability for visitors;
<b>AV Equipment (12 Monitors, 6 HD Projectors, 12 microphones)</b>	\$ 55,000	\$ 75,000	Can't meet demand; loose money due to cost of rental
<b>RECYCLING BINS</b>	\$ 5,200	\$ 9,100	Customer preferences; sustainability priority
<b>HVAC STUDY</b>	\$ 35,000	\$ 50,000	Reduce operating costs; increase energy efficiency; determine sustainability
<b>NEW HOLLAND PAVILIONS</b>			
<b>WASH RACK</b>	\$ 60,000	\$ 65,000	90 linear feet
<b>PLANNING AND DEVELOPMENT - PHASE II</b>			
<b>VISION PLANNING</b> Community and stakeholder outreach to determine core priorities, guidelines, principles and concept to guide subsequent studies and development	\$ 100,000	\$ 150,000	Help define public benefit, community partnerships; increase social and racial equity and sustainability
<b>MARKET DEMAND ANALYSIS</b> Conduct a market analysis to identify and evaluate AEC target markets, market share, projected revenue	\$ 125,000	\$ 175,000	Identify and measure existing and potential customer usage for AEC; determine revenue projections and priority capital investments; include analysis of demand for flat sport floors/surfaces
<b>EQUITY IMPACT ANALYSIS</b> Coordinate with Dane County Public Health/Social Equity Department	\$ 50,000	\$ 75,000	Identify tools to promote inclusion and meaningful participation for all persons, especially those of color, including but not limited to policies, programs, training opportunities and investment, with a framework for measuring outcomes.
<b>PARKING ANALYSIS</b> Determine use of parking lots for vehicular parking versus staging	\$ 125,000	\$ 175,000	Identify the optimal use of surface parking versus structured parking and how this could drive economic returns. Identify shared parking opportunities and connections to public transportation.

## LONG TERM CAPITAL INVESTMENT RECOMMENDATIONS

The table below summarizes the long term capital investment recommendations. The estimates range from “low” to “high” - “high” reflects a greater functionality, more complexity and higher level of finish. These improvements are recommended as they enhance marketability, maximize strengths of existing operations, and/or generate economic value.

LONG TERM CAPITAL IMPROVEMENT NEEDS	COST ESTIMATE		NOTES
	Low	High	
<b>EXPO HALL</b>			
<b>Operations</b>			
<b>HVAC ZONING (MENDOTA ROOMS)</b>	\$ 800,000	\$ 1,000,000	Control utility usage and costs; Need to separate from main loop and install a separate system.
<b>REPLACE FIRE ALARM SYSTEM</b>	\$ 268,000	\$ 804,000	Ensure adequate code compliance; Dependent on the amount of existing system available for re-use
<b>REPLACE ROOF</b>	\$ 2,405,000	\$ 2,960,000	Original roof (1995); plan for replacement
<b>CHILLERS</b>	\$ 400,000	\$ 700,000	Original equipment; consider more efficient equipment
<b>BOILERS</b>	\$ 500,000	\$ 700,000	Original equipment; consider more efficient equipment
<b>PARKING LOT</b> Repaving and Restriping	TBD	TBD	Perform Parking Analysis to determine adequate scope of work
<b>Market Based</b>			
<b>CIRCULATION</b> Interior Signage / Reader Boards Hotel Connector	\$ 96,000	\$ 131,000	Provide more signage for a better visitor experience
<b>EXTERIOR IMPROVEMENTS</b> Landscaping at Entrance / Sense of Arrival Entry Drive / Drop Off Paving	\$ 145,000	\$ 325,000	Provide a better guest experience at arrival to Expo Hall

In addition it’s important to note that two important studies are currently being advanced by the County.

1. Renewable Energy Group is performing a retro commissioning study that is due in mid November.
2. Markin Consulting and Populous are performing a market study for the Coliseum that is to be completed before the end of July.

## **SUSTAINABILITY CONSIDERATIONS**

The Dane County Board adopted guiding sustainability principles in October 2012. Investments that advance these guidelines may be eligible for funding from the Dane County Sustainability Fund. The following numbered Dane County principles are referenced in the table on the following page.

1. Reduce and eventually eliminate contribution to fossil fuel dependence and to wasteful use of scarce metals and minerals;
2. Reduce and eventually eliminate contribution to dependence upon persistent chemicals and wasteful use of synthetic substances;
3. Reduce and eventually eliminate contribution to encroachment upon nature and harm to life-sustaining ecosystems (e.g., land, water, wildlife, forest, soil, ecosystems); and
4. Reduce and eventually eliminate contribution to conditions that undermine people’s ability to meet their basic human needs.

## **SOCIAL EQUITY CONSIDERATIONS**

Vision planning will continue to offer opportunities to address community and social equity needs. It’s important to constantly review the benefits and the burdens of each aspect of the master plan for AEC. Recommendations that will be further advanced as part of the Vision process should include:

- Dedicated, shaded green spaces, suitable for small gatherings – partner with the arts community to commission iconic pieces as part of these areas (5 to 6 spaces).
- Enhance community accessibility of the overall complex



# SUSTAINABILITY and SOCIAL EQUITY INVESTMENT RECOMMENDATIONS

The table below summarizes short and long term capital improvements that could be candidates for Dane County Sustainability Funding.

SUSTAINABILITY and SOCIAL EQUITY - CAPITAL IMPROVEMENTS	COST ESTIMATE		NOTES
	Low	High	
<b>EXPO HALL - SHORT TERM</b>			
<b>FURNITURE, FIXTURES AND AMENITIES</b> Tables, Chairs, Lounge Seating Finishes, Aesthetics	\$ 275,000	\$ 400,000	Consider environmentally friendly produced furniture Sustainability Principle(s): 1, 2, and 3
<b>RECYCLING BINS</b>	\$ 5,200	\$ 9,100	Provide easy means to recycle; educate with signage Sustainability Principle(s): 3
<b>HVAC STUDY</b>	\$ 35,000	\$ 50,000	Reduce operating costs; increase energy efficiency; determine sustainability Sustainability Principle(s): 1, 2, and 3
<b>VISION PLANNING</b> Community and stakeholder outreach to determine core priorities, guidelines, principles and concepts to guide subsequent studies and development	\$ 100,000	\$ 150,000	Help define public benefit, community partnerships; increase social and racial equity and sustainability Sustainability Principle(s): 1, 2, 3, and 4
<b>EQUITY IMPACT ANALYSIS</b> Coordinate with Dane County Public Health/Social Equity Department	\$ 50,000	\$ 75,000	Identify tools to promote inclusion and meaningful participation for all persons, especially those of color, including but not limited to policies, programs, training opportunities and investment, with a framework for measuring outcomes.
<b>PARKING ANALYSIS</b> Determine use of parking lots for vehicular parking versus staging	\$ 125,000	\$ 175,000	Identify the optimal use of parking. Identify shared parking opportunities and connections to public transportation. Sustainability Principle(s): 1, 2, 3, and 4
<b>EXPO HALL - LONG TERM</b>			
<b>HVAC ZONING (MENDOTA ROOMS)</b>	\$ 800,000	\$ 1,000,000	Minimize utility usage Sustainability Principle(s): 1, 2, and 3
<b>REPLACE ROOF</b>	\$ 2,405,000	\$ 2,960,000	Consider green roof options Sustainability Principle(s): 1, 2, and 3
<b>CHILLERS</b>	\$ 400,000	\$ 700,000	Install more efficient equipment Sustainability Principle(s): 1, 2, and 3
<b>BOILERS</b>	\$ 500,000	\$ 700,000	Install more efficient equipment Sustainability Principle(s): 1, 2, and 3
<b>EXTERIOR IMPROVEMENTS</b> Landscaping / Outdoor Public Spaces	\$ 145,000	\$ 325,000	Consider water capture and reuse system Sustainability Principle(s): 1, 2, and 3
<b>DEDICATED GREEN SPACES</b>	TBD	TBD	Include as part of Vision process Sustainability Principle(s): 1, 2, 3, and 4



# ALLIANT ENERGY CENTER DANE COUNTY, WI

*STRATEGIC DESIGN FEASIBILITY STUDY  
CAPITAL IMPROVEMENT NEEDS*

Hammes Company



# ALLIANT ENERGY CENTER DANE COUNTY, WI

*Monthly Status Report #3  
Strategic Design Feasibility Study  
Real Estate Potential*

Hammes Company



## TABLE OF CONTENTS

- ◆ Introduction
- ◆ SWOT Recommendations
- ◆ Historical Uses of Property
- ◆ Surrounding Projects
- ◆ Land Use Review
- ◆ Types of Uses
- ◆ Range of Magnitude Economic Returns

## SWOT REPORT RECOMMENDATIONS

Preliminary recommendations for the AEC facilities were provided on October 7, 2014 as part of the draft SWOT report presented to the AEC Committee. These preliminary findings have been considered when developing this Capital Improvements Study.

- ◆ New seating venue to replace the Coliseum
- ◆ Arena as a land bank
- ◆ Expo Hall improvements (FFE)
- ◆ Dedicated, shaded green spaces
- ◆ Enhanced wireless access
- ◆ Consider investing in sport floor surface
- ◆ Enhanced campus financing mechanism
- ◆ Evaluate AEC to identify opportunities for capital investment to improve social and racial equity and environmental sustainability
- ◆ Enhance community accessibility of the overall complex

## REAL ESTATE STRATEGY

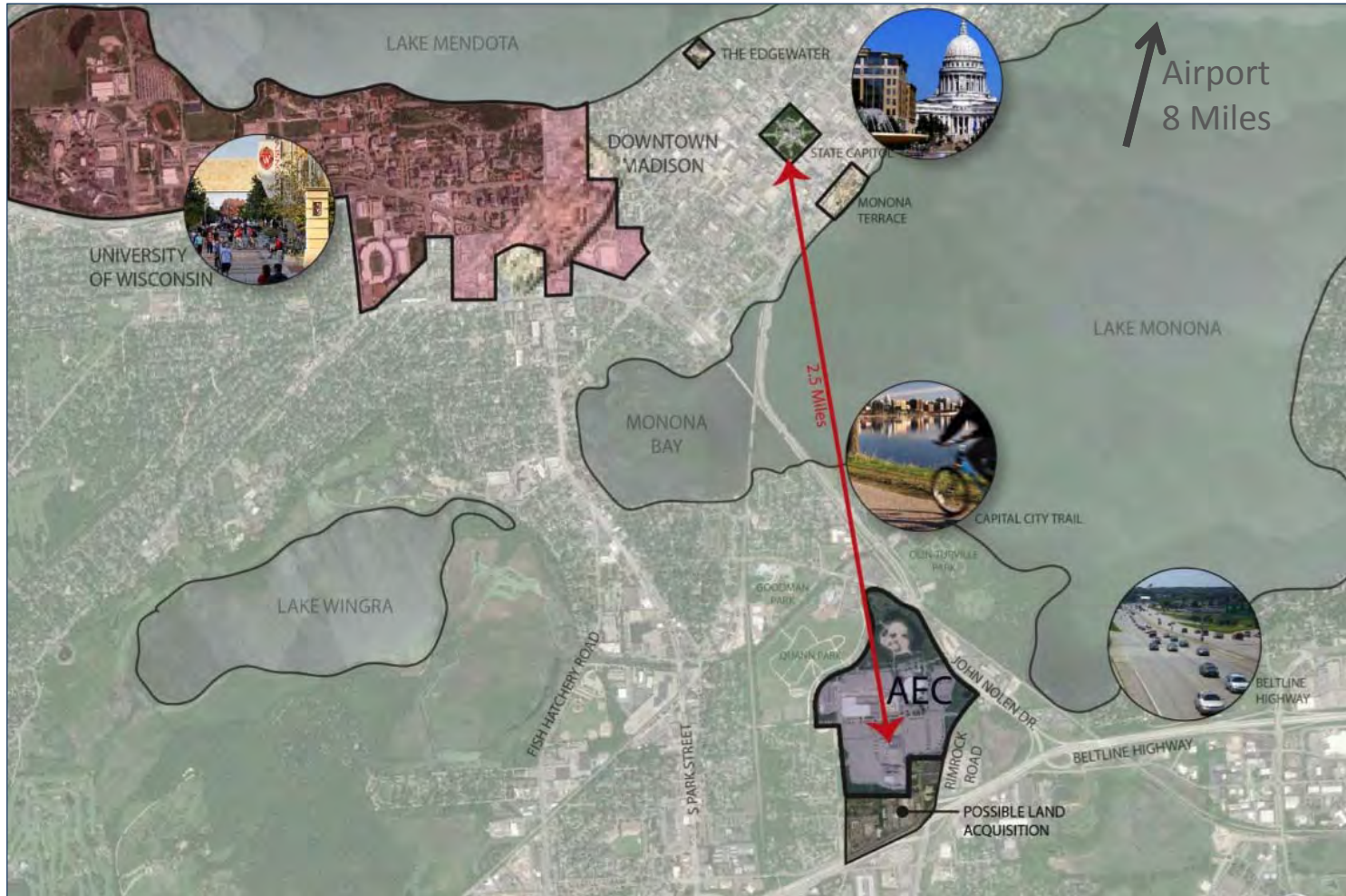
- ◆ Identify the historical uses of the property
- ◆ Identify areas suitable for development
- ◆ Identify compliments to core facilities
- ◆ Identify options for the AEC property
- ◆ Consider linkages to surrounding properties
- ◆ Project an approximate range or magnitude of economic returns

### TYPES OF USES

- ◆ Office
- ◆ Residential
- ◆ Retail / Food
- ◆ Restaurants
- ◆ Hotel
- ◆ Educational / Public Amenity
- ◆ Visitor Center
- ◆ Parking / Transportation Hub
- ◆ Green Space
- ◆ Outdoor Gathering Space
- ◆ Wholesale Options (i.e. brewery, farmers market)
- ◆ Sports Fields

- ◆ Illustrations are provided as representations of the concepts discussed
- ◆ **NO IMAGES OR MAPS SHOULD BE CONSIDERED A MASTER PLAN**

# HISTORICAL USES OF THE PROPERTY



## PROPERTY ATTRIBUTES

- Strong Existing Anchors
- Recognized Major Event Center
- Gateway to Madison
- Proximity to Downtown and UW
- High Visibility
- Nearby Bike Trails
- Ideal Transportation Hub
- Vacant Land

# HISTORICAL USES OF THE PROPERTY



## SITE PARAMETERS

- Coliseum Needs Major Repairs
- Complex Process (Public / Private partnership)
- Uncertainty Over Public Projects and Funding
- Governance into the Future
- Barriers to Site / Community Access

	Barriers to Access
	Bus Stops



## SURROUNDING PROJECTS



### APPROVED PROJECTS

- Nearby projects indicate strong market values and positive development opportunities
- 610 John Nolen Drive
  - 111 Room Hotel
  - Limited Service Class
  - National Hotel Chain
- 828-844 John Nolen Drive
  - 1 Lot Created for Office Development
- 900 John Nolen Drive
  - Mixed – Use Building
  - 18,000 SF Office
  - 80 Apartments

Source: City of Madison Planning Projects

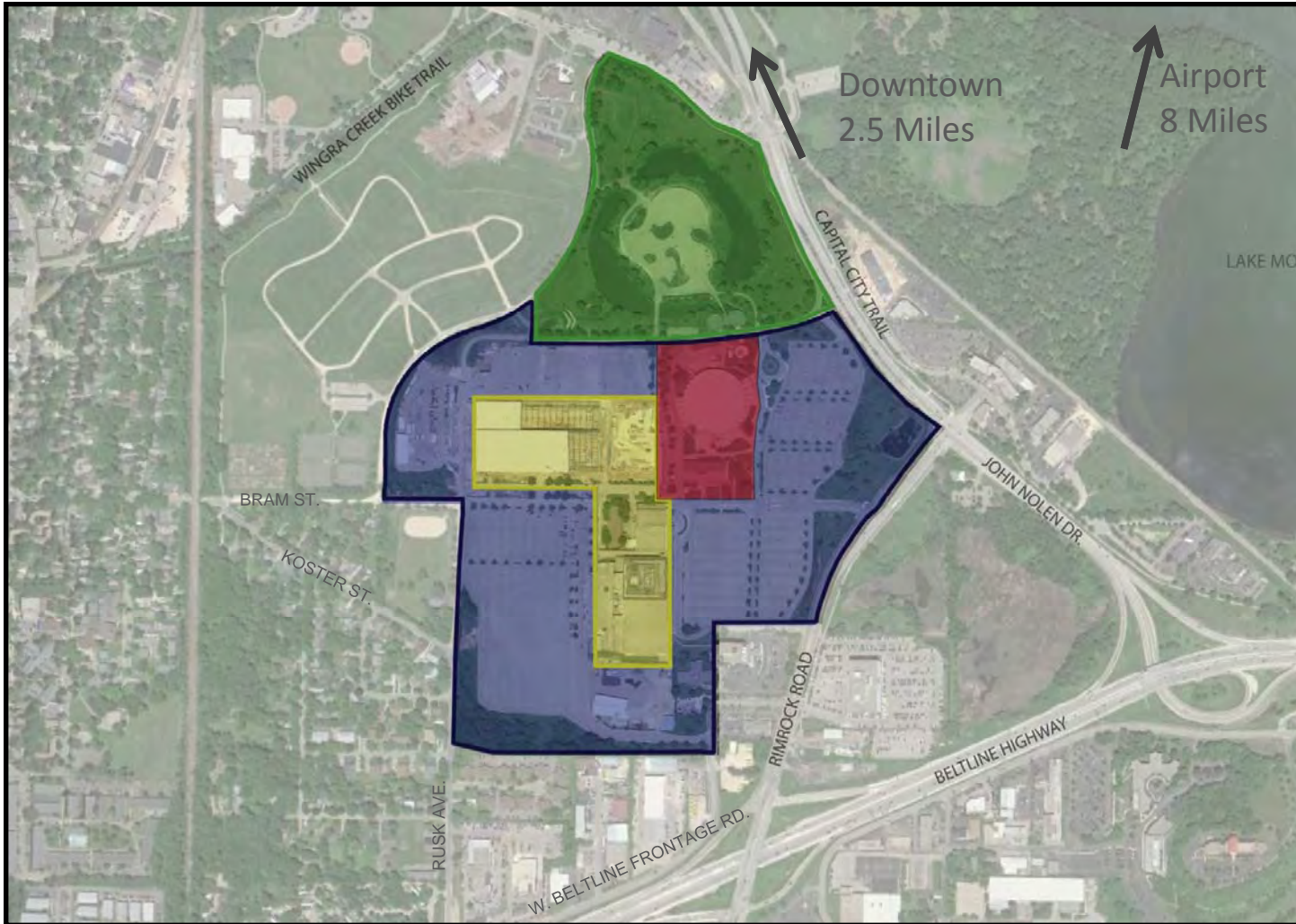
ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

SURROUNDING PROJECTS

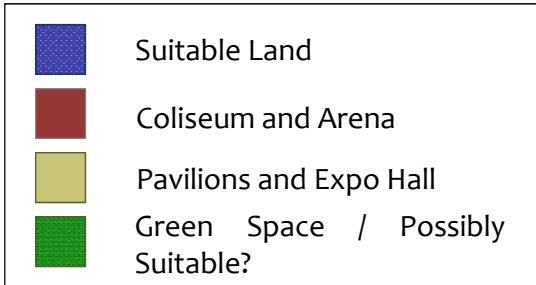
DRAFT

# LAND USE REVIEW



## LAND DEVELOPMENT

- Suitable land represents land that could possibly be developed
- New Pavilions and Expo Hall are strong assets that should remain
- Coliseum and Arena could be redeveloped
- Linkages to adjacent properties and expansion possibilities
- Water table and soils conditions need to be studied further



# CASE STUDY . . . NORTH SHORE



ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

RELATED PROJECT EXAMPLES

DRAFT



ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

DRAFT

# CASE STUDY . . . ALLENTOWN

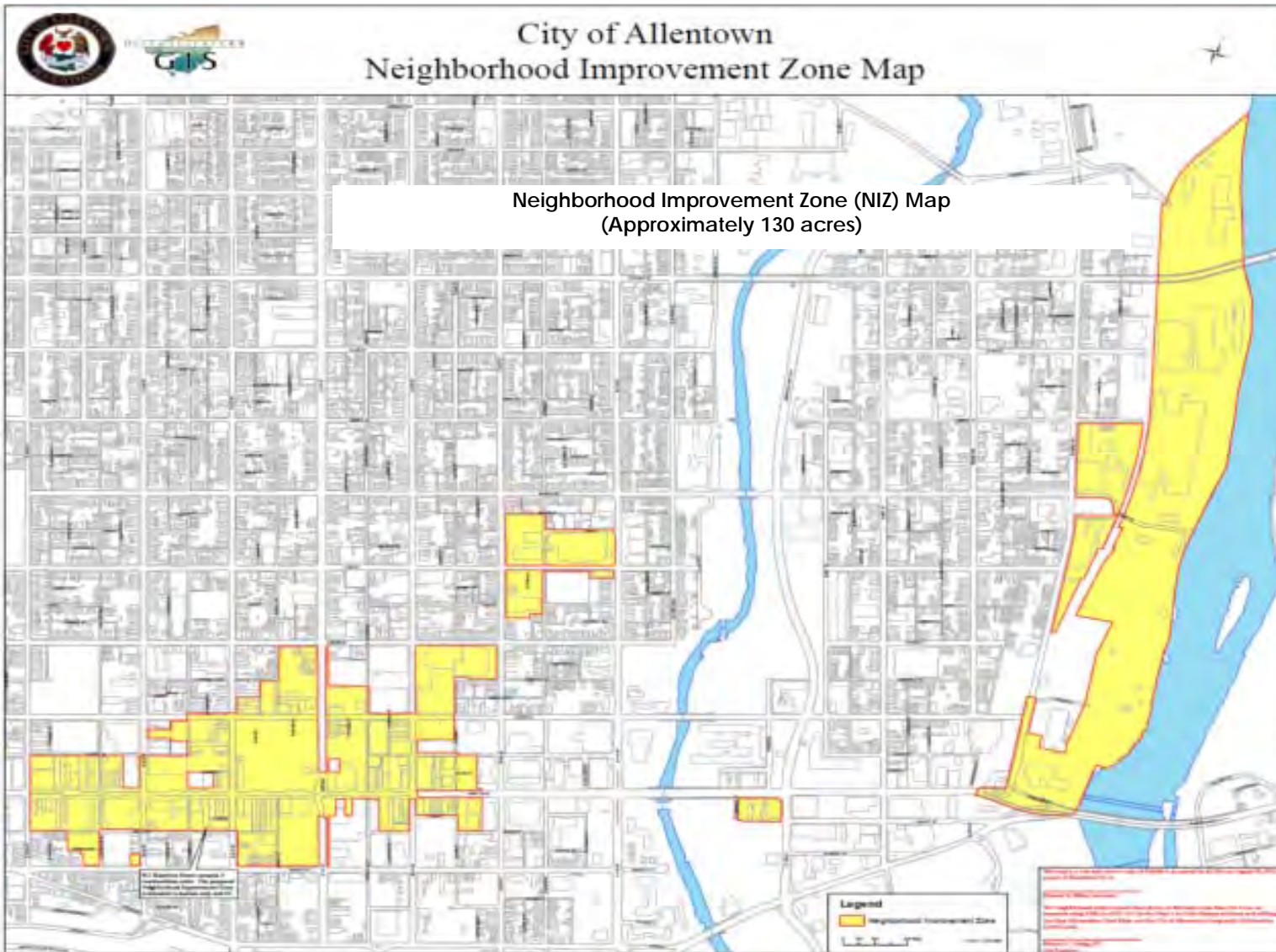


ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

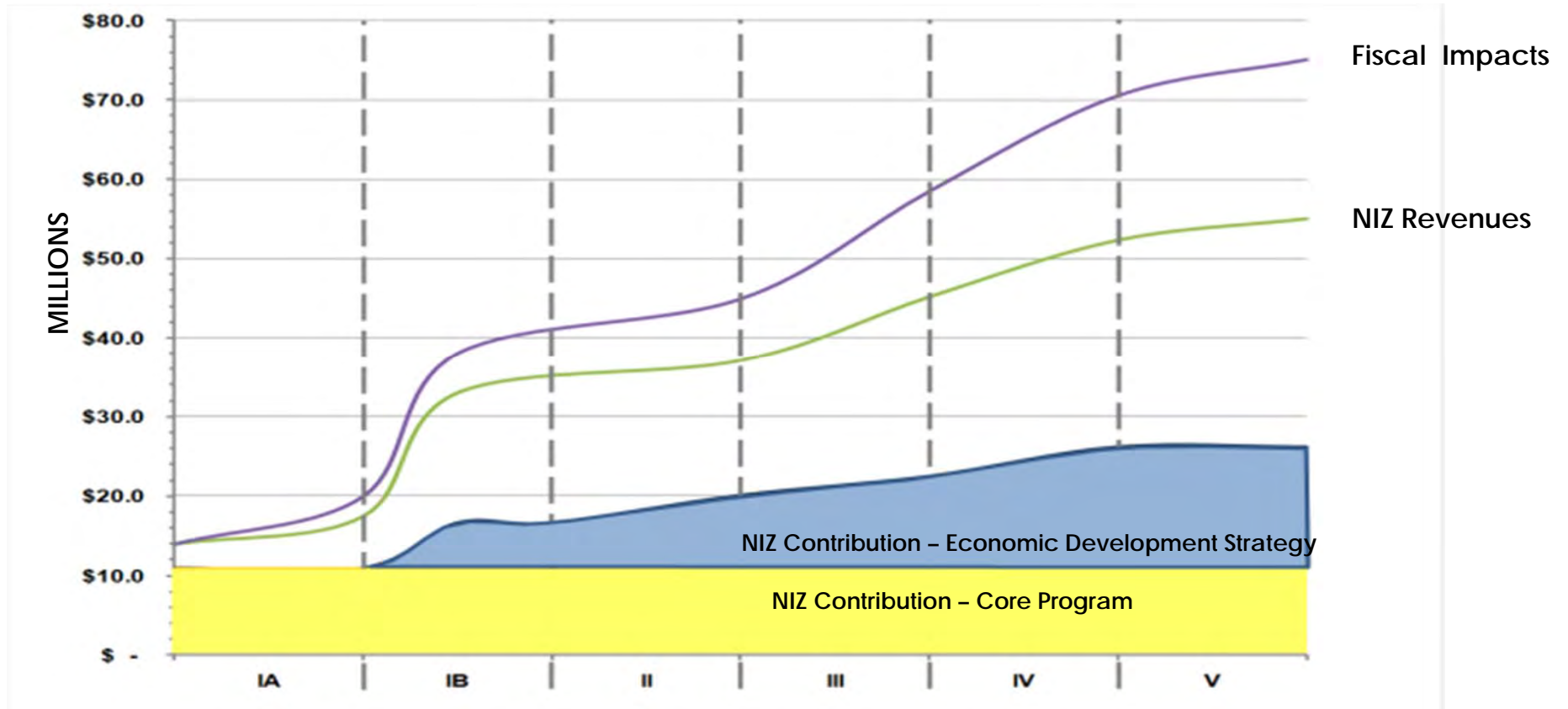
Hammes Company

RELATED PROJECT EXAMPLES

DRAFT



# SOLUTION





## ALLIANT ENERGY CENTER REAL ESTATE POTENTIAL

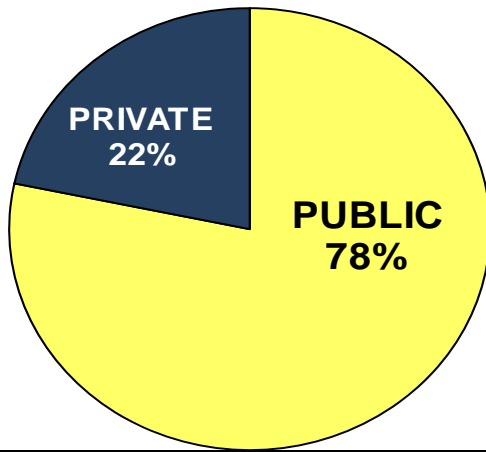
Hammes Company

DRAFT



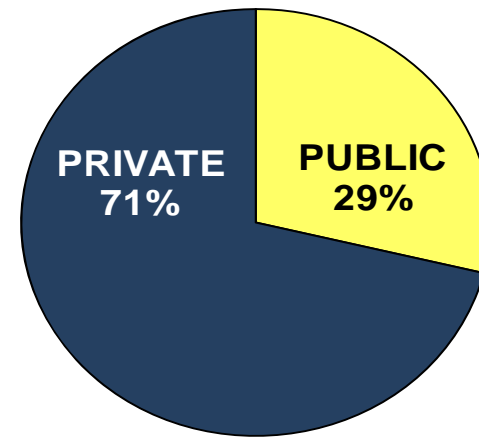
## ARENA BLOCK

### SOURCES OF FUNDS Stage I



## MASTER PLAN

### SOURCES OF FUNDS After Stage I



## FINANCING

- Authority (ANIZDA) Oversight & Approvals
- Existing Tax Revenues Used as Debt Coverage
- Base Level Taxes Used to Finance \$235 million Taxable & Tax Exempt Bond Issuance for Anchor Projects
- State & Local Tax Increment from Private Projects Used to Support Gap Financing for Private Projects Approved by ANIZDA

