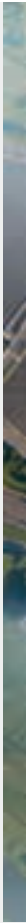


MEADOWLANDS

CONVENTION CENTER

SCOPING ASSESSMENT REPORT





Scoping Assessment Report for a Convention Center at the Meadowlands Sports Complex

Produced by the Meadowlands Regional Chamber
utilizing funding from the State of New Jersey



Meadowlands Sports Complex
East Rutherford, New Jersey
A Sports, Business, and Lifestyle
Destination Experience

TABLE OF CONTENTS

SECTION 1 – EXECUTIVE SUMMARY

Overview	9
Market Opportunity	
Development Concept	
Economic Impact	
Infrastructure and Site Advantages	
Development Readiness	
Implementation Pathway	
Conclusion	

SECTION 2 – NARRATIVE

Background	16
Report Parameters	
Development Plan	
Recommended Design Opportunities	
Summary of Results and Benefits	
Conclusions	

SECTION 3 – DEVELOPMENT PROCESS

Environmental and Property Rights	30
Permitting	
Financial Programming and Capital Structure	
Governance	
Operations	
Implementation Readiness	

SECTION 4 – CONCLUSIONS (STATEMENT OF RELEVANCE)

Statement of Relevance	36
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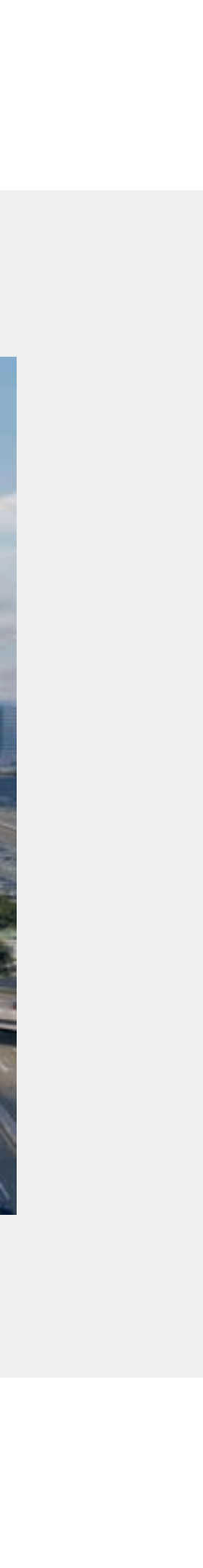
SECTION 5 – PATH TO AUTHORIZATION

State Process and Working Group Framework	42
Governance and Institutional Structure	
Legislative Authorization Framework	
Financing and Capital Structure	
Procurement and Project Delivery Strategy	
American Dream and Adjacent Property Coordination	
NJSEA 5X Hearing and Environmental Approval Package	
Destination District Strategy	
Updated Technical Support and Validation	
Final Authorization Package	

APPENDIX

Hunden Market Analysis & Economic Impact	
TVS Design Project Playbook – Design, Program & Engineering	
WSP Transportation Report	
WSP Civil & Engineering Reports (To include Utilities, Structural, Mechanical, Electric & Plumbing, Langan Environmental)	
DMR Architects Code Review / Permit Review	
Scarinci Hollenbeck Land Use Memorandum	
RLB Construction Budget Review	
Hunden Validation Report	
Legal & Consultive Opinions	
Governance, Bonding & Financing, Structures	





SECTION 1

Executive Summary

Overview

Market Opportunity

Development Concept

Economic Impact

Infrastructure and Site Advantages

Development Readiness

Implementation Pathway

Conclusion

Executive Summary

"The Meadowlands Convention Center is not a speculative idea – it is a fully analyzed, market validated, design tested, and infrastructure supported development opportunity that will generate enormous economic benefit in the Northern New Jersey / New York metropolitan economy and is ready for a policy determination to proceed."

Jim Kirkos, president, Meadowlands Chamber



Source: TVS Design

- **Overview**

The Meadowlands Convention Center initiative represents a fully evaluated, market-supported, and development-ready opportunity to address a documented gap in the New York metropolitan convention and meetings market while advancing a significant economic development strategy for the State of New Jersey.

The project proposes the redevelopment of the former Arena site within the Meadowlands Sports Complex into a modern, flexible convention and event facility integrated with existing regional and proximate assets. The initiative has been advanced through a comprehensive scoping effort led by the Meadowlands Chamber in coordination with State leadership and supported by independent analysis from nationally recognized experts in market demand, design, engineering, and infrastructure planning.

This Executive Summary presents the principal findings of that effort and establishes the basis for State consideration of the project's advancement into the next phase of development. For updated information, visit www.conventioncentermeadowlands.com with current advancements.

