



# DESTINATION DISTRICT

## VISION & STRATEGY



**MADISON**  
GOING > BEYOND > VISIT  
GREATER MADISON CONVENTION & VISITORS BUREAU



MADISON, WISCONSIN

12.12.18



# ACKNOWLEDGEMENTS

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- Sheri Carter, City of Madison
- Robert Crain, Alliant Energy Corporation
- Brett Halverson, Greater Madison Chamber of Commerce
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*A special thanks to all those who provided their time and thoughts to shape an authentic Madison Destination District.*

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### ABOUT THIS DOCUMENT:

The Destination District Vision & Strategy document is the final output of a 6-month public/private collaborative planning process for the non-residential areas surrounding the Alliant Energy Center. The collection of ideas and opportunities helped create a shared vision, objectives, and general recommendations to optimize the many attributes of the area. The study was informed by past plans, technical research, past and new inputs, city/county staff, and guided by an ad-hoc Vision Panel, whom provided direction on the larger vision and components to enhance visitor and local resident experience in the AEC campus and the surrounding area. The study immediately informed the Alliant Energy Center Campus Master planning process. The final vision, objectives and recommendations are intended be used by Dane County and the cities of Madison and Fitchburg to inform their future short and long-range planning processes and capital improvements for the areas of the Town of Madison that are to be absorbed by the two jurisdictions in 2022.

# INTRODUCTION + BACKGROUND

Madison's beautiful lakes and public open space system are foundational elements for our "healthy city"; the assets that draw thousands of people from around the country to our community as visitors and residents. Madison's active lifestyle has attracted events from the Reebok CrossFit Games to Ironman as well as contributing to our population growth. Yet as we continue to build on our healthy community, healthy lakes, and healthy environment as avenues for economic prosperity and quality of life we must have a strategic vision and direction to continue capitalizing on them.

The Destination District Vision and Strategy (DDVS) study focuses on the non-residential areas that surround the Alliant Energy Center (AEC). The study will put forth a bold vision and strategy to truly make this area the jewel of the city and the gateway it is meant to be. With the goal of optimizing future changes for the benefit of the entire community while also protecting and enhancing the area neighborhoods.

**Why a Destination District?** Guiding the planning process for the County is the AEC Comprehensive Master Plan Oversight Committee, which in 2017 completed a visioning process that set the foundations for a detailed Master Plan. A key outcome from that process was a need to better integrate the campus with its surroundings and to establish a recognizable "destination district" with the AEC at its core. The vision process also recommended a preliminary multijurisdictional-study be completed in concert with the AEC campus master plan process.

**Why now?** As the demand increases for convening facilities and events, so does the competition for them in Wisconsin and across the country. Accordingly, in 2016 the County Board embarked on a multi-year, multi-phase process to plan future improvements to the campus and its facilities to ensure it would remain competitive and economically viable for the next two decades and beyond.

Historically, this gateway area of the city and its waterfront have been considered one of Madison's greatest unrealized opportunities. Recently, the Nolen Centennial Project led by the Metcalfe's, inspired the community to think big about what this area could be. Throughout the AEC planning process, stakeholders and the public have suggested the desire for a bold vision for the entire area.

The time is now to put forth a bold vision and strategies to shape an identifiable destination district that enrich the lives of the AEC visitor experience and serve residents and the region.

**Funders.** Some of the areas included in the Destination District are currently in the Town of Madison, but slated for annexation to the cities of Madison and Fitchburg in 2022. In order to lead planning in the interim, a group of public and private partners stepped in to advance and fund a cohesive and bold vision and strategy for the non-residential area surrounding the AEC. They include: Dane County, City of Madison, Greater Madison Convention and Visitors Bureau, Alliant Energy, and Madison Gas and Electric.



# PROCESS

The Destination District Vision and Strategy kicked off in May of 2018 as a process to create a vision, objectives, and strategy for a cohesive and recognizable destination district anchored by the Alliant Energy Center (AEC), lakefront, and extensive public open space.

The study was informed by past plans, technical research, and past and new inputs. Over the course of five months, this encompassed dozens of conversations designed to uncover the most promising ideas and opportunities to shape an authentic Madison destination district, including:

- **Ad-Hoc Vision Panel:** Representatives from both public and private organizations made up the Ad-Hoc Vision Panel, which provided guidance on the larger vision and components to enhance visitor and local resident experiences in the AEC campus and surrounding area.
- **City/County Staff:** Planning, economic development, transportation, parks and engineering staff from the cities of Madison, Fitchburg, and Dane County met with the consultants on four occasions to give input and direction on technical issues.
- **Community & Stakeholder Outreach:** The study built upon the vast past public input collected throughout the AEC visioning and master planning processes as well as new input from:

- June 6th AEC Informational Meeting for Area Neighbors
- September 12th Destination District Vision & Strategy Public Event
- October 15th Joint AEC Campus Master Plan & Destination District Public Event

Project presentations were provided to several organizations, including:

- South Metropolitan Planning Council
- South Madison Business Association
- Greater Madison Convention and Visitors Bureau
- Monona Terrace Board
- Fitchburg Chamber of Commerce
- Downtown Madison, Inc.

The consultant team also interviewed key area property owners and businesses, real estate and development professionals, tourism professionals, and sports entertainment professionals.

- **AEC Master Plan Coordination:** Regular communications and meetings with the Master Plan consultant team took place over the course of both planning processes.

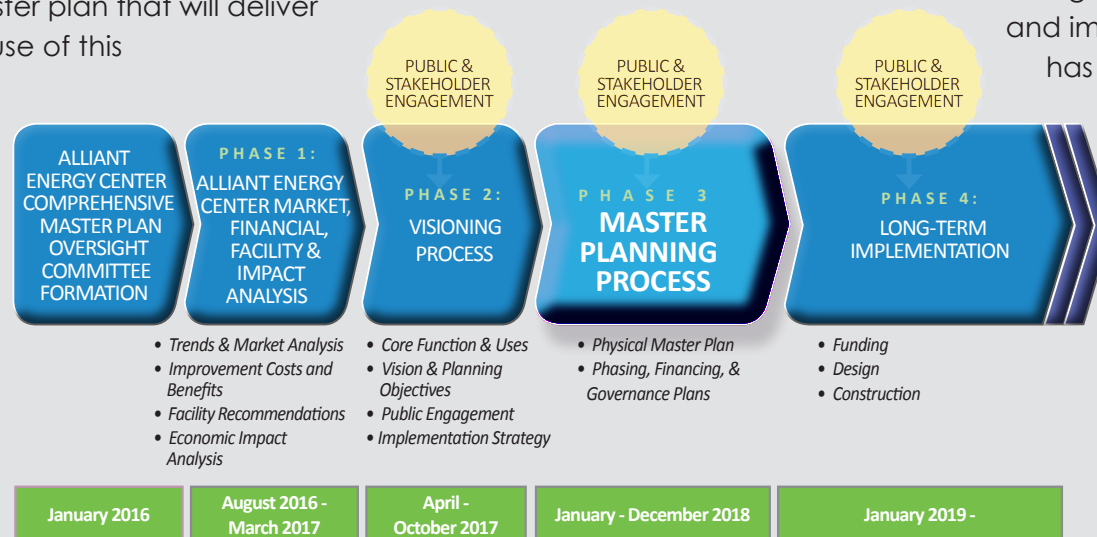
# ALLIANT ENERGY CENTER CAMPUS MASTER PLAN

**Leveraging an economic catalyst: the AEC.** Dane County's 164-acre AEC campus is a significant economic catalyst in its own right. In 2016, the campus hosted more than 400 events with 800,000 attendees generating 177,000 room nights and \$76 million in spending. In the last five years, the AEC has been one of the few convention/expo centers in the country to cover all of its own operating expenses with no taxpayer subsidy.

**A valuable cultural, social, and economic asset to Dane County and the Greater Madison community.** The AEC is a destination where our local communities gather for events; a place where our residents share knowledge and experiences; and it is a magnet that attracts visitors from around the United States and the globe to the benefit of all of us who live and work in this area.

While the AEC currently serves as an iconic event destination and is situated as a gateway to the Madison community, it also represents an area of untapped opportunity. Over the last 10 years, several public and private planning initiatives were undertaken for the future of the campus. Ultimately, the Dane County Board made a strategic decision in 2016 to follow a very deliberative process for developing a comprehensive master plan that will deliver the highest and best use of this asset while reflecting the priorities and values of the many stakeholders who will help play a role in designing and utilizing the AEC.

The committee charged with driving this effort, the AEC Comprehensive



Master Plan Oversight Committee (Oversight Committee), embarked on a four-phase, multi-year effort to develop a strategic vision and market-driven, financially sustainable design and plan for the entire AEC campus.

Work started in March 2018 and has progressed over the summer culminating in the release of a draft plan document in November. A final recommendation by the Oversight Committee and final presentation to the full County Board are expected in December.

While the Campus Master Plan identifies improvements that can make the AEC more functional for a wide range of events, a true destination can be achieved only if the character and uses in the surrounding area also see commensurate changes and improvements. Further, the AEC campus has potential to include additional private development, but the optimal type of development and value of these parcels is best realized through a coordinated planning effort with the surrounding area. Accordingly, this Destination District Vision and Strategy process was undertaken simultaneously and in close coordination with the Campus Master Plan process so the two processes could inform each other.



# VISION FOUNDATIONS FOR THE ALLIANT ENERGY CENTER

The Campus Master Plan builds off of the Market, Financial, Facility & Impact Analysis and Vision and Framework document completed previously by the Oversight Committee. In keeping with the key outcomes from both of those, the goal of the process is to craft

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

## VISION

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

## VISION FOUNDATIONS

### AEC PRIMARY ROLE AND MARKET FOCUS

The AEC campus will continue to serve as the region's premier, multi-venue expo, convention, and event destination, providing the regional community with a place to:

- GATHER for major events
- SHARE and gain knowledge
- ATTRACT visitors from around the country and world



### IMPACT & RETURN ON INVESTMENT

The AEC has significant economic and community impact, and as a goal will continue to operate with revenues exceeding expenses. Community and financial return on investment will be a crucial decision criterion for making improvements to meet the diversifying needs of the convening industry and growing regional community. Developing public-private partnerships will be critical for funding large-scale improvements.



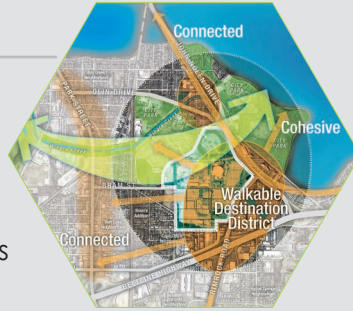
### WALKABLE DESTINATION DISTRICT

The Campus will integrate additional hotels, food, beverage, retail and entertainment establishments, a range of employment opportunities, and new housing on or around the AEC campus. Together these will build a critical mass of activity benefiting visitors and community.



## CONNECTED AND COHESIVE

The Alliant Energy Center (AEC) campus area and Dane County community will benefit by improving ties between on-site facilities, integrating the campus into a recognizable district, strengthening linkages to surrounding neighborhood destinations, and seamlessly connecting the AEC to Lake and Downtown.



## TRANSIT AND MULTI-MODAL ORIENTED

As a major regional destination and auto gateway to the downtown, facilitate enhanced transit service and emerging transportation technologies to serve a growing employment district, and improve transit connections to the downtown for visitors and area residents.



## EQUITY AND ACCESS

The campus will be a welcoming and valued asset to our county's diverse communities and cultures through an approachable design character, improving access through the campus district connecting the Park Street Corridor Neighborhoods to the lakefront, incorporating improved transit connections and being a catalyst for increased economic viability and employment opportunities.



## SUSTAINABILITY

The AEC will prioritize sustainability objectives including managing stormwater for lake quality by showcasing the area watersheds' model technologies and practices throughout the improved campus, facilitating alternative transportation improvements and services for district employees, residents and visitors, and integrating on-site renewable energy production.



## AN AUTHENTIC MADISON REGION AND WISCONSIN EXPERIENCE

The AEC campus experience will embrace the authentic flavor of the region, weaving in the lakes, the natural landscape, local food, and bike culture.

- The AEC can showcase the State of Wisconsin's agricultural diversity and can provide locally produced food offerings for events.
- Strong connections to the lakefront, a lakes theme, and integration of the lakeside experiences enhance the City of Lakes presence.
- AEC grounds become a bike trailhead that makes riding downtown and enjoying the Capitol City Trail or Lake Loop a must-do AEC visitor experience.



