

Meadowlands

Multi-Use Convention & Event Facility Study

“The 2040 Foundation Convention Center Feasibility Study demonstrates our vision and the long-term economic impact of a new multi-use convention center facility at the Meadowlands Sports Complex.”

- Meadowlands 2040 Foundation



- **NFL Stadium with 2 NFL Teams**
- **#1 Harness Racetrack in North America**
- **#1 Live Sports Book in United States**
- **American Dream is a Top New Retail & Entertainment Center in US**

Meadowlands Sports Complex was originally envisioned to serve a densely populated area with common infrastructure supporting multiple venues. A multi-use convention center completes the modernization of the Meadowlands Sports Complex and addresses the need to replace the shuttered non-performing arena site.



Summary of Market Analysis

hunden
strategic
partners

A

Strong
Competitive
Position

B

Success Factors
Are Aligned

C

Strengths & Opportunities
Outweigh
Weaknesses & Threats

D

Positive Destination
Attributes



Competitive Position

The Meadowlands Convention Center would be a super-regional and national player in almost every event type.

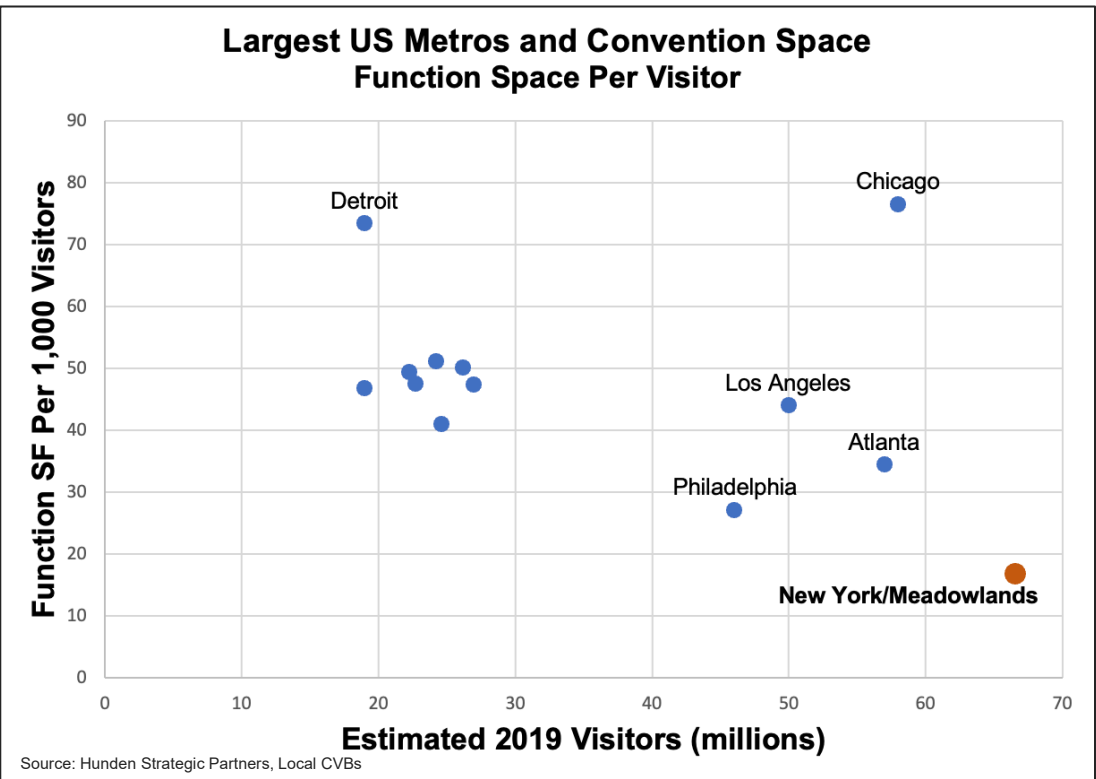
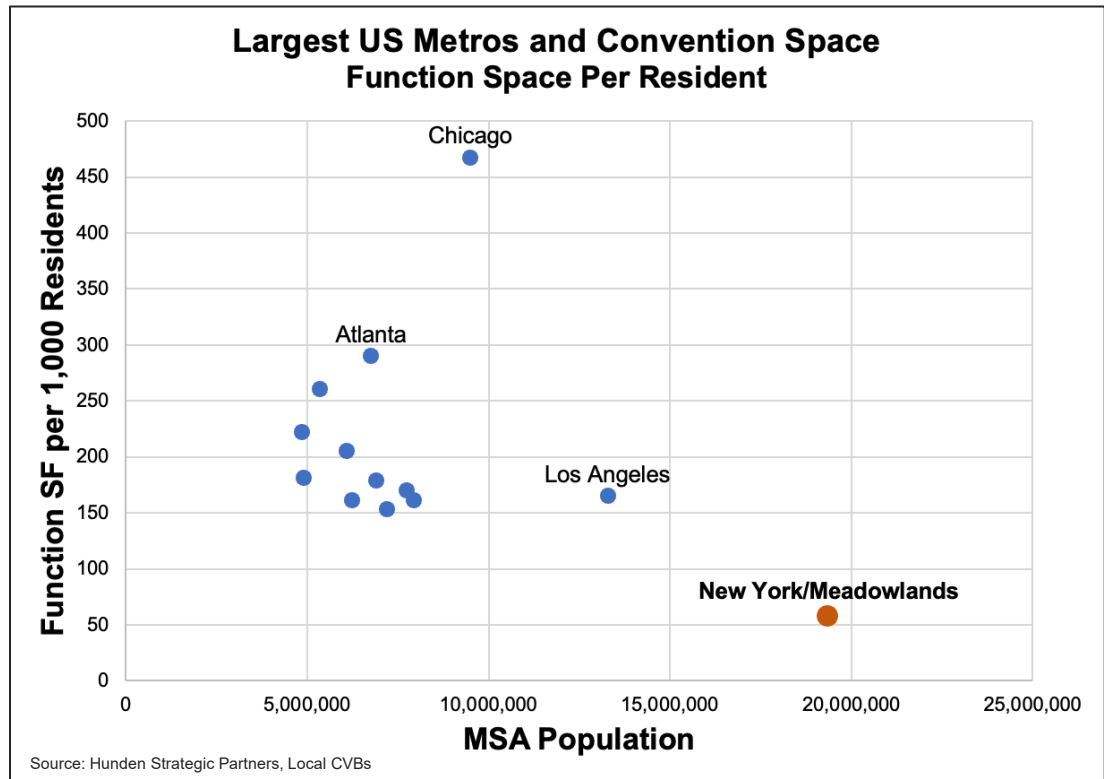
- **Corporate Groups:** The MCC would offer flexible, high-end ballroom & meeting rooms at a fraction of NYC prices, becoming the economical NY/NJ player.
- **Convention/Trade Shows:** Competition will be large East Coast convention centers.
- **Consumer Shows:** Meadowlands will be a metro and regional player, able to capture both overflow demand from Javits (which has a generally full calendar) and recapture latent demand that had nowhere large enough to meet in the market.
- **Youth Sports:** These tend to be the highest impact events, yet there are no indoor locations to host large-scale tournaments in the area currently.
- **Entertainment:** The Project would fill a gap in the NJ entertainment market for concerts, music festivals and fan experiences