## ECONOMIC & FISCAL IMPACTS

	ARENA BLOCK	MASTER PLAN
<b>PROGRAM:</b>	1 million Square Feet	3+ million Square Feet
<b>PRIVATE INVESTMENT:</b>	\$60 million	\$377 million
<b>VISITATION:</b>	1 million (Annually)	4 million (Annually)
<b>ECONOMIC OUTPUT:</b>	\$67 million (Annually)	\$770 million (Annually)
<b>FISCAL IMPACT:</b>	\$3.5 million (Annually)	\$66.5 million (Annually)
<b>JOBS:</b>	1,520	7,450
<b>EARNINGS:</b>	\$27 million (Annually)	\$67 million (Annually)
<b>PUBLIC BENEFIT:</b>	Critical Mass to Spawn Immediate Urban Revitalization	
<b>PRIVATE BENEFIT:</b>	Gap Financing Reduces Risk to an Acceptable Level to Undertake Development Projects	

# CASE STUDY . . . TITLETOWN



ANCHOR RETAIL

SHOPS AT TITLETOWN

EXPO HALL AND YOUTH SPORTS

ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

RELATED PROJECT EXAMPLES

DRAFT

# DEVELOPMENT COMPONENTS

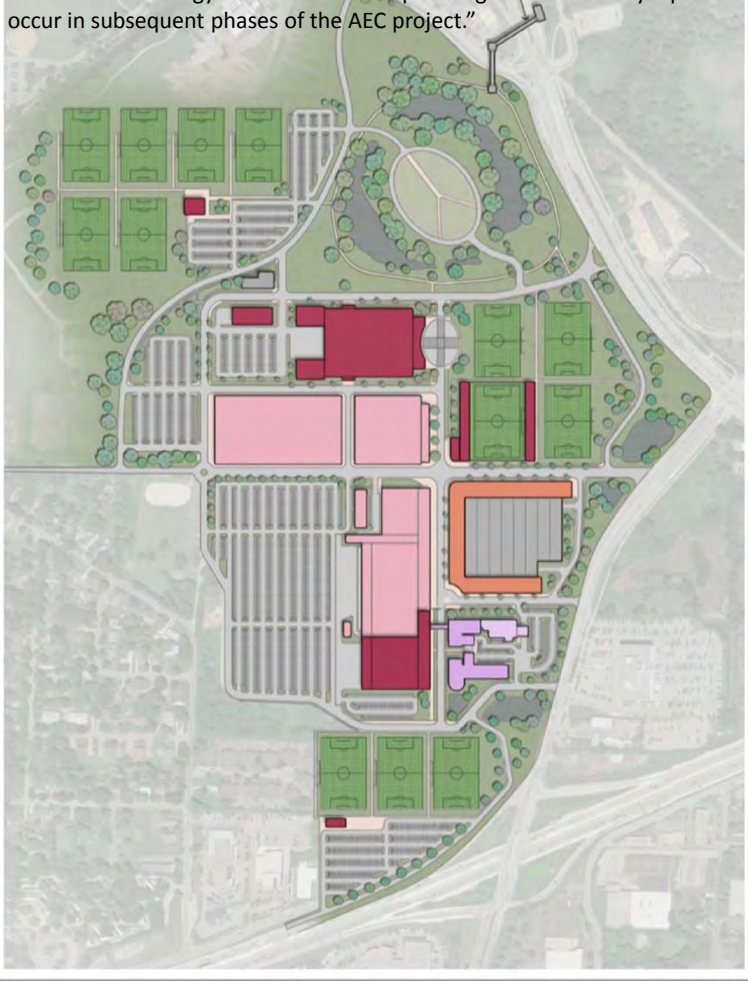


## REAL ESTATE STRATEGY

	INVESTMENT	RETURNS	CHARACTERISTICS	TYPES OF USES
Option 1	Low	<ul style="list-style-type: none"> <li>• Status Quo to slight increase</li> <li>• Continue economic impacts generated by events on campus</li> </ul>	<ul style="list-style-type: none"> <li>• Civic projects</li> <li>• Public in nature</li> <li>• Major community investment</li> </ul>	<ul style="list-style-type: none"> <li>• Sports fields</li> <li>• Open spaces / green space</li> <li>• Park and ride</li> <li>• Little to no private development</li> </ul>
Option 2	Medium	<ul style="list-style-type: none"> <li>• Support economic returns of core facilities</li> <li>• Generate some incremental fiscal and economic impacts</li> <li>• Current demand</li> <li>• Minor Incremental Job Creation or Transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Pad of development</li> <li>• Program beyond civic elements</li> <li>• Ancillary to anchor facilities</li> <li>• Capitalize on surrounding amenities and site attributes</li> </ul>	<ul style="list-style-type: none"> <li>• Retail</li> <li>• Dining</li> <li>• Low density residential</li> <li>• Low density commercial</li> <li>• Enhanced Transportation connections</li> </ul>
Option 3	High	<ul style="list-style-type: none"> <li>• Major economic and fiscal impacts beyond the core facilities</li> <li>• Creates New Demand</li> <li>• Significant New Job Creation</li> </ul>	<ul style="list-style-type: none"> <li>• Major destination elements</li> <li>• Drive new visitation</li> <li>• Urban concepts</li> <li>• Major economic activity</li> </ul>	<ul style="list-style-type: none"> <li>• Higher density commercial</li> <li>• Hospitality</li> <li>• Retail and dining</li> <li>• Transportation hub</li> </ul>

# OPTION 1 – CIVIC PROJECT

“The map on this page depicts various types of uses and planning concepts and is intended to be for discussion purposes ONLY. The map does not represent a past or current approved plan and is not part of a master plan for the Alliant Energy Center. Additional planning and community input will occur in subsequent phases of the AEC project.”



National Sports Center



Dick's Sporting Goods Park



Disney's Wide World of Sports



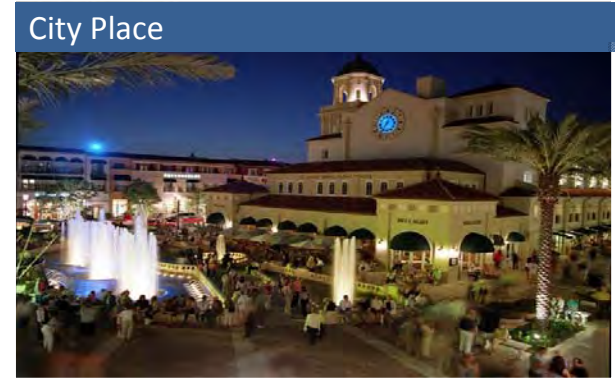
## OPTION 2 – DEVELOPMENT PADS

“The map on this page depicts various types of uses and planning concepts and is intended to be for discussion purposes ONLY. The map does not represent a past or current approved plan and is not part of a master plan for the Alliant Energy Center. Additional planning and community input will occur in subsequent phases of the AEC project.”

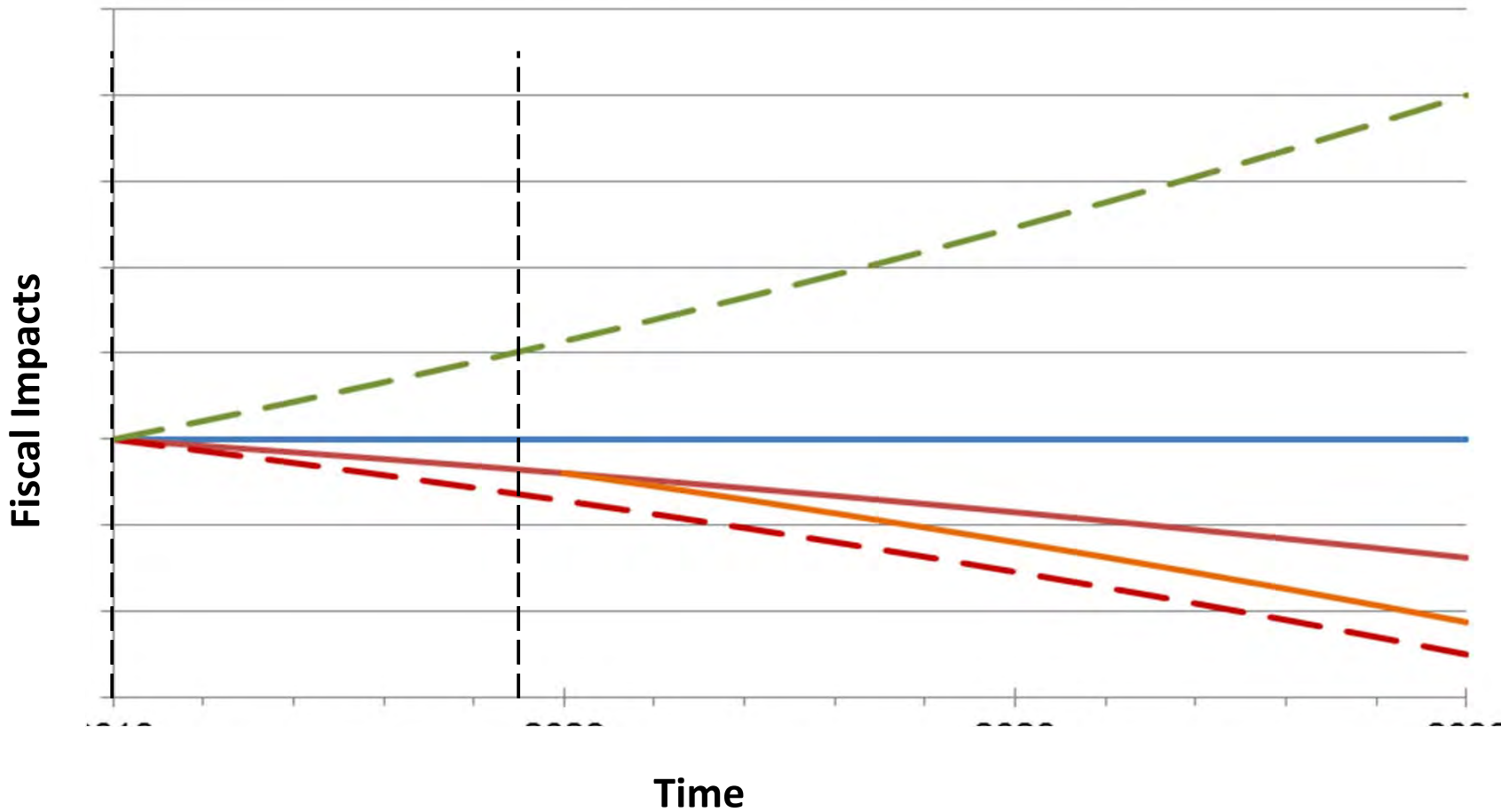


# OPTION 3 – HIGHER DENSITY

“The map on this page depicts various types of uses and planning concepts and is intended to be for discussion purposes ONLY. The map does not represent a past or current approved plan and is not part of a master plan for the Alliant Energy Center. Additional planning and community input will occur in subsequent phases of the AEC project.”





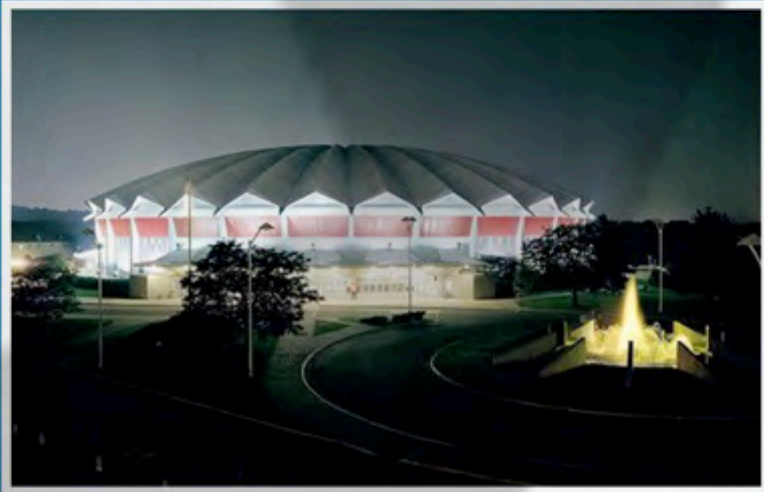




# ALLIANT ENERGY CENTER DANE COUNTY, WI

*Monthly Status Report #3  
Strategic Design Feasibility Study  
Real Estate Potential*

Hammes Company



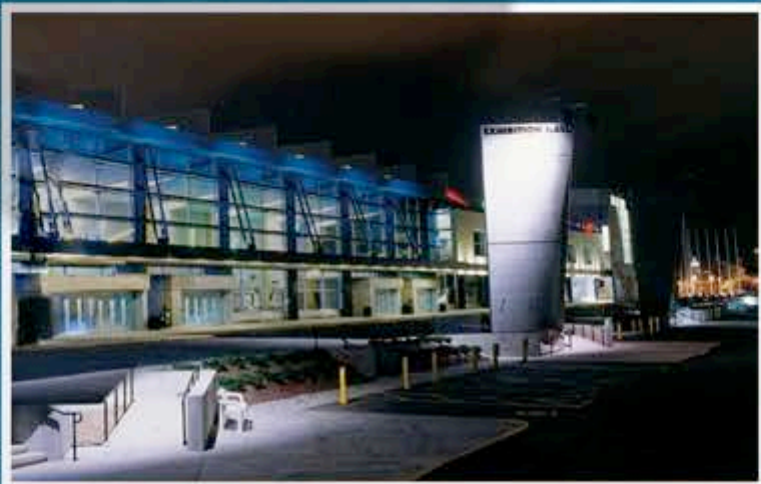
## 5.0 FINANCE AND GOVERNANCE

### NOVEMBER 12, 2014



## TABLE OF CONTENTS

- ◆ Financial Framework
  - ◆ Fiscal Summary
- ◆ Governance Framework
  - ◆ Sample Cities
  - ◆ Case Studies



# FINANCIAL FRAMEWORK

DRAFT

## SWOT REPORT RECOMMENDATIONS

Economic development strategies for large scale redevelopment projects generally utilize similar categories of sources for public investment.

### General Categories for Sources of Public Investment

- ◆ State
- ◆ Special Taxes / User Taxes
- ◆ Sin Taxes
- ◆ Local

# FINANCIAL FRAMEWORK

	ADVANTAGES	DISADVANTAGES
State Income Tax	<ul style="list-style-type: none"> <li>+ Largest pool of tax revenue</li> <li>+ Typically largest incremental tax impact from projects</li> </ul>	<ul style="list-style-type: none"> <li>- Complicated to track directly for financing</li> <li>- Already distributed back from General Fund through shared revenue programs</li> </ul>
State Sales Tax	<ul style="list-style-type: none"> <li>+ Paid by visitors as well as state residents</li> <li>+ Dane County and Madison are major contributors</li> <li>+ Project program includes strong generators (Retail, F&amp;B, Entertainment)</li> </ul>	<ul style="list-style-type: none"> <li>- Subject to significant fluctuations</li> <li>- Already distributed back from General Fund through shared revenue programs</li> </ul>
Corporate Income Tax	<ul style="list-style-type: none"> <li>+ Project program could include strong generators (Anchor Office, Retail Anchors)</li> </ul>	<ul style="list-style-type: none"> <li>- Subject to significant fluctuations</li> <li>- Complicated to track by location</li> <li>- Potentially targeted for tax rate cuts to make Wisconsin more competitive</li> </ul>
Excise Taxes	<ul style="list-style-type: none"> <li>+ Generally fit into the "sin tax" category</li> <li>+ Project program includes generators for end use of certain taxed products</li> </ul>	<ul style="list-style-type: none"> <li>- Tax applied to producers / wholesalers and difficult to track location of tax generator / end user</li> </ul>
Utility Taxes	<ul style="list-style-type: none"> <li>+ Project program includes generators for end use of taxed product</li> </ul>	<ul style="list-style-type: none"> <li>- Tax applied to producers and difficult to track location of tax generator / end user</li> </ul>

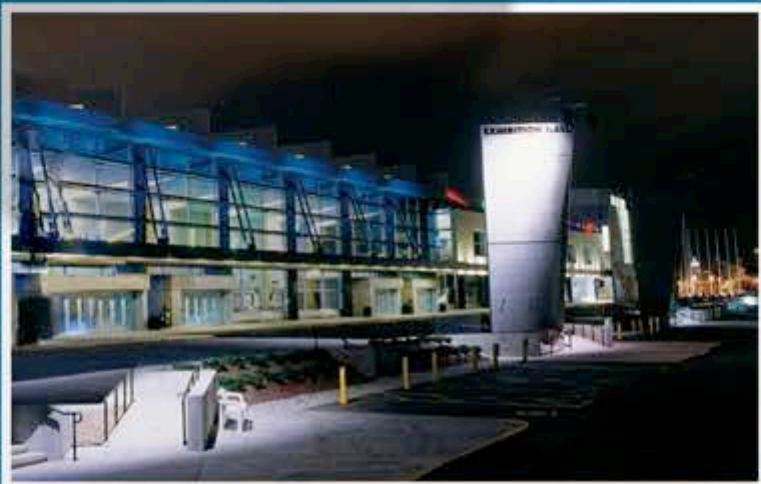
# FINANCIAL FRAMEWORK

	ADVANTAGES	DISADVANTAGES
County Sales Tax	<ul style="list-style-type: none"> <li>+ Local tax benefits most directly from impact of new spending</li> <li>+ Project program includes strong generators (Retail, F&amp;B, Entertainment)</li> </ul>	<ul style="list-style-type: none"> <li>– Requirement to be used for property tax relief</li> </ul>
Tourism Taxes	<ul style="list-style-type: none"> <li>+ Incremental tax impact</li> <li>+ Paid by visitors</li> <li>+ Consistent Tourism / Entertainment Purpose</li> </ul>	<ul style="list-style-type: none"> <li>– Also must support CVB marketing efforts</li> <li>– Subject to significant fluctuations</li> </ul>
Ticket Tax	<ul style="list-style-type: none"> <li>+ Incremental tax impact</li> <li>+ Paid by facility users</li> </ul>	<ul style="list-style-type: none"> <li>– Subject to fluctuations with attendance</li> <li>– Increases costs of facility users</li> </ul>
Sin Taxes (Alcohol, Tobacco, Lottery or Gambling)	<ul style="list-style-type: none"> <li>+ Acceptable taxes on discouraged behavior</li> <li>+ Project program could include generators for end use of certain taxed products</li> </ul>	<ul style="list-style-type: none"> <li>– Generally considered regressive taxes</li> <li>– Non-Native American gambling not an option in Wisconsin</li> <li>– Lottery revenues committed to property tax relief</li> </ul>



# FINANCIAL FRAMEWORK

	ADVANTAGES	DISADVANTAGES
Property Taxes	<ul style="list-style-type: none"> <li>+ Local tax benefits most directly from impact of the Project</li> <li>+ Project has a strong impact on tax base</li> <li>+ Supports Tax Incremental Financing (TIF) tools</li> </ul>	<ul style="list-style-type: none"> <li>- Connection to school district funding</li> <li>- Legal requirements for TIF district formation and implementation</li> <li>- Coordination with other municipalities</li> </ul>
District Related Tax	<ul style="list-style-type: none"> <li>+ Incremental tax impact</li> <li>+ Could be used to support consistent program within district (i.e. Event / Entertainment Program)</li> </ul>	<ul style="list-style-type: none"> <li>- Opposition from surrounding property owners and municipalities</li> <li>- Administrative burden (accounting)</li> <li>- Increases current tax rates or creates higher tax than paid by surrounding businesses</li> </ul>



# GOVERNANCE FRAMEWORK

DRAFT

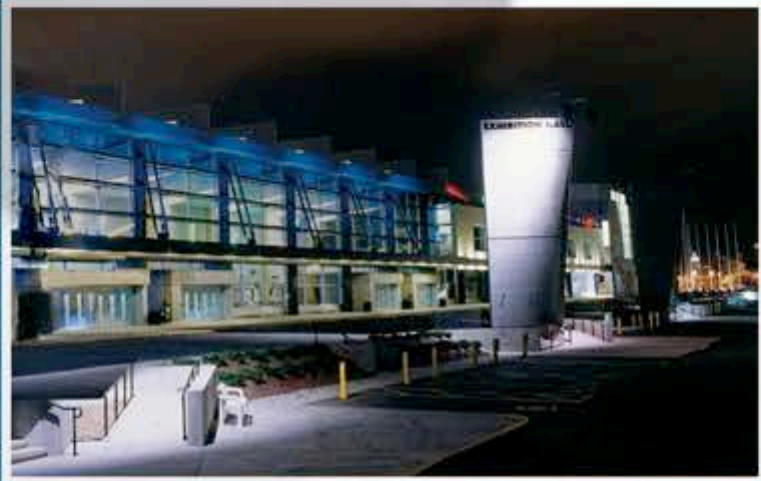
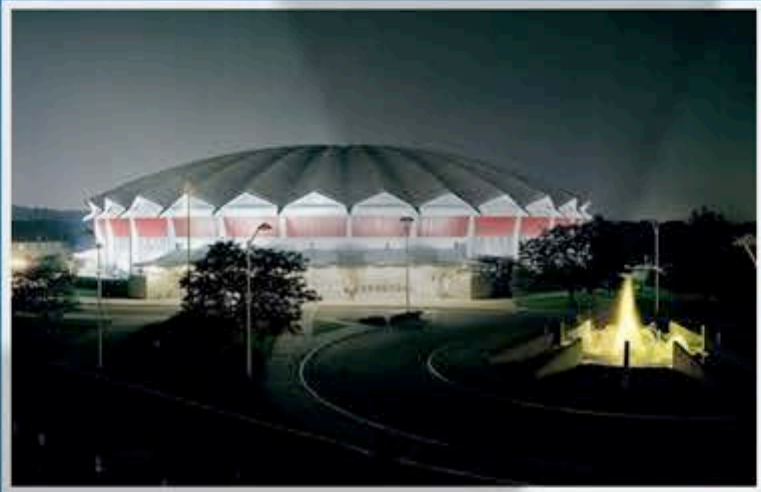
Hammes Company

## GOVERNANCE FRAMEWORK

Economic development strategies for large scale redevelopment projects can benefit from a governing body with the sole purposes of instigating projects and advancing financing.