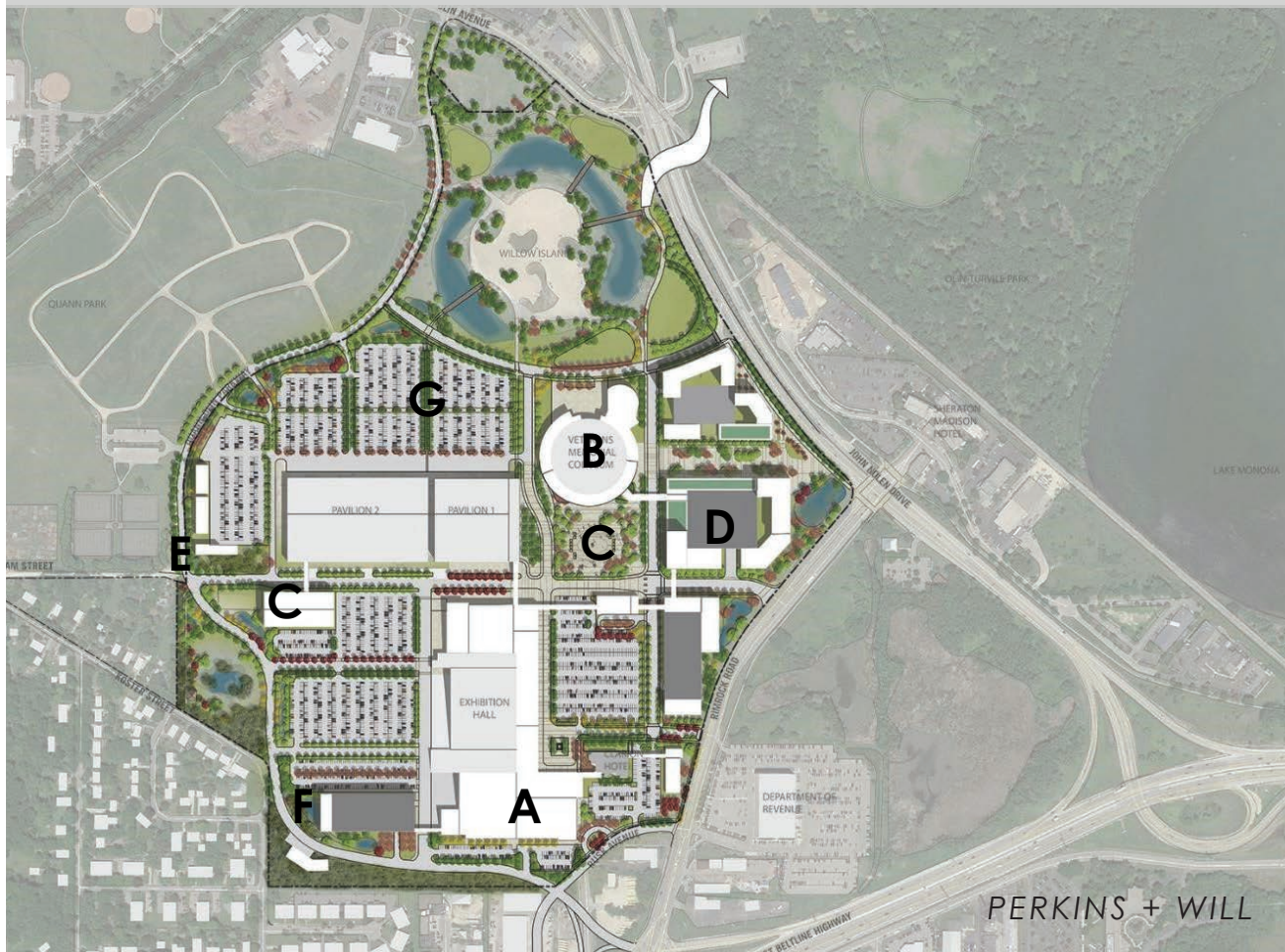


# ALLIANT ENERGY CENTER MASTER PLAN DRAFT 2018

Over the spring and summer of 2018, the Master Plan consultants Perkins + Will met with users of the Alliant Energy Center (AEC), managers from area peer facilities, the Oversight Committee, and the consulting team preparing this Destination District Vision and

Strategy. They also held two public meetings. All of that input, plus that provided during the previous work by the Oversight Committee and the many other planning efforts that preceded, has been incorporated into the draft Master Plan.

## ALLIANT ENERGY CENTER MASTER PLAN DRAFT 2018



Primary improvements include:

- A.** A three-phase expansion of the Exhibition Hall
- B.** A three-phase expansion of the Coliseum
- C.** Relocation of the Arena Building and construction of a central plaza in the current Arena Building location
- D.** Private, mixed-use development along Rimrock, John Nolen, and Willow Island
- E.** A ring road and enhanced access points at Rimrock Road/Beltline and John Nolen Drive
- F.** Improved stormwater management facilities throughout the campus and structured parking
- G.** “Green” connections through the parking areas



# WHAT IS A DESTINATION DISTRICT?

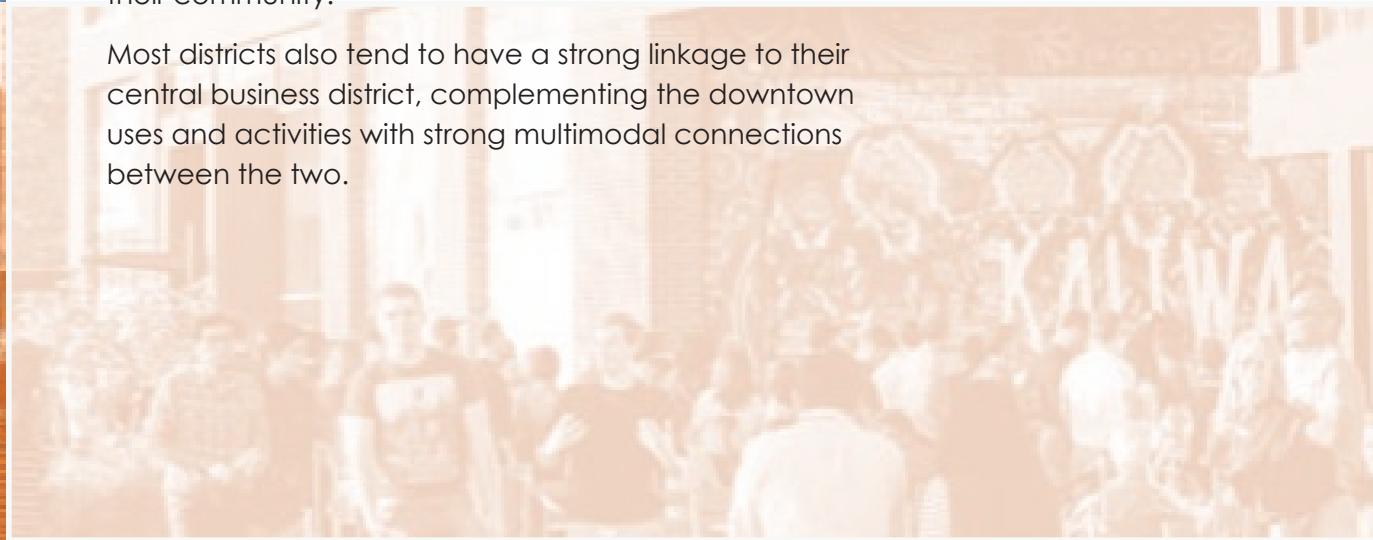
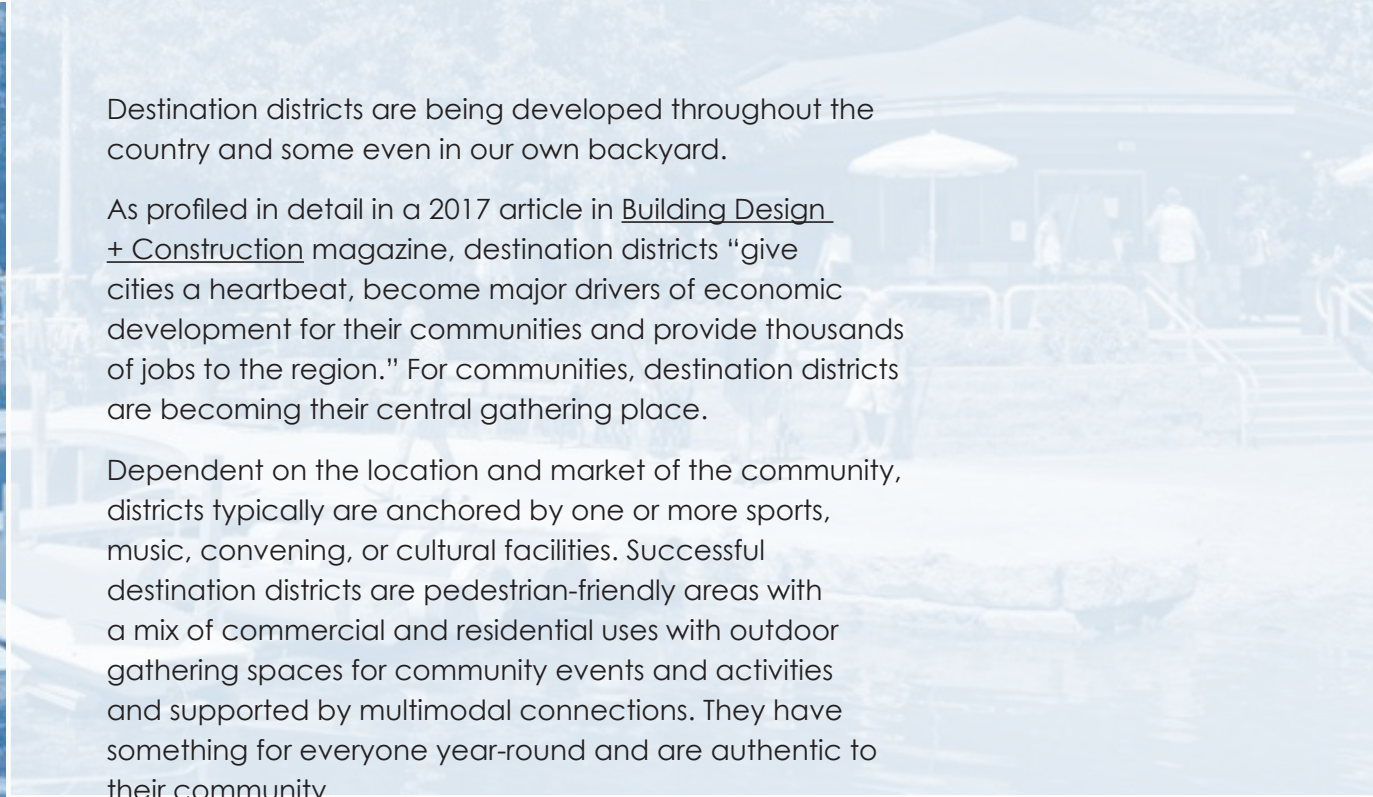
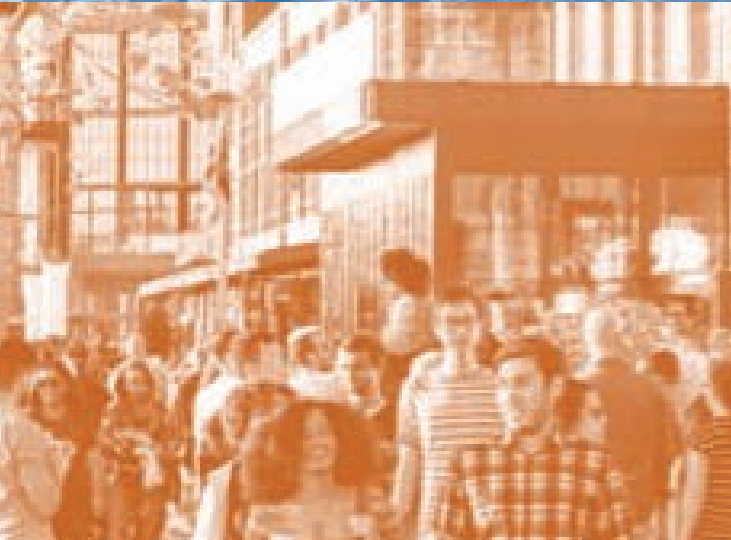


Destination districts are being developed throughout the country and some even in our own backyard.

As profiled in detail in a 2017 article in [Building Design + Construction](#) magazine, destination districts “give cities a heartbeat, become major drivers of economic development for their communities and provide thousands of jobs to the region.” For communities, destination districts are becoming their central gathering place.

Dependent on the location and market of the community, districts typically are anchored by one or more sports, music, convening, or cultural facilities. Successful destination districts are pedestrian-friendly areas with a mix of commercial and residential uses with outdoor gathering spaces for community events and activities and supported by multimodal connections. They have something for everyone year-round and are authentic to their community.

Most districts also tend to have a strong linkage to their central business district, complementing the downtown uses and activities with strong multimodal connections between the two.





## EXAMPLES OF DESTINATION DISTRICTS

### **Arena District – Columbus, OH: Convening Sports/Entertainment District**

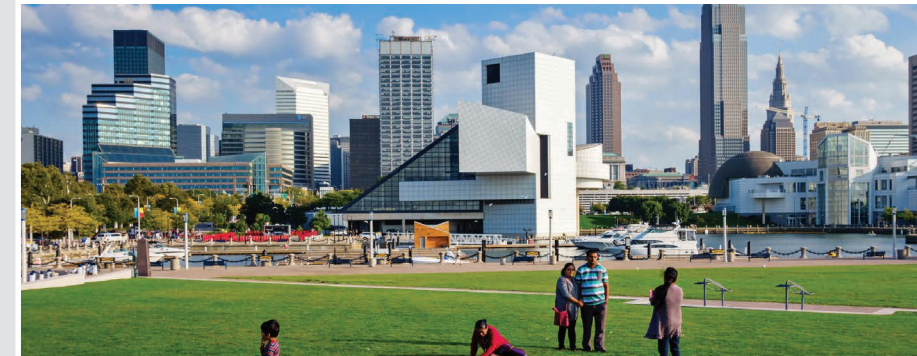
The Arena District is a 120~ acre mixed-use area anchored by Nationwide Arena home to the National Hockey League Columbus Blue Jackets. The mix of uses includes retail, restaurants, residential, office, entertainment venues, and year-round activities for all ages.



**CONVENING SPORTS/ENTERTAINMENT DISTRICT:**  
Arena District - Columbus, OH

### **North Coast Harbor - Cleveland, OH: Lakefront Park/Museum/Entertainment District**

The North Coast Harbor is a waterfront convening sports/entertainment district in Cleveland, Ohio. As described in the North Coast Harbor website, the district is “uniquely situated at the city's front door – this district has a feeling all its own, where the energy of the cityscape meets the tranquil waters of Lake Erie”. The district's plethora of entertainment uses such as the famous Rock and Roll Hall of Fame, the FirstEnergy Stadium – home of the Cleveland Browns, and public spaces along the waterfront are what give vibrancy and the experience residents and visitors seek.