The Metropolitan Area is Undersupplied

The biggest factor in determining the supply / demand balance is the amount of legitimate non-hotel convention, ballroom and meeting room space.

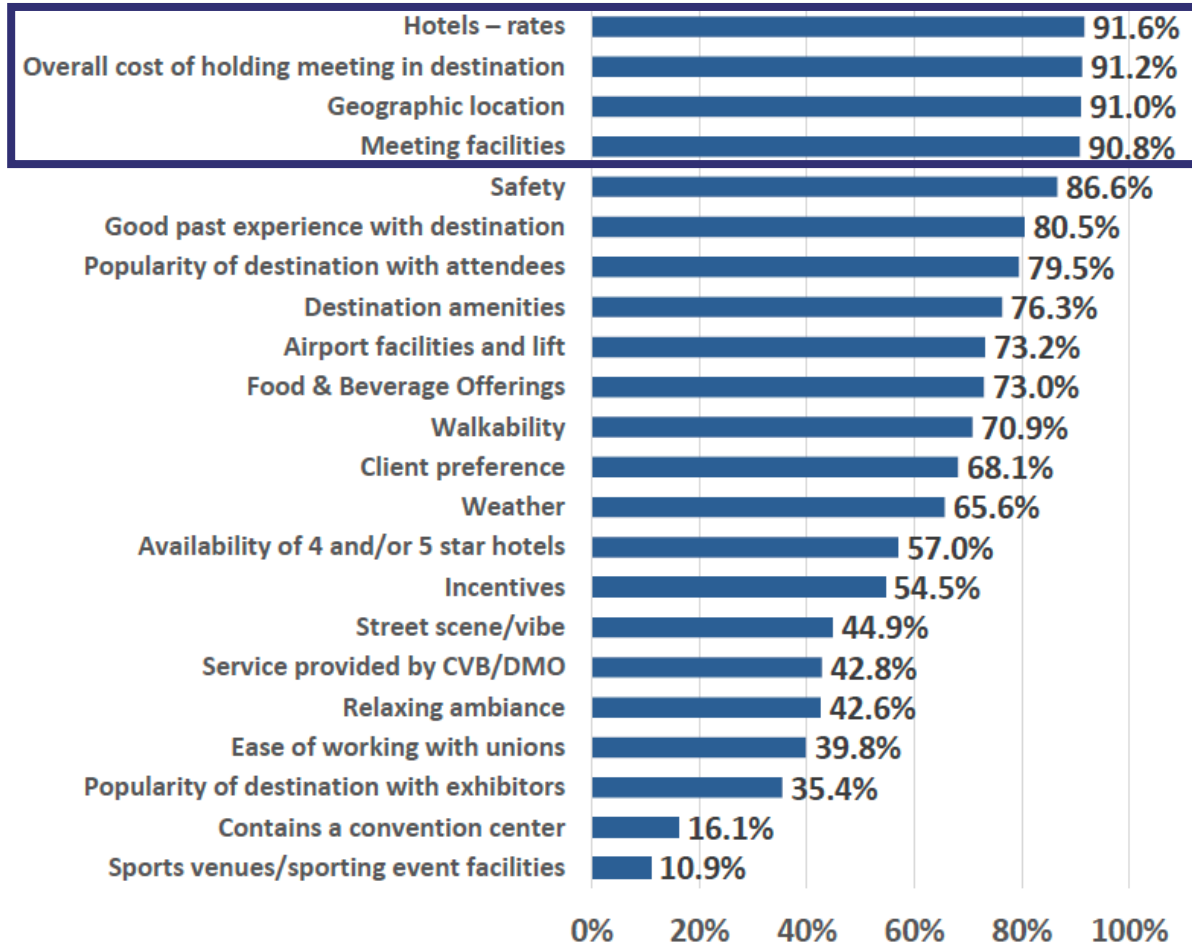
When comparing the NY/NJ market to the other top MSA's in the U.S., whether by population or tourists, **the NY/NJ metro is short of prime convention space by 2 – 3 million square feet.**