### General Requirement for Special Project Areas

- ◆ Management Structure
- ◆ Streamlined Process
- ◆ Cooperation
- ◆ Financing Tools



# GREEN BAY WISCONSIN

DRAFT

Hammes Company

# COMPARISON CITIES

## GREEN BAY

### Resch Center

- Opened in 2002
- Investment of \$ 45 million

### KI Center Expansion

- Opening Spring 2015
- Investment of \$30.2 million



### Financing / Funding Framework:

- Cooperation Agreement whereby Municipalities agreed to impose Room Taxes to be used as source of payment and security of bonds to pay for projects.
- The Authority is a cooperation of Green Bay, De Pere, Allouez, Ashwaubenon, Howard, the County, the Room Tax Commission and the Redevelopment Authority of the City of Green Bay
- Projects leased by the Authority to the County. The County subleases Resch, together with the existing exposition hall, to the CVB
- Designed to work in tandem with the private sector to drive tourism / event activity



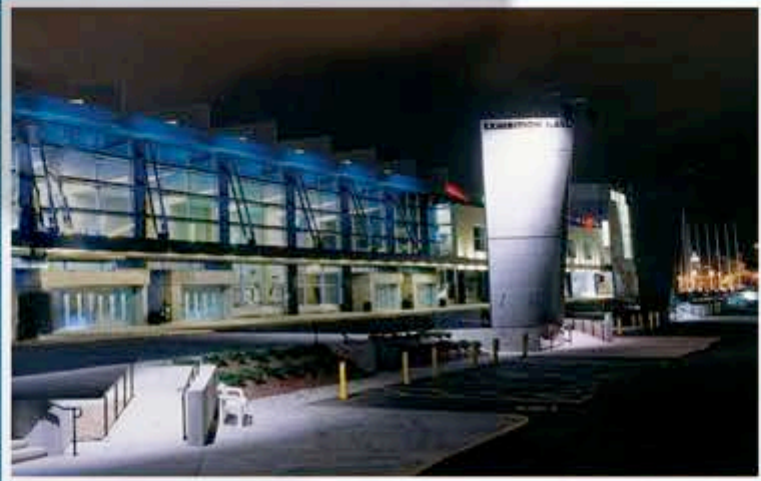
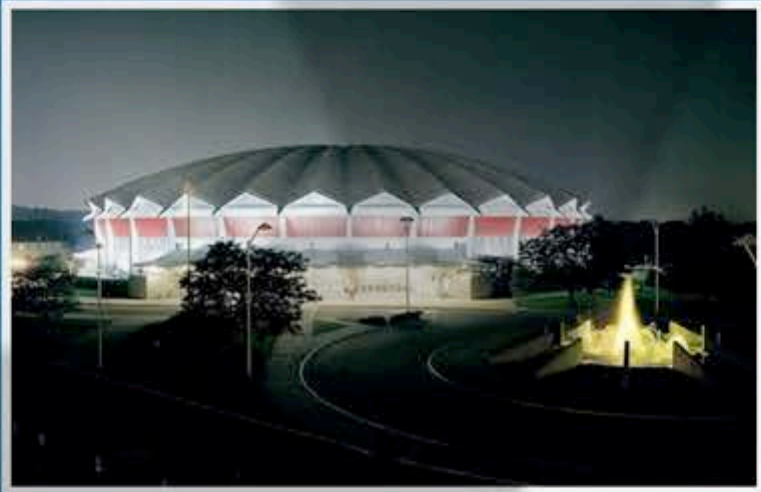
ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

COMPARISON CITIES

DRAFT

10



# WISCONSIN CENTER

DRAFT

Hammes Company

# COMPARISON CITIES

## MILWAUKEE

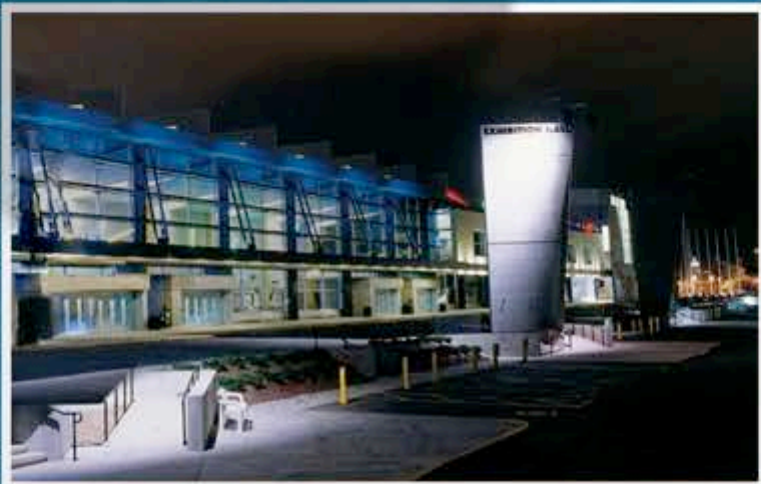
### Wisconsin Center District

- **Original Conveyance**
  - Frontier Airlines Center
  - Milwaukee Theatre
  - U.S. Cellular Arena
- **In Planning Stage:**
  - Wisconsin Center Expansion
  - Bradley Center Replacement
  - Mixed-Use Entertainment District



### Financing / Funding Framework:

- Created to assume ownership of existing convention facilities and to construct an expansion of such facilities
- Political subdivision and “local exposition district” with taxing powers; distinct from the City and County
- District imposes the following taxes:
  - Rooms Tax: 2.5% (max of 3%)
  - Additional Room Tax: 7%
  - Local Food and Beverage Tax: 0.5%
  - Rental Car Tax: 3%
- All tax proceeds, except the Additional Room Tax, are restricted for the District’s debt service on its bond obligations.



# SEATTLE

DRAFT

Hammes Company



# COMPARISON CITIES

## SEATTLE

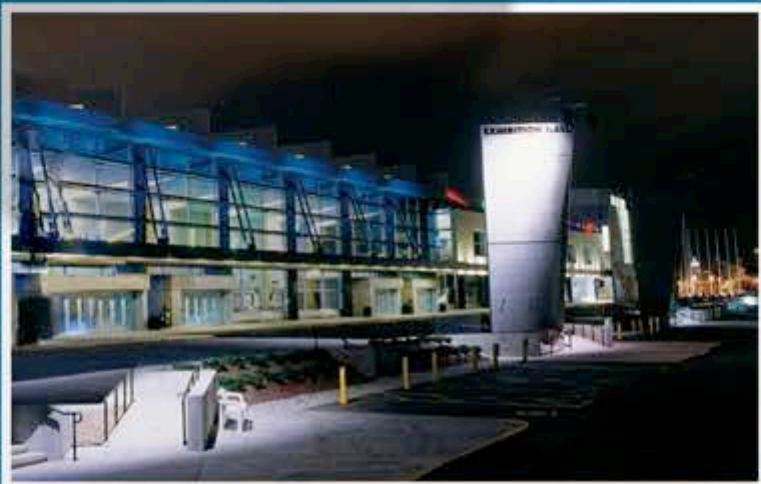
### Event Center

- Opened in 1999
- Investment of \$44 million
- 325,000 square feet of exhibit space
- Overall Project Cost: \$430 million
  - Event Center
  - Stadium
  - Parking garage



### Financing / Funding Framework:

- Public funding was capped at \$300 million and sourced by state general obligation bonds, sales tax credits, and state lottery funds
- The Washington State Public Stadium Authority oversees the facilities' design, development, and operations.
- First & Goal, Inc. developed and is master tenant of the facilities.
- Rent paid to the Authority
- First & Goal is also required to pay 20 percent of its net profits to the state's Permanent Common School Fund for public school improvements.



# INDIANAPOLIS

DRAFT

# COMPARISON CITIES

## INDIANAPOLIS

### Conseco / Bankers Life Fieldhouse

- Opened November 6, 1999
- Investment of \$183 million

### Lucas Oil Stadium

- Opened August 16, 2008
- Investment of \$720 million

### Indiana Convention Center

- Completion of Expansion - January, 2011
- 420,000 SF of Expansion
- Exhibit Space of 749,000 SF After Expansion
- Investment of \$275 million



### Financing / Funding Framework:

- Designed to work in tandem with the private sector to drive tourism / hospitality
- Capital Improvement Board (CIB) holds public assets and makes lease payments to state financing entities which issue bonds
- CIB receives the following State & Local taxes:
  - County F&B (1%)
  - County Hotel (10%)
  - County Car Rental (4%)
  - County Admissions Tax (6%)
  - Regional F&B (0.5%)
  - Professional Sports Development Area State & Local Taxes
- Professional Sports Development Area (PSDA) captures (1) state sales & use tax, (2) state and county income tax and (3) F&B taxes collected from the sports & convention facilities
- CIB revenues cover both capital lease payments (debt) and operating support

# COMPARISON CITIES

## INDIANAPOLIS

Before

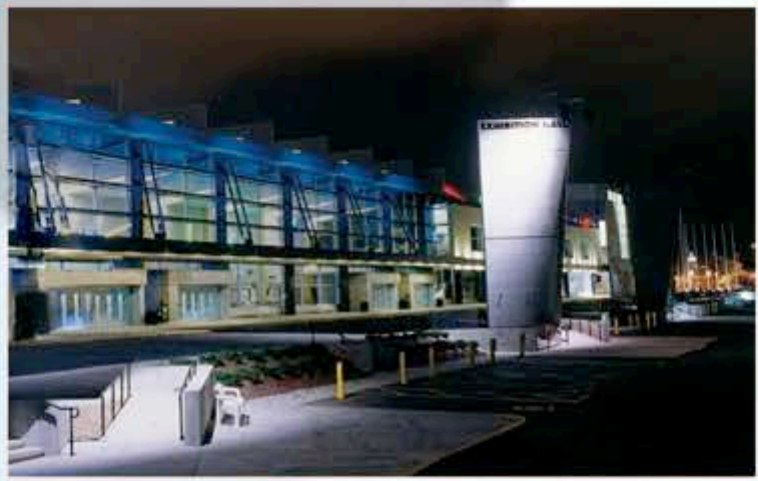
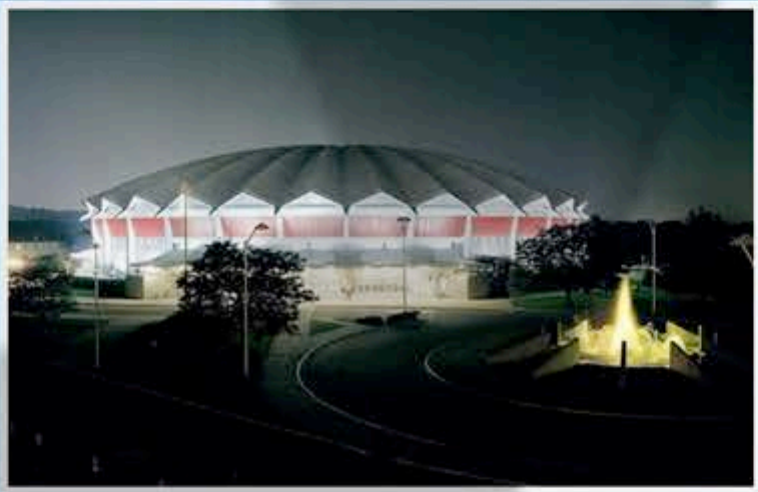


After



### Resulting Economic Development:

- Downtown leisure attractions have seen an 83% increase to 8 million visits per year
- Over \$800 million invested in hotels since 1990 with 3,470 rooms added over the past 15 years more than doubling the downtown inventory
- Attracted NCAA headquarters offices (150,000 SF) and Hall of Champions museum
- Attracted major Rolls Royce offices (2,500 employees) generating a \$510 million economic impact
- Retained Eli Lilly, WellPoint and Simon Property Group headquarters in downtown
- More than \$300 million invested in Retail development since 2000 in downtown
- Over 5,356 Residential Units added to Downtown since 2000
- Another \$600 million of Residential development under construction in 2013 (3,775 units) including 120,000 SF of first floor retail



# CLEVELAND

DRAFT

Hammes Company

# COMPARISON CITIES

## CLEVELAND

### Gateway District

- Cleveland Indians Ballpark – April 4, 1994
- Cleveland Cavaliers Arena – October 17, 1994
- Parking & Infrastructure Improvements
- Investment of \$450 million

### Lakefront District

- Rock and Roll Hall of Fame – Opened 1995
- Investment of \$95 million
- Cleveland Browns Stadium – September 12, 1999
- Investment of \$290 million

### Convention Center / “Medical Mart”

- Global Center for Health Innovation – Opening 2014
- 235,000 SF Total / 100,000 SF Showroom
- Convention Center – Opened June 2013
- 750,000 SF Total / 225,000 SF Exhibit Hall
- Investment of \$465 million
- Adding 600-room Hilton Convention Hotel



Gateway District

Lakefront District



### Financing / Funding Framework:

- Gateway Economic Development Corporation was organized in 1990 to build a baseball stadium and arena using county excise taxes on alcohol and cigarettes to pay up to half the costs
- County excise taxes were extended and used in combination with State funding and City financing to build the football stadium
- The Rock & Roll Hall of Fame was financed with City / County / Port Authority bonds using an added 1.5% hotel tax, admissions surcharges and sponsorship revenues
- The Convention Center / Medical Mart project were funded through a 0.25% county sales tax

# COMPARISON CITIES

## CLEVELAND

Before – Gateway District

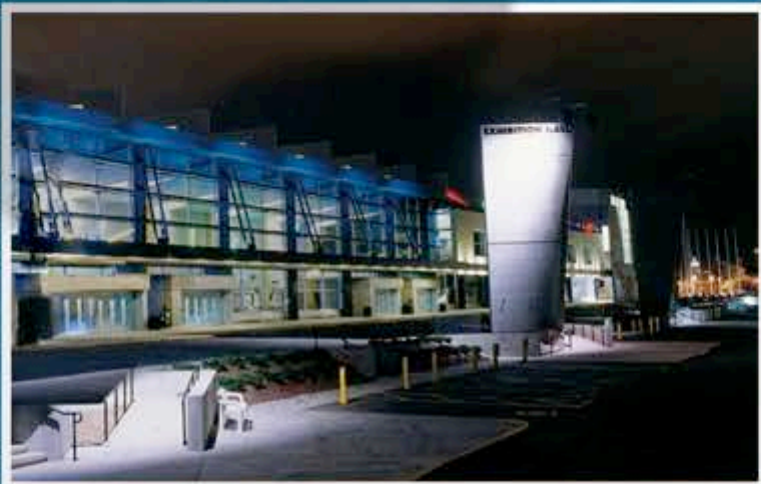


After – 4<sup>th</sup> Street Entertainment District



### Resulting Economic Development:

- Downtown sports facilities attract over 4 million attendees per year with 50% from outside the county
- Over 1,700 hotel rooms coming online in the next two years (40% increase) and occupancy rates over 70%
- The \$395 million Flats East Bank development includes a Ernst & Young anchored office building (150,000 SF), the first new multi-tenant office building in 20 years
- A \$250 million project is under construction at 9<sup>th</sup> and Euclid that includes a Marriott Autograph Collection hotel, a restaurant and 105 units of housing
- In 2013, 800 units of Residential development completed and 1,200 units under construction with vacancy rates below 5% as of year end
- Playhouse Square arts district is a success supported by a real estate portfolio including a new 24,000 SF Hofbrauhaus restaurant with bier garden
- The HealthLine transit corridor between Downtown and University Circle / Cleveland Clinic has lead to \$4.3 billion of new development



# OKLAHOMA CITY

DRAFT

Hammes Company



# COMPARISON CITIES

## OKLAHOMA CITY

### Chesapeake Energy Arena

- Originally Constructed in 2002
- Renovated for NBA Basketball 2008-10
- Combined Investment of \$195 million

### Chickasaw Ballpark

- Opened April 16, 1998
- Investment of \$34 million

### Bricktown Canal

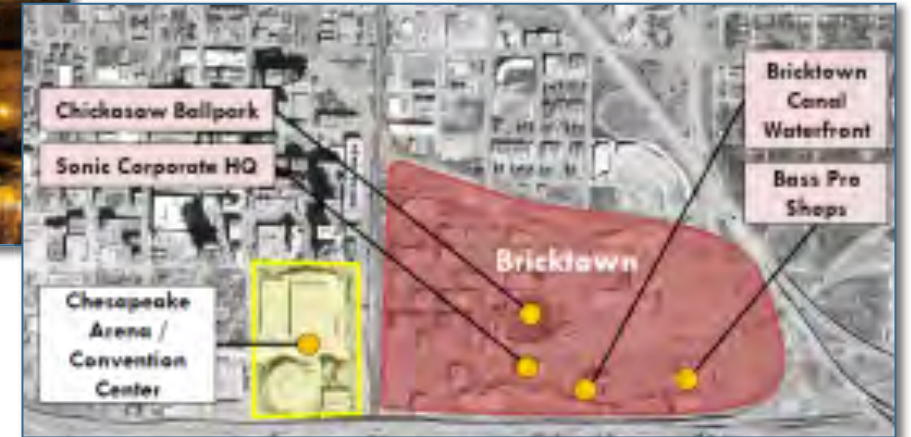
- Mile-Long Canal connects Bricktown to Downtown and the River
- Investment of \$23 million

### Cox Business Services Convention Center

- Convention Center Expansion – Opened 1999
- New Convention Center in Planning (2018)
- Combined Investment of \$310 million

### Civic Center Music Hall

- Complete renovation of historic performing arts center
- Investment of \$53 million



### Financing / Funding Framework:

- MAPS program utilized a temporary sales tax tied to a defined set of projects and level of investment
- In large part, the MAPS program directly uses the sales tax proceeds to finance projects without bond issuances
- MAPS program was subsequently renewed for additional projects since its initial phase providing the following total level of public investments:

❑ MAPS (Original )	\$363 milion
❑ MAPS for Kids (Schools)	\$514 million
❑ MAPS Extension (Arena Renovation)	\$107 million
❑ MAPS 3 (Currently In Process)	\$777 million

# COMPARISON CITIES

## OKLAHOMA CITY

### Before – Bricktown



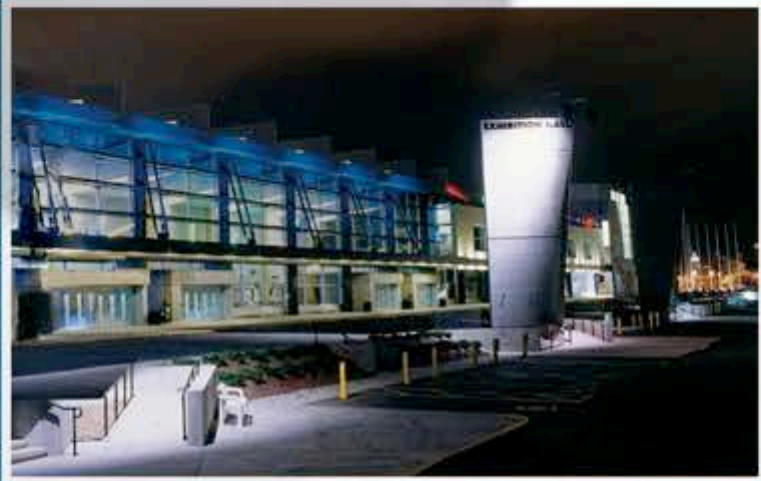
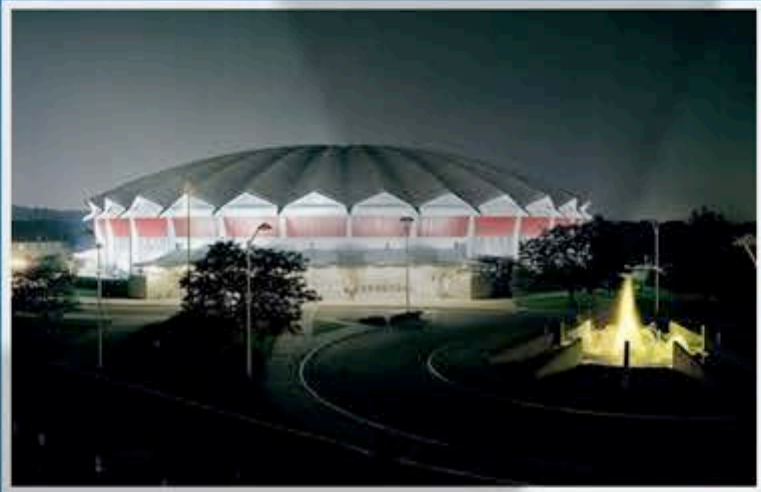
### Resulting Economic Development:

- Bricktown is estimated to bring 2.9 million visits per year to downtown Oklahoma City and MAPS projects increased overall visits to downtown Oklahoma City by 30% to an estimated 8.6 million visits per year
- The Bricktown Canal has been estimated to have induced \$41 million of private investment
- Bass Pro Shops at Bricktown generates over \$30 million in annual sales from the 100,000 SF destination retail store.
- The fast food chain Sonic constructed a new corporate headquarters for 300 employees in Bricktown
- Housing inventory grew by 40% between 2000 and 2010
- Residential growth has begun in the adjacent Deep Deuce and Automobile Alley neighborhoods where over 900 multifamily units have been developed since 2001 and another 330 are under construction
- Devon Tower, the city's tallest building, was constructed in 2013 and included \$140 million spent by the City on streetscape and public infrastructure improvements

### After – Bricktown & Devon Tower



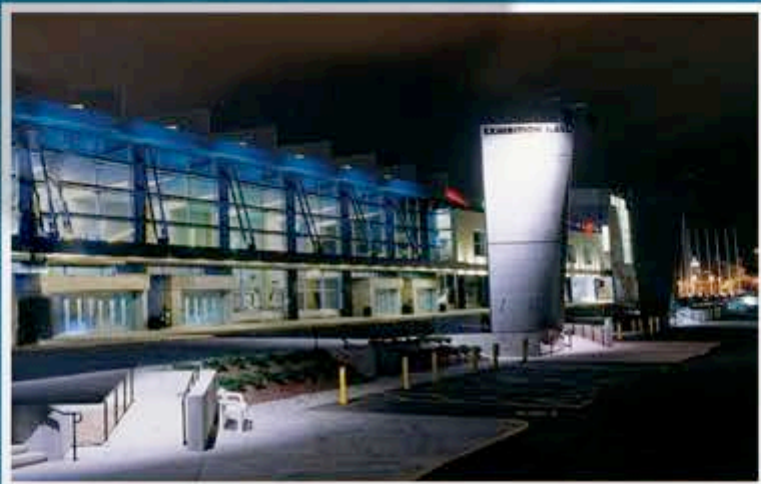




# CASE STUDIES

DRAFT





# TITLETOWN

DRAFT

Hammes Company

CASE STUDIES

TITLETOWN – GREEN BAY, WISCONSIN



ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

Hammes Company

CASE STUDIES

DRAFT 26

### PROBLEM

- Smallest NFL Market
- Limitations on Game Day Revenue
- 10 days of Use per Year
- Antiquated Facility
- Limited Sponsorship Value
- Pressure from Rising Salary Cap

### SOLUTION

- Create a 365-day-a-year Destination
- Leverage the Packer Brand / Tradition
- Public-Private Joint Venture
- Multiple Anchors
- Visitation Drives Private Investment
- Increased Private Investment Over Time



CASE STUDIES

TITLETOWN – GREEN BAY, WISCONSIN



CABELA'S ANCHOR RETAIL

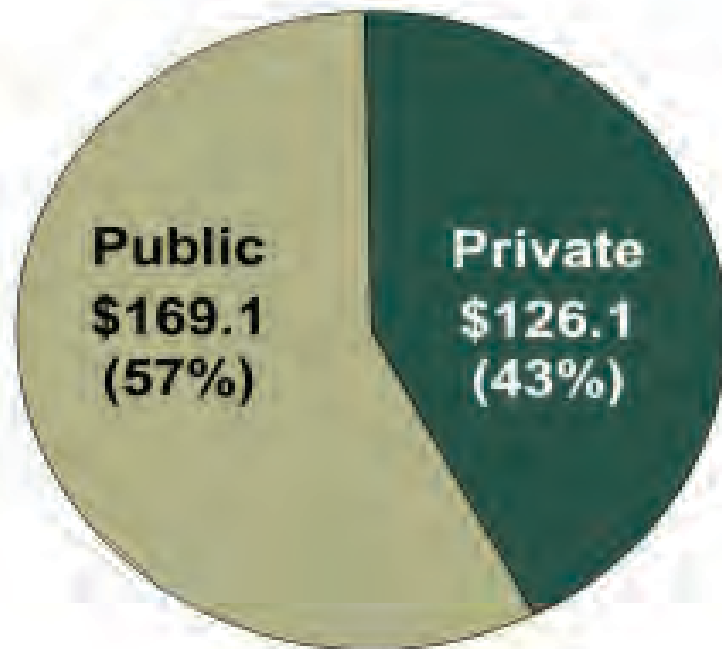
SHOPS AT TITLETOWN

YOUTH SPORTS COMPLEX

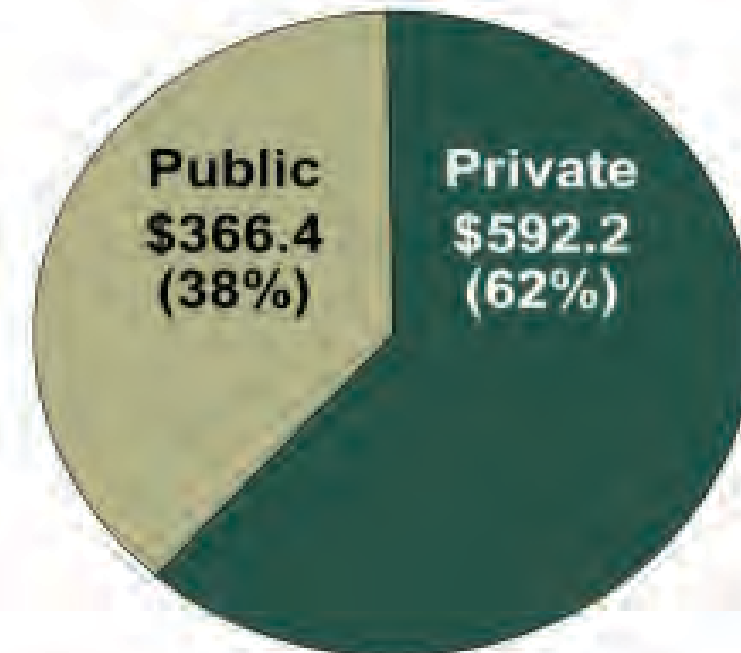
EXPOSITION CENTER



LAMBEAU FIELD REDEVELOPMENT  
Sources of Funds



TITLETOWN DEVELOPMENT DISTRICT  
(All Phases)  
Sources of Funds

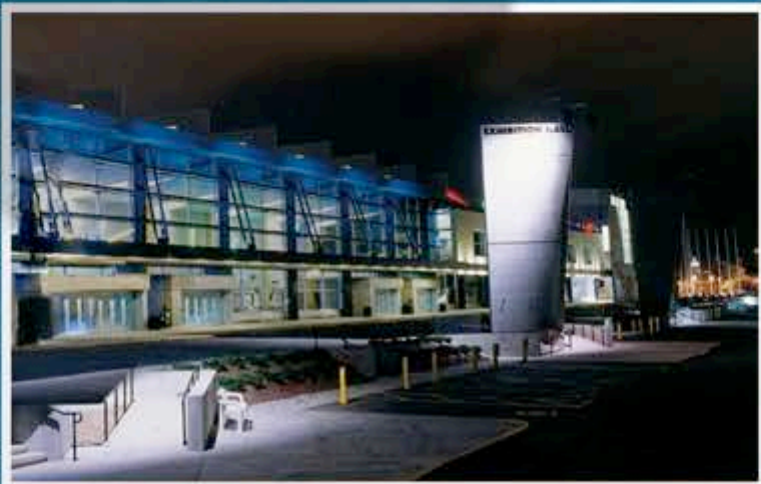


**FINANCING**

- District Authority governs renovations, management, and issuance of bonds
- Half-Cent (0.5%) County Sales Tax generated \$160 million
- Extension of Half-Cent County Sales Tax to Raise Another \$100 million
- Restrict Use for Titletown to One Third (1/3) of Sales Tax Revenues