**LAKEFRONT PARK/MUSEUM/ENTERTAINMENT DISTRICT:**  
North Coast Harbor - Cleveland, OH

### **Titletown District – Green Bay, WI: Sports and Family Entertainment District**

Titletown is a 35-acre recreation destination anchored by Lambeau Field with over ten-acres of park and plaza space where locals and visitors can find year-round activities such as outdoor games, fitness, winter skating, and a tubing hill. Other uses that contribute to the district are Hinterland Brewery, the Lodge Kohler (a four-diamond hotel with terrace suites for tailgating), and the Bellin Health Titletown Sports Medicine and Orthopedics Clinic.



**SPORTS AND FAMILY ENTERTAINMENT DISTRICT:**  
Titletown District - Green Bay, WI



# DESTINATION DISTRICT VISION

## VISION STATEMENT FOR THE DISTRICT

The Destination District will become a recognizable and cohesive “go to” hub of activity anchored by expansive lakefront and park areas, the Alliant Energy Center and lively private development at its core. Hotels, restaurants and entertainment, employers, and a range of new mixed income housing will build a critical mass of activity, drive new community revenue, and create an attractive place-enriched user experience and gateway that visitors and community residents seek.





**District anchors, users, and size.** The “Destination District” encompasses several key anchors including one of the city’s largest park and open space networks; the waterfront of Lake Monona and Wingra Creek; corridor of private development fronting John Nolen Drive and Rimrock Road; and the 164-acre Alliant Energy Center (AEC) with exhibition space, arena, coliseum, parking, fields, and livestock pavilions at the core. With users from the regional community, AEC visitors, downtown to southside neighborhoods that consider this their place of entertainment. Together this 680+ acre District compares in size to an area of downtown Madison stretching across the Isthmus from the base of State Street to the edge of the Capitol East district (see graphic at right).



*District size in relation to downtown*

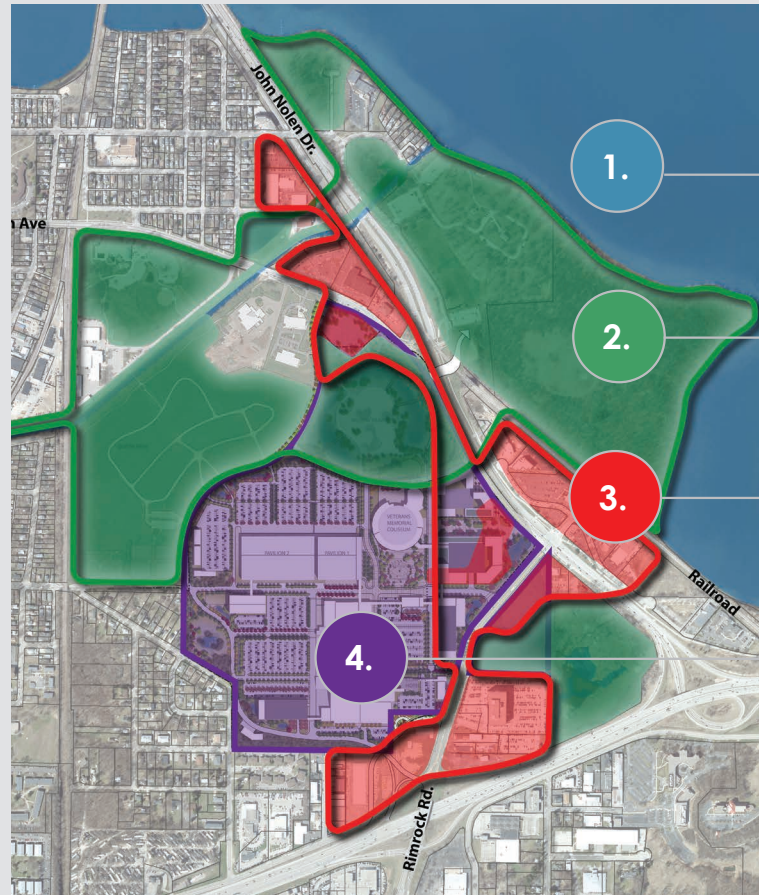
## USERS

DOWNTOWN & ISTHMUS

SOUTHSIDE  
NEIGHBORHOODS

ALLIANT ENERGY  
CENTER VISITORS &  
COMMUNITY EVENTS

REGIONAL COMMUNITY



## ANCHORS

1. LAKES / WATERFRONT

2. PARKS & OPEN SPACE

3. PRIVATE DEVELOPMENT

4. ALLIANT ENERGY CENTER

# SIX STRATEGIES

## STRATEGIES TO SHAPE A DESTINATION DISTRICT



1

**Integrate a mix of uses  
& everyday attractions**

As our community continues to grow and mature, optimizing our assets and meeting the needs of our growing region is essential. While Destination Districts are spurring throughout the country, truly successful Destination Districts are strategically thought out and woven into the community fabric.

2

**Create a cohesive park  
& open space system**

The six key strategies seek to increase the utility of the parks, design the District with year-round family-friendly activities, build upon and tie our community's assets to the District, enrich the lives of our residents, and overall transform this part of our central city.

3

**Connect across  
John Nolen Drive &  
Rimrock Road**

4

**Add multimodal  
connections to downtown  
area/Isthmus**

5

**Enhance access &  
connection to  
surrounding area**

6

**Deliver an authentic  
regional experience**



# STRATEGY 1:

## INTEGRATE A MIX OF USES AND EVERYDAY ATTRACTIONS



**The Alliant Energy Center (AEC) and surrounding area fall within a patchwork of government jurisdictions** that have made long-range strategic land use planning difficult for this part of the community. As a result, development decisions have not optimized the locational advantages of the area. However, the dissolution of the Town of Madison in 2022, and the pending planning efforts by the cities of Madison and Fitchburg for the parts they are to absorb presents a timely and propitious opportunity to capitalize on the area's many outstanding assets to create a dynamic and integrated mixed-used Destination District along with increased year-round amenities desired by the surrounding neighborhoods.

As noted previously, key assets in the area include the 164-acre AEC campus and the 200 acres of public open space/parks to the north and east of the campus. However, this leaves only 44 acres of

private development, much of which is relatively new or stable and unlikely to change/redevelop for quite some time. While some of the stable development includes uses complementary to a destination district (mostly hotels), most of these are not well-connected to the campus and the area lacks an overall critical mass of restaurants, retail, entertainment, and accommodations to create a recognized destination.

Based on existing uses, property owner interests, and proximity to the AEC, three primary focus areas have been identified, all of which have significant redevelopment potential to generate the types of activities necessary to create a recognized Destination District:

- A. Beltline Gateway:** an 8-acre area bounded by the Beltline, AEC, and Rimrock Road. Existing uses consist of a bus garage and outdoor storage, car rental agency, and auto body shop.
- B. Core:** a 20-acre area located mostly in the current parking area to the east of the Coliseum as well as smaller, vacant parcels east of John Nolen Drive and south of Rimrock Road.
- C. Lakeside:** a 16-acre area straddling Olin Avenue immediately west of John Nolen Drive. Current uses include aging, low-density offices and two free-standing restaurants surrounded by surface parking.

## A. BELTLINE GATEWAY AREA

With over 134,000 vehicles traveling on the Beltline daily, there's a tremendous opportunity to create a new, grand entrance to central Madison and the Alliant Energy Center (AEC). The Beltline Gateway is well-positioned to host a corporate office/headquarters, a hotel/hotel expansion, "destination" sports retail, and an indoor entertainment/sport complex to complement future sports related activities at the expanded AEC Exhibition Hall and should be explored as core redevelopment uses for the area. The area is currently bisected by East Rusk Avenue, which could be relocated to the west to accommodate larger projects. Consistent with the AEC Campus Master Plan, there also is an opportunity to add a direct on/off ramp from the Beltline directly into this area and the south end of the campus.

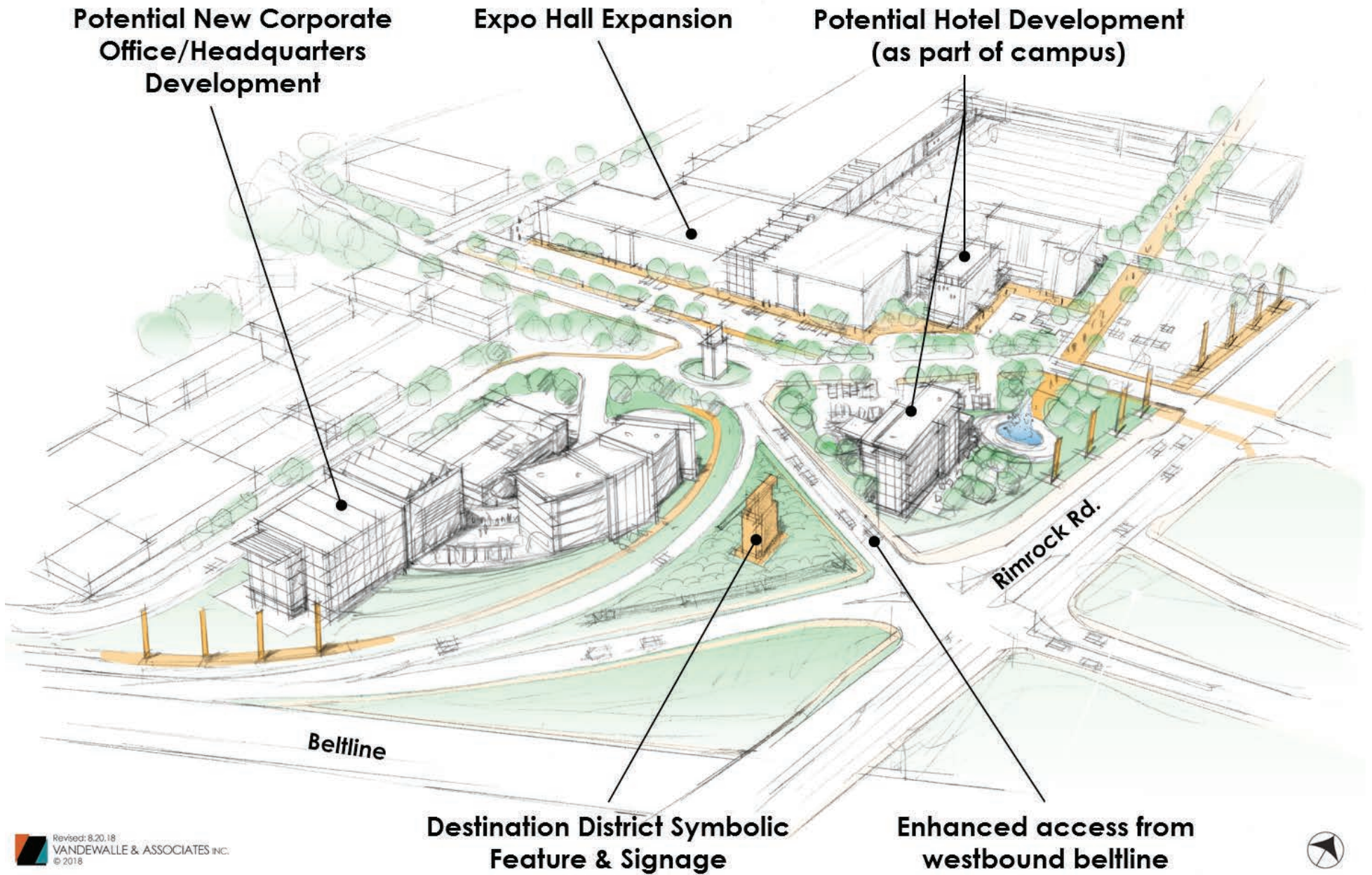


### Objectives:

1. Expand the District and AEC image and presence on the Beltline by developing new corporate office or headquarters development visible from the Beltline.
2. Optimize tax base potential by creating adequate redevelopment sites between the AEC and the Beltline by relocating/reconfiguring East Rusk Road.
3. Create a gateway to the District from the Beltline by including highly visible and attractive elements (signage, architecture, art, etc.).
4. Integrate the AEC presence with the District as a cohesive unit by extending the "green linkages" from the AEC campus out to the Beltline.
5. Improve stormwater challenges by incorporating alternative stormwater management facilities and practices into new development or redevelopment (i.e. green roofs, rain gardens, rain barrels, porous paving, etc.).









## B. CORE AREA

The John Nolen Drive/Rimrock Road intersection is the premier gateway to Downtown and the Alliant Energy Center (AEC). This corner of the AEC campus currently is dominated by a stormwater retention pond, greenspace, an expansive surface parking lot and lacks the uses and private development at the key junction between the AEC and private development along John Nolen Drive. A vibrant mix of uses including restaurants, hotels, offices, indoor entertainment/sports facilities, and possibly, residential, would activate the Core and display a multimodal vibrancy to the District. Thus, creating a strong gateway. To maintain accessibility to the private uses during AEC events, the John Nolen Drive entry would be reconfigured and opened on a permanent basis, and a new internal street would be created between the private development, the Coliseum, and new plaza.