Success Factors for Multi-Use Convention Centers

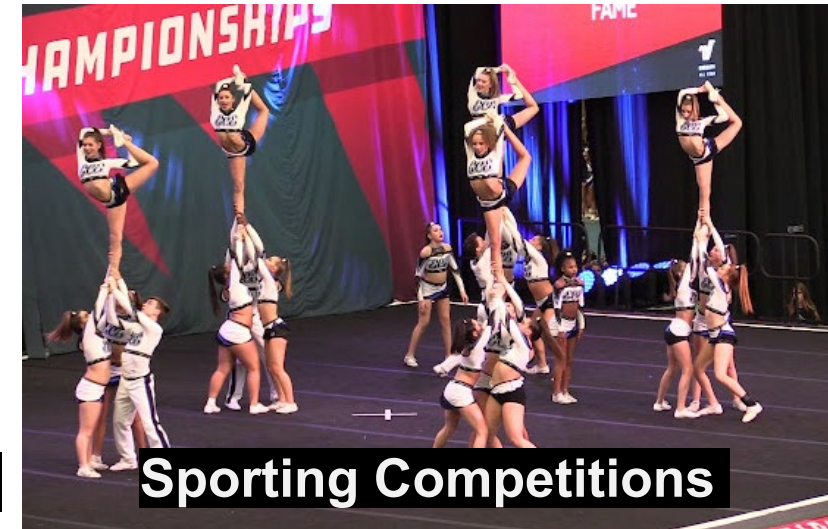


HOTELS - COST - LOCATION - FACILITIES: What Groups Demand



TOP TWO BOX SCORE	CORP.	3RD PARTY	ASSOC.	SMERF
Hotels – quality	95.3%	96.5%	93.0%	93.0%
Hotels – rates	91.3%	95.1%	95.2%	91.1%
Overall cost of holding meeting in destination	89.7%	95.1%	95.6%	93.0%
Geographic location	92.1%	95.1%	91.1%	89.7%
Meeting facilities	91.7%	95.1%	91.9%	91.1%
Safety	86.6%	89.5%	89.6%	87.8%
Good past experience with destination	82.6%	88.1%	82.2%	81.7%
Popularity of destination with attendees	81.0%	88.1%	83.3%	78.9%
Destination amenities (restaurants, entertainment, etc.)	80.6%	83.9%	79.3%	75.1%
Airport facilities and lift	77.1%	79.0%	74.4%	70.4%
Food & Beverage Offerings	78.7%	76.2%	74.8%	73.2%
Walkability	68.0%	69.2%	75.2%	69.0%
Client preference	78.7%	95.1%	71.9%	75.6%
Weather	71.5%	67.1%	67.4%	63.8%
Availability of 4 and/or 5 star hotels	69.2%	69.9%	57.8%	54.5%
Incentives	59.7%	69.9%	56.7%	58.2%
Street scene/vibe	46.2%	45.5%	46.3%	43.2%
Service provided by CVB?DMO	40.3%	55.2%	49.3%	50.7%
Relaxing ambiance	46.6%	44.8%	43.7%	47.4%
Ease of working with unions	44.3%	53.1%	44.1%	36.6%
Popularity of destination with exhibitors	39.9%	49.0%	40.4%	39.4%
Contains a convention center	14.2%	13.3%	17.8%	12.2%
Sports venues/sporting event facilities	16.6%	12.6%	8.5%	11.7%

An Obvious Next Step: A Multi-Use Facility



Sized to Accommodate 83% of Events in the U.S.

Only 17 percent of the top 250 trade shows require over 400,000 square feet of space each year.

Top 250 Trade Shows by Net Square Footage				
Square Footage	2018		2019	
	Total Shows	Percentage	Total Shows	Percentage
Shows Under 400K SF	207	83%	193	83%
Between 400 - 500K SF	8	3%	12	5%
Between 500 - 599K SF	7	3%	7	3%
Between 600 - 699K SF	8	3%	5	2%
Between 700 - 800K SF	2	1%	4	2%
Shows over 800K SF	16	6%	12	5%
Source: TSNN				

Recommendations

300,000 SF Flexible Exhibit Space
(includes 100k Flex Ballroom + 40k+ Retractable
Arena-Style Setup for 2,000 - 5,000) *

60,000 SF Divisible Ballroom (in addition to exhibit
hall) *

100,000 SF Meeting Rooms (75+/- breakouts,
numerous combinations) *

1,000-Room Headquarters Hotel (incl. 40,000-SF
Ballroom, 10,000-SF Jr. Ballroom, 50k SF breakouts)

700-Room Luxury Hotel
500-Room Select-Service Hotel

Full Flexibility for All Event
Types and a Hotel that can
Support itself in the absence
of a major CC Event

* The total facility would be ~1 million SF including back
of house, storage and front of house circulation areas





Economic Impact

The Meadowlands Convention Center, headquarter hotel and two privately-developed hotels are expected to generate over \$3.5 billion in capturable taxes over 30 years.

- Over 30 years, net new spending is anticipated to be \$30.1 billion.
- Over 30 years, net new spending is projected to create \$13.4 billion in net new earnings and an annual average of over 6,000 full-time equivalent jobs. Construction of the facility is expected to support nearly 17,500 full-time construction jobs.