**ECONOMIC IMPACT**

<b>PROGRAM:</b>	<b>1.8 million Square Feet</b>
<b>PRIVATE INVESTMENT:</b>	<b>\$466 million</b>
<b>VISITATION:</b>	<b>6.5 to 8.5 million (Annually)</b>
<b>ECONOMIC OUTPUT:</b>	<b>\$336 million (Annually)</b>
<b>FISCAL IMPACT:</b>	<b>\$15.2 million (Annually)</b>
<b>JOBS:</b>	<b>4,500</b>
<b>EARNINGS:</b>	<b>\$131 million (Annually)</b>
<b>PUBLIC BENEFIT:</b>	<b>365-Day Regional Destination, Economic Development</b>
<b>PRIVATE BENEFIT:</b>	<b>Sustain &amp; Enhance the Financial Health of the Franchise</b>



# ALLENTOWN

DRAFT

Hammes Company



ALLIANT ENERGY CENTER  
REAL ESTATE POTENTIAL

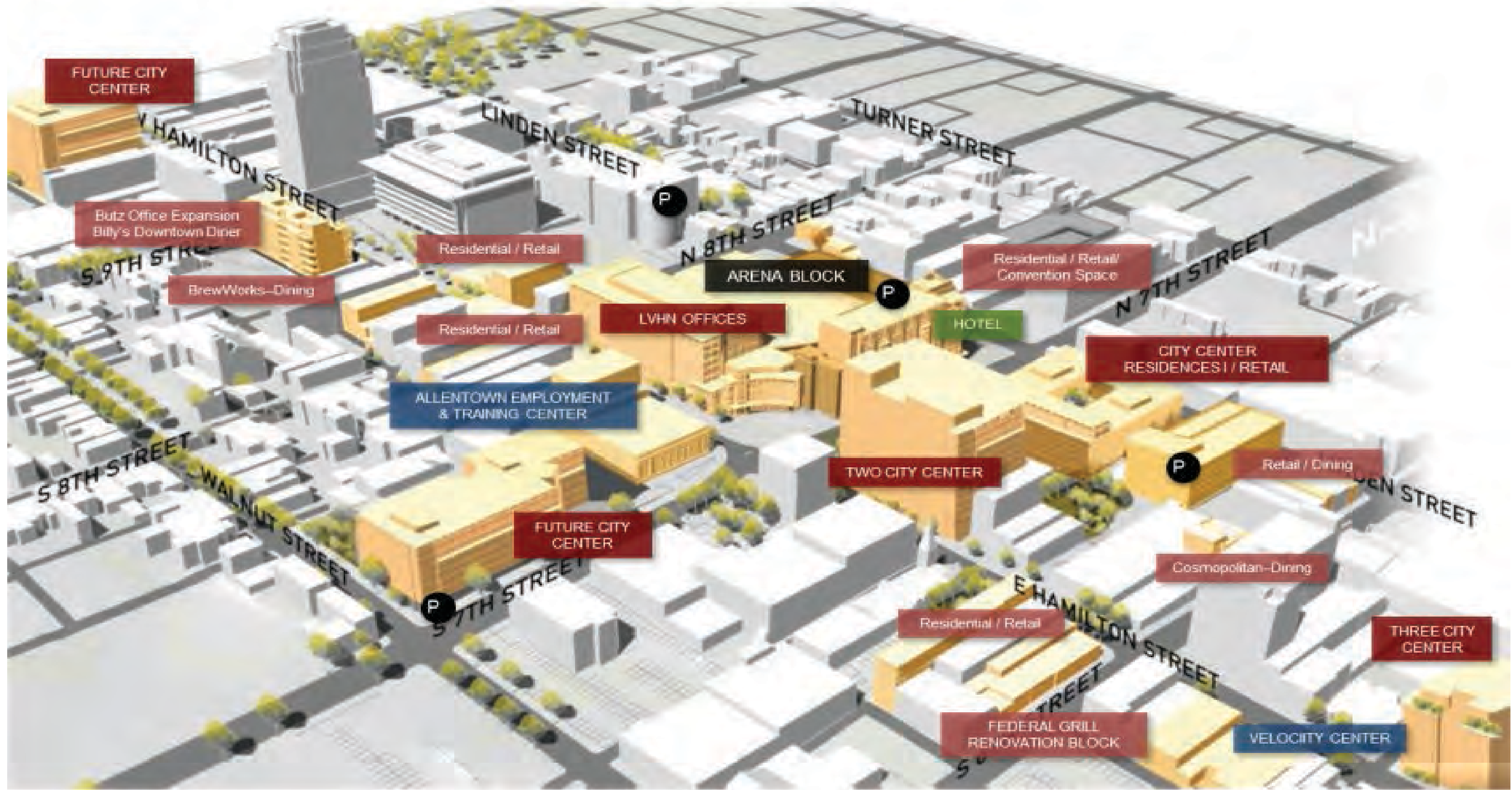
Hammes Company

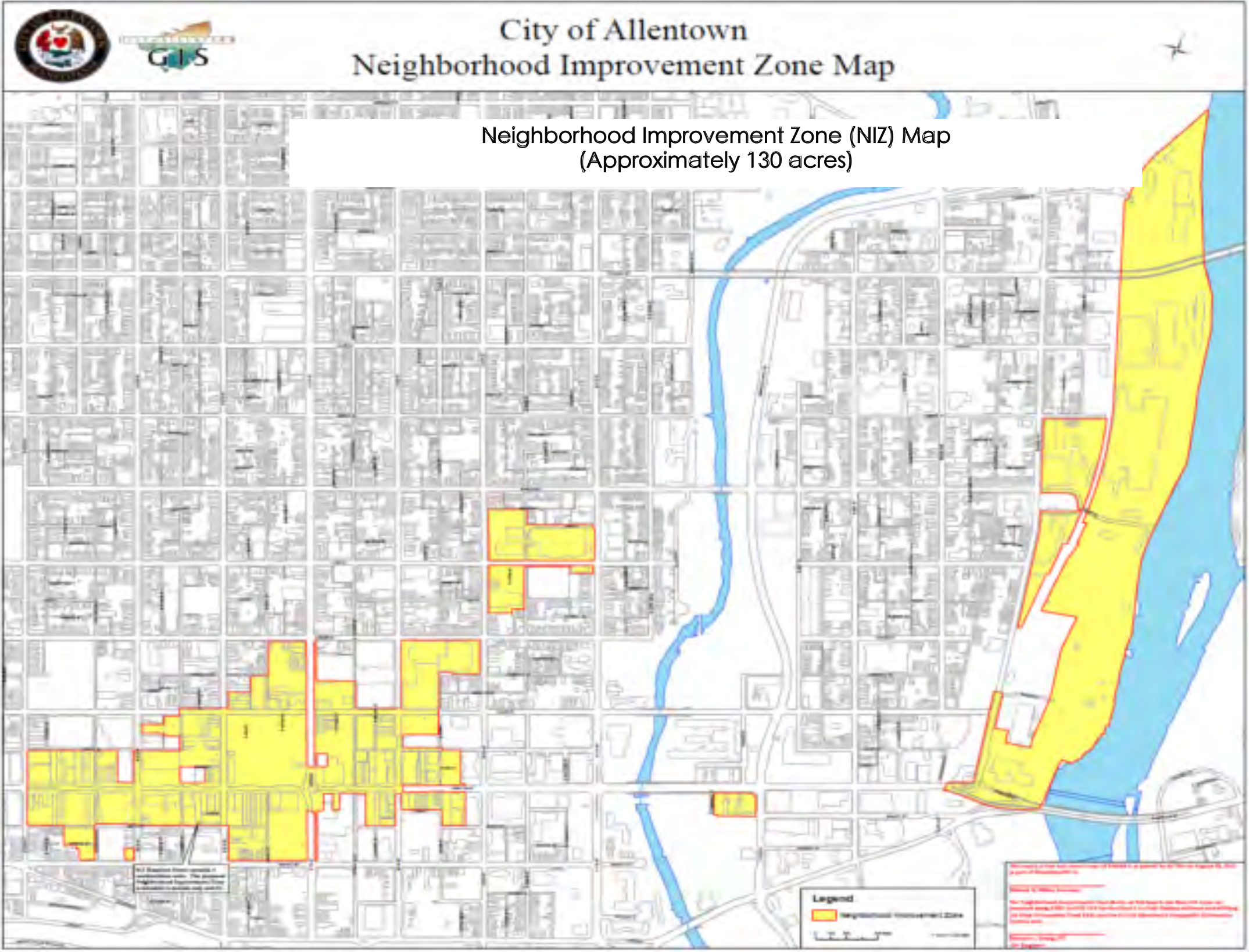
## PROBLEM

- Industrial Decline Erodes Urban Core
- Urban Flight to Suburbs
- Declining Central City Property Values
- Central City Unemployment
- Blight
- Declining Tax Base
- Crime

## SOLUTION

- A Vision and Leadership
- Neighborhood Improvement Zone (NIZ)
- Arena Anchor... Entertainment District
- Integrated Mixed-Use Development
- Scale/Critical Mass
- Attract Employers to Downtown
- Transformative Impact Brings Residents, Employers and Retail Establishments Back





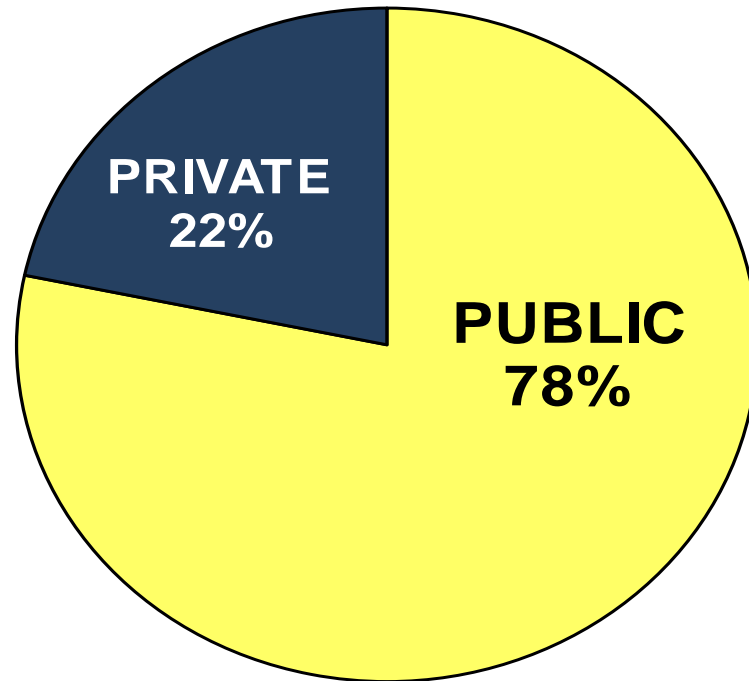
Neighborhood Improvement Zone (NIZ) Map  
(Approximately 130 acres)



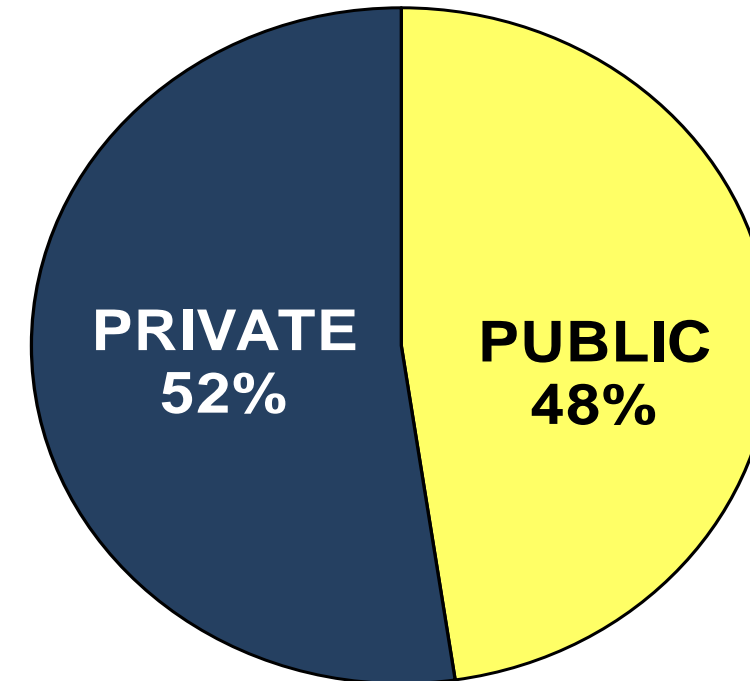
ARENA BLOCK

MASTER PLAN

SOURCES OF FUNDS  
Stage I



SOURCES OF FUNDS  
Full Buildout



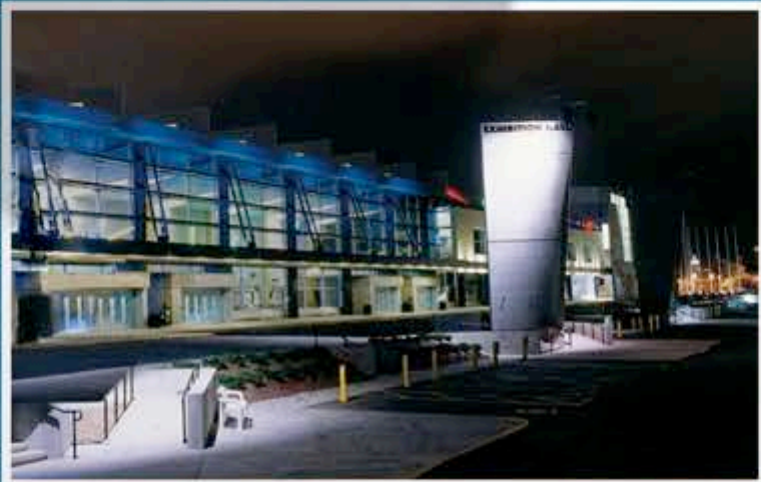
FINANCING

- Authority (ANIZDA) Oversight & Approvals
- Existing Tax Revenues Used as Debt Coverage
- Base Level Taxes Used to Finance \$224 million Taxable & Tax Exempt Bond Issuance for Anchor Projects
- State & Local Tax Increment from Private Projects Used to Support Gap Financing for Private Projects Approved by ANIZDA

# CASE STUDIES ALLENTOWN, PENNSYLVANIA

## ECONOMIC IMPACT

	<u>ARENA BLOCK</u>	<u>MASTER PLAN</u>
<b>PROGRAM:</b>	1 million Square Feet	3+ million Square Feet
<b>PRIVATE INVESTMENT:</b>	\$60 million	\$377 million
<b>VISITATION:</b>	1 million (Annually)	4 million (Annually)
<b>ECONOMIC OUTPUT:</b>	\$67 million (Annually)	\$770 million (Annually)
<b>FISCAL IMPACT:</b>	\$3.5 million (Annually)	\$66.5 million (Annually)
<b>JOBS:</b>	1,520	7,450
<b>EARNINGS:</b>	\$27 million (Annually)	\$67 million (Annually)
<b>PUBLIC BENEFIT:</b>	Critical Mass to Spawn Immediate Urban Revitalization	
<b>PRIVATE BENEFIT:</b>	Gap Financing Reduces Risk to an Acceptable Level to Undertake Development Projects	



# MAYO CLINIC

DRAFT

Hammes Company



**PROBLEM**

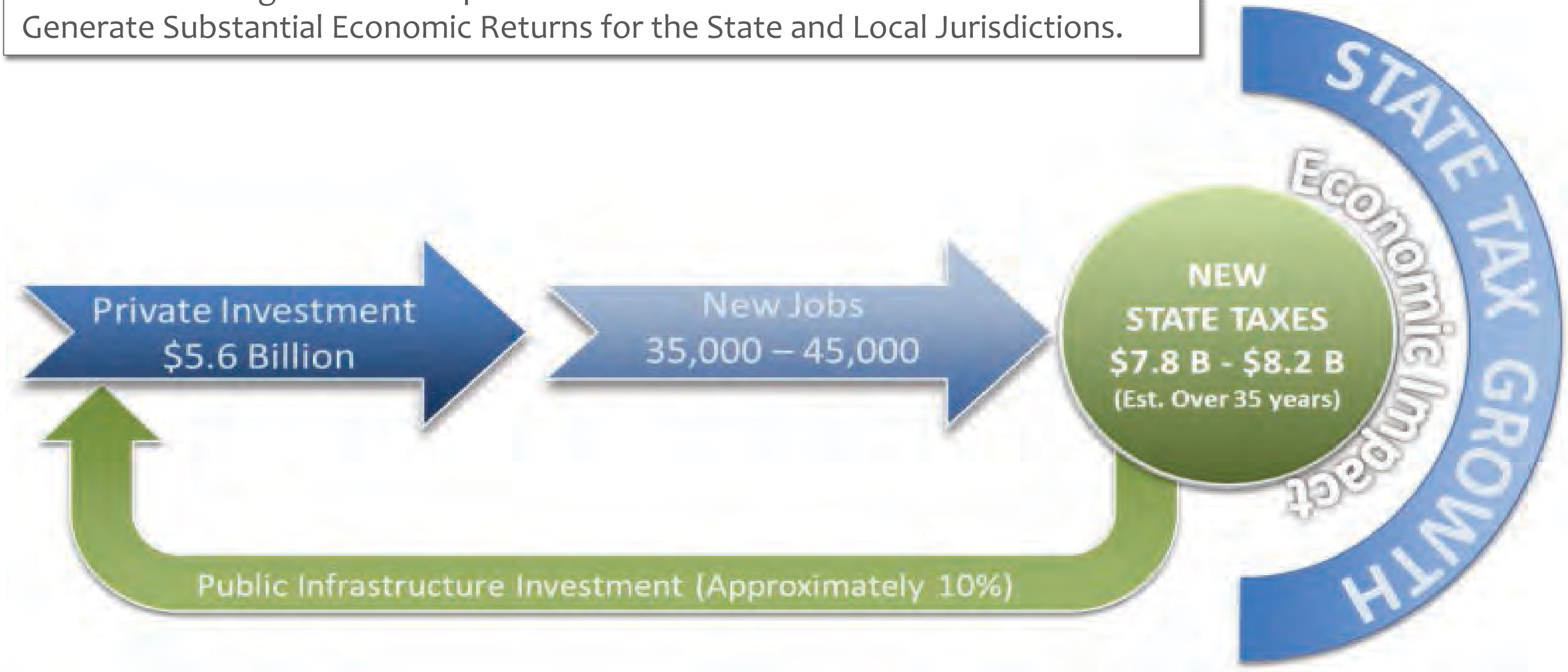
- **A Destination Based Medical Practice Requires A World Class Destination**
- **Major Growth of Competing Medical Centers Domestically and Globally**
- **Recruitment and Retention of Staff Suffering**
- **High Costs for Land Assembly in an Urban Location Present a Barrier to Entry for Redevelopment**

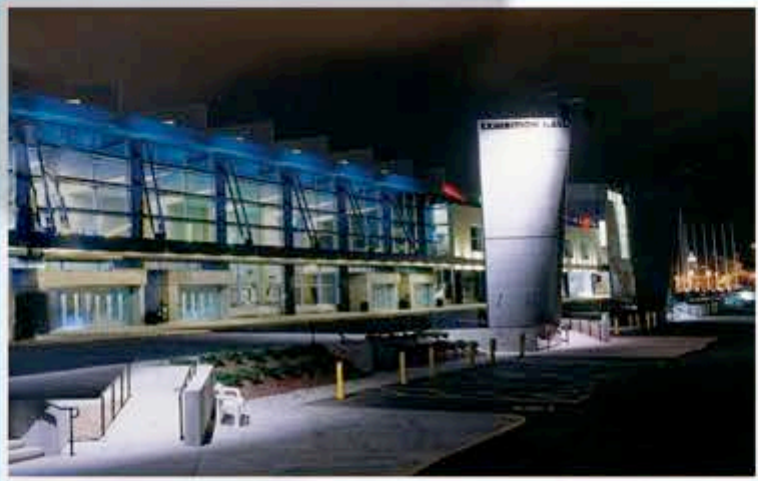
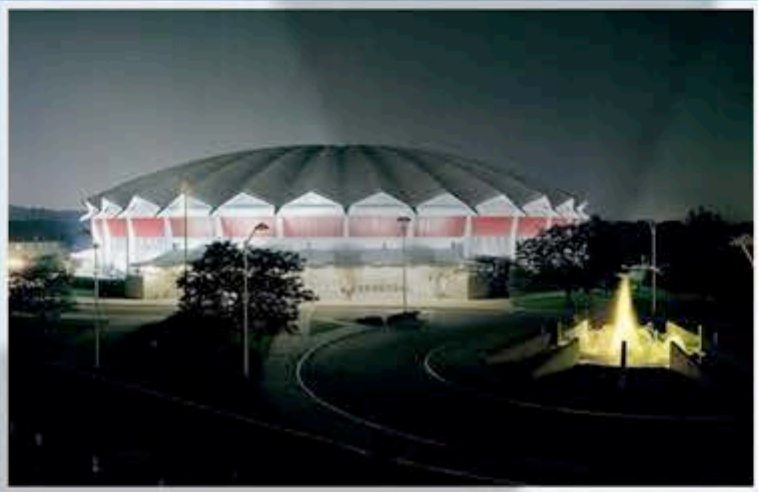
**SOLUTION**

- **Destination Medical Community (DMC) Initiative**
- **Master Planned Strategy – Seven (7) Districts**
- **Legislation to Provide State and Local Public Investment to Support Continued Mayo Growth**
- **Anchoring Element(s) Integrating Public Space with Healthcare Uses and Commercial Uses**
- **Foster Research & Technology Commercialization**

SOLUTION

The DMC Funding Structure Captures a Portion of New Taxes to Generate Substantial Economic Returns for the State and Local Jurisdictions.








# STRATEGY

DRAFT

Hammes Company

# STRATEGY

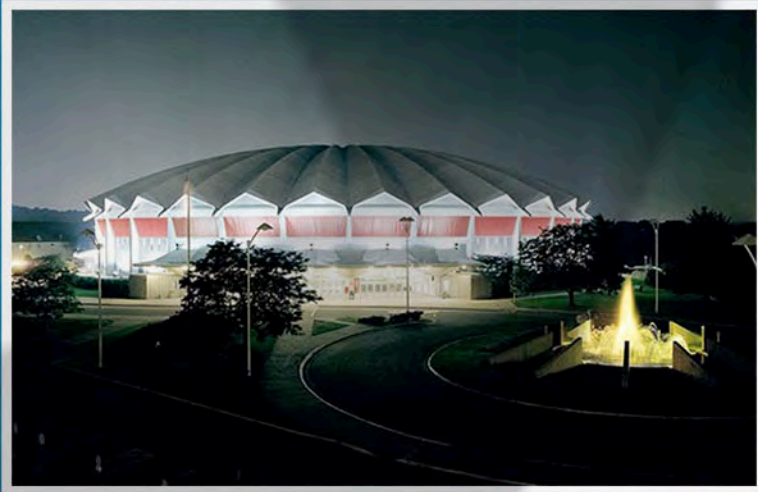
 Lambeau Field & Tiletown	 Allentown NIZ District	 Mayo Clinic DMC	Alliant Energy Center & Campus
<ul style="list-style-type: none"> <li>▪ The Icon... Lambeau Field</li> <li>▪ The Atrium at Lambeau Field</li> <li>▪ Shops at Tiletown</li> <li>▪ Destination Retail Anchor (Cabela's)</li> <li>▪ Tiletown Sports Complex</li> <li>▪ Tiletown Events Center</li> </ul>	<ul style="list-style-type: none"> <li>▪ Entertainment District</li> <li>▪ Commercial District</li> <li>▪ Main Street District</li> <li>▪ Community &amp; Arts District</li> <li>▪ Recreation District</li> <li>▪ Waterfront District</li> </ul>	<ul style="list-style-type: none"> <li>▪ Health &amp; Wellness</li> <li>▪ Commercial, Research &amp; Technology</li> <li>▪ Hotel &amp; Hospitality</li> <li>▪ Retail &amp; Entertainment</li> <li>▪ Livable City</li> <li>▪ Learning Environment</li> <li>▪ Sports &amp; Recreation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multi Purpose Event Facilities</li> <li>▪ To Be Determined</li> </ul>



## STRATEGY

Any proposed project that includes a dynamic mix of anchor destination concepts is intended to create a platform for major economic development. A major project could become a catalyst to drive economic development to the area generating important community benefits, including;

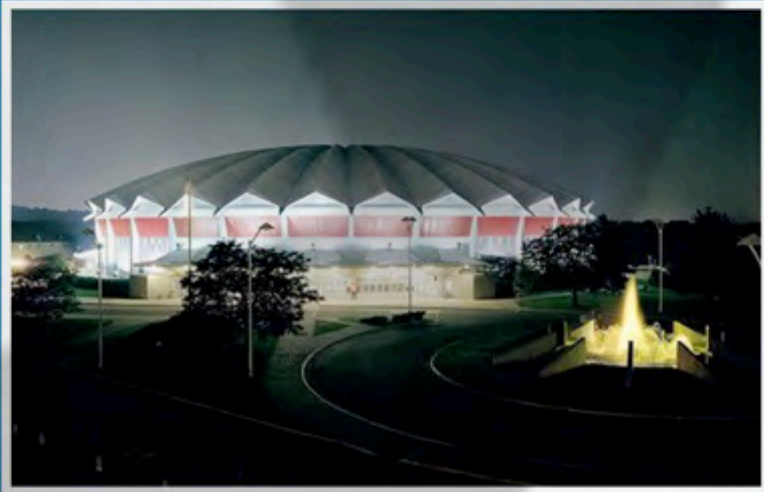
- Local & Statewide Fiscal & Economic Impacts (Tax Base & Spending)
- Strengthen the Madison Region Through Increased Visitation
- Jobs ... Jobs ... Jobs
- Community Pride
- Stronger Linkages between AEC Campus and Downtown
- An Important Community Destination with Strong Anchor Attractions



# ALLIANT ENERGY CENTER DANE COUNTY, WI

*Monthly Status Report #4  
Strategic Design Feasibility Study  
Finance and Governance*

Hammes Company



## 6.0 SURVEY QUESTIONS AND RESULTS

# Alliant Energy Center Online Survey Questionnaire – Lost and Prospective AEC Users



Dear Event Planner:

My name is Joel Feldman with Conventions, Sports and Leisure International (CSL). CSL is a consulting firm assisting Dane County, Wisconsin with an evaluation of the market for existing and potential future Alliant Energy Center (AEC) facilities in Madison, Wisconsin. The intent of this evaluation is to provide the County with a roadmap by which to guide current and future planning and investment decisions in order to optimize customer experience at the venue.