### Objectives:

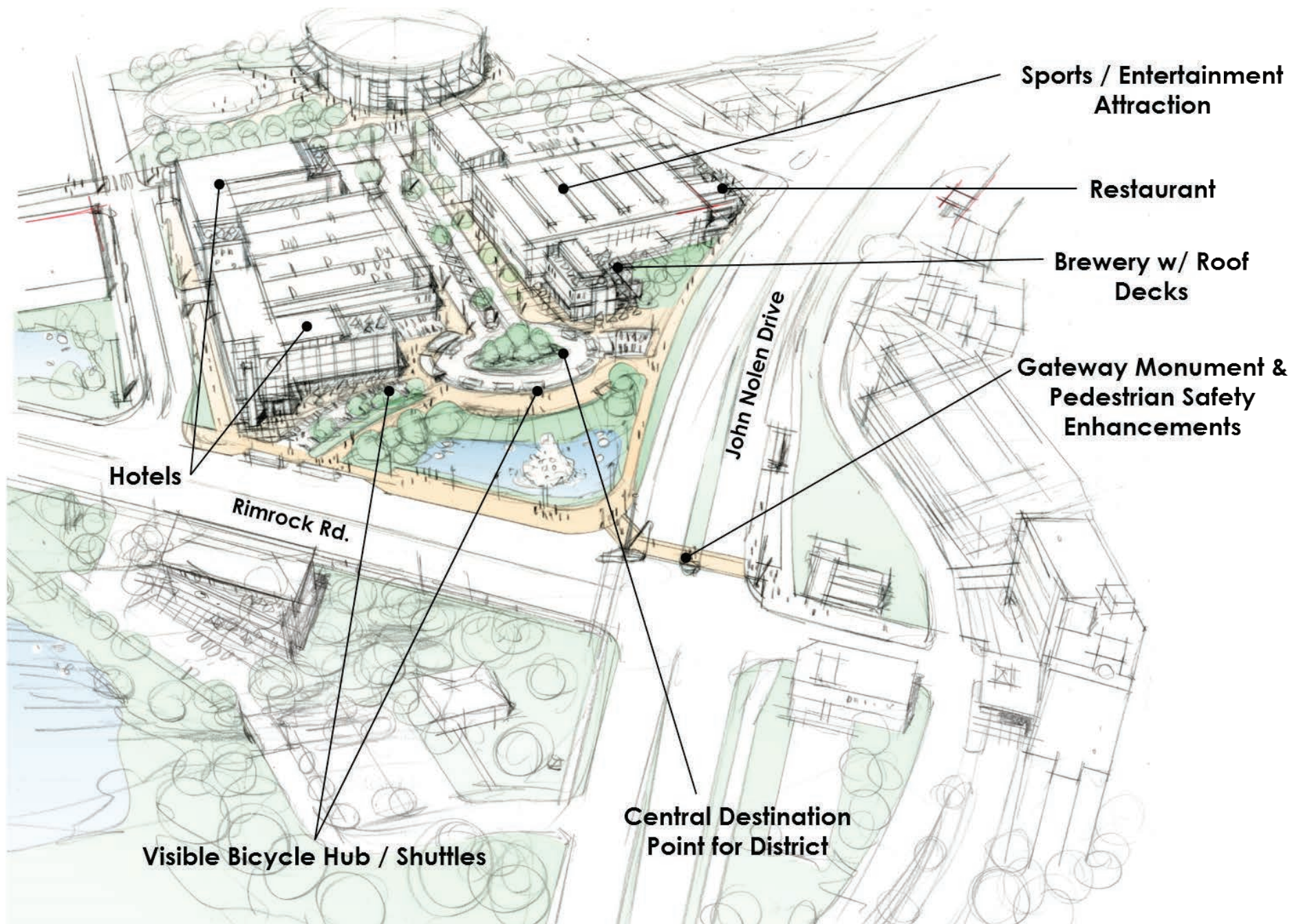
1. Create a strong visual gateway to the AEC and the City of Madison by redeveloping parking lots with a mix of uses that support a destination district.
2. Activate site all year round by adding a mix of development such as hotels, restaurants, bars, anchored by destination entertainment and indoor recreation venues.
3. Provide easy access to private development by separating AEC event traffic and parking.
4. Create an identifiable hub or center point for the District by adding signature architectural elements, public space, bike sharing, shuttle stop, and/or public art.
5. Create a more direct pedestrian/bike route from the John Nolen/Rimrock intersection to the heart of the AEC campus by

reconfiguring the pond, building a bridge over the ponds, or evaluating other options.

6. Improve stormwater challenges by incorporating alternative stormwater management facilities and practices into new development or redevelopment (i.e., green roofs, rain gardens, rain barrels, porous paving, etc.).









## C. LAKEVIEW AREA

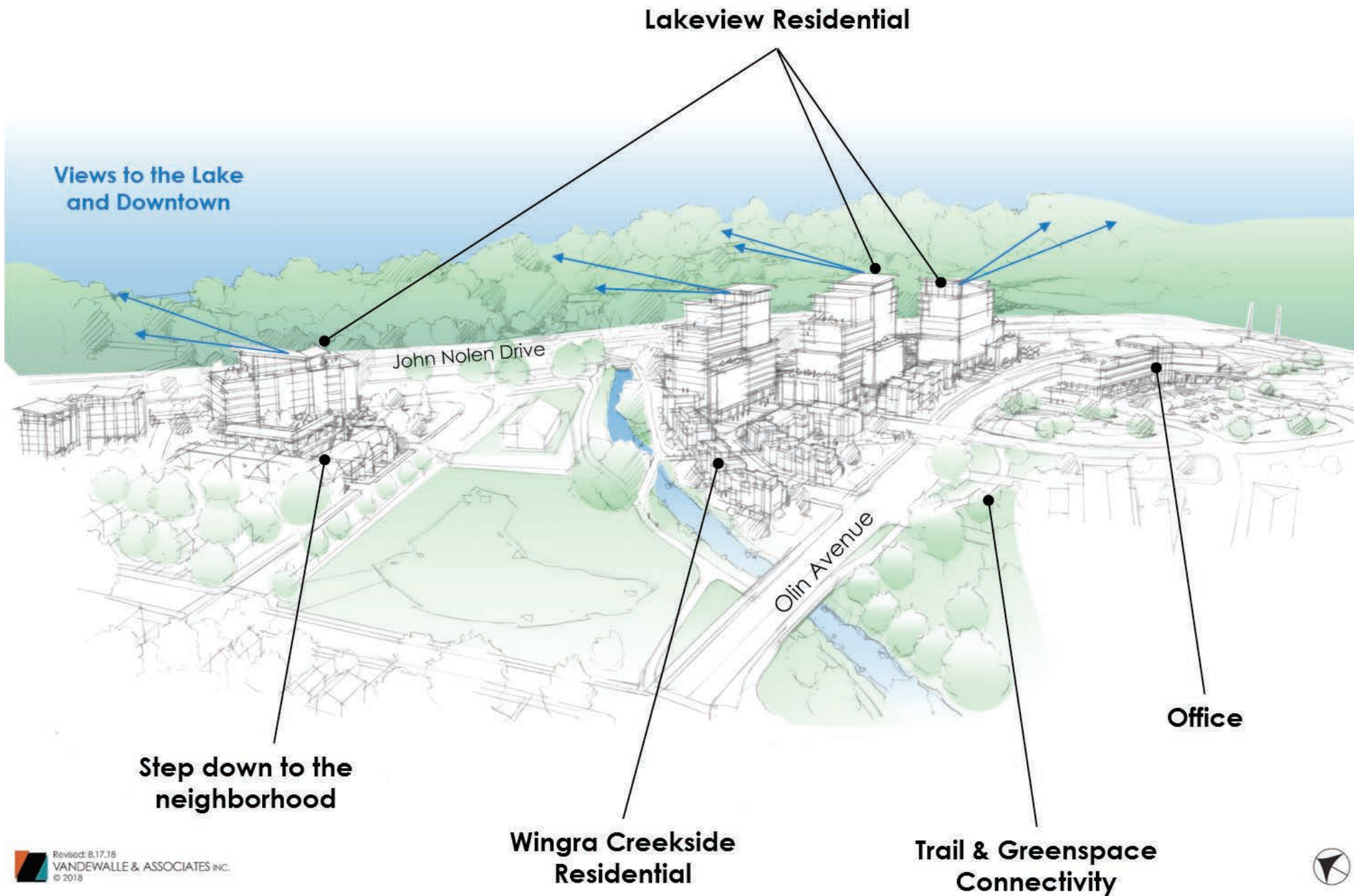
With its proximity to the Alliant Energy Center (AEC), several multi-use trails, extensive parks, Wingra Creek, and Lake Monona, the Lakeview Area is ideal for active adult living and offices. In particular, it offers an unequalled opportunity for those seeking - lakefront and park oriented living, multimodal, and mixed income - near, but not in, the city's central business district. On the north side of Olin Avenue, the area offers an opportunity to develop high density, bike- and pedestrian-oriented housing that captures expansive views of the lake and downtown skyline. Stepping down to the neighborhood to the west, townhomes along the creek would activate the creek and adjoining bike trail with kayaking, paddle boarding, biking, and walking to further support an active adult lifestyle. The south side of Olin Avenue/north of Willow Island offers an opportunity for additional housing or offices that also would take advantage of the great views and proximity to downtown.



### Objectives:

1. Take advantage of the lake and Capital views by developing the AEC north of Willow Island with office use.
2. Develop variety of housing types north of Olin Avenue with lake-oriented views that serve a mix of incomes.
3. Capitalize on the proximity to downtown by creating a vertical, active adult living and work environment (i.e. upper level residential and offices; lower level retail, restaurants, entertainment, etc.).
4. Analyze the placement of development to maximize the views while also being sensitive as to not obstruct the views of others.
5. Reduce parking demand by integrating multimodal options including ready access to the bike path, BCycle, car sharing, and structured parking.
6. Capitalize on Wingra Creek by aligning new residential development along the creek.
7. Improve stormwater challenges by incorporating alternative stormwater management facilities and practices into new development or redevelopment (i.e. green roofs, rain gardens, rain barrels, porous paving, etc.).





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## STRATEGY 2:

### CREATE A COHESIVE PARK AND OPEN SPACE SYSTEM



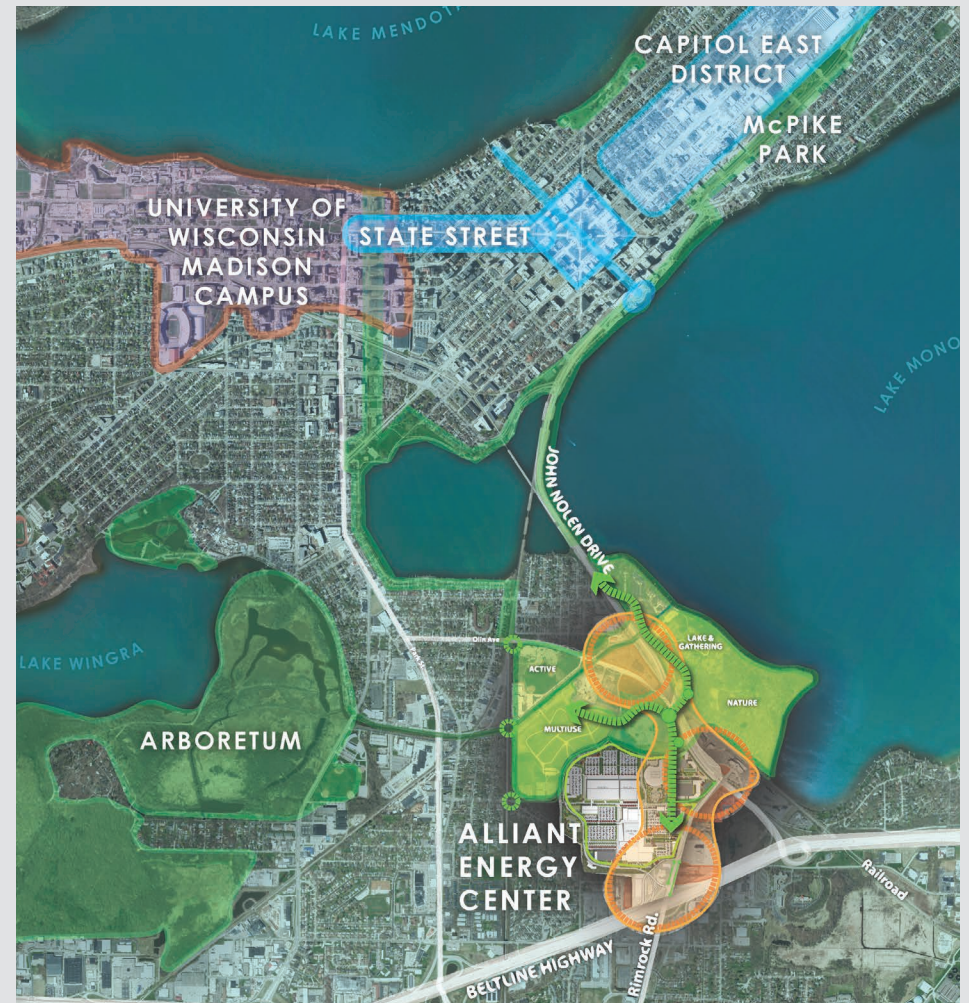
With a collection of over 200 acres of parks and open space, the Destination District is blessed with the largest public open space in central Madison.

Even before John Nolen recognized that this area offered an unmatched opportunity to integrate public and recreational spaces into the everyday fabric of the City, it was considered a gathering place among the native people and early settlers. Individual components already are some of the most used spaces in the entire City system including the Goodman Pool, Goodman Park softball diamonds, Olin Boat Launch, and Quann Park tennis complex and dog park. These are in addition to the Turville Point Conservation Park, a 64-acre natural woodland and prairie, the jewel of the area.

Although the Wingra Creek Bike Path and Capital City/Monona Lake Loop connect to all of these facilities, there is very little else that ties them together into a cohesive, unified whole. Through the public engagement process, some of the ideas that excited the community the most was an improved transportation network and increased lake utilization and park access that will in turn create more activities.

In addition, the under-developed Olin Park waterfront provides an outstanding opportunity to attract residents and visitors to the lake with a variety of new venues.

Along with enhanced wayfinding and additional amenities to tie the individual parks together, an expanded pedestrian connection over/under John Nolen Drive (see Strategy 3), would create an integrated park and open space system that would become a game changing destination park utilized by residents and visitors.