- **Market Opportunity**

Independent analysis from the nation's leading convention center think-tank confirms that the The New York region's meeting capacity underserves the market by nearly 2 million square feet and its land constraints create a natural moat for a new facility, which studies show is optimally located at the Meadowlands Sports Complex. Despite being one of the largest economic and tourism markets in the world, the region relies heavily on a single primary facility—the Javits Convention Center—which operates at or near capacity and frequently turns away events seeking to locate within the market.

This imbalance reflects structural constraints within Manhattan, where large-scale expansion of convention facilities is limited by land availability, cost, and logistical challenges. As a result, the region consistently loses conventions, trade shows, major events and the associated economic benefit, to competing destinations that offer greater capacity and flexibility.

The Meadowlands Convention Center is designed to capture a portion of this unmet demand by providing modern, accessible, and cost-effective space within close proximity to Manhattan, maximizing the opportunity to create dynamic impacts throughout the market. The project is not intended to compete with New York City, but rather to complement the regional market by accommodating demand that cannot currently be met. And by siting the project at the Meadowlands Sports Complex, which is designed

to absorb events of far greater scale than convention center activations, impacts on local municipalities will be unnoticeable.

- **Development Concept**

The proposed development transforms the former Arena site into a next-generation convention and entertainment campus integrated with the Meadowlands Sports Complex.

Key elements include:

- Approximately **460,000 square feet of convention and event space**, including:
 - 300,000 square feet of exhibit space
 - 60,000 square foot ballroom
 - 100,000 square feet of meeting space
- **A 1,000-room headquarters hotel**
- **A 5,000-seat flexible event venue**
- Structured parking, and integrated transportation infrastructure including new pedestrian walkway
- "Meadow Walk" an innovative 2-acre green outdoor activation area

The facility is designed to support a wide range of event types, including conventions, trade shows, corporate meetings, sports tournaments, arts and cultural performances, symphonies and smaller intimate shows as well as large scale entertainment programming.

The development is distinguished by its integration with existing Meadowlands assets, including MetLife Stadium, American Dream, and Meadowlands Racing & Entertainment, creating a walkable, multi-venue campus capable of hosting large-scale, multi-day events.

The proposed development transforms the former Arena site into a fully integrated convention and entertainment campus aligned with the Meadowlands Sports Complex and surrounding assets (**see Exhibit A**).



Exhibit A: Site Plan

- **Economic Impact**

The project is projected to deliver substantial long-term economic benefits for the State of New Jersey.

At stabilization, the convention center is expected to:

- Host approximately **313 events annually**
- Attract more than **2 million visitors per year**
- Generate approximately **\$30.4 billion in net new economic activity over 30 years**
- Produce approximately **\$3.03 billion in state and local tax revenue**
- Support more than **3,700 permanent jobs** and nearly **5,000 construction jobs**

These projections reflect both the direct and indirect economic activity associated with visitor spending, event operations, and related hospitality and service industries. What is not measured is the ability to showcase New Jersey as a destination for more than just a convention center.

- **Infrastructure and Site Advantages**

The Meadowlands site offers a unique combination of location, accessibility, and development capacity.

Located approximately eight miles from Manhattan, the site benefits from direct access to Interstate 95 and other major highways, proximity to Newark Liberty International Airport, and existing rail infrastructure capable of supporting major event traffic.

Unlike urban sites, the Meadowlands provides the space necessary to accommodate large-scale convention facilities, associated hotels, and supporting infrastructure within a cohesive campus environment.

In addition, the project includes a comprehensive traffic and transportation strategy designed to improve circulation, reduce congestion, and enhance event-day operations across the Meadowlands Sports Complex. These improvements provide independent value to the site and its existing tenants.

- **Development Readiness**

The initiative has progressed beyond conceptual planning and now includes:

- Completed market demand and economic impact analysis
- A fully developed design program and site plan
- Traffic and transportation modeling and infrastructure planning
- Preliminary engineering and environmental review
- Defined permitting pathways and governance considerations
- Initial cost estimates and financial strategy development

These elements collectively establish the project as a credible, actionable development opportunity supported by detailed analysis and coordinated planning.

- **Implementation Pathway**

The remaining steps required to advance the project are defined and procedural:

- Completion of environmental review and permitting
- Finalization of financial structure and capital strategy
- Development of governance and operating frameworks
- Legislative and administrative authorization

These steps can be undertaken within a structured development timeline and are consistent with the requirements of major public infrastructure and economic development initiatives.

- **Conclusion**

The Meadowlands Convention Center represents a strategic opportunity to capture unmet demand within the New York metropolitan market, expand New Jersey's role in the regional visitor economy, and generate significant long-term economic and fiscal benefits.