As a part of this process, we're contacting a select group of event producers throughout the region to help us understand the need for new or improved facilities and would like to make sure the requirements of your event are included in our assessment. As such, we have prepared a brief [online questionnaire](#) that will allow us to understand your requirements and/or preferences with respect to certain important aspects of this project.

Please be as candid with your responses as possible and know that information you provide will not be added to any type of sales-related database and we will not attribute your name, organization or email address to the overall results. I thank you in advance for your time.

Please click on or paste the following link into your browser to access the survey.

(link here)

Please send questions or comments to:

Joel Feldman  
520 Nicollet Mall, Suite 440  
Minneapolis, MN 55402  
[jfeldman@cslintl.com](mailto:jfeldman@cslintl.com)

If you wish to be removed from our mailing list please contact us using the email address above.

# Alliant Energy Center

## Online Survey Questionnaire – Lost and Prospective AEC Users

- 1) Please enter the name of the organization that you represent:
  
- 2) In an effort to exclude you from a possible future re-sending of this email, please enter your email address. You will not be added to any sales or marketing list.
  
- 3) How many total events do you host/plan during a typical year (range and/or average number)?
  
- 4) In looking ahead to planning your event for the next ten years, do you anticipate your event(s):
  1. Growing in size
  2. Remaining the same
  3. Declining/Retracting

(IF Q.4 = 1 OR 3, GO TO Q.5, OTHERWISE SKIP TO Q.6)

- 5) By what percentage do you expect your event size to change over the next 10 years?
  
- 6) If you knew that the Alliant Energy Center and its environs engaged in and showcased leading sustainability practices such as the use of renewable energy, local food sourcing, green procurement policies, zero waste policies, water recycling, green building certification, natural resource amenities, hybrid or alternative transportation, community partnerships, etc., and was certified by the ASTM Sustainable Event certification (APEX), would that increase the appeal of the facility for your attendees?
  5. Definitely
  4. Likely
  3. Possibly
  2. Not Likely
  1. Definitely Not

## Alliant Energy Center Online Survey Questionnaire – Lost and Prospective AEC Users

- 7) Does the Alliant Energy Center presently have any limitations in its physical facilities, capabilities and/or amenities limiting your ability to accommodate your event at the AEC?

(IF ANSWER TO Q.7 = "YES", GO TO Q.8, OTHERWISE SKIP TO Q.9)

- 8) Please describe the nature of the AEC's limitations and any recommended modifications and/or enhancements that could be made to better accommodate your event(s).

- 9) Does the Madison destination or Alliant Energy Center area presently have any limitations in terms of destination appeal, transportation access, hotel/entertainment/restaurant accessibility and/or quality or other visitor industry infrastructure limiting your ability to accommodate your event at the AEC?

(IF ANSWER TO Q.9 = "YES", GO TO Q.10, OTHERWISE SKIP TO Q.11)

- 10) Please describe the nature of the Madison destination's limitations and any recommended modifications and/or enhancements that could be made to better accommodate your event(s).

- 11) Assuming improvements are made to the Alliant Energy Center to address your concerns, what is the likelihood of your organization continuing to utilize the Alliant Energy Center for future event(s)?

- 5. Definitely
- 4. Likely
- 3. Possibly
- 2. Not Likely
- 1. Definitely Not

(IF Q.11 = 1 OR 2, GO TO Q.12, OTHERWISE SKIP TO Q.13)

- 12) Are there any specific reasons why your organization is not likely to consider the Alliant Energy Center or Madison for your event(s)?

(IF ANSWER TO Q.12 = 1 OR 2, SKIP TO Q.15)

- 13) How many events could you envision hosting/planning specifically at the Alliant Energy Center during a typical year (range and/or average number), assuming improvements are made to address your concerns?

## Alliant Energy Center Online Survey Questionnaire – Lost and Prospective AEC Users

14) What size event(s) could you envision hosting/planning at the Alliant Energy Center in terms of:

1. Total attendance
2. Square feet of exhibition/meeting space used
3. Hotel room nights generated
4. Other

15) What other facilities/venues do you use for your event(s)?

16) How does your perception of the Alliant Energy Center and/or the Madison destination compare with these facilities/markets? Please explain.

17) Do you have any other comments or recommendations that would enable the Alliant Energy Center to better serve your events, or others' events, in the future?

Thank you for your participation.

Splash page:

<http://www.alliantenergycenter.com/>

# Lost AEC Business Survey Results

DRAFT COPY  
For Discussion Purposes

ID.date Date of interview	ID.end Time interview ended	Q1: Org Type Please enter the name of the organization that you repres...	Q2 In an effort to exclude you from a possible future re-sen...	Q3 How many total events do you host/plan during a typical y...	Q4 Growing	Q5 By what percentage do you expect your event size to chang...
9/8/14	13:00:00	SMERF		160	Remaining the same	
9/8/14	15:53:00	Meeting		6	Remaining the same	
9/8/14	18:54:00	Convention/Tradeshaw - National		0 to 1	Growing is size	50%
9/9/14	11:20:00	Convention/Tradeshaw - National		1	Growing is size	10%





# Lost AEC Business Survey Results

DRAFT COPY  
For Discussion Purposes

ID.date Date of interview	ID.end Time interview ended	Q1: Org Type Please enter the name of the organization that you repres...	Q6 If you knew that the Alliant Energy Center and its enviro...	Q7 Does the Alliant Energy Center presently have any limitat...	Q8 Please describe the nature of the AEC's limitations and a...	Q9 Does the Madison destination or Alliant Energy Center are...
9/8/14	13:00:00	SMERF	4	No		No
9/8/14	15:53:00	Meeting	3	Yes	No large conference hotel is connected to the AEC. Our attendees are not willing to commute to the facility by bus or walk across a busy street.	Yes
9/8/14	18:54:00	Convention/Tradeshow - National	4	Yes	Not familiar with facility	No
9/9/14	11:20:00	Convention/Tradeshow - National	4	No		Yes



# Lost AEC Business Survey Results

DRAFT COPY  
For Discussion Purposes

ID.date Date of interview	ID.end Time interview ended	Q1: Org Type Please enter the name of the organization that you repres...	Q10 Does the Alliant Energy Center presently have any limitat...	Q11 Assuming improvements are made to the Alliant Energy Cent...	Q12 Are there any specific reasons why your organization is n...	Q13 How many events could you envision hosting/planning speci...	Q14a Total Attendance
9/8/14	13:00:00	SMERF		3 - Possibly		5	400
9/8/14	15:53:00	Meeting	See previous question. The AEC has no large conference hotel connected for easy access. The AEC is large enough to host our trade shows, but attendees will not travel by bus or cross a busy street.	5 - Definitely		2	500
9/8/14	18:54:00	Convention/Tradeshaw - National		3 - Possibly		1	300-500
9/9/14	11:20:00	Convention/Tradeshaw - National	A nicer hotel would great that had a banquet facility that could accommodate at least 1000 guests.	3 - Possibly		1 every 5 years	22,000



# Lost AEC Business Survey Results

DRAFT COPY  
For Discussion Purposes

ID.date Date of interview	ID.end Time interview ended	Q1: Org Type Please enter the name of the organization that you repres...	Q15 Please describe the nature of the AEC's limitations and a...	Q16 How does your perception of the Alliant Energy Center and...	Q17 Do you have any other comments or recommendations that wo...
9/8/14	13:00:00	SMERF	Monona Terrace, Madison Club, Concourse Hotel, Inn on the Park, Lowell Hall/Pyle Center.	Equal. Only issue would be walking distance to the Capitol and Downtown area.	
9/8/14	15:53:00	Meeting	Wisconsin Center; Kalahari Resort; KI Center/Sierra Suites; La Crosse Center	Madison is more appealing as a destination compared to Green Bay or La Crosse, but the facilities do not meet our current needs.	If you were to get a large conference hotel connected to the AEC, I think it has the possibility to generate a lot more large conferences and trade shows in the association community.
9/8/14	18:54:00	Convention/Tradeshow - National	Monona terrace	Not competitive	No
9/9/14	11:20:00	Convention/Tradeshow - National	Milwaukee Convention Center Minneapolis Convention Center Bartel Hall, Kansas City HyVee Hall, Des Moines Sprint Center, Omaha	Similar	Less cost!



# Prospective AEC Results

DRAFT COPY  
For Discussion Purposes

ID.date	ID.end	Q1	Org Type	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14a	Q14b	Q14c	Q14d									
9/8/14	9:26:00		Amateur Sports			1 Remaining the same			4 No							1	15,000	100,000	20,000									
9/9/14	8:36:00		Amateur Sports			4 Growing is size	9% per year		2 No							2	10,000	240,000	3,000									
9/10/14	13:04:00		Amateur Sports			6 Growing is size	100		3 No		Yes	the main limitation is the opportunity for outdoor climbing - it does not exist in close proximity.				1	2000	30000	750									
9/14/14	17:10:00		Amateur Sports			10 Growing is size	200		5 No		No					2	1000		100									
9/8/14	12:13:00		Convention/Tradeshow - National			1 Growing is size	20%		5 Yes	It is SOOO ugly with no atmosphere.	No					2 - Not Likely												
9/8/14	13:07:00		Convention/Tradeshow - National			1 Remaining the same			2 No		No					3 - Possibly												
9/9/14	20:43:00		Convention/Tradeshow - National			3 Growing is size	2-3% per year		2 Yes	Our trade show uses a minimum of 200,000 NSF not including boneyard. The GSF with boneyard this year was approx. 560,000.	Yes	In addition to the need for more space at AEC, there are not enough hotel rooms in the downtown core to accommodate our attendees over peak dates.				2 - Not Likely												
9/8/14	14:12:00		Public/Consumer Show			1 Growing is size	50		3 Yes	You are located in Madison, too bad you weren't in a different location, that may not be an issue in the future. We have about 500,000 sq ft of outdoor exhibits, not sure if you would have room for those exhibits also.	No																	
9/8/14	10:27:00		SMERF			1 Growing is size	25		4 Yes	No athletic track or wood floor gymnasiums.	Yes	Right now it isn't very inviting. It's on a busy road and it just looks like a huge building. Adding more restaurants or ways to make it seem more "Madison"				4 - Likely												
9/8/14	11:50:00		SMERF			2 Growing is size	50%		4 No		No					3 - Possibly												



# Prospective AEC Results

ID_date	ID_end	Q1	Org_Type	Q15	Q16	Q17
9/8/14	9:26:00		Amateur Sports	Main arena, practice arena suitable for Olympic-size pool, media compound, fan expo	We are excited to explore the possibilities of the arena and surrounding facilities.	I listed one event/year, however the Alliant Energy Center would be best suited for the Olympic Swimming Trials (once every four years).
9/9/14	8:36:00		Amateur Sports	The Dome	The friendliest and most accommodating staff and sports commission. Higher quality facilities and maintenance. Madison is an interesting and pleasant location for our patrons.	None.
9/10/14	13:04:00		Amateur Sports	auditoriums, convention center space, climbing gyms, small arenas	i don't have a real firm perception of the Alliant Energy Center. Madison as a destination is great, although a larger airport would help.	
9/14/14	17:10:00		Amateur Sports	Universities and College Campuses	We would be interested to host an event featuring the University of Wisconsin Boxing Club	
9/8/14	12:13:00		Convention/Tradeshaw - National	Monona Terrace, Convention Centers in other cities and large hotels	Other markets are bigger and easily to travel to. We liked Madison though because of its central location in the midwest. We are holding our next conference in Louisville, then Santa Fe, NM.	Bulldoze the ugly, dated buildings and start again.
9/8/14	13:07:00		Convention/Tradeshaw - National	Conference centers	AEC is ideal due to livestock buildings with appropriate ventilation systems. Parking space and loading/unloading areas are also ideal.	
9/9/14	20:43:00		Convention/Tradeshaw - National	We produce two small, hotel-based events. One is always in Chicago and the other rotates to cities in warmer climates than Wisconsin in February.	I am a huge advocate of Madison but unfortunately our events are just not a good fit for the destination.	I think the new spaces that are replacing the barns are an awesome addition to AEC. It will be interesting to see if they can make those new spaces cross-functional.
9/8/14	14:12:00		Public/Consumer Show	EAA	I don't think perception is an issue, at this time location is, which is nothing you can change.	
9/8/14	10:27:00		SMERF	Goodman Community Center, Monona Grove High School, Tenney Park shelter	There is less character. I wouldn't feel like I was showing out of towners something that reflects Madison's culture.	
9/8/14	11:50:00		SMERF			



# Alliant Energy Center

## Online Survey Questionnaire – Current and Past AEC Users



Dear Event Planner:

My name is Joel Feldman with Conventions, Sports and Leisure International (CSL). CSL is a consulting firm assisting Dane County, Wisconsin with an evaluation of the market for existing and potential future Alliant Energy Center (AEC) facilities in Madison, Wisconsin. The intent of this evaluation is to provide the County with a roadmap by which to guide current and future planning and investment decisions in order to optimize customer experience at the venue.

Given your status as a current or past user of the AEC, your feedback is critical to our overall assessment. As such, we have prepared a brief [online questionnaire](#) that will allow us to understand your requirements and/or preferences with respect to certain important aspects of this project.

Please be as candid with your responses as possible and know that information you provide will not be added to any type of sales-related database and we will not attribute your name, organization or email address to the overall results. I thank you in advance for your time.

Please click on or paste the following link into your browser to access the survey.

(link here)

Please send questions or comments to:  
Joel Feldman  
520 Nicollet Mall, Suite 440  
Minneapolis, MN 55402  
[jfeldman@cslintl.com](mailto:jfeldman@cslintl.com)

If you wish to be removed from our mailing list please contact us using the email address above.

## Alliant Energy Center Online Survey Questionnaire – Current and Past AEC Users

- 1) Please enter the name of the organization that you represent:
  
- 2) In an effort to exclude you from a possible future re-sending of this email, please enter your email address. You will not be added to any sales or marketing list.
  
- 3) How many total events do you host/plan during a typical year (range and/or average number)?
  
- 4) What size event(s) do you host/plan during a typical year in terms of:
  1. Total attendance
  2. Square feet of exhibition/meeting space used
  3. Hotel room nights generated
  4. Other
  
- 5) In looking ahead to planning your event for the next ten years, do you anticipate your event(s):
  1. Growing in size
  2. Remaining the same
  3. Declining/Retracting

**(IF Q.5 = 1 OR 3, GO TO Q.6, OTHERWISE SKIP TO Q.7)**

- 6) By what percentage do you expect your event size to change over the next 10 years?
  
- 7) How many events do you host/plan specifically at the Alliant Energy Center during a typical year (range and/or average number)?
  
- 8) What facilities within the AEC campus have you used for your event(s)?

## Alliant Energy Center Online Survey Questionnaire – Current and Past AEC Users

- 9) On a scale from 5 to 1 (with 5 being the highest possible score), how would you rate the following:

### Event Space

Overall usability of Exhibition Hall	5	4	3	2	1	Do not use
Overall usability of the Coliseum	5	4	3	2	1	Do not use
Overall usability of the Arena Building	5	4	3	2	1	Do not use
Quality of ancillary/other supporting event space	5	4	3	2	1	Do not use
Accessibility of AEC facilities within the campus	5	4	3	2	1	Do not use
Location of the AEC within the greater Madison area	5	4	3	2	1	Do not use
Quality of on-campus amenities	5	4	3	2	1	Do not use

### Destination Appeal

Overall attractiveness/marketability of the AEC	5	4	3	2	1	Do not use
Destination appeal of Madison	5	4	3	2	1	Do not use
Location of the AEC within the greater Madison area	5	4	3	2	1	Do not use
Access to destination/visitor information on AEC campus	5	4	3	2	1	Do not use
Quality of off-campus amenities	5	4	3	2	1	Do not use

### Services Provided

Quality of food service	5	4	3	2	1	Do not use
Quality of and access to AV equipment	5	4	3	2	1	Do not use
Quality of and access to other equipment	5	4	3	2	1	Do not use

### Customer Service Experience

Responsiveness of sales representative(s)	5	4	3	2	1	Do not use
Responsiveness of event coordinator(s)	5	4	3	2	1	Do not use
Responsiveness of event staff	5	4	3	2	1	Do not use
Responsiveness of AEC management	5	4	3	2	1	Do not use
Pricing/cost of AEC facilities	5	4	3	2	1	Do not use
Pricing/cost of AEC services	5	4	3	2	1	Do not use
Overall customer service at AEC	5	4	3	2	1	Do not use

- 10) If you knew that the Alliant Energy Center and its environs engaged in and showcased leading sustainability practices such as the use of renewable energy, local food sourcing, green procurement policies, zero waste policies, water recycling, green building certification, natural resource amenities, hybrid or alternative transportation, community partnerships, etc., and was certified by the ASTM Sustainable Event certification (APEX), would that increase the appeal of the facility for your attendees?

5. Definitely
4. Likely
3. Possibly
2. Not Likely
1. Definitely Not



## Alliant Energy Center Online Survey Questionnaire – Current and Past AEC Users

11) On a scale from 5 to 1 (with 5 being the highest possible score), how would you rate the following sustainability features when selecting a potential host venue:

Use of renewable energy	5	4	3	2	1	No opinion
Local food sourcing	5	4	3	2	1	No opinion
Green procurement policies	5	4	3	2	1	No opinion
Zero waste policies	5	4	3	2	1	No opinion
Water conservation and recycling	5	4	3	2	1	No opinion
Green building certification	5	4	3	2	1	No opinion
Alternative transportation options	5	4	3	2	1	No opinion
Community partnerships	5	4	3	2	1	No opinion
Access to open space/natural resource amenities	5	4	3	2	1	No opinion
ASTM Sustainable Event (APEX) Certification	5	4	3	2	1	No opinion
Overall sustainability practices of the venue	5	4	3	2	1	No opinion

12) How important is access to transportation options within a given destination when choosing a host event facility and market for your event?

5. Very important
4. Important
3. Somewhat important
2. Not very important
1. Definitely not important

13) Are there adequate transportation options provided for event attendees to access downtown Madison, the UW Campus and other area amenities, such as bus, taxi, rental car, bicycle, etc.? Please explain.

14) Does the Alliant Energy Center presently have any limitations in its physical facilities, capabilities and/or amenities that limit your ability to grow your event or host other events in at the facility?

**(IF ANSWER TO Q.14 = "YES", GO TO Q.15, OTHERWISE SKIP TO Q.16)**

15) Please describe the nature of the AEC's limitations and any recommended modifications and/or enhancements that could be made to better accommodate your event(s).

16) Assuming improvements are made to the Alliant Energy Center to address your concerns, what is the likelihood of your organization continuing to utilize the Alliant Energy Center for future event(s)?

5. Definitely
4. Likely
3. Possibly
2. Not Likely
1. Definitely Not

**(IF Q.16 = 1 OR 2, GO TO Q.17, OTHERWISE SKIP TO Q.18)**

## Alliant Energy Center Online Survey Questionnaire – Current and Past AEC Users

17) Are there any specific reasons why your organization is not likely to consider returning to the Alliant Energy Center or Madison for your event(s)?

(IF ANSWER TO Q.16 = 1 OR 2, SKIP TO Q.21)

18) What are the reasons why your organization would consider returning to the Alliant Energy Center or Madison for your event(s)?

19) Assuming improvements are made to the Alliant Energy Center, what is the likelihood of your organization increasing your usage of the Alliant Energy Center either in terms of new/additional events or larger, more heavily attended events?

- 5. Definitely
- 4. Likely
- 3. Possibly
- 2. Not Likely
- 1. Definitely Not

(IF Q.19 = 5, 4 OR 3, GO TO Q.20, OTHERWISE SKIP TO Q.21)

20) Please characterize the manner in which you envision expanding your usage of the Alliant Energy Center, with particular emphasis on necessary enhancements and resulting event activity due to those enhancements.

21) What other facilities/venues do you use for your event(s)?

22) How do the AEC facilities and/or your experience at the AEC/in Madison compare with these facilities/markets? Please explain.

23) How does the AEC pricing structure (i.e., space rental, services, discounting, per diem, etc.) compare with these facilities/markets? Please explain.

24) Do you have any other comments or recommendations that would enable the Alliant Energy Center to better serve your events, or others' events, in the future?