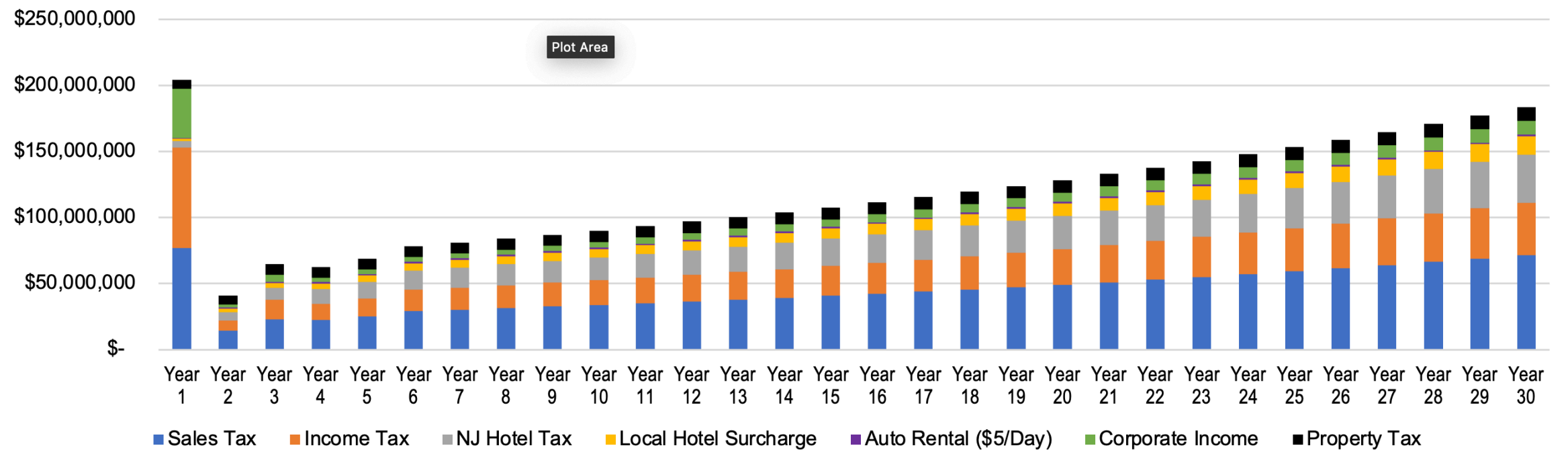
30-Year Summary of Impacts Convention Center & Hotel Complex	
Net New Spending	(millions)
Direct	\$19,206
Indirect	\$7,424
Induced	\$3,502
Total	\$30,132
Net New Earnings	(millions)
From Direct	\$8,168
From Indirect	\$3,484
From Induced	\$1,762
Total	\$13,414
Net New FTE Jobs	Actual
From Direct	3,792
From Indirect	1,493
From Induced	728
Total	6,013
Construction Jobs	17,493
Capturable Taxes	(millions)
Sales Tax (6.625%)	\$1,342
Income Tax (5.25% Wtd. Avg)	\$778
NJ Hotel Tax (8.0%)	\$646
Auto Rental (\$5/day)	\$36
Corporate Income (9%)	\$220
Total	\$3,533
Source: Hunden Strategic Partners	

Net New Taxes

During the first year of the Project, the development is expected to generate over \$200 million in taxes, when including taxes generated by construction. Over 30 years, the Project is estimated to generate \$3.5 billion in taxes within New Jersey.

Years 1 include impacts from the convention center and two hotels, while Year 3 includes construction impacts from the select-service hotel.

Net New Taxes to New Jersey
Meadowlands Convention Center & Hotel Complex



Other States are Investing in Convention Space

While the cost of construction is continually rising across the United States, entities continue to invest in convention center facilities to be major catalysts for a growing tourism economy. The figures below are not inflated to current construction costs.

The estimated investment level for the recommended facility is approximately \$1.0 - \$1.6 billion. More refined estimates would be developed during subsequent planning and design phases.

Notable Recent and Future Plans for Community Investment in Convention Centers

Convention Center	Location	Cost (Nominal \$)	Type	Add. Indoor Event Space (SF)	Expected Completion Year	Funding Source
New Dallas Convention Center Build	Dallas, TX	\$3.0 - \$4.0 Billion	New Build	1,300,000	2026	City of Dallas
Seattle Convention Center	Seattle, WA	\$1.9 billion	Expansion	405,320	2023	Wash. State CC Public Facilities District & Private
Javits Center	New York, NY	\$1.5 billion	Expansion	251,000	2021	
Austin Convention Center	Austin, TX	\$1.2 billion	Proposed Expansion	100,000	2026	City of Austin
Broward County Convention Center	Fort Lauderdale, FL	\$1.0 billion	Expansion & HQ Hotel	347,000	2025	Broward County
Las Vegas Convention Center	Las Vegas, NV	\$920 million	Expansion	600,000	2021	Las Vegas Convention and Visitors Authority
Boston Convention and Exhibition Center	Boston, MA	\$400 million	Proposed Expansion	204,000	2026	Massachusetts Convention Center Authority
Central Bank Center	Lexington, KY	\$310 million	Expansion	41,998	2022	State of Kentucky & City of Lexington
Colorado Convention Center	Denver, CO	\$233 million	Expansion	80,000	2023	City of Denver

Source: TVS Design, Individual Project Reporting



Conclusion

- There is a defined market that is clearly underserved
- Using an under-performing and obsolete building currently on the site
- Need to stimulate long-term sustaining growth and economic vitality
- Compliments and enhances existing assets and uses on the complex site
- Re-build the Meadowlands and NJ's brand recognition as one of the top/premiere sports, entertainment and tourist destinations in the country
- Host fan experiences and special events that are now going to NYC

30 billion dollars in economic impact for a compelling public return on investment