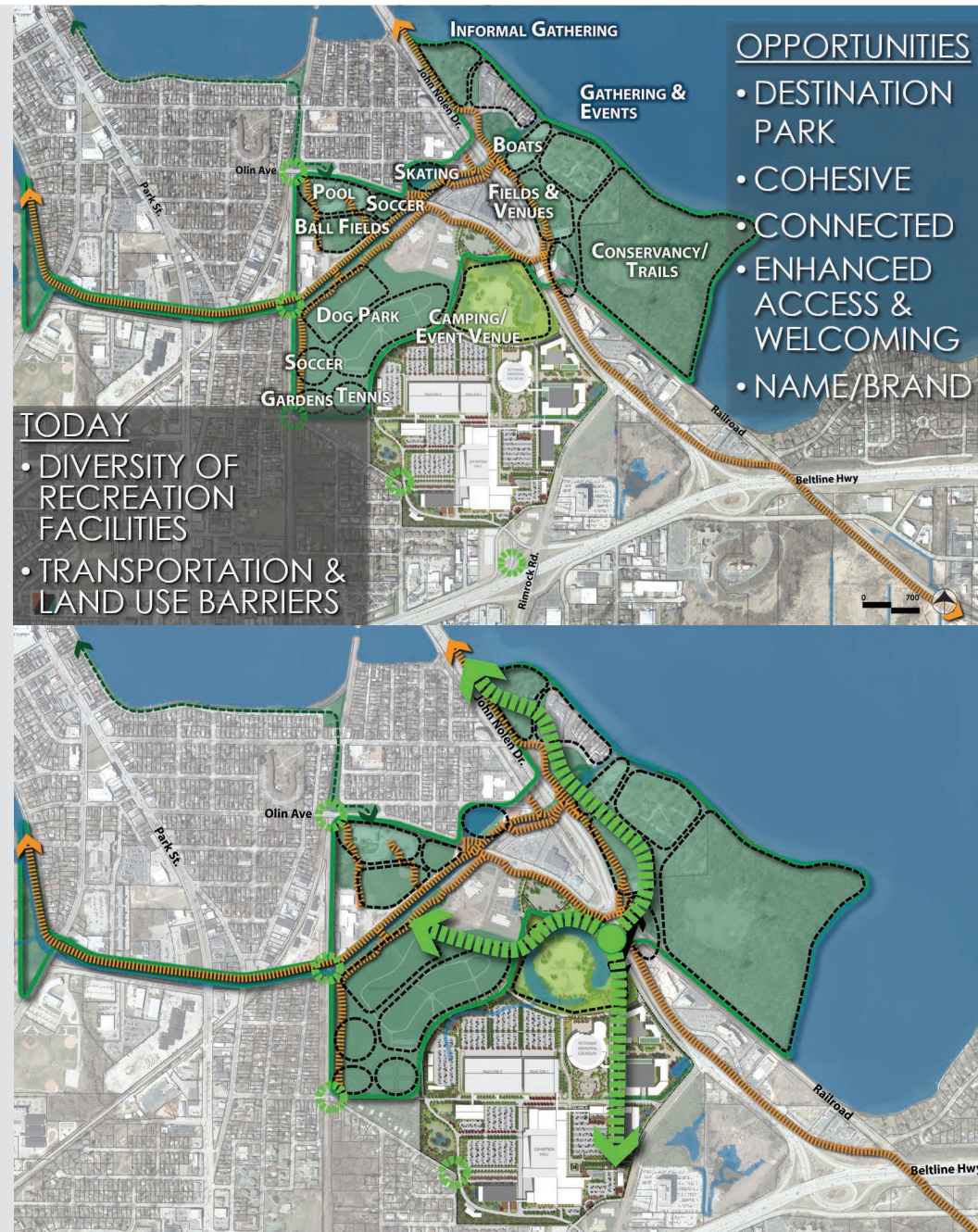


## A. DESTINATION DISTRICT SPINE

The vision to transform the Destination District into an active hub begins with creating better connections to the Alliant Energy Center (AEC) and surrounding area. The “spine” serves as the critical missing piece that connects proposed improvements in the AEC campus master plan and the Destination District. It runs from the Beltline Gateway through the AEC campus and connects to both sides of John Nolen Drive and has the potential to truly unify the area as one cohesive District.

Beyond creating a strong connection to the AEC, the Destination District spine will strengthen the connection to Downtown by enhancing recreational opportunities, improving transportation connections, and creating a stunning gateway to the city.

Destination District Parks		Major Central City Parks	
Goodman Park	29.11	Tenney Park:	38.12
Quann Park:	55.43	Olbrich Park:	90.01
Olin Park:	47.12	James Madison:	12.63
Turville Point Park:	64.28	Brittingham Park:	25.81
		McPike Park:	9.21
<b>TOTAL ACREAGE: 195.94</b>		<b>TOTAL ACREAGE: 175.78</b>	





## B. OPPORTUNITIES FOR ENHANCING THE WILLOW ISLAND AREA

The Alliant Energy Center's (AEC) Willow Island is a 29-acre outdoor event venue and campground serving on-site events. Separated by stormwater ponds and wetlands, access to the island is provided by two vehicle drives on the south and one on the northwest sides as well as newly-installed pedestrian bridge on the east. Flanking the east and west sides of the island are large open spaces that are only occasionally used as part of an event or for overflow parking.

This area of the AEC campus is a critical junction point between Quann Park to the west and Olin Park to the east as well as the Lakeview Area to the north and the Core Area to the south. Accordingly, additional pedestrian connections should be added to the island in addition to a path just north of the island to maintain a connection between the parks during AEC events. Further, the area between the island and John Nolen Drive should be



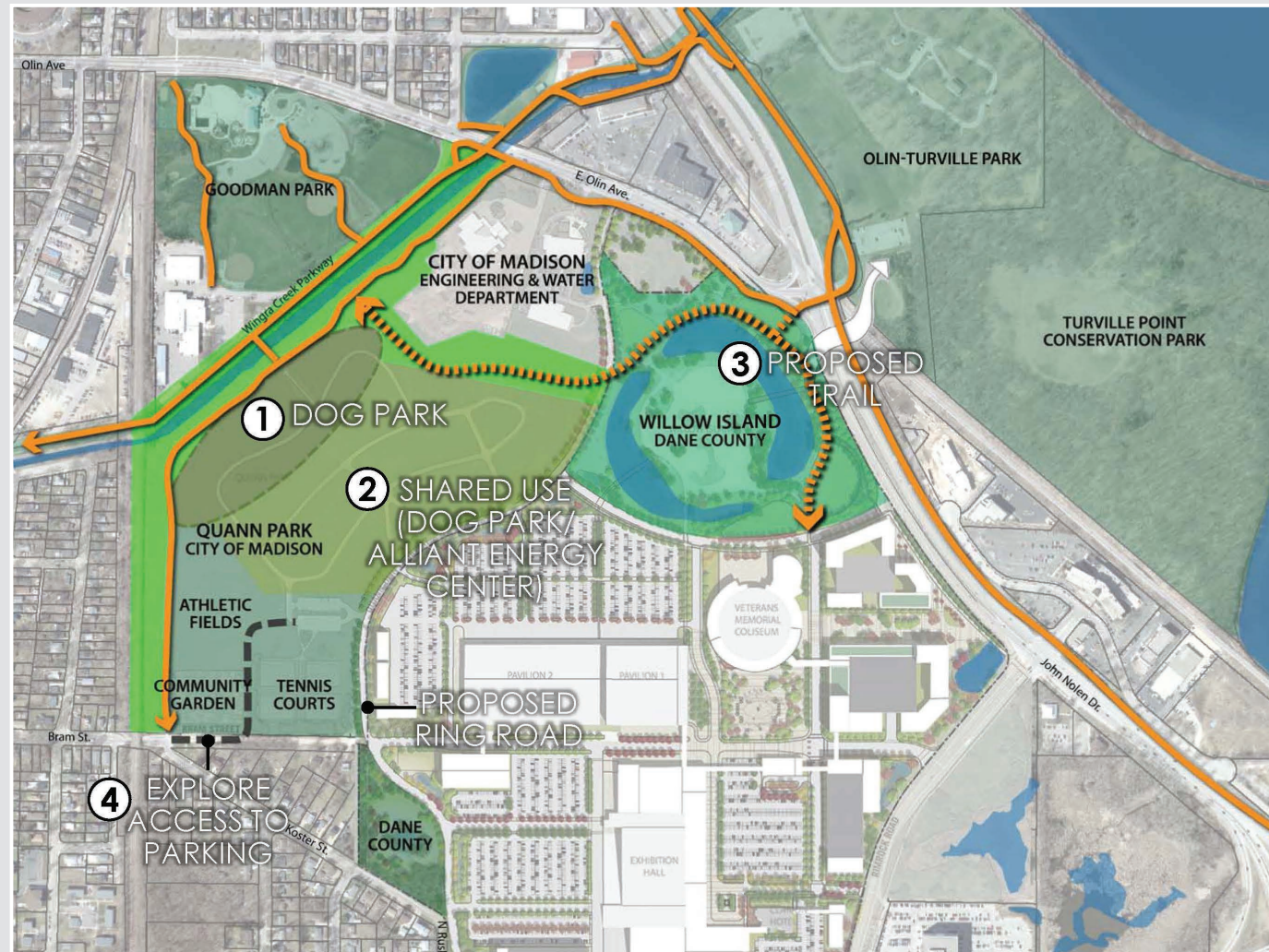
enhanced with a walkway along the pond activated by a sculpture park that captures the essence of South Madison, a kids zone play area, and restaurant where families can enjoy a meal and quench their thirst.



### C. OPPORTUNITIES FOR ENHANCING QUANN PARK

The 55-acre, city-owned Quann Park primarily serves as a dog park in addition to hosting the City's largest public tennis complex (12 courts) and a community garden. Most of the park is a capped, former landfill that restricts buildings and improvements other than passive open space. Further, Dane County entered into a long-term use agreement with the City of Madison that gives the County the right to use the park whenever needed by the Alliant Energy Center (AEC). In addition to general overflow parking, the AEC uses Quann Park for trailer parking associated with livestock shows as well as for livestock pens and an activity area as part of some events.

Although the AEC's use of Quann Park rarely closes the park completely, it does create periodic conflicts with dog park users. Because the AEC seldomly uses the north end of the park, this area should be separately fenced-off to reduce these conflicts while permitting joint use of the park. Further, a new entry drive to the Quann Park parking lot should be added from Bram Street to ensure uninterrupted access during larger AEC events. In addition, a much-needed playground to better serve neighborhood residents should be considered for the south end of Quann Park or on Koster Street at Lyckberg Park - this further addresses the community's desire for children attractions/activities to maintain area residents connected to the community.





## D. OPPORTUNITY FOR A DESTINATION TERRACE, LAKE CENTER, & AMPHITHEATER THAT ACTIVATES THE WATERFRONT

Dane County's population is projected to grow by more than 150,000 in the next 25 years. As the "City of Lakes", it's critical that we optimize public access to our most beautiful assets. Opportunities to energize the Lake Monona waterfront and attract residents and visitors include:

- Activating the waterfront with uses such as a destination terrace where people come to gather providing uninterrupted views to and from the downtown. Through the keypad polling conducted at public events, activating the waterfront with a destination terrace, was the improvement that rose to the top.
- Capitalizing on the downhill slopes to the waterfront and city skyline by building a low-impact hillside amphitheater as has been proposed in several previous studies.
- Offering educational opportunities and access to drinks and food for all park users at a lakefront environmental center. Similar to the

Biergarten at Olbrich Park, the lake center could be a sustainably-built gathering place that exposes and connects the community and visitors to the waterfront.

- Adding a multi-use lakeside trail that ties together all other proposed projects and draws more users to the Destination District.



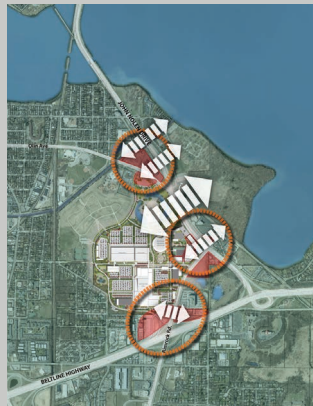
**Objectives:**

1. Explore creating a hillside amphitheater for lakefront gathering.
2. Work with adjacent southside neighborhoods to identify needed park and recreation improvements and ways to improve access and use of the waterfront.
3. Facilitate access and use of parks and waterfront by southside neighborhoods.
4. Increase bike/pedestrian access to the AEC campus and the District by providing a direct bike/pedestrian connection through Quann Park from the Wingra Creek Bridge to the heart of the AEC campus.
5. Enhance park access and experience by creating a sub-section of Quann Park that can be used as a dog park when the rest of the area is being used for AEC events.
6. Improve stormwater management by integrating public stormwater management facilities into open spaces as visual and recreation amenities.
7. Use stormwater management facilities to improve wildlife habitat.
8. Consider creating a more usable/efficient recreation area by reconfiguring access roads through Olin Park.
9. As part of the Lakeview Area redevelopment, connect the Wingra Creek Bike Trail through the parcel to Expo Way, to create a highly visible and inviting entry way.



# STRATEGY 3:

## CONNECT ACROSS JOHN NOLEN DRIVE AND RIMROCK ROAD



John Nolen Drive currently carries more than 41,000 cars per day, and Rimrock Road carries more than 18,000. Both include two travel lanes in either direction in addition to expanded turn lanes at the intersection of the two streets. As result, both streets pose a formidable barrier to pedestrians traversing the area. Additional growth in the downtown and the area will only further exacerbate the situation requiring bold solutions in order to create a truly integrated Destination District by tying the Alliant Energy Center (AEC) to lakefront and supporting private development.