**Thank you for your participation.**

Splash page:

<http://www.alliantenergycenter.com/>

Date of interview	Please enter the name of the organization that you repres...	Total Attendance:
ID.date	Org. Type	Q3a
9/2/14	Meeting	25
9/2/14	Promoter	50,000
9/2/14	Amateur Sports	8500
9/3/14	Convention/Tradeshow - State/Regional	1600
9/3/14	Convention/Tradeshow - State/Regional	1000
9/3/14	Fair/Festival	25
9/3/14	Public/Consumer Show	800
9/3/14	Public/Consumer Show	7000
9/3/14	Ag/Eq/Livestock	70,000
9/3/14	Convention/Tradeshow - State/Regional	400
9/5/14	Amateur Sports	12,000-19,000
9/7/14	Ag/Eq/Livestock	55000
9/8/14	Convention/Tradeshow - State/Regional	18-20k

Date of interview	Please enter the name of the organization that you repres...	Total Attendance:
9/8/14	Convention/Tradeshow - State/Regional	1500+
9/8/14	Meeting	70-100
9/8/14	Convention/Tradeshow - State/Regional	500-700
9/8/14	Ag/Eq/Livestock	1600
9/8/14	Public/Consumer Show	24299
9/9/14	Public/Consumer Show	
9/10/14	Ag/Eq/Livestock	3500
9/11/14	Public/Consumer Show	20,000

Date of interview	Please enter the name of the organization that you repres...	Square feet of exhibition/meeting space used:	Hotel room nights generated:
ID.date	Org. Type	Q3b	Q3c
9/2/14	Meeting	400	0
9/2/14	Promoter	NA	???
9/2/14	Amateur Sports	6000	<50
9/3/14	Convention/Tradeshow - State/Regional	100,000 sq. ft.	2
9/3/14	Convention/Tradeshow - State/Regional	unkown	0
9/3/14	Fair/Festival	500	0
9/3/14	Public/Consumer Show	0	0
9/3/14	Public/Consumer Show	Willow Island	10+
9/3/14	Ag/Eq/Livestock	250,000	25,000
9/3/14	Convention/Tradeshow - State/Regional	?	?
9/5/14	Amateur Sports	Coliseum	Four (4) nights
9/7/14	Ag/Eq/Livestock	Entire Grounds	Not sure as we trade for free rooms
9/8/14	Convention/Tradeshow - State/Regional	85,000+	Not sure

Date of interview	Please enter the name of the organization that you repres...	Square feet of exhibition/meeting space used:	Hotel room nights generated:
9/8/14	Convention/Tradeshow - State/Regional		500
9/8/14	Meeting	all 3 lake rooms - 2nd floor	0
9/8/14	Convention/Tradeshow - State/Regional	banquet space + vendor booth space	5-10 rooms (for speakers)
9/8/14	Ag/Eq/Livestock	ALL	500
9/8/14	Public/Consumer Show	156200	2937
9/9/14	Public/Consumer Show	50,000	7-May
9/10/14	Ag/Eq/Livestock	all of Alliant	300
9/11/14	Public/Consumer Show	all of it.	900

Date of interview	Please enter the name of the organization that you repres...	Other:	In looking ahead to planning your event for the next ten ...	By what percentage do you expect your event size to chang...	How many events do you host/plan specifically at the Alli...
ID.date	Org. Type	Q3d	Q4	Q5	Q6
9/2/14	Meeting	a little catering	Remaining the same		2
9/2/14	Promoter		Declining/Retracting	?	10
9/2/14	Amateur Sports	7 events yearly	Remaining the same		7
9/3/14	Convention/Tradeshow - State/Regional		Growing is size	20%	1
9/3/14	Convention/Tradeshow - State/Regional		Growing is size	25	2
9/3/14	Fair/Festival		Remaining the same		4
9/3/14	Public/Consumer Show		Growing is size	50	0
9/3/14	Public/Consumer Show		Remaining the same		1
9/3/14	Ag/Eq/Livestock		Growing is size	20%	2
9/3/14	Convention/Tradeshow - State/Regional		Declining/Retracting	100	1
9/5/14	Amateur Sports		Remaining the same		1
9/7/14	Ag/Eq/Livestock		Growing is size	20	1
9/8/14	Convention/Tradeshow - State/Regional		Growing is size	Depends	2

Date of interview	Please enter the name of the organization that you repres...	Other:	In looking ahead to planning your event for the next ten ...	By what percentage do you expect your event size to chang...	How many events do you host/plan specifically at the Alli...
9/8/14	Convention/Tradeshow - State/Regional		Growing is size	10%	2
9/8/14	Meeting		Remaining the same		12
9/8/14	Convention/Tradeshow - State/Regional		Remaining the same		1
9/8/14	Ag/Eq/Livestock		Growing is size	30%	3
9/8/14	Public/Consumer Show	40,000+ sq ft on Rusk Lot for Yamaha Ride & Drive dirt track	Remaining the same		1
9/9/14	Public/Consumer Show		Remaining the same		2-Jan
9/10/14	Ag/Eq/Livestock		Growing is size	5-10%	1
9/11/14	Public/Consumer Show		Growing is size	15-20	1



Date of interview	Please enter the name of the organization that you repres...	What facilities within the AEC campus have you used for y...	Overall usability of Exhibition Hall	Overall usability of the Coliseum
ID.date	Org. Type	Q7	Q8a	Q8b
9/2/14	Meeting	Small meeting room.	Do not use	Do not use
9/2/14	Promoter	Coliseum	Do not use	2
9/2/14	Amateur Sports	Coliseum, Expo Hall	4	5
9/3/14	Convention/Tradeshow - State/Regional	Exhibition Hall	5	Do not use
9/3/14	Convention/Tradeshow - State/Regional	arena building admin building	4	4
9/3/14	Fair/Festival	Exhibition hall Administration conference room	5	Do not use
9/3/14	Public/Consumer Show	Willow Island	Do not use	Do not use
9/3/14	Public/Consumer Show	Exhibition Hall Atrium and Willow Island	4	Do not use
9/3/14	Ag/Eq/Livestock	All finished and unfinished space, including: Pavilions, Barns, Exhibition Hall, Coliseum	3	3
9/3/14	Convention/Tradeshow - State/Regional	exhibition hall	5	Do not use
9/5/14	Amateur Sports	Coliseum	Do not use	3
9/7/14	Ag/Eq/Livestock	We use the entire grounds	5	4
9/8/14	Convention/Tradeshow - State/Regional	Entire Exhibition Hall and all meeting rooms	4	Do not use

Date of interview	Please enter the name of the organization that you repres...	What facilities within the AEC campus have you used for y...	Overall usability of Exhibition Hall	Overall usability of the Coliseum
9/8/14	Convention/Tradeshow - State/Regional	Convention Center	2	Do not use
9/8/14	Meeting	Convention Center - all 3 Lake rooms on 2nd floor	4	Do not use
9/8/14	Convention/Tradeshow - State/Regional	banquet hall, breakout rooms, vendor booth space	5	Do not use
9/8/14	Ag/Eq/Livestock	Exhibition Hall	4	Do not use
9/8/14	Public/Consumer Show	The entire Exhibition Hall, the entire concourse, all Mendota rooms, all upstairs meeting rooms.	5	Do not use
9/9/14	Public/Consumer Show	Exhibition Halls C & D, this year will be A & B.	5	Do not use
9/10/14	Ag/Eq/Livestock	The main building	4	Do not use
9/11/14	Public/Consumer Show	Exhibition Hall	4	Do not use

Date of interview	Please enter the name of the organization that you repres...	Overall usability of the Arena Building	Quality of ancillary/other supporting event space	Accessibility of AEC facilities within the	Quality of on-campus amenities	Overall attractiveness/marketability of the AEC	Destination appeal of Madison
ID.date	Org. Type	Q8c	Q8d	Q8e	Q8f	Q9a	Q9b
9/2/14	Meeting	Do not use	Do not use	4	3	3	Do not use
9/2/14	Promoter	Do not use	2	Do not use	1	2	4
9/2/14	Amateur Sports	Do not use	Do not use	4	5	4	5
9/3/14	Convention/Tradeshow - State/Regional	Do not use	4	5	5	4	5
9/3/14	Convention/Tradeshow - State/Regional	4	4	4	2	3	3
9/3/14	Fair/Festival	Do not use	Do not use	4	4	4	5
9/3/14	Public/Consumer Show	Do not use	2	4	3	3	5
9/3/14	Public/Consumer Show	Do not use	4	3	1	2	5
9/3/14	Ag/Eq/Livestock	2	3	3	3	3	5
9/3/14	Convention/Tradeshow - State/Regional	Do not use	Do not use	Do not use	Do not use	4	5
9/5/14	Amateur Sports	Do not use	Do not use	Do not use	3	3	5
9/7/14	Ag/Eq/Livestock	3	3	4	2	4	5
9/8/14	Convention/Tradeshow - State/Regional	Do not use	3	4	4	4	5

Date of interview	Please enter the name of the organization that you repres...	Overall usability of the Arena Building	Quality of ancillary/other supporting event space	Accessibility of AEC facilities within the	Quality of on-campus amenities	Overall attractiveness/marketability of the AEC	Destination appeal of Madison
9/8/14	Convention/Tradeshow - State/Regional	Do not use	Do not use	4	2	2	4
9/8/14	Meeting	Do not use	Do not use	5	5	4	5
9/8/14	Convention/Tradeshow - State/Regional	Do not use	Do not use	5	4	3	5
9/8/14	Ag/Eq/Livestock	Do not use	2	4	3	4	5
9/8/14	Public/Consumer Show	Do not use	Do not use	4	4	5	4
9/9/14	Public/Consumer Show	Do not use	Do not use	5	4	5	5
9/10/14	Ag/Eq/Livestock	Do not use	4	4	4	4	5
9/11/14	Public/Consumer Show	Do not use	Do not use	Do not use	Do not use	4	5

Date of interview	Please enter the name of the organization that you repres...	Location of the AEC within the	Access to destination/visitor information	Quality of off-campus amenities	Quality of food service	Quality of and access to AV equipment	Quality of and access to other equipment
ID.date	Org. Type	Q9c	Q9d	Q9e	Q10a	Q10b	Q10c
9/2/14	Meeting	4	Do not use	Do not use	3	3	3
9/2/14	Promoter	4	2	4	3	Do not use	1
9/2/14	Amateur Sports	3	5	3	5	5	5
9/3/14	Convention/Tradeshow - State/Regional	5	5	5	3	Do not use	Do not use
9/3/14	Convention/Tradeshow - State/Regional	4	4	4	2	2	2
9/3/14	Fair/Festival	5	Do not use	Do not use	Do not use	4	4
9/3/14	Public/Consumer Show	5	Do not use	3	Do not use	4	4
9/3/14	Public/Consumer Show	4	2	2	Do not use	Do not use	2
9/3/14	Ag/Eq/Livestock	4	4	3	4	3	3
9/3/14	Convention/Tradeshow - State/Regional	5	Do not use	Do not use	Do not use	Do not use	Do not use
9/5/14	Amateur Sports	5	4	4	4	Do not use	3
9/7/14	Ag/Eq/Livestock	5	3	4	4	2	3
9/8/14	Convention/Tradeshow - State/Regional	5	Do not use	4	4	3	4

Date of interview	Please enter the name of the organization that you repres...	Location of the AEC within the	Access to destination/visitor information	Quality of off-campus amenities	Quality of food service	Quality of and access to AV equipment	Quality of and access to other equipment
9/8/14	Convention/Tradeshow - State/Regional	4	Do not use	1	4	2	3
9/8/14	Meeting	5	Do not use	Do not use	4	4	4
9/8/14	Convention/Tradeshow - State/Regional	4	4	Do not use	5	5	5
9/8/14	Ag/Eq/Livestock	4	Do not use	Do not use	4	1	1
9/8/14	Public/Consumer Show	4	Do not use	Do not use	5	5	4
9/9/14	Public/Consumer Show	5	5	5	3	4	3
9/10/14	Ag/Eq/Livestock	3	3	2	4	4	4
9/11/14	Public/Consumer Show	4	3	4	2	4	4

Date of interview	Please enter the name of the organization that you repres...	Responsiveness of sales representative(s)	Responsiveness of event coordinator	Responsiveness of event staff	Responsiveness of AEC management	Pricing/cost of AEC facilities	Pricing/cost of AEC services	Overall customer services at AEC
ID.date	Org. Type	Q11a	Q11b	Q11c	Q11d	Q11e	Q11f	Q11g
9/2/14	Meeting	3	4	3	3	4	3	3
9/2/14	Promoter	Do not use	2	2	2	Do not use	Do not use	2
9/2/14	Amateur Sports	5	5	5	5	2	5	5
9/3/14	Convention/Tradeshow - State/Regional	5	5	5	5	4	4	5
9/3/14	Convention/Tradeshow - State/Regional	4	4	4	4	3	3	4
9/3/14	Fair/Festival	Do not use	4	4	4	4	4	4
9/3/14	Public/Consumer Show	4	5	5	Do not use	2	2	5
9/3/14	Public/Consumer Show	4	4	4	4	1	1	3
9/3/14	Ag/Eq/Livestock	Do not use	4	3	4	2	2	4
9/3/14	Convention/Tradeshow - State/Regional	5	5	5	5	5	2	5
9/5/14	Amateur Sports	4	4	4	5	4	4	4
9/7/14	Ag/Eq/Livestock	2	4	3	5	3	3	4
9/8/14	Convention/Tradeshow - State/Regional	2	5	5	3	3	4	4

Date of interview	Please enter the name of the organization that you repres...	Responsiveness of sales representative(s)	Responsiveness of event coordinator	Responsiveness of event staff	Responsiveness of AEC management	Pricing/cost of AEC facilities	Pricing/cost of AEC services	Overall customer services at AEC
9/8/14	Convention/Tradeshow - State/Regional	3	4	3	3	2	2	3
9/8/14	Meeting	4	4	4	4	4	4	4
9/8/14	Convention/Tradeshow - State/Regional	5	5	5	Do not use	5	5	5
9/8/14	Ag/Eq/Livestock	5	5	2	4	3	2	3
9/8/14	Public/Consumer Show	5	5	5	5	1	1	5
9/9/14	Public/Consumer Show	5	5	5	5	5	5	5
9/10/14	Ag/Eq/Livestock	4	4	3	4	3	3	4
9/11/14	Public/Consumer Show	4	5	5	4	3	4	4



Date of interview	Please enter the name of the organization that you repres...	If you knew that the Alliant Energy Center and its enviro...	Use of renewable energy	Local food sourcing	Green procurement policies	Zero waste policies	Water conservation and recycling
ID.date	Org. Type	Q12	Q13a	Q13b	Q13c	Q13d	Q13e
9/2/14	Meeting	4 - Likely	3	3	3	3	3
9/2/14	Promoter	1 - Definitely Not	No opinion	No opinion	No opinion	No opinion	No opinion
9/2/14	Amateur Sports	2 - Not Likely	1	1	1	1	1
9/3/14	Convention/Tradeshow - State/Regional	3 - Possibly	3	3	3	3	3
9/3/14	Convention/Tradeshow - State/Regional	3 - Possibly	4	4	4	4	4
9/3/14	Fair/Festival	3 - Possibly	No opinion	No opinion	No opinion	No opinion	No opinion
9/3/14	Public/Consumer Show	3 - Possibly	4	4	4	4	4
9/3/14	Public/Consumer Show	2 - Not Likely	1	1	1	1	1
9/3/14	Ag/Eq/Livestock	2 - Not Likely	No opinion	1	2	2	2
9/3/14	Convention/Tradeshow - State/Regional	5 - Definitely	5	5	5	5	5
9/5/14	Amateur Sports	3 - Possibly	1	1	1	1	1
9/7/14	Ag/Eq/Livestock	3 - Possibly	3	No opinion	4	4	4
9/8/14	Convention/Tradeshow - State/Regional	5 - Definitely	3	5	4	4	3

Date of interview	Please enter the name of the organization that you repres...	If you knew that the Alliant Energy Center and its enviro...	Use of renewable energy	Local food sourcing	Green procurement policies	Zero waste policies	Water conservation and recycling
9/8/14	Convention/Tradeshow - State/Regional	2 - Not Likely	2	1	2	1	2
9/8/14	Meeting	4 - Likely	4	5	4	4	4
9/8/14	Convention/Tradeshow - State/Regional	4 - Likely	4	4	4	4	4
9/8/14	Ag/Eq/Livestock	3 - Possibly	3	3	3	3	3
9/8/14	Public/Consumer Show	2 - Not Likely	No opinion	No opinion	No opinion	No opinion	No opinion
9/9/14	Public/Consumer Show	5 - Definitely	4	5	4	4	4
9/10/14	Ag/Eq/Livestock	2 - Not Likely	4	4	3	3	3
9/11/14	Public/Consumer Show	4 - Likely	5	4	4	4	5

Date of interview	Please enter the name of the organization that you repres...	Green building certification	Alternative transportation options	Community partnerships	Access to open space/natural resource	ASTM Sustainable Event (APEX)	Overall sustainability practices of the venue
ID.date	Org. Type	Q13f	Q13g	Q13h	Q13i	Q13j	Q13k
9/2/14	Meeting	3	3	2	4	No opinion	3
9/2/14	Promoter	No opinion	No opinion	No opinion	No opinion	No opinion	No opinion
9/2/14	Amateur Sports	1	3	4	1	1	1
9/3/14	Convention/Tradeshow - State/Regional	3	3	3	3	3	3
9/3/14	Convention/Tradeshow - State/Regional	4	3	4	4	4	4
9/3/14	Fair/Festival	No opinion	No opinion	No opinion	No opinion	No opinion	No opinion
9/3/14	Public/Consumer Show	4	4	5	5	3	4
9/3/14	Public/Consumer Show	1	1	2	2	1	1
9/3/14	Ag/Eq/Livestock	2	2	2	1	1	2
9/3/14	Convention/Tradeshow - State/Regional	5	5	5	5	5	5
9/5/14	Amateur Sports	1	2	3	No opinion	1	2
9/7/14	Ag/Eq/Livestock	3	4	3	3	3	3
9/8/14	Convention/Tradeshow - State/Regional	4	4	4	4	No opinion	4

Date of interview	Please enter the name of the organization that you repres...	Green building certification	Alternative transportation options	Community partnerships	Access to open space/natural resource	ASTM Sustainable Event (APEX)	Overall sustainability practices of the venue
9/8/14	Convention/Tradeshow - State/Regional	1	2	2	2	2	2
9/8/14	Meeting	4	4	4	4	4	4
9/8/14	Convention/Tradeshow - State/Regional	4	4	4	No opinion	No opinion	3
9/8/14	Ag/Eq/Livestock	3	No opinion	No opinion	3	No opinion	3
9/8/14	Public/Consumer Show	No opinion	No opinion	No opinion	No opinion	No opinion	No opinion
9/9/14	Public/Consumer Show	4	4	4	4	4	5
9/10/14	Ag/Eq/Livestock	1	4	3	3	3	3
9/11/14	Public/Consumer Show	2	3	4	2	4	4

Date of interview	Please enter the name of the organization that you repres...	How important is access to transportation options within ...
ID.date	Org. Type	Q14
9/2/14	Meeting	2 - Not very important
9/2/14	Promoter	5 - Very important
9/2/14	Amateur Sports	4 - Important
9/3/14	Convention/Tradeshow - State/Regional	3 - Somewhat important
9/3/14	Convention/Tradeshow - State/Regional	5 - Very important
9/3/14	Fair/Festival	4 - Important
9/3/14	Public/Consumer Show	3 - Somewhat important
9/3/14	Public/Consumer Show	5 - Very important
9/3/14	Ag/Eq/Livestock	4 - Important
9/3/14	Convention/Tradeshow - State/Regional	5 - Very important
9/5/14	Amateur Sports	3 - Somewhat important
9/7/14	Ag/Eq/Livestock	4 - Important
9/8/14	Convention/Tradeshow - State/Regional	3 - Somewhat important

Date of interview	Please enter the name of the organization that you repres...	How important is access to transportation options within ...
9/8/14	Convention/Tradeshow - State/Regional	5 - Very important
9/8/14	Meeting	5 - Very important
9/8/14	Convention/Tradeshow - State/Regional	3 - Somewhat important
9/8/14	Ag/Eq/Livestock	3 - Somewhat important
9/8/14	Public/Consumer Show	1 - Definitely not important
9/9/14	Public/Consumer Show	2 - Not very important
9/10/14	Ag/Eq/Livestock	4 - Important
9/11/14	Public/Consumer Show	3 - Somewhat important

Date of interview	Please enter the name of the organization that you repres...	Are there adequate transportation options provided for ev...	
ID.date	Org. Type	Q15	
9/2/14	Meeting	Yes. My participants all drive to/from work. Morning Beltline traffic a concern.	Yes
9/2/14	Promoter	NA	NA
9/2/14	Amateur Sports	Transportation within Madison to the AEC is good for local residents, however transportation for visitors to Madison is often difficult to find and/or expensive.	No
9/3/14	Convention/Tradeshow - State/Regional	adequate taxi	Yes
9/3/14	Convention/Tradeshow - State/Regional	yes	Yes
9/3/14	Fair/Festival	I don't know have not used	NA
9/3/14	Public/Consumer Show	Yes	Yes
9/3/14	Public/Consumer Show	Yes, however, accommodating car traffic is an issue for this venue.	No
9/3/14	Ag/Eq/Livestock	adequate as most attendees drive onto the grounds	Yes
9/3/14	Convention/Tradeshow - State/Regional	Yes	Yes
9/5/14	Amateur Sports	These transportation options are not needed for the WIAA State Hockey tournament.	Yes
9/7/14	Ag/Eq/Livestock	We need to have hotels be more proactive in having transportation services available for attendees	No
9/8/14	Convention/Tradeshow - State/Regional	Most of our attendees drive and do not use these	Yes

Date of interview	Please enter the name of the organization that you repres...	Are there adequate transportation options provided for ev...	
9/8/14	Convention/Tradeshow - State/Regional	yes	Yes
9/8/14	Meeting	Yes	Yes
9/8/14	Convention/Tradeshow - State/Regional	our event is one day only, so participants extending their stay for other activities is outside the scope of our planning.	Yes
9/8/14	Ag/Eq/Livestock	Typically people drive their own vehicles.	Yes
9/8/14	Public/Consumer Show	not relevant to our event	NA
9/9/14	Public/Consumer Show	Yes, there are adequate transportation options provided.	Yes
9/10/14	Ag/Eq/Livestock	Yes	Yes
9/11/14	Public/Consumer Show	I think more shuttles to downtown would be better for our attendees. Some of them use the Sheraton shuttle but if Madison wants people downtown they have to bring them. Our out of town guests don't like parking downtown.	No



Date of interview	Please enter the name of the organization that you repres...	Does the Alliant Energy Center presently have any limitat...
ID.date	Org. Type	Q16
9/2/14	Meeting	No
9/2/14	Promoter	Yes
9/2/14	Amateur Sports	No
9/3/14	Convention/Tradeshow - State/Regional	No
9/3/14	Convention/Tradeshow - State/Regional	Yes
9/3/14	Fair/Festival	No
9/3/14	Public/Consumer Show	No
9/3/14	Public/Consumer Show	No
9/3/14	Ag/Eq/Livestock	Yes
9/3/14	Convention/Tradeshow - State/Regional	No
9/5/14	Amateur Sports	No
9/7/14	Ag/Eq/Livestock	Yes
9/8/14	Convention/Tradeshow - State/Regional	Yes

Date of interview	Please enter the name of the organization that you repres...	Does the Alliant Energy Center presently have any limitat...
9/8/14	Convention/Tradeshow - State/Regional	Yes
9/8/14	Meeting	No
9/8/14	Convention/Tradeshow - State/Regional	No
9/8/14	Ag/Eq/Livestock	Yes
9/8/14	Public/Consumer Show	Yes
9/9/14	Public/Consumer Show	No
9/10/14	Ag/Eq/Livestock	Yes
9/11/14	Public/Consumer Show	Yes

Date of interview	Please enter the name of the organization that you repres...	Please describe the nature of the AEC's limitations and a...
ID.date	Org. Type	Q17
9/2/14	Meeting	
9/2/14	Promoter	The Coliseum is in need of update and maintenance.
9/2/14	Amateur Sports	
9/3/14	Convention/Tradeshow - State/Regional	
9/3/14	Convention/Tradeshow - State/Regional	electrical circuits need to be upgraded
9/3/14	Fair/Festival	
9/3/14	Public/Consumer Show	
9/3/14	Public/Consumer Show	
9/3/14	Ag/Eq/Livestock	No functional, high capacity internet service in the key buildings. No grandstand for concerts. Very high labor rates. Limited class A square footage for trade shows
9/3/14	Convention/Tradeshow - State/Regional	
9/5/14	Amateur Sports	
9/7/14	Ag/Eq/Livestock	More exhibition hall space needed. Our vendor space is sold out and we are limited. More parking available.
9/8/14	Convention/Tradeshow - State/Regional	We have maxed out the exhibition hall for our vendor mall and have a

Date of interview	Please enter the name of the organization that you repres...	Please describe the nature of the AEC's limitations and a...
9/8/14	Convention/Tradeshow - State/Regional	Halls A-D have terrible sound, AV and lighting capabilities. And they get sold to host events that require those capabilities. As a whole, the facility feels like a warehouse
9/8/14	Meeting	
9/8/14	Convention/Tradeshow - State/Regional	
9/8/14	Ag/Eq/Livestock	WIFI -- extremely slow internet. For being a convention center -- very disappointed in the slow speed or lack of getting an upgraded system in place.
9/8/14	Public/Consumer Show	We are packed to the brim, 90% of attendees complain about crowding, it's a really great problem, more space would be desired if we could get it, however ideally it's all under one roof or at least accessible without going outside.
9/9/14	Public/Consumer Show	
9/10/14	Ag/Eq/Livestock	More meeting room space is needed
9/11/14	Public/Consumer Show	The Exhibition Hall is a little too small. There are not enough speaker rooms or presentation areas.

Date of interview	Please enter the name of the organization that you repres...	Assuming improvements are made to the Alliant Energy Cent...	Please describe the nature of the AEC's limitations and a...
ID.date	Org. Type	Q18	Q19
9/2/14	Meeting	5 - Definitely	
9/2/14	Promoter	5 - Definitely	
9/2/14	Amateur Sports	4 - Likely	
9/3/14	Convention/Tradeshow - State/Regional	5 - Definitely	
9/3/14	Convention/Tradeshow - State/Regional	4 - Likely	
9/3/14	Fair/Festival	4 - Likely	
9/3/14	Public/Consumer Show	3 - Possibly	
9/3/14	Public/Consumer Show	3 - Possibly	
9/3/14	Ag/Eq/Livestock	4 - Likely	
9/3/14	Convention/Tradeshow - State/Regional	5 - Definitely	
9/5/14	Amateur Sports	4 - Likely	
9/7/14	Ag/Eq/Livestock	5 - Definitely	
9/8/14	Convention/Tradeshow - State/Regional	5 - Definitely	

Date of interview	Please enter the name of the organization that you repres...	Assuming improvements are made to the Alliant Energy Cent...	Please describe the nature of the AEC's limitations and a...
9/8/14	Convention/Tradeshow - State/Regional	5 - Definitely	
9/8/14	Meeting	5 - Definitely	
9/8/14	Convention/Tradeshow - State/Regional	4 - Likely	
9/8/14	Ag/Eq/Livestock	4 - Likely	
9/8/14	Public/Consumer Show	4 - Likely	
9/9/14	Public/Consumer Show	4 - Likely	
9/10/14	Ag/Eq/Livestock	4 - Likely	
9/11/14	Public/Consumer Show	5 - Definitely	

Date of interview	Please enter the name of the organization that you repres...	What are the reasons why your organization would consider...	Assuming improvements are made to the Alliant Energy Cent...
ID.date	Org. Type	Q20	Q21
9/2/14	Meeting	Good location, price and size of rooms.	2 - Not Likely
9/2/14	Promoter	na	5 - Definitely
9/2/14	Amateur Sports	The staff at AEC has been excellent and the venue is easy to get to.	2 - Not Likely
9/3/14	Convention/Tradeshow - State/Regional	attendees/members/exhibitors used to having it here.	4 - Likely
9/3/14	Convention/Tradeshow - State/Regional	no other venue in the area	4 - Likely
9/3/14	Fair/Festival	We own it.	2 - Not Likely
9/3/14	Public/Consumer Show	Significant cost reduction for non-profit use. Pave and add grass to Willow Island. Make it easier to create walk/run routes on and around campus.	3 - Possibly
9/3/14	Public/Consumer Show	Central location and parking	3 - Possibly
9/3/14	Ag/Eq/Livestock	location	3 - Possibly
9/3/14	Convention/Tradeshow - State/Regional	Price, responsive staff, easy from interstate	1 - Definitely Not
9/5/14	Amateur Sports	High school hockey spectators feel very comfortable with the community and activities Madison has to offer. In addition, the tradition of Badger hockey at the Coliseum.	3 - Possibly
9/7/14	Ag/Eq/Livestock	Because of the facilities, especially the coliseum, the new pavilions and exhibition hall. It all works for our show.	4 - Likely
9/8/14	Convention/Tradeshow - State/Regional	It is the only facility in Madison that can accommodate the size	3 - Possibly

Date of interview	Please enter the name of the organization that you repres...	What are the reasons why your organization would consider...	Assuming improvements are made to the Alliant Energy Cent...
9/8/14	Convention/Tradeshow - State/Regional	Not many options in Madison for the size of our event	4 - Likely
9/8/14	Meeting	great space, food and staff to work with and great central location	3 - Possibly
9/8/14	Convention/Tradeshow - State/Regional	easy access ample room for size of group excellent service by staff and management reasonable cost for event facilities	2 - Not Likely
9/8/14	Ag/Eq/Livestock	All roads lead to Madison	4 - Likely
9/8/14	Public/Consumer Show	The AEC is easy to get to, easy to park at, easy to into, has plenty of space to fill with exhibits and sufficient space for the extra special events, displays and seminars.	4 - Likely
9/9/14	Public/Consumer Show	Affordable/Accessible/Centrally Located for our needs/Sizeable	4 - Likely
9/10/14	Ag/Eq/Livestock	Location and facility size	4 - Likely
9/11/14	Public/Consumer Show	We have no other venue choices. It's the only one that can handle our volume.	3 - Possibly



Date of interview	Please enter the name of the organization that you repres...	Please characterize the manner in which you envision expa...
ID.date	Org. Type	Q22
9/2/14	Meeting	
9/2/14	Promoter	More concerts in the coliseum
9/2/14	Amateur Sports	
9/3/14	Convention/Tradeshow - State/Regional	More meeting rooms space would be great
9/3/14	Convention/Tradeshow - State/Regional	do not understand the question
9/3/14	Fair/Festival	
9/3/14	Public/Consumer Show	It will be many years until we plan to hold a large, indoor event needing space at AEC.
9/3/14	Public/Consumer Show	If we were able to lower our venue costs, we could potentially use that savings to increase advertising of our event and lead to participation growth.
9/3/14	Ag/Eq/Livestock	Expanded Exhibition Hall is needed to expand the Trade Show
9/3/14	Convention/Tradeshow - State/Regional	
9/5/14	Amateur Sports	Use of facilities for additional WIAA State Tournaments.
9/7/14	Ag/Eq/Livestock	Possibly another event or expanding days of our event.
9/8/14	Convention/Tradeshow - State/Regional	Described in previous answer.