With the completion of the scoping program, the project is no longer conceptual. It is a fully evaluated development opportunity with demonstrated market demand, defined implementation pathways, and measurable economic impact.

The project is ready for policy determination and, if authorized, for transition into the next phase of development and execution.





SECTION 2 NARRATIVE

Background

Report Parameters

Development Plan

Recommended Design Opportunitites

Summary of Results and Benefits

Conclusions

- **Background**

The concept of a convention and event facility at the Meadowlands Sports Complex has been discussed for decades as part of a broader strategy to expand tourism, business development, and destination-driven economic activity in Northern New Jersey. In recent years, that concept has gained renewed urgency as demand for convention and meeting space in the New York metropolitan region has continued to grow, while available supply has remained constrained.

The closure of the Arena created a unique redevelopment opportunity within one of the most strategically located and recognizable event campuses in the United States. At the same time, the opening of American Dream and continued investment in MetLife Stadium and Meadowlands Racing & Entertainment have reinforced the Meadowlands as a major regional destination capable of supporting expanded event programming.

Recognizing this convergence of market demand and site availability, the Meadowlands Chamber, in coordination with State leadership, initiated a formal planning effort supported by public funding to evaluate the feasibility, design, and economic impact of a convention center development at the site.

This effort represents the most comprehensive analysis to date of the opportunity to reposition the Meadowlands Sports Complex as a premier convention, entertainment, and tourism destination serving the New York metropolitan market.

One of the greatest strengths of the Meadowlands Sports Complex is its unique geographic position within this region. Located approximately eight miles from Manhattan and directly connected to major highway, rail, and airport infrastructure. This extraordinary benefit cannot be overstated. (see Exhibit B).

- **Report Parameters**

This Scoping Document reflects the results of a coordinated, multi-disciplinary planning effort designed to evaluate the feasibility and implementation pathway for a convention and event facility at the Meadowlands Sports Complex.

The study incorporates the work of nationally recognized experts in convention center development, including:

- **Hunden Partners**, providing market demand analysis, industry trends and analysis, financial feasibility, economic impact assessment, and programming recommendations

Source: Hunden Partners, Placer.ai, Various Facilities

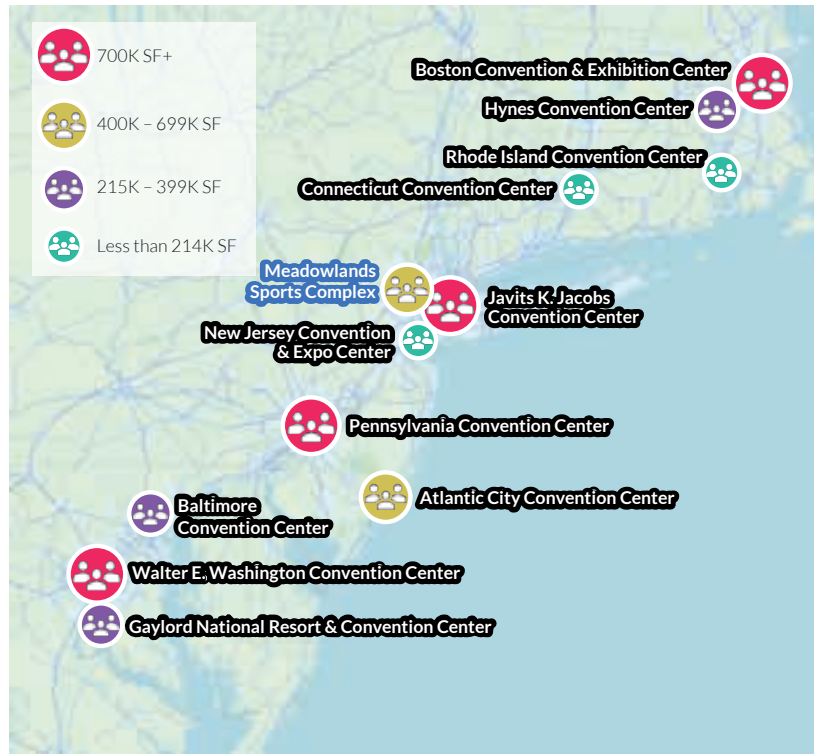


Exhibit B: Regional Convention Center Supply Map

- **TVS Design**, providing architectural programming, facility design, and site planning
- **WSP and Langan**, providing traffic engineering, transportation planning, and civil engineering analysis
- **Additional consultants**, supporting environmental review, permitting strategy, financial structuring, and governance planning

The scope of work included:

- Market demand validation and competitive positioning
- Development of a recommended facility program aligned with regional and national convention trends