### A. IMPROVED CROSSINGS

Short-term solutions include enhanced crosswalks at major intersections on John Nolen Drive at Rimrock Road, Olin Avenue, and Lakeside Street, and on Rimrock Road at East Rusk Avenue. This should include raised planters and other decorative barriers to improve pedestrian safety and comfort and, possibly, the reconfiguration of turn lanes to shorten the crossing distance. Longer term, a new, substantial pedestrian crossing over or under John Nolen Drive will be required. The crossing should be located just south of Olin Avenue and cross both John Nolen Drive and the railroad tracks to the east with a wide and inviting design to facilitate easy movement from one side to the other. In addition to daily use, the crossing also could be integrated into events that would use the AEC grounds and Olin-Turville park such as fun runs, competitions, cross country skiing, etc. Although public use should be reserved strictly for pedestrians, the crossing should be large enough to accommodate emergency and maintenance vehicles and could become a Destination onto itself.



## Objectives:

1. Create an integrated open space network stretching from the west rail corridor to the lake including City and AEC lands by creating a substantial connection across John Nolen Drive.
2. Enhance the safety and use of the crosswalk on John Nolen Drive at Rimrock Road by creating a wider median on John Nolen to serve as a pedestrian refuge island with vertical elements, and expanding the roadway to the west.

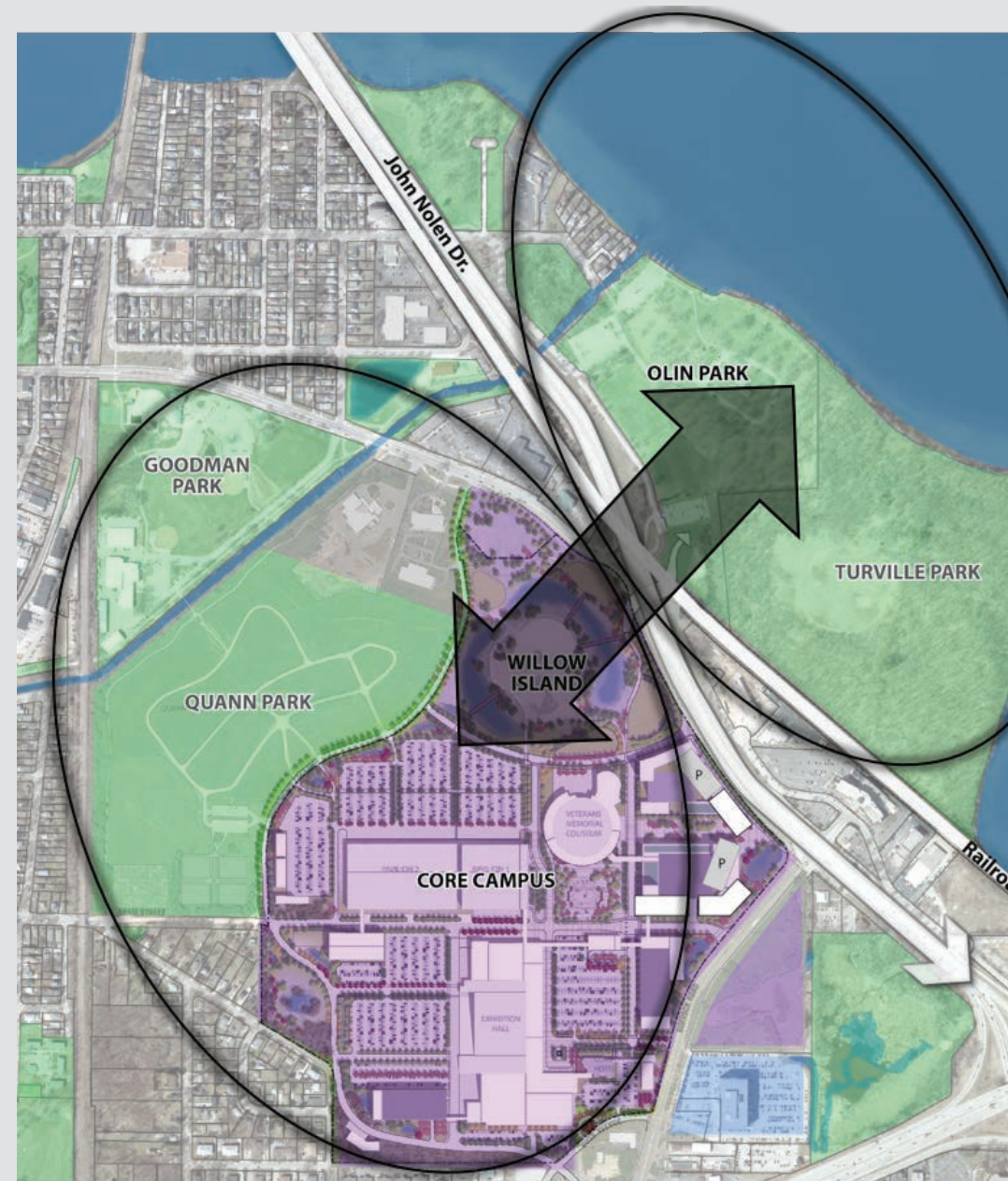
## B. CONNECTING VENUES, PEOPLE, & OPEN SPACE

The multi-use destination bridge on John Nolen Drive will unify the largest central waterfront park network, connect it with our region's largest convening event destination, and reinforce the Destination District as "the gateway" to our community.

### Benefits of a Destination Bridge

- Improved public safety and increased pedestrian activity and events
- Increased public access to major public parks and lakefront
- Connected venues for major community events (Walks, CrossFit, Shake the Lake, Brat Fest, etc.)
- Intentionally strong pedestrian/bike connection between AEC, lakefront, and downtown
- Positive impression and strong gateway

An initial analysis of bridge options and feasibility was conducted by Vandewalle & Associates with Strand Associates, a summary of which is on the following pages. Several public comments suggested a further south bridge connection is preferred - a more detailed analysis of bridge locations should be investigated.





## C. DESTINATION BRIDGE OPTIONS

### OPTION 1: PEDESTRIAN UNDERPASS

Connection UNDER John Nolen Drive

#### Benefits

- Small footprint
- Reduced costs

#### Challenges

- Storm water and utilities issues
- Less visual connection

**Estimated Cost** \$4 – 6 Million



### OPTION 2: LAND BRIDGE

Land mass bridges OVER John Nolen Drive

#### Benefits

- Strong landscape connection and natural appearance
- Large crossing width

#### Challenges

- Large footprint
- Some modifications to roadway/trail

**Estimated Cost** \$8 – 11 Million



## OPTION 3: SIGNATURE BRIDGE

Dramatic structure bridges OVER John Nolen Drive

### Benefits

- Small footprint and open views
- Potential for dramatic design

### Challenges

- Potentially less inviting
- Narrower width limits uses

**Estimated Cost** \$6 – \$15 Million



## OPTION 4: GREEN BRIDGE

Conventional structure with integrated landscape features OVER John Nolen Drive

### Benefits

- Landscape experience for length of route
- Smaller footprint than Land Bridge

### Challenges

- Less attractive from below
- Some modifications to roadway/trail & site

**Estimated Cost** \$8 – 15 Million



# STRATEGY 4:

## ADD MULTIMODAL CONNECTIONS TO DOWNTOWN AREA / ISTHMUS



The purpose of the Destination District is to add a new and exciting area and uses to meet the needs of local residents and visitors. As such, it is intended to complement, not compete with, the downtown in the same way that the UW Campus, Cap East District, Hilldale, and State Street do. In fact, developing a variety of strong connections to the downtown is paramount to the District's success. Even with the addition of another 500-800 hotel rooms and several new restaurants within the District, the downtown's 1,800 hotel rooms, dozens of excellent restaurants, museums, and other businesses will continue to draw Alliant Energy Center (AEC) users. With additional growth in and around downtown and the Destination District, travel by car on the narrow causeway between the two areas will only become more challenging requiring additional modes to be added such as shuttle buses, bicycle rentals, rail, and maybe even a water taxi or gondola. Regardless of the specific mode, each needs to be easy to find, run on convenient schedules, and be affordable. Lastly, public comments continuously suggested the desire for a multimodal transportation network, including analyzing the rail corridors as mode of transportation, and increased bike/ped access to the District.

### Objectives:

1. Increase modes of transportation by evaluating a public or private shuttle service from the District to the downtown and working with BCycle to add new stations on the AEC campus.
2. Improve service to the District throughout the community by evaluating Madison Metro schedules and ridership.
3. Increase future transportation options by identifying rail locations to capitalize on and evaluating rail corridors east and west of the AEC.





## A. MULTIMODAL VENUE CONNECTIONS

As the community grows and events like Ironman and CrossFit desire to use multi venues, car-free mobility between venues will be critical. Furthermore, whether it's Breese Stevens on the east, Camp Randall on the west, or the Alliant Energy Center (AEC) on the south, all these venues have something in common – they are within walkable distance of a bike trail and rail line. By increasing connections among these venues and exploring transit opportunities such as rail, multiple venues can be utilized at once in a convenient and efficient form to further draw larger events to our community.



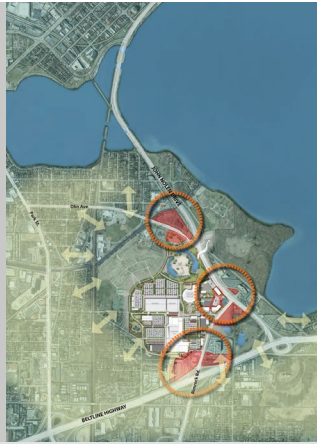
## B. PARK & RIDE LOCATION IDEAS

While on-street parking on Edgewater Court and Olin-Turville Court already serve as an unofficial park and ride/walk lots for workers in the downtown, there is a growing need to reduce the number of cars entering the Isthmus. The figure above identifies two potential locations for formal intermodal facilities to move people from cars and onto buses, rail, or bicycles before continuing to the downtown or, with rail, even to areas outside of Madison such as Chicago.



## STRATEGY 5:

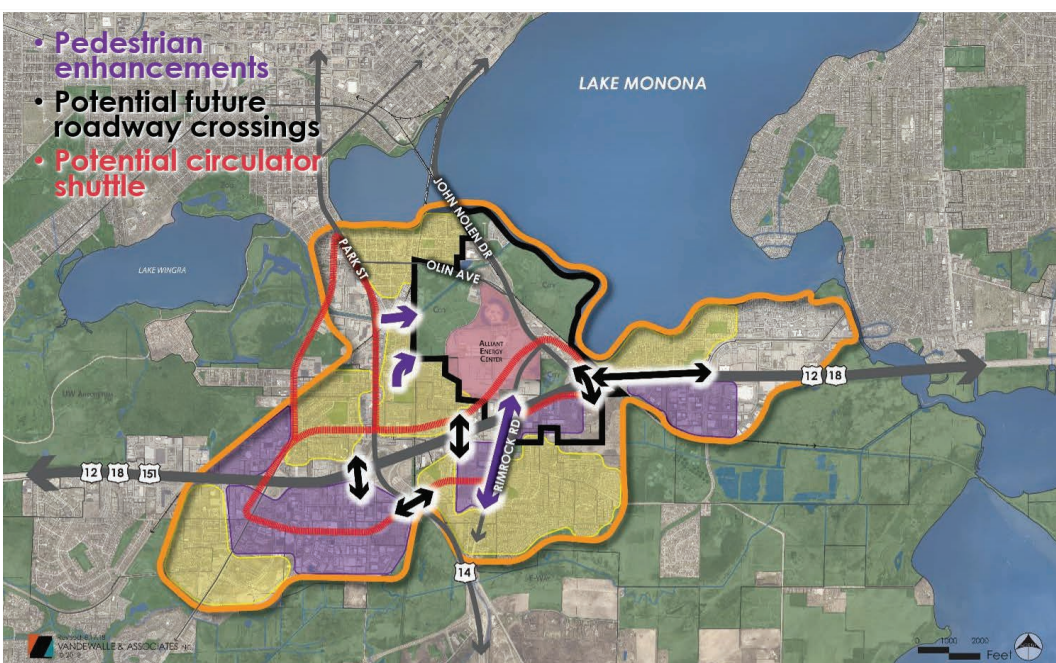
### ENHANCE ACCESS AND CONNECTION TO SURROUNDING AREA



Transportation improvements that increase access to jobs and quality of life amenities for nearby residents should be a priority in all planning efforts. Beyond the immediate area around the Alliant Energy Center (AEC), improved connections are needed within the larger South Madison area. While additional development with the Destination District and along Park Street will provide employment, educational, and service opportunities for area residents, access between these activity areas and the neighborhoods/area workforce must be improved for these residents to reap the full benefits from the new development. In addition, a number of public comments suggested the desire for the Destination District to be truly integrated with south Madison by providing job opportunities, year-round amenities, and overall increased access from surrounding neighborhoods.

#### Objectives:

1. Enhance visitor experience by creating an inviting pedestrian and bicycle entry to Quann Park and the AEC at the end of Bram Street at Expo Way.
2. Connect the District to key activity centers such as Downtown, UW Campus, Park Street, and Rimrock Road south of the Beltline, by improving pedestrian facilities and wayfinding signage along roadways and bike paths.
3. Increase access to the AEC from surrounding areas by advancing AEC campus master plan objectives.
  - a. Create a ring road through the AEC campus that makes greater utilization of the John Nolen and Rusk Road gates.
  - b. Evaluate a full movement, signalized intersection at the John Nolen gate that would connect to the service road to the east.
  - c. Evaluate direct access to the AEC campus from the Beltline at the Rimrock Road interchange.
  - d. Create easy entry/exit routes for those using ride sharing services to access the AEC and the District.

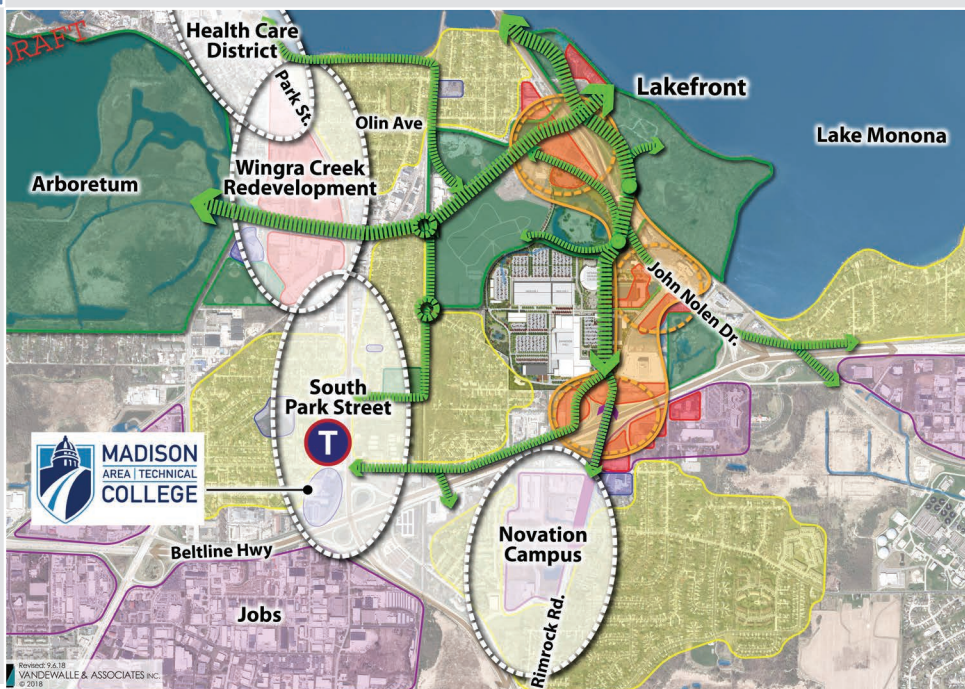


### A. ENHANCED IMPROVEMENTS AND CONNECTIONS

The Destination District is part of the larger South Madison area but feels disconnected due to the natural barriers that confine the area, such as the lakes, E-way, Arboretum, and the Beltline, much of it also has to deal with the fractured jurisdictional boundaries. However, with the dissolution of the Town of Madison in 2022, all of the remaining incorporated areas north of the Beltline will become part of the City of Madison. Thus, it's essential that the transportation system in South Madison be re-evaluated and improved. This includes additional Beltline and Highway 14 overpasses to connect workers with employment areas, improved pedestrian facilities/ enhancements – particularly along Rimrock Road, which serves as the key linkage point that connects southside neighborhoods to the Destination District – as well as an internal circulator shuttle that connects people to jobs, the transit center, everyday services, and overall allow for car free living.

### B. INTEGRATION INTO THE SOUTH MADISON AREA

Major southside corridors such as Park Street, Rimrock Road, and the Beltline are transforming with significant reinvestment in residential and commercial redevelopment. Reinvestment and densification of the north Park Street healthcare district, Wingra Creek redevelopment area, the construction of MATC's new college campus on Park Street, and the Novation Campus area – all adjoining the southside neighborhoods should be thoughtfully linked to the Destination District and the lakefront. The diverse surrounding neighborhoods and international flavors of Park Street should position and weave itself with the lakefront and the Destination District, offering quality of life amenities, accessible jobs, and new opportunities for all who live and work in the area.



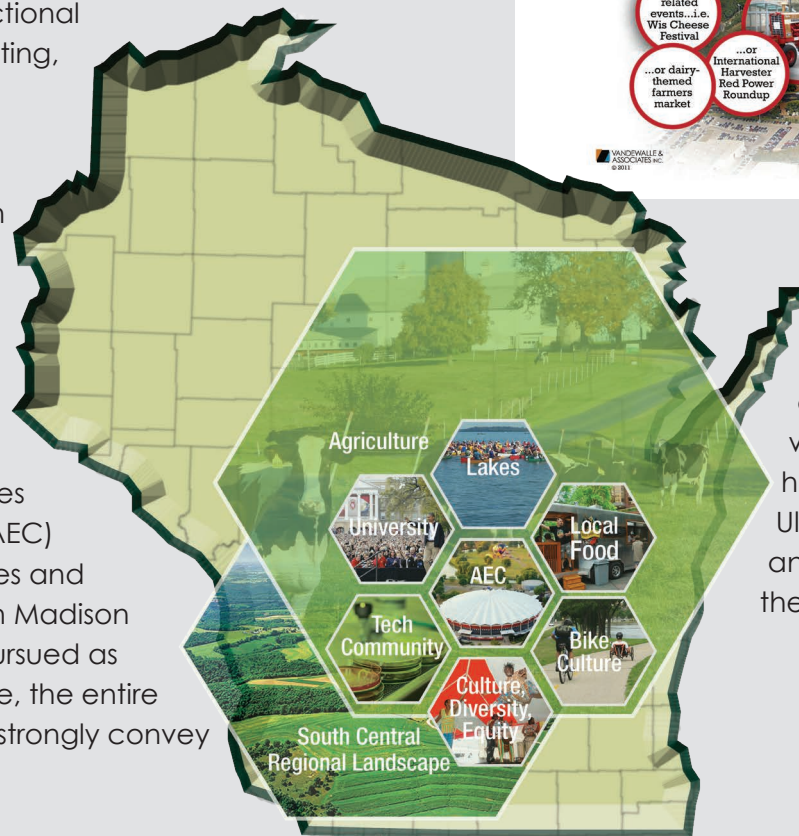


# STRATEGY 6:

## DELIVER AN AUTHENTIC REGIONAL EXPERIENCE



In addition to attractive and functional convening facilities, today's meeting, expo, and trade show attendees are looking for locations that offer unique and authentic local experiences. In many cases, such business travelers specifically look for locations where they can spend additional time either before or after the event exploring and enjoying the host area. Consistent with the draft Campus Master Plan, opportunities to imbue Alliant Energy Center (AEC) facilities and campus with features and designs that express its location in Madison and southern Wisconsin will be pursued as improvements are made. Likewise, the entire Destination District also needs to strongly convey



**Madison's World Dairy Expo Opportunity**

an authentic sense of place through the specific uses and businesses, building and grounds designs, wayfinding signage, and public space amenities. Potential themes include lakes and water, regional landscapes, bicycling, local food, health and wellness, and agriculture and biotech. Ultimately, the District will need to be branded and named consistent with one or more of these themes.



## Objectives:

1. Reposition the area as a unified and cohesive District by creating a name and brand for the District that builds upon Madison and the County's strengths (i.e., active lifestyle, health fitness, health tech economy, lakes, agriculture, etc.).
2. Promote the District's new brand by encouraging a diverse and complimentary set of uses within each project and across the District that are supportive of destination sports and entertainment district.
3. Express the District's branding and identity by developing a unique sign package, streetscape features, and lighting and encouraging unique building designs that externally express sports and entertainment uses.
4. Encourage a walkable District by ensuring primary activity areas within the District are well connected through highly visible and inviting sidewalks and bike paths.
5. Directly tie and cross-market major events with downtown and the broader community while encouraging the community to embrace major visitor events through community engagement. This will in turn optimize economic impact for the AEC, the District, and community, while also nurturing a welcoming visitor experience. Such an approach will create a stronger return on investment for the facilities and secondary impacts from being a Destination District for the community.





# PLACE-BASED ASSETS AND ELEMENTS

ASSETS	ELEMENTS
 <p>REGIONAL LANDSCAPE</p>	Landscape forms, signage, public art, plantings
 <p>LAKES, WATER</p>	Water quality improvements, gardens
 <p>BIKE EXPERIENCE</p>	Trail head, hotel bikes, B-cycle, Enhanced causeway
 <p>LOCAL FOOD</p>	Restaurants, gardens, catering focus
 <p>HEALTH &amp; FITNESS</p>	Facilities, health & workout programming

# ECONOMIC AND COMMUNITY IMPACTS

The Destination District Vision will create both economic and community impacts in the following ways:

## **SHARED PROSPERITY FOR SOUTH MADISON**

The culturally vibrant and diverse south Madison community is a growing part of the Madison region and it's essential to create the social and economic opportunities for the community to thrive. The Destination District will enhance the attractiveness of the area, and should create an environment that is welcoming and comfortable for south Madison residents. The District will build on the existing south Madison assets and activate the area with new restaurants, increased kids' activities, public spaces, increased recreational opportunities, and improved access to the parks and lake desired by the community – creating a space and place to be embraced by south Madison residents. Additional hotel, office, and restaurant development will create new employment opportunities in close proximity to area neighborhoods that have had a higher unemployment rate than the county as a whole.

## **INCREASED ACCESS TO AMENITIES - “A SOUTHSIDE LAKEFRONT”**

By linking the substantial open space as a cohesive system – through connected trails, connected park programming, enhanced streetscaping, and increased transportation opportunities – the south Madison residents will be able to access and better navigate the District and its new amenities. Improved access to Lake Monona along with enhancements and facilities will encourage more year-round use by southside and regional residents.

## **IMPROVED GATEWAY**

The Destination District is a front door to our central city. It is the gateway to downtown and the University of Wisconsin. A stunning and active entrance will help showcase who we are as a community.

## **REDUCE STORMWATER RUNOFF**

The three focus areas identified in the study (Beltline Gateway, Core, and Lakeview) are comprised of commercial uses surrounded by surface lots that contribute to higher peaks of stormwater runoff. As redevelopment occurs in these areas, green infrastructure practices will be installed in the new development such as rain gardens, green roofs, stormwater planters, porous pavement, etc. Encouraging a green infrastructure approach as the sites redevelop will not only improve the water quality in our lakes and waterways, but also can potentially reduce the volume and speed of stormwater runoff that contributes to flooding. Overall, incorporating green infrastructure elements beautifies our community and enhances the look of the development.



## **TAX BASE, REVENUE, AND NEW DEVELOPMENT**

The three identified focus areas are underutilized and obsolete redevelopment areas. However, they're strategically located in a part of the community that have the potential of not just creating development, but enhancing the image of our community and adding tax base. The new mix of uses and the much-needed improvements to form a unified District will create a dynamic area in Madison that generates additional revenue for the City and the region. To maintain affordability in the area, part of the redevelopment strategy is including a variety of housing types for a mix of income levels in the Lakeview Area.

## **TRAFFIC AND TRANSIT SOLUTIONS**

As the increased activity in the area will contribute to increased traffic in the area, the Destination District also looks to encourage a multimodal system that includes a localized circulator shuttle, event shuttle, bikeshare, carshare, and in the future, rail. By making these modes of transportation easily accessible to all, there is less incentive to be on the road with a car. Improving pedestrian connections from Wingra Creek, Bram Street, and particularly Rimrock Road, would significantly increase the walkability to the District and reduce localized traffic.

## **DRAW FOR MAJOR EVENTS**

Today's convention and expo visitors want to come to a place that's an active, walkable destination. By adding more amenities and things to do in the Destination District, it will boost visitor experience. In addition, the Destination District will allow for existing events to grow and also will help retain and attract new events. This will in turn create more direct and indirect economic impacts that benefit the health of our economy and livability of our community.

## **ADJACENT RESIDENTS**

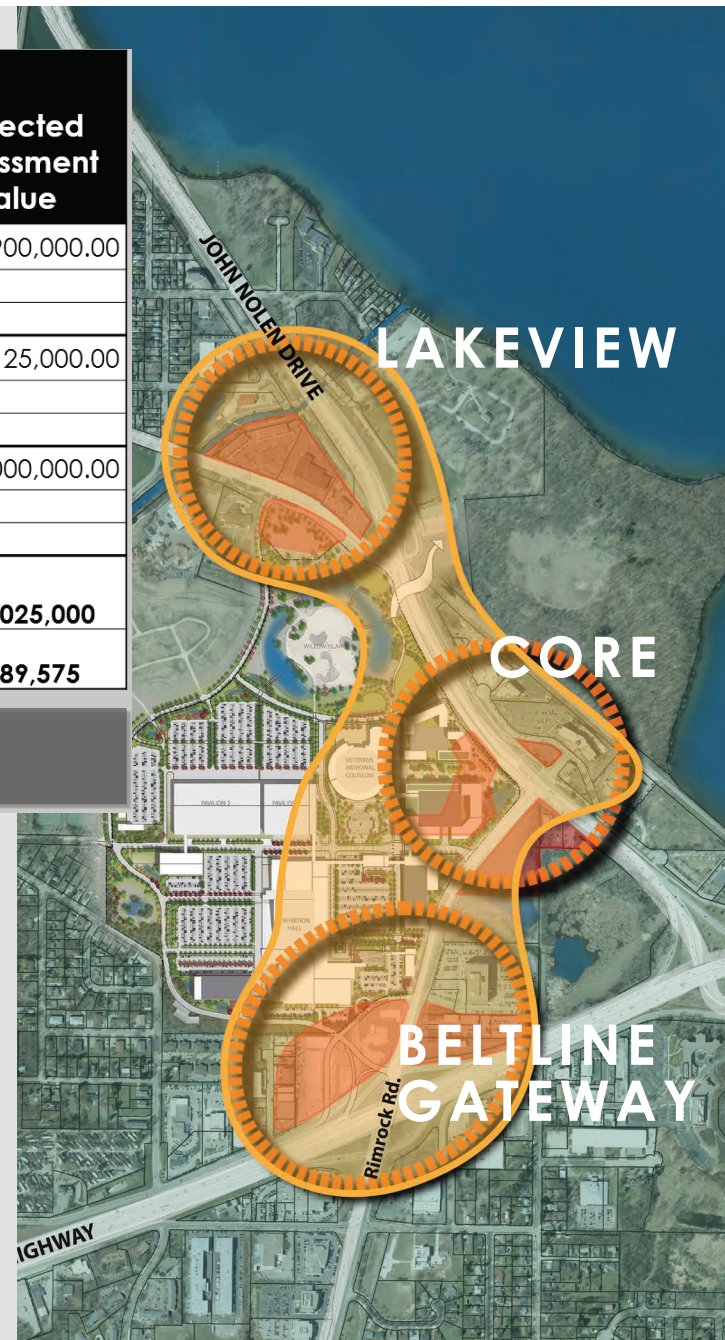
As the county grows and the Alliant Energy Center facilities expand to serve larger events, activity on the campus will increase. The Destination District Vision focused on placing major destination uses along the Beltline, Rimrock Road and John Nolen Drive corridors - close to major roadway corridors - and away from the adjoining neighborhoods. However, with the growth of major events and usage of the Alliant Energy Center, operational and event noise will likely continue to be aggravating to some neighbors during major outdoor events. The Alliant Energy Center should continue to work with immediate neighborhoods to find ways to help keep noise and impacts to a minimum.

# DEVELOPMENT PROJECTIONS

Total Development Projections		Beltline	Lakeview	Core	Totals	Projected Assessment Value
Commercial	Sq ft	130,000	62,000	157,000	349,000	\$ 34,900,000.00
	Parking				0	
	Employees				0	
Residential	Units		577		577	\$ 72,125,000.00
	Parking				0	
	Residents				0	
Lodging	Rooms	150		300	450	\$ 36,000,000.00
	Parking				0	
	Guests				0	
Projected Potential Value		\$25,000,000	\$78,325,000	\$39,700,000		\$143,025,000
Annual Increment	0.023	\$575,000	\$1,801,475	\$913,100		\$3,289,575

Potential value is a simple magnitude calculation assuming \$100/sq ft for commercial space, \$125,000/dwelling unit and \$80,000/hotel room

While the above development projections are conservative estimates, particularly as it relates to the private redevelopment potential on the Alliant Energy Center (AEC) campus – the repositioning of the three key focus areas can spur more than \$140 million in new tax base from the transformed areas of disinvestment. Thus, to optimize the development potential in the District, future redevelopment should align with the vision of a dynamic district.





# IMPLEMENTATION, RECOMMENDATIONS, AND SEQUENCING

## “KEY DRIVERS TO SUCCESS”

### 1. IGNITE PRIVATE SECTOR INVESTMENT

Use the Alliant Energy Center Phase 1 development to ignite the market and create confidence to drive private sector investment in the District.

### 2. OPTIMIZE DEVELOPMENT IN SITES

Encourage thoughtful/detailed planning for the focus areas (Lakeview, Beltline Gateway, Core). The focus areas have a finite acreage available for private redevelopment that can bring the vision to fruition.

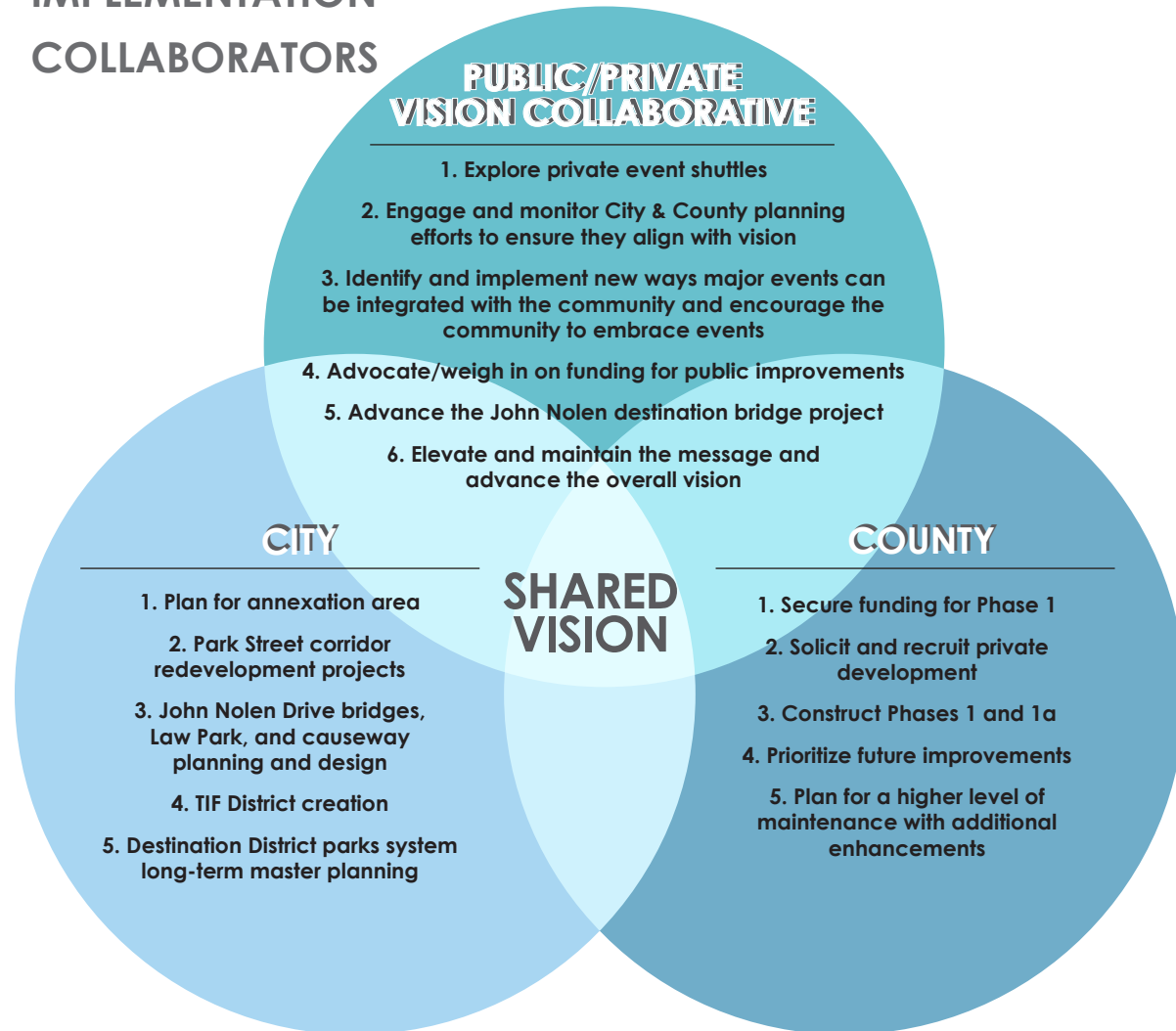
### 3. CREATE A PUBLIC/PRIVATE VISION COLLABORATIVE

Create a public/private collaborative to maintain momentum and lay the groundwork for long-term implementation. The Destination District vision has many components and partnering entities. A group of passionate individuals will help ensure City/County plans integrate the District’s identified ideas/opportunities, projects are coordinated, and funding is secured.

### 4. PROACTIVELY PLAN FOR DESTINATION DISTRICT PARKS SYSTEM

Encourage prioritizing the master planning of parks within the Destination District. A future-oriented, cohesive park network will increase access to the lakes, recreation areas, and further promote our active lifestyle and healthy community culture.

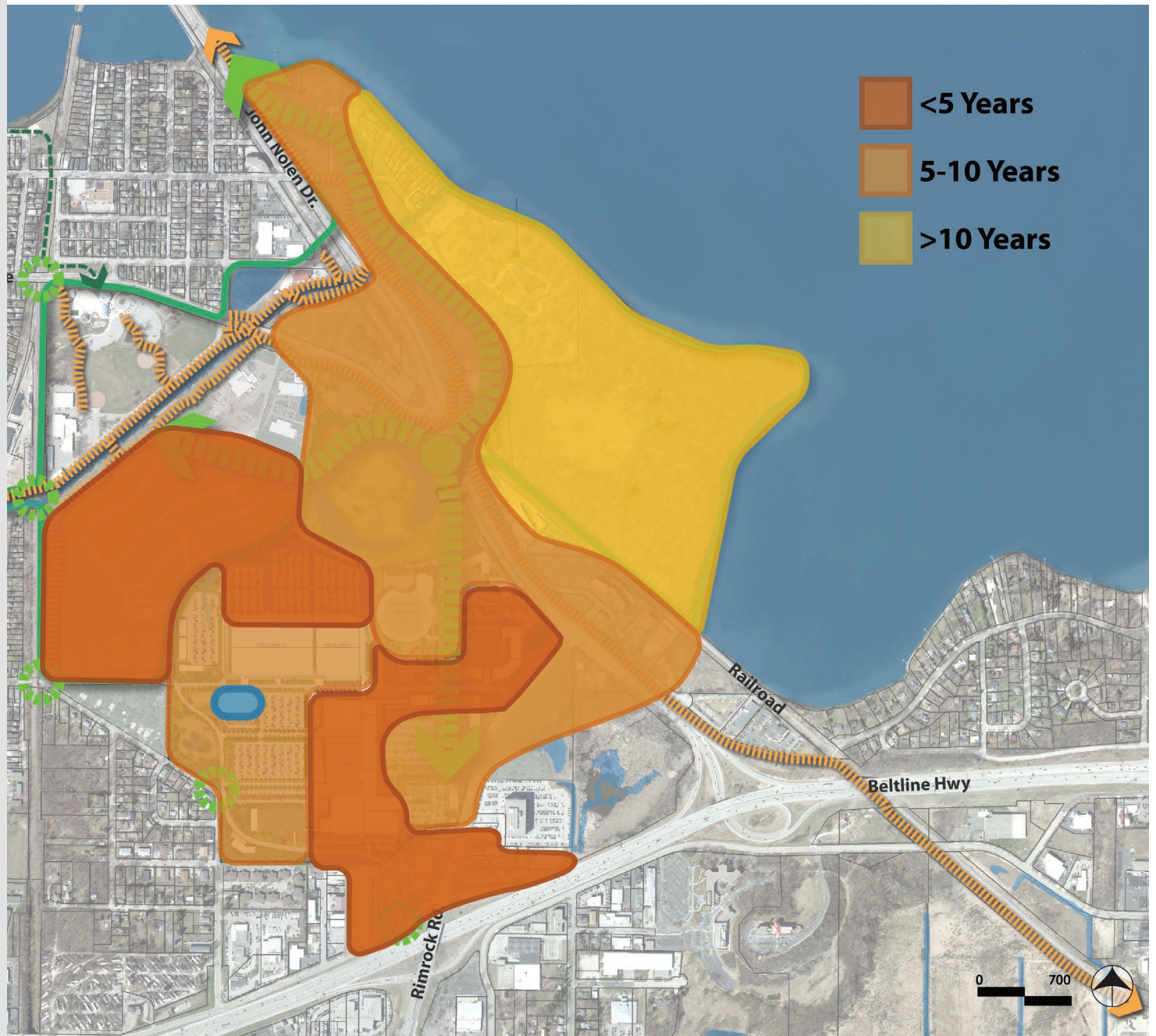
## IMPLEMENTATION COLLABORATORS



## SEQUENCING OF DEVELOPMENT

The Sequencing of Development map shows a general order for major development and improvements throughout the Destination District: Phase 1 in the first five years, Phase 2 from years 5 to 10, and Phase 3 from year 10 and beyond.

Specific Action Item details follow at the end of this document.





# SPECIFIC ACTION RECOMMENDATIONS AND TIMEFRAME

Entity	Tasks	Timeframe
Public/Private Vision Collaborative	1. Explore private event shuttles (potentially electric) by working with hotels and event organizers. A private event shuttle would be the most feasible and short term solution to address circulation between the Destination District and Downtown and allow for multivenue use for events.	2019
	2. Engage and monitor City & County planning efforts to ensure they align with vision. The City of Madison and City of Fitchburg will be undertaking detailed planning for the areas they will be annexing in 2022 when the Town of Madison is dissolved. It will be critical to carry forward the ideas & opportunities identified in this document collaboratively in order to realize the vision.	2019-2020
	3. Identify and implement new ways major events can be integrated with the community and encourage to embrace events. This approach will create a stronger ROI for facilities, economic impacts to the community, and boost visitor experience causing them to return.	2019
	4. Advocate/weigh in on funding for public improvements.	2019-2020
	5. Advance the John Nolen destination bridge project. The destination bridge is key to knitting the District to lakes and open space network and therefore should be a priority project.	2019-2024
	6. Elevate and maintain the message and advance the overall vision. As political turnover occurs over time, there will need to be a group of individuals that carry forward.	Ongoing
City of Madison	1. Plan for annexation area. The City of Madison will be undertaking a detailed planning process for the parts of the Town of Madison that will be annexed by the City in 2022.	2019-2020
	2. Park Street corridor redevelopment projects. Projects along Park Street should consider connecting and positioning to embrace the District, the lakes, and the parks.	Ongoing
	3. John Nolen Drive bridges planning and design. The City of Madison budgeted funding for planning and design of six bridges between North Shore Drive and Olin Avenue. Construction is not expected until 2024.	2019-2023
	4. TIF District creation. A TIF District can help fund public improvements in the area.	2020
	5. Master plan for Olin-Turville Park in relationship with the other adjacent parks.	2020
Dane County	1. Secure funding for Phase 1.	2019-2020
	2. Solicit and recruit private development. This includes soliciting and recruiting developers for a new headquarters hotel on campus and new private mixed-use development in the Core Area that will include commercial, office, residential, and a hotel.	2019-2020
	3. Construct Phase 1, which includes an expo hall expansion, expo hall street frontage and drop-off area, and public realm/streetscape improvement to main entrance drive off of Rimrock Road and Phase 1a, which includes a new arena building with expanded parking, new gateway plaza, and realigning the ring road and expanded parking on north end of campus.	2020-2024
	4. Strategically fund and advance additional phases.	Ongoing
	5. Plan for and conduct a higher level of maintenance for additional campus enhancements.	Ongoing