Date of interview	Please enter the name of the organization that you repres...	Please characterize the manner in which you envision expa...
9/8/14	Convention/Tradeshow - State/Regional	meeting rooms
9/8/14	Meeting	More meetings - instead of other hotel venues
9/8/14	Convention/Tradeshow - State/Regional	
9/8/14	Ag/Eq/Livestock	We would hold more events at AEC.
9/8/14	Public/Consumer Show	More exhibit space and / or more moving displays / activities to new space which would free up more paid exhibit space in the Exhibition Hall. Mind you I have no idea what the future plans are for AEC.
9/9/14	Public/Consumer Show	We may be looking at adding/changing our show dates in the future and dates aren't always dates haven't always been available at the AEC, with expansion, alternative dates will provide availability to additional groups coming in
9/10/14	Ag/Eq/Livestock	more meetings to happen if space was there
9/11/14	Public/Consumer Show	

Date of interview	Please enter the name of the organization that you repres...	What other facilities/venues do you use for your event(s)?
ID.date	Org. Type	Q23
9/2/14	Meeting	None
9/2/14	Promoter	none
9/2/14	Amateur Sports	Hartmeyer Ice Arena, Fast Forward Skate Center
9/3/14	Convention/Tradeshow - State/Regional	numerous hotels/convention sites in WI Dells area
9/3/14	Convention/Tradeshow - State/Regional	n/a
9/3/14	Fair/Festival	Other county buildings.
9/3/14	Public/Consumer Show	McKee Farms Park Sheraton Hotel Concourse Hotel Gordon Event Center
9/3/14	Public/Consumer Show	Local hotels
9/3/14	Ag/Eq/Livestock	All Madison area hotels
9/3/14	Convention/Tradeshow - State/Regional	none
9/5/14	Amateur Sports	Camp Randall, the Kohl Center, Resch Center (Green Bay), UW-La Crosse, Fox Cities Stadium (Appleton), University Ridge Golf Course, Nielsen Tennis Stadium, Concordia University, Uihlein Soccer Stadium (Milwaukee), the Ridges Golf Course (Wisconsin Rapids).
9/7/14	Ag/Eq/Livestock	We don't use any other facilities for our event.
9/8/14	Convention/Tradeshow - State/Regional	For smaller events, we utilize UW-Madison

Date of interview	Please enter the name of the organization that you repres...	What other facilities/venues do you use for your event(s)?
9/8/14	Convention/Tradeshow - State/Regional	Monona Terrace Wilderness in WI Dells
9/8/14	Meeting	Hilton, Marriott, Epic
9/8/14	Convention/Tradeshow - State/Regional	monthly chapter meetings with appetizers or meal along with program. scheduled on weeknight after normal business hours. up to 200 people in attendance. hotel conference rooms, Olbrich Gardens, etc.
9/8/14	Ag/Eq/Livestock	Sheratons, Marriotts, we use many hotel facilities or Tech school properties. Just need the meeting space that doesn't cost a lot. We are nonprofit
9/8/14	Public/Consumer Show	Kentucky Exposition Center, West Wing, Louisville, KY The Summit Sports & Ice, Dimondale, MI Prairie Capitol Convention Center, Springfield, IL Ohio Expo Center, Bricker Building, Columbus, OH
9/9/14	Public/Consumer Show	N/A
9/10/14	Ag/Eq/Livestock	a number of convention centers
9/11/14	Public/Consumer Show	

Date of interview	Please enter the name of the organization that you repres...	How do the AEC facilities and/or your experience at the A...
ID.date	Org. Type	Q24
9/2/14	Meeting	NA
9/2/14	Promoter	na
9/2/14	Amateur Sports	AEC is by far the most expensive option for us. We bid to hold an international tournament, and the key reason we did not get the bid was the price of AEC.
9/3/14	Convention/Tradeshow - State/Regional	larger, more convenient
9/3/14	Convention/Tradeshow - State/Regional	n/a
9/3/14	Fair/Festival	Same
9/3/14	Public/Consumer Show	Willow Island was too dusty, too large and too expensive for us to continue holding our Walk & Run there.
9/3/14	Public/Consumer Show	AEC is expensive and the facilities are outdated compared to other venues.
9/3/14	Ag/Eq/Livestock	Adequate, comparable
9/3/14	Convention/Tradeshow - State/Regional	no opinion
9/5/14	Amateur Sports	The staff at the AEC does everything they can to assist and promote the WIAA State Hockey Tournament. Other facilities we use for WIAA State Tournaments are more "modern" with better sight lines and updated communication systems. In addition, other venues are providing ticketing and promotional assistance.
9/7/14	Ag/Eq/Livestock	N/A
9/8/14	Convention/Tradeshow - State/Regional	Very different events/venues, so hard to compare.

Date of interview	Please enter the name of the organization that you repres...	How do the AEC facilities and/or your experience at the A...
9/8/14	Convention/Tradeshow - State/Regional	AEC's is the lowest
9/8/14	Meeting	Above others
9/8/14	Convention/Tradeshow - State/Regional	different purpose.
9/8/14	Ag/Eq/Livestock	AEC is priced much higher than other facilities. WIFI is always faster and better at other facilities.
9/8/14	Public/Consumer Show	- AEC rent is astronomically higher than anywhere else, like 4-5 times higher. - AEC charges way to much for electric. Vendors are used to paying \$50-75 in advance so \$109 advance / \$130.50 on-site is steep. - we don't have to pay off the concessionair
9/9/14	Public/Consumer Show	N/A
9/10/14	Ag/Eq/Livestock	good
9/11/14	Public/Consumer Show	I have no experience with other markets.

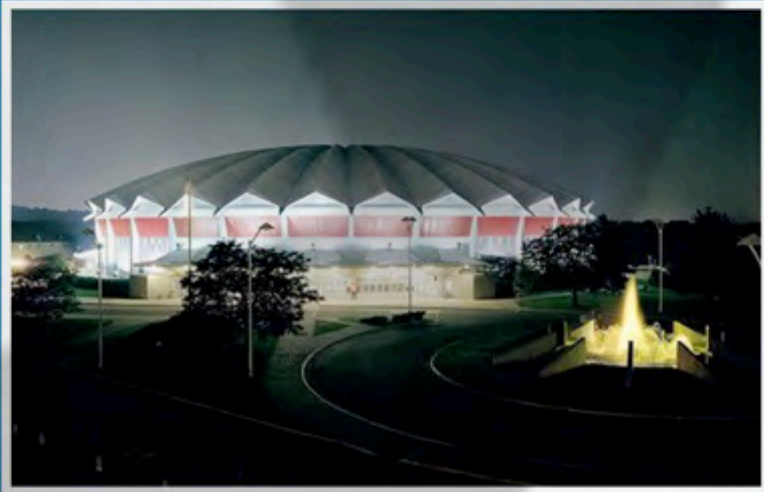
Date of interview	Please enter the name of the organization that you repres...	How does the AEC pricing structure (i.e., space rental, s...
ID.date	Org. Type	Q25
9/2/14	Meeting	Don't know.
9/2/14	Promoter	na
9/2/14	Amateur Sports	AEC is very expensive when compared with the other venues we use in Madison, however the price is on par with the Monona Terrace and Kohl Center.
9/3/14	Convention/Tradeshow - State/Regional	A little high. The food with TERRIBLY HIGH
9/3/14	Convention/Tradeshow - State/Regional	n/a
9/3/14	Fair/Festival	We are not charged for the space.
9/3/14	Public/Consumer Show	Too expensive for our needs
9/3/14	Public/Consumer Show	It is very expensive.
9/3/14	Ag/Eq/Livestock	NA
9/3/14	Convention/Tradeshow - State/Regional	Space rental is good, service for electrical is to high
9/5/14	Amateur Sports	Pricing remains comparable with other facilities statewide.
9/7/14	Ag/Eq/Livestock	n/a
9/8/14	Convention/Tradeshow - State/Regional	AEC pricing structure is much, much more

Date of interview	Please enter the name of the organization that you repres...	How does the AEC pricing structure (i.e., space rental, s...
9/8/14	Convention/Tradeshow - State/Regional	More expensive
9/8/14	Meeting	Fair and better than hotel venues
9/8/14	Convention/Tradeshow - State/Regional	different scope and purpose. difficult to compare.
9/8/14	Ag/Eq/Livestock	AEC is highly priced.
9/8/14	Public/Consumer Show	AEC is sky high versus what we pay everywhere else. We can practically do 4 events for the same price as doing 1 at AEC. We'd consider Milwaukee (State Fair Park) but too much to lose if we change venues to save money on rent
9/9/14	Public/Consumer Show	N/A
9/10/14	Ag/Eq/Livestock	
9/11/14	Public/Consumer Show	No one likes to pay more than they have to. I feel the staff have been as fair as they can be with pricing. I think some of the pricing on some of the items is still high, but overall I am not unsatisfied.



Date of interview	Please enter the name of the organization that you repres...	Do you have any other comments or recommendations that wo...
ID.date	Org. Type	Q26
9/2/14	Meeting	Online room registration, less paperwork for small events.
9/2/14	Promoter	
9/2/14	Amateur Sports	We would like better locker room facilities in the expo hall, but otherwise price is the only issue we have with AEC.
9/3/14	Convention/Tradeshow - State/Regional	Get a different food vendor
9/3/14	Convention/Tradeshow - State/Regional	no
9/3/14	Fair/Festival	none
9/3/14	Public/Consumer Show	Customer service and responsiveness was very good - keep it up!
9/3/14	Public/Consumer Show	It would be nice if the event rental fee included anything that would be helpful to run a smooth event. For example, it is difficult to anticipate the amount of forklift use needed for set up and tear down. It can be frustrating to receive an additional bill after an event for what seem like small items (with a large price tag) in the grand scheme of the venue.
9/3/14	Ag/Eq/Livestock	unlimited, high capacity internet please!
9/3/14	Convention/Tradeshow - State/Regional	no
9/5/14	Amateur Sports	A new facility at the AEC campus would definitely add interest and excitement for the WIAA State Hockey Tournament. We have worked well with the AEC staff to promote the Coliseum during recent years. The need for improved communication systems as technology advances is very key for teams, spectators, media and all others associated with the State Hockey Tournament. A new facility at the AEC Campus could also raise interest for additional WIAA State Tournaments to be hosted at this site. Preference from the WIAA would be for a new facility rather than renovation of the Coliseum.
9/7/14	Ag/Eq/Livestock	The temp staff they hire needs an overhaul or teach them customer service skills. That is the one thing we always get complaints on during our event is the friendliness and follow-through with the temp staff (parkers, ticket takers, ushers, etc.). They do not represent AEC well.
9/8/14	Convention/Tradeshow - State/Regional	

Date of interview	Please enter the name of the organization that you repres...	Do you have any other comments or recommendations that wo...
9/8/14	Convention/Tradeshow - State/Regional	
9/8/14	Meeting	We enjoy working with you every month.
9/8/14	Convention/Tradeshow - State/Regional	one big concern I heard over several annual events is the acoustics in the big hall with all 5-600 participants. tall ceilings and cement floors may be part of the cause.
9/8/14	Ag/Eq/Livestock	Love working with Shirley Kaltenberg and Mike Klaar. They are fabulous.
9/8/14	Public/Consumer Show	I already stated them all. We enjoy the staff, they are awesome and the facility is really good. Unfortunately you feel like you are "getting hosed with pricing" as one vendor quoted on the costs of his electric. Rent is so expensive. The event is a good one all things considered and the venue helps make that possible.
9/9/14	Public/Consumer Show	
9/10/14	Ag/Eq/Livestock	
9/11/14	Public/Consumer Show	



## 7.0 SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### ON-GOING UPDATE

The comments summarized below and on the following pages outline specific comments made during one-on-one, group and telephone conversations with various Alliant Energy Center stakeholders and other Madison community members. As interviews continue to occur and feedback continues to be generated, this document will continue to be updated. Importantly, the comments appear in note format and are not intended be direct quotes of any individual, organization or other study participant.

### Alliant Energy Staff

- All staff now wearing AEC shirts has helped professionalism.
- Biggest challenge is communication of set-up spec's for events. Need more event coordinator staff, especially if there is an expected rise in future event activity.
- Event staff is effective and efficient. Can turn around set-ups quickly, when necessary.
- Info collected from clients 10 days prior to event move-in; data stored electronically on Laser Fische files. Lots of paperwork completed and exchanged to communicate event requirements. Equipment inventory not updated frequently enough (e.g., will assure client there are enough tables/chairs available, even though, unbeknownst to event coordinators, a portion were removed due to inadequate quality). Electronic tracking of event requirements and specifications, inventory and other such measures would greatly improve overall efficiency of process.
- Need more staff to be able to provide a higher level of customer service. Existing staff is doing an adequate job, but are stretched severely thin.
- Semi pro hockey (capitals) are going to use the Coliseum. Also Pavilions are going to attract new events, so staffing needs will be even higher.
- Staff get mostly great reviews, very responsive and timely.
- The various event service layers help keep customer needs met.
- There are 4 lead workers, and 4 Center workers reporting to leads. Used to have 9 or 10 center workers for the 4 leads – need more center workers. Note that the workers on staff now are best in many years.
- Used to have two other sales staff but they were not replaced.
- Would like to see a greater sales/marketing effort; lack of social media presence.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Ancillary Facilities

- Arena – biggest event is budget bicycle, but they're moving to the Pavilions. It is used sometimes to keep hogs separate from other animals. No real use for the venue.
- Arena Building very dated – some difficulty in accommodating even some ag/equestrian/livestock groups due to deficiencies.
- Expo space could be 25k larger and events would simply absorb it. Going much larger than that would require added systems and staff and infrastructure (hotels, etc.,)
- Lots of available parking.
- Need more breakout meeting space.
- Need more space in which to host concurrent general sessions and/or food functions. Potential to shift some event activity from Expo Hall to new Pavilion One and re-purpose portion of Expo Hall for this function.
- Need a new kitchen, especially with any added space. Goldwing did banquet for 1,300 – pushed limit of existing kitchen. Coliseum does not have fryers/ovens. Storage is needed for food service, currently using 4 shipping containers.
- Need more storage space throughout campus. Storing equipment in non-climate controlled areas.
- Need structured parking.
- Willow Island is well used.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Coliseum

- A 4,000 to 6,000 seat venue would be better than the Coliseum.
- Aging buildings- concerts went from 3 to 30, going to GB or Lacrosse with more up to date venues.
- Almost no need for Coliseum in current status – replace with 3,000-seat arena.
- Coliseum infrastructure needs complete updating; need to integrate its presence and renovations with the remainder of the complex.
- Coliseum is hindered by limited date availability, high cost to load-in/out and lack of suitable rigging options.
- Coliseum not designed for today's concert market, OK for dairy, horse, etc.
- Concert promoters comment on the very high cost to produce events at the Coliseum, and that the size isn't ideal for events (too big in many cases, and difficult to downsize).
- Didn't sell out Elton John, residents don't want to go to Coliseum.
- Get rid of the Arena and Coliseum. Hard to work in, poor storage. Maintenance is a time killer – also very expensive to produce/rig a concert in the Coliseum.
- Lack of ADA seating for concerts – ADA seating is in back, so when people stand up or walk down aisles in front of ADA seats, attendees cannot see production.
- Lack of reduction curtain to accommodate events of varying sizes.
- Question is do we need to fix or replace Coliseum?
- The new risers in the Coliseum are very difficult and labor intensive to work with. They are not designed for easy in and out.
- There is sufficient demand for 10-15 concerts annually with adequate facilities; additional event segments could include family shows, motorsports, etc.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Destination Improvements

- 2 major bike trails being developed in Madison; big biking town.
- A master plan is being developed for the lakefront area, which will impact AEC given the close proximity.
- Access to Trolley/Rail connector behind Sheraton property.
- AEC – poor access, poor intersections, Coliseum is terrible, need an anchor hotel, food options in area lacking.
- AEC is not a traditional convention/tradeshows destination, does not have the hotel and other surrounding amenities typically found in an urban area.
- Air access is lacking into the community.
- Development of “Place-Making”
- Eliminate surface lot for structured parking, thereby creating space to use part of AEC site for residential/transit hub.
- Idea: Take Quann Park from City, buy residential areas, buy out 2 adjacent businesses (auto repair/bus storage?).
- Improved walkability of AEC district
- Improved wayfinding at AEC and to/from AEC, downtown and throughout Madison destination
- Look to incorporate Park Street area revitalization efforts into overall master plan.
- Major development areas: East Washington, Park Street, John Nolan Drive.
- Need more open/park space, and 2 more halls (50,000 sf) of exhibit space at the Expo.
- Need to improved wayfinding signage throughout destination, especially to/from AEC.
- Needs: restaurant in walkable locations, added hotels.
- Potential connection between AEC and zoo to the south via the creek – walking/bike path connections?
- Important to focus on non-fossil fuel dependent transportation options to provide access to the greater destination – make it easier to take transit, bike or walk rather than drive and park.
- Renewable Energy shuttle to/from downtown – CNG Trolley as a potential option.
- Sidewalk to cross John Nolan Drive
- Space needle restaurant on campus?
- The AEC campus is too sealed off, needs to be more “porous”.
- There are numerous commercial opportunities in land near AEC. This could be folded into some form of district financing.
- Traffic off beltline into campus and road infrastructure in area need reworking.
- Would love to see more of an entertainment district so that event attendees have a place to spend time for 2-3 hours prior to events and/or 2-3 hours after events. Restaurants, nightlife, shopping, etc. Will have to determine whether demand exists to support this development.
- WI transportation development association did a great 1-pager on the 10 truths about transportation – engaging graphics – Laurel Cavaluzo provided assistance to the Department at low cost – maybe she could help AEC.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Economic Development

- Restaurants within a walkable distance of the AEC are needed.
- A hotel on campus is needed
- The core gateways to downtown need added vibrancy and signage. This includes John Nolan Drive, Park Street and East Washington Avenue.
- The AEC area is not currently looked at as a development opportunity by the private sector.
- Transportation connections are needed from AEC to the west. This includes workforce transportation.
- Traffic and transportation issues have to be addressed.
- With 10,000 more people living in isthmus area, structured parking will be needed.
- The Madison area has the strongest economic growth in the state, however there are limitations to blue collar jobs and a 20 percent minority unemployment rate.
- A transportation master plan is under way with completion in 2015. Connectivity between AEC and downtown is important.

### Event Attraction/Improvement

- AgriBex in Belgium, an equipment show – a version could be held at AEC
- Amateur sports could be a strong source of potential non-local demand at AEC. Ag market an important piece too.
- American Seed Conference.
- Consider a major Farm Equipment Show – an offshoot of the world Ag show in Tulare, CA.
- Consider a Public Market (Pikes Place, Reading Terminal)—City is pursuing this on another site.
- Develop non-profit organization pricing list to encourage more local community event activity.
- Get the Midwest Organic Show currently in Lacrosse.
- Look at celebrating World Dairy Expo, monumental sculptures in town, festivals, etc. to help community appreciate event.
- Look at food and Ag shows at McCormick (IMEX, VIV (international feed/protein event))
- Midwest shippers Assoc – global conference in Davenport (a rotating event).
- Need better facilities for outdoor events. Canocopia (no docks in lake); Bike show (no way to get to bike paths).
- Seven Commodity Boards in WI (Corn, Soybean, Ginseng, Cranberry, Cherries, Potato's/Veggies, Milk) – Corn and Soy do an expo in Dells.
- Southwest Agriculture Group – trying to develop a 200 acre campus in Edgerton or Fitchburg.
- Too much focus on state and national, need to leverage university and global companies to expand internationally.
- World Beef Expo in Milwaukee – look at cities facing hotel challenges (Des Moines). They're hosting the World Pork Expo in June.
- World Dairy signed a 15 year contract, and Midwest Horse signed a 20 year contract.
- Attracting international sustainability event focus (see Chicago's Green Festival, etc.).





# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Facility Services/Amenities

- Centerplate produces good, high quality food for events.
- Cost of electric is a challenge.
- Event planner survey results indicated largely positive response to event facilities; negative feedback based on lack of available services/amenities and high prices.
- Food service offerings seem somewhat limited – may be missing out on potential revenue generating opportunities by not offering a greater selection and more price points on food service
- HVAC cost in Coliseum is astronomically high.
- Lack of adequate tables and chairs. Need more storage space.
- Poor wireless is a drawback for the AEC.
- Potential exists to generate incremental revenue by better communicating various equipment and service options to customers (i.e., video switch capabilities, etc.).
- Potential opportunities for incremental revenue generation in Wi-Fi and advertising sales.
- Potential revenue generating opportunities include greater marketing of suite/premium seating opportunities, updated corporate sponsorship signage (e.g., still displaying M&I Bank signage, although company was purchased by BMO Bank).
- Pricing of event space is often significantly higher than at other competitive venues; limited access to public funds to minimize cost of event production.
- Wi-Fi at the complex does not meet the needs of all customers.
- Wi-Fi, AV equipment and fire alarm system are all very outdated; lighting controls throughout complex are limited, at best.

### Funding

- \$500k of debt on Expo is burning off, but will be replaced by debt on Pavilion.
- AEC is self-funded – operating revenues have to pay all operating costs, maintenance and debt.
- Budgeted to lose \$400k in 2015 giving 2 more years at that rate before reserves are gone. Hopefully Pavilions will help attract new events/revenue.
- Lack of appropriate funding mechanism to regularly maintain facilities.
- Maintenance budget is too low – there are doors that won't lock, lot of plumbing issues that just receive minimum repairs. Equipment is so old that staff have to special order or fabricate on site, adding to costs.
- Pavilion was funded by state (9 mil), county/AEC debt (9.5 mil) and private funds (6.5 mil).
- Some type of bid fund will be needed to fully attract large Ag events. CVB helps sometimes with event bid funds.
- Tax Increment District tax base growing at 9.1 percent
- The revenue/funding model for AEC doesn't allow for necessary sales staffing. Also, the model leads to significant deferred maintenance issues that impact customer experience.
- TID financing – AEC would have to become part of City of Madison.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Hotel Issues

- AC Hotel by Marriott 170-key property, expected to open in 2016.
- Edgewater Hotel re-opened fall of 2014 with 202 total rooms.
- Hyatt Place/Hyatt House, dual-branded property with 230-keys coming soon.
- Judge Doyle Square (300+ room potential development; kitty-corner to Hilton by Monona Terrace).
- Market largely driven by presence of Epic Systems, which requires approximately 1,000 nightly room nights M-F.
- Need additional hotel capacity proximate to AEC. Sheraton largely able to accommodate full-service hotel market; need more of the limited/select service rooms of a relatively good quality.
- Need more rooms for rate-conscious travelers. Additional double/double rooms.
- Occupancy and ADR have been steadily increasing in recent years. Trend expected to continue, despite growth in local supply.
- Overall hotel room block capacity is lacking proximate to AEC. Can currently accumulate approximately 250-300 rooms; would like to be able to get closer to 500-600 rooms.
- Sheraton had been underperforming; is now improved with redirected focus on accommodating Epic Systems room night demand.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Local Visibility

- AEC as a connector between Fitchburg community and downtown Madison.
- City doing planning study for year round public market (farmers market, restaurants, a destination market). AEC was a potential site, but not in city. Funding: Expo District for taxation, could even include Monona Terrace.
- Connect AEC to Lake Monona via Olin/Turville Park.
- Connection to downtown is important, need to address transportation issues.
- For local residents, the AEC is not top of mind, invisible to some. There are a few festivals and concerts, but the numbers of these are down significantly from past years.
- Make a bike rental hub in addition to B-ride, maybe 100 bikes for rental.
- Make complex more accessibility on a daily basis for residents
- Need a trail system that connects assets.
- Need improved connection between AEC and downtown w/out a car; potential to turn AEC into transit hub, utilizing extensive parking, bike trails/access, rail line connecting southwest metropolitan area to downtown passing by AEC on the north, Bus Rapid Transit (BRT), etc.
- Need more day use.
- Need to improve awareness of event activity and impact of AEC for local residents.
- Need transportation connection to neighborhoods to west. This is a high unemployment/minority area.
- Nolan Centennial Plan - redevelop John Nolan Drive and land bridge to AEC (lake area).
- Park Street is likely site for Public Market.
- People don't look at AEC as a development opportunity. People see it as the fairgrounds, not engaging.
- Potential location for Public Market (year-round farmer's market).
- Potential to position AEC as a connector between rural Dane County and downtown/urban City of Madison.
- Provide access to/from Goodman Park/Goodman Pool from AEC complex.
- Traffic and transportation issues have to be addressed.
- Transportation connection to/from UW campus.
- Would like to see a parking facility/transit hub.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Issues Regarding Social Equity and/or Residents Surrounding AEC

- Address potential issues with noise carrying over Lake Monona during large/outdoor events at AEC.
- AEC district is a “food desert” – would like to see a grocery store or convenience store incorporated into overall development.
- Dog park and community garden important to fabric of local community – potential to incorporate community garden-grown food into AEC F&B, incorporating farm-to-face movement?
- Need to make AEC accessible – green space, art, events. Also need to prevent gentrification as land values in area rise. AEC could use Ag to provide a source of healthy food for the community.
- Noise issues should be addressed.
- Increase access to healthy foods – the area is a food desert.
- Ask “who benefits and who is burdened?” with the decision making process at each level of redevelopment.
- There are differences in the ability to engage/access AEC facilities for low-income and/or minority populations; removing barriers is not enough.
- Important to proactively engage and invite low-income and/or minority groups, youth and seniors to participate in various planning efforts for facility redevelopment, programming, management, hiring, etc.
- Training, apprentice, and campus small business opportunities for nearby youth and underemployed residents.
- Find ways to offer economically friendly events and/or opportunities to attend events to low-income and/or minority neighbors/community members.
- Increase access via transit options to/from low-income neighborhoods.
- Conduct an equity impact analysis for AEC operations and redevelopment.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Sustainability

- Sustainability of complex an important factor; potential to market sustainable practices as an attractor.
- Living Building Challenge would be a welcome opportunity to consider pursuing (<http://living-future.org/lbc>).
- Reduced presence of asphalt on complex property – eliminate drainage/water run-off.
- Sustainability is a key issue – consider wind tower, solar, composting, plantings, storm water runoff, pavers w/grass to absorb runoff, agriculture on campus.
- AEC needs to plan for and implement ways to generate renewable energy to power itself and to highlight those features as a selling point and education and outreach point to all facility users. This could be done in concert with UW Madison and businesses as partners.
- Consider pavers in the parking lot versus current asphalt. This will allow for better water absorption.
- Rainwater runoff is an issue to nearby homes, as previously discussed.
- Ensure community impacts remain equal for all long into the future.
- Now is the time to start planning; before the visioning stage so it can be integral to developing the vision.
- Reviewed Dane County’s Guiding Sustainability Principles:
  - AEC needs to further conform to these principles;
  - Options for the campus should be weighed based on these principles.
- We should exceed expectations. The example of storm water was discussed...don’t just minimize it, find a way to detain it and reuse it.
- AEC should implement things that are visible; focus on restoring and not just not hurting.
- Create a connectivity with the community.
- Develop a sense of arrival for the campus.
- Analyze use of geothermal wells especially if the Coliseum is torn down.
- Consider education and outreach in programming.
- Conceptualize these facilities and improvements from the start.
- Comprehensive green events policy and contracts with vendors need to be developed and implemented governing acceptable products used, recycling and waste, GHG reductions, etc. APEX standard or the Green Meetings Industry website would be good places to start.



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS

### Other Comments

- Need to do better job of promoting economic impact of AEC, maybe a one or 2 page summary.
- Relocate ag/equestrian to the south on another site altogether, redevelop AEC land for other, better uses.
- Would like to see fewer small events that do not generate much revenue, yet still require considerable person-hours and expense to host.
- Would like to see increased focus on larger events/tradeshows – need larger sales staff to increase outgoing sales/marketing efforts and providing sales support to event organizers.
- When something so highly visible like the AEC is tired and outdated it portrays a negative image of the city and community as a whole.



# SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS – FOCUS GROUP



# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS – FOCUS GROUP

### SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS – FOCUS GROUP

The following notes are from meetings with neighbors and community groups. These notes are continuously updated as the community outreach initiative advances. In some case community notes may overlap stakeholder notes presented earlier. In other words, different groups may have mentioned the same/similar topics. All items are included in this document to ensure this is a comprehensive list.

#### Noise Issues

- Neighborhood was quiet from prior to 2003/4. But Willow Island has been commercialized (fireworks, festivals, Band Camp, Rock Fest, etc.) Rock Fest has 5 stages, 4 days of music and fireworks.
- Dane County Fair – loud music but worse is helicopter rides that fly low over residential areas – had convinced AEC to change routes, but now back to old residential rout. Several times/hour at low elevation.
- Even charity races and walks can use significant amplification that impacts the neighbors – really a public nuisance.
- AEC staff have only been partially responsive – hard to engage in conversation. Several years ago, there was some dialogue, and some of the issues were addressed (more noise meters, less impactful fireworks, etc.).
- Town of Madison Police Chief provides selective response to noise issues – reluctance to interfere in another jurisdiction (county controlled asset).
- Public input is of utmost priority, need to get a low cost sound meter to record events and publish the data on the website.
- At the recent Brat Fest, there were numerous (7?) stages, often playing music simultaneously – this creates “just noise” for the neighbors. Noise was so loud (even for attendees) that it wasn’t comfortable, and there was a gang fight.
- Other events, including Goldwings, WDE and others do not create a noise issue, its’ just the events mentioned above.
- Noise meters would help to regulate noise in the neighborhood. 16 people from Bay Creek have complained about noise.
- Use of amplified sound at the new horse ring was not supposed to take place, however this did happen at a recent event. This may simply be due to the Pavilions project, and is only temporary, but it would be helpful to have communication on this issue.

#### Drainage and Major Flooding

- There are very significant water runoff issues that have created flooding on residential sites adjacent to the AEC. Residents have taken responsibility for clearing debris from the major intake water runoff intake pipe near Bram Street. During rains, the inflow from the AEC near Bram Street absorbs all or most of the capacity of the drainage system in the area, and as a result runoff from the neighborhood backs up causing significant neighborhood flooding. The directing of AEC runoff to this area is fairly recent. Years ago, where was a wetland buffer, but this was paved over.





# APPENDIX

## SUMMARY OF ALLIANT ENERGY CENTER STAKEHOLDER COMMENTS – FOCUS GROUP

### Dog Park Issues

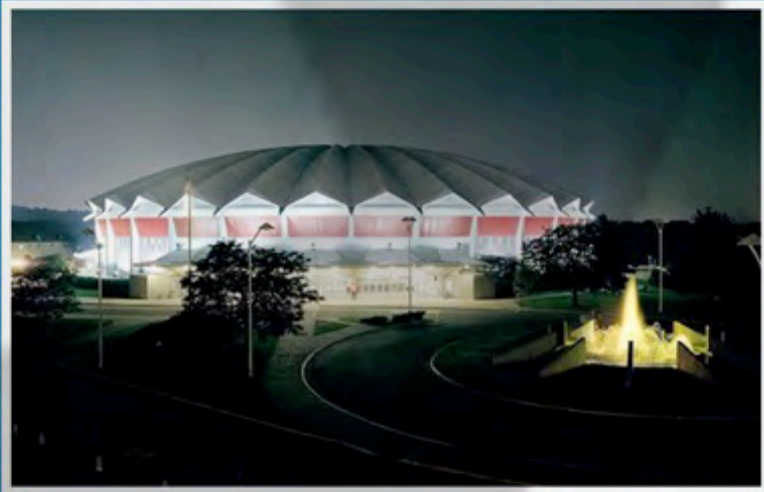
- Quann Dog Park. There is a contract that gives AEC use of space for overflow parking for certain events. In past practice, the fence closest to AEC would be taken down and not put back up until the city took care of it. The dog park was effectively closed for 2 weeks for a 4 day event. In some cases the park was closed to accommodate as few as 30 cars or a handful of campers. More recently, AEC has done a much better job of keeping the park open, using the gates in the fence for access versus taking the entire fence down, and not closing the park for minor uses.
- A concern is that there really isn't an institutional memory at the AEC, and no written policies regarding these issues. Bad practices could emerge again.
- Management should keep an eye on trailers that knock over the maintenance or off-gassing pipes, the deep ruts caused by trailers, and the manure generated when horses are in the park.
- The web site is not very effective. Closing times are listed in Greenwich Mean Time! There is relatively little in terms of elaboration on closing of the park.
- There is a very large contingent of people that use the park, not just area residents. It is the largest space in the city park system for dogs. It has become a very important quality of life amenity for the entire metro area.

### Transit

- Almost no public transit connections to the site, tough to get to without a car.
- AEC is a dead zone when no event is taking place.

### Other Issues

- Consider adding playground equipment in park. This could be an asset for show exhibitors and attendees.
- More consistent outreach from AEC to the neighbors would be very helpful. [note the funding for AEC operations is so limited, there may be a challenge in having sufficient time to dedicate to credible community outreach].
- Some of the charity and for-profit walks/runs cause significant foot traffic, in effect closing streets in the area. Events can close bike paths in the area, causing a 3 mile detour.
- For future commercial development, don't want very high end, or "McDonalds". Focus on locally owned, unique establishments.
- Significant high rise commercial development adjacent to existing neighborhoods (should that take place) would negatively impact the community.



## 8.0 EXAMPLES OF SPECIFIC EVENTS HELD BY COMPARABLE FACILITIES



# APPENDIX

## EXAMPLES OF SPECIFIC EVENTS HELD BY COMPARABLE FACILITIES

- |                                       |   |   |
|---------------------------------------|---|---|
| 2-Day Truck Bash                      | Arena Cross                               | Chamber Banquet                         |
| 4D Barrel Jackpot                     | Arts & Crafts Show                        | Chamber of Commerce Business Expo       |
| 4-H Mardi Gras                        | Athens Summer Jubilee AQHA Show           | Cherokee Nation Food Distribution       |
| 4-H Ride Night                        | Athletic Championship Cheer & Dance Comp. | Choctaw Nation's Horsemen's Association |
| 4-H Shooting Club                     | Avalon Hunter Horse Show                  | Choctaw Pow Wow                         |
| ACRA Finals Rodeo and Trade Show      | Avon Meeting                              | Christmas Wrestling                     |
| Agility Dog Show                      | Azalea Classic Paint Horse Show           | Circle G Quarter Horse Show             |
| AGR Cattle Show                       | Barrel Bash                               | Circus                                  |
| AJBA All American Brahman             | Barrel Racing Association                 | Classic AQHA Shows                      |
| AKC Dog Show                          | Beef Master Show and Sale                 | Classic Paint Horse Show                |
| Alpaca Llama Grand National Show      | Belt Buckle Bash Livestock Show           | Collectible Cars Auction                |
| American Boer Goat Show               | Ben Hur Shrine Circus                     | Collectibles and Tack Auction           |
| American Dexter Cattle Association    | Best in State Barrel Racing               | Collector's West Gun & Knife Show       |
| Annual Bring Out the Bags             | Big Country Cutting                       | Concerts                                |
| Annual Glass & Pottery Show & Sale    | Black Rodeo                               | Consignment Sale                        |
| Antique Auction                       | Blues Festival                            | Continental Antique Shows               |
| Antique Show                          | Boat & RV Show                            | County Fair                             |
| Antique Tractor Pull                  | Bonanza Cutting                           | County Holiday Big Country Dance        |
| Appaloosa Horse Club                  | Brides Club Wedding Expo                  | County Jr. Livestock                    |
| Arabian Horse Club                    | Brookhollow Field Day                     | County Livestock Show                   |
| Arabian Horseshow                     | Bull Blow Out                             | County Roping                           |
| Archery Shoot                         | Cat Club                                  | County Sheriff Training                 |
| Archery Shooters Association Regional | CBR Barrel Racing                         | County Sports Festival                  |
| Area IV FFA Leadership                | Celebration of Champions                  | County Stock Show                       |



# APPENDIX

## EXAMPLES OF SPECIFIC EVENTS HELD BY COMPARABLE FACILITIES

- |  |                                       |  |
|--|---------------------------------------|--|
| Countywide Garage Sale                     | Dog Agility Show                      | Halloween Carnival                     |
| Cowboy Calf Roping Association             | Dog Show                              | Harlem Globetrotters                   |
| Cowboy Capital 5D Barrel Race              | Doll Collectors' Society Doll Show    | Health Fair                            |
| Cowboy Capital Barrel Finals               | Dressage Club                         | High School Reunion                    |
| Cowboy Church Camp                         | Ducks Unlimited Banquet               | High School Rodeo                      |
| Cowboy Church Rodeo                        | Elephant Rock Cycling Adventure       | Hip Hop Show                           |
| Cowboy Mounted Shooting                    | Expo Party                            | Hog Show                               |
| Craft Fair                                 | Extreme Calf Roping                   | Holiday Food & Gift Show               |
| Crawfish Boil                              | Family & Child Services Meeting       | Horse & Cattle shows and sales         |
| Crawfish Classic Cutting Horse Association | Family Care Giver Conference          | Horse Committee Dr. Householder Clinic |
| Cross Canadian Ragweed! Concert            | Fear Not Team Roping                  | Hunter Jumper Horse Show               |
| Crosstimbers Cowboy Church                 | Fish and Chicks                       | Indoor Cart Races                      |
| CSPOTWIN Competition Agility Camp          | Fortune 5 Barrel Race                 | Indoor Go Karts                        |
| Cutting Horse Association                  | Free Style Bomb Tour                  | Indoor Soccer                          |
| Cutting Horse Show                         | Friends of the NRA                    | International Junior Brangus Show      |
| CVB Banquet                                | General Board Meeting                 | Invitational Steer Roping              |
| Cycle City Promotions Arena Cross          | Get Connected! Hair, Skin & Nail Show | John Deere Partners in Production      |
| D&G Barrel Racing                          | Goat Extravaganza                     | Junior College Rodeo                   |
| Dance Dreams Recital                       | Good Sams RV Club Mtg.                | Junior High School Rodeo Finals        |
| Demolition Derby                           | Great American Train Show             | Jurassic Classic Barrel Racing         |
| Derby 4U                                   | Gun & Blade Show                      | K9 Xpress Agility Training             |
| District Livestock Show                    | Gun & Knife Show                      | Kennel Club                            |
| Dittos for Kiddos                          | Gun Show                              | Kennel Club Dog Show                   |
| Do Dat Barbeque                            | H & H Dance                           | Kid's Expo & Day Camp                  |



# APPENDIX

## EXAMPLES OF SPECIFIC EVENTS HELD BY COMPARABLE FACILITIES

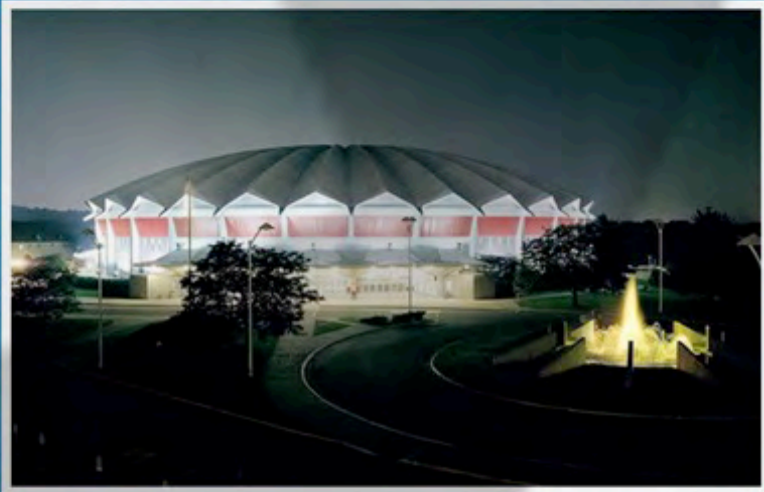
- |                                   |                                      |                                     |
|-----------------------------------|--------------------------------------|-------------------------------------|
| Large Yard Sale                   | National Terrier Dog Show            | Professional Bull Riders Tour       |
| Lifechanger Church Dinner Service | NCHA Day                             | Quail Unlimited                     |
| Lipizzaner Stallion Show          | NEOSHA Barrel Race                   | Quarter Horse Show                  |
| Little Valley Auto Swap           | New Year's Anticipation Barrel Race  | Ranch Rodeo                         |
| Livestock shows                   | North American Corriente Association | Range Beef Cow Symposium            |
| Maker Faire                       | Northwest RV Show                    | Regional Cutting Horse Association  |
| Master Gardener Meetings          | NW Fly Fishing Show                  | Regional Halloween Fest             |
| Master Swine Volunteer Seminar    | Old Time Tractor Show and Pull       | Regional High School Rodeo          |
| MDA Rodeo                         | One Stop Unique Christmas Shopping   | Regional Longhorn Show              |
| Meetings                          | Open Horse Show                      | Regional Paint Horse Club           |
| Memorial Open Barrel Race         | Original Team Roping                 | Regional Rodeo                      |
| Metro Wrestling                   | OTRA Team Roping & Special Event     | Reining OKRHA Seminar               |
| Mexican Bullriding                | Paint Horse Show                     | Reunions                            |
| Miniature Horse Show              | Palomino Exhibitors Association      | Rocky Mountain Beef Expo            |
| MMA Boxing                        | PCBR Senior Bullriding               | Rodeo                               |
| Monster Truck Racing              | Pinewood Derby                       | Roping                              |
| Monster Trucks                    | Police Academy Training              | Roscoe Pig Sale                     |
| Motorcross                        | Poultry Show                         | Rotary Wild Game Fest               |
| Mud Race                          | Power Farming Show                   | RV Group Meeting                    |
| Mule & Donkey Show                | PRCA Rodeo                           | Science Fair                        |
| Music Festival                    | Professional Bull Riders Tour        | Season of Crafts                    |
| N.C.T. Meat Goat Show             | Quail Unlimited                      | Seniors Team Roping Association     |
| National Barrel Horse Association | Quarter Horse Show                   | Shallow Exploration Drillers Clinic |
| National Shetland Dog Show        | Ranch Rodeo                          | Sheep & Goat Validations            |



# APPENDIX

## EXAMPLES OF SPECIFIC EVENTS HELD BY COMPARABLE FACILITIES

- Shoot for the Dough Winter Classic
- Show Arts, Crafts & Home Décor
- Showstopper Boer Goat Sale
- Shrimpfest
- Silver Buckle Horse Show
- Spirit Fingers Pom & Cheer
- Spring Classic Horseshow
- Spring Horse Sale
- Stakes Cutting Futurity
- Stampede Team Roping
- State 4-H Working Cowhorse Clinic
- State Fair
- State High School Rodeo
- State Horse Expo
- Steer Roping
- StockShow & Rodeo
- Summer Circuit Cutting Show
- Supercross
- TCRA Rodeo
- Team Roping
- The Mane Event Equestrian Exposition
- Trade Shows
- Triathlon Festival
- Tri-County Ag Expo
- Universal Fight Promotions - Cage Fight
- US Pony Club Show
- USCRA Calf Roping Finals
- USTPA Team Penning
- USTRC Affiliate Roping
- Veterans Memorial Fight Night Pro Boxing
- Weddings
- Winter Circuit Cutting
- Women of Country
- World Junior Team Roping Championship
- Worlds Largest Rattlesnake Roundup
- WTBRA Barrel Racing Round Up
- Xtreme World Moto-Cross
- Young Guns of Country
- Youth Rodeo



**9.0 NEIGHBORHOOD MEETING  
FEEDBACK  
INDIAN SPRINGS &  
SOUTH METROPOLITAN COUNCIL**



# APPENDIX 9

Indian Springs Neighborhood Meeting Feedback – August 25, 2014

## Indian Springs Neighborhood Association - Meeting Comments

August 25, 2014, 7:00 pm, Neighborhood Center, Resilient Center at Badger Rock School

1. How will this study be integrated with the other studies being done?
2. The island should be connected to South Park Street
3. Traffic study, integrate local and area communities into transportation plan
4. New lights on Badger road are great!
5. Need efficient parking, entering in and getting out of AEC stuck in long line, clogging community and beltline
6. Compliments on whole barn upgrade!
7. Coliseum, if you keep it, please upgrade bathrooms, awful
8. Combine smaller events at the same time to increase draw
9. Let people from Park St. know about AEC and access to campus
10. Add hotel space, not enough
11. Increase shuttle capacity to Coliseum and AEC from parts of Madison and vice versa
12. The existing parking is an asset to the community, we/they use it for all sorts of events at AEC but off site as well – park their cars their and carpool to other places
13. Let shuttle bus take you into Madison and out
14. Access to AEC from Wingra Creek parkway would help a lot for ease of entry and utilizing AEC, and exiting AEC events, help traffic flow.
15. Dog park very big, could increase utilization of land better
16. Dog park is great, don't do anything
17. Add Bram St. for exit and entry to AEC
18. AEC needs restaurants within walking distance, stuck with concession food
19. Make access to marsh as a public feature, and asset, a walkway, natural area
20. Movie theatre
21. Promote renewable forms of energy, develop renewable energy so AEC can be self-sustaining
22. Get other ag shows that would make it more attractive and features to support
23. Night runs are popular – 5K start at the Coliseum end up on the island, great asset/attraction and utilization - Glow run, color run, fundraisers, fun and fitness family event, making fitness fun – can expand on that concept and make culturally relevant
24. A lot of walkers
25. Need ethnic festivals
26. Could AEC be a satellite site for a winter market for Dane County Farmer's Market – community is a food desert
27. Use the new barns for a huge flea market
28. Drive in theatre – Milwaukee Discover Center projects movies on the side of their building, very cool
29. Ideas for DC for community outreach – email updates, website, calendar on website, put info in their community newsletter
30. There are a lot of plans, are you familiar with those? You could work together

The meeting comments were prepared by Olivia Parry, Senior Planner, Dane County Planning and Development who can be reached at 608-266-4270, or [parry@countyofdane.com](mailto:parry@countyofdane.com).





# APPENDIX 9

South Metropolitan Planning Council Meeting Feedback – September 9, 2014

Joint Meeting of the South Metropolitan Planning Council and the Dane County  
Planning and Development Department  
September 9, 2014, Urban League, 2222 South Park Street, 6:00 pm

Community Outreach for the AEC Strategic Design Feasibility Study Meeting Notes

1. South Madison has the highest homeownership rate in the city, keeps crime down
2. Tired of race/run walks, you can stop races and let people go by otherwise we are trapped in the neighborhood for the race
3. Color me red, horrible noise
4. Neighborhood is friendly and low cost so neighbors can live there
5. Cut way back on parked area
6. Need better public transit
7. Create pedestrian overpass
8. More attention to neighborhood
9. Better connection with foot traffic
10. Better connectivity to Bram
11. Lyckburg has good lighting, police presence good example
12. Maybe AEC could have ground lighting, need good lighting
13. Asphalt is a waste, an eyesore, need vertical parking, more green space
14. Noise levels horrendous, can invest in low cost sound meters, can cause physical harm and harm to animals
15. Would like playground to benefit both residents and those visiting AEC
16. AEC should pay for storm water, it overloads into neighborhood and causes flooding
17. Don't make it like the Villager, it's all parking, lack of retail, not neighbor friendly
18. Bring arts community into study
19. Look for alternative to parking pavement instead of blacktop
20. Better pedestrian and bike access
21. Willow Island... Riverfest, Watertown water and plants integrated nicely
22. Museum on campus could commemorate... Greenbush and other areas
23. AEC – reconsider helicopter rides on campus – very noisy and are flying low, below FAA regulations should be outlawed. Stop flying over houses...speed and altitude
24. Emphasize west side of property
25. Consistent parking fees
26. Art gallery, rotating artists; children's art on campus
27. Get state of WI involved; get WI Discovery Center or something like it to the campus
28. Water collection from roof, water from roof interactive with campus
29. Consider as a city if Madison should be a great place to visit or a great place to live... How will the community find this balance? For example, Qaunn Dog Park
30. Capital View Neighborhood is fragile/vulnerable, but a stable neighborhood...need to control noise; don't want to damage neighborhood and quality of life, and we want to maintain home ownership.
31. Hundreds of churches in the area; there is a denomination that has rented AEC; they should all be surveyed for meeting potential



# APPENDIX 9

South Metropolitan Planning Council Meeting Feedback – September 9, 2014

32. Do not adversely impact Quann Gardens
33. Create bike pedestrian overpass over John Nolen
34. Interconnectivity...connection to Neighborhood is not good; improve all neighborhood connections
35. Lyckburg Park controlled by both the county and the city;
36. Arborgate parking structure ex of parking (at Todd Dr. and the beltline)
  - a. Blackhawk Church, West of Madison
37. AEC could increase green space on top of parking ramps, maybe goats as well
38. Consider solar energy opportunities for the campus
39. Opportunities for smaller venues, for things like a small amphitheater using natural topography
40. Museum would be nice addition i.e. a historic room, or local historical commemoration
41. AEC is close to large bodies of water which carries noise considerably, please consider noise effects of events re: water
42. Many events use chain link fence to control access...need to figure out how to separate public and private residential more effectively; Use multiple options
43. With higher fee events, some people come around and park on neighborhood streets
44. Someone stated event parking was a problem because they were blocked from getting out of their driveway
45. In a city in France, one exhibition center includes a free “something” for the area neighbors. A free event for kids on Bees and Honey, or ....
46. A Wisconsin Room for World Dairy Expo to showcase WI attendees
47. A Visioning process should include something on connecting downtown and AEC
48. How would future projects impact residents and neighbors? Would the project displace neighbors? This is a concern

These notes were taken on September 9, 2014 at the SMPC Dane County Meeting at the Urban League, 2222 South Park St., Madison, WI. They were prepared by Olivia Parry, Senior Planner, Dane County Planning and Development who can be reached at 608-266-4270, or [parry@countyofdane.com](mailto:parry@countyofdane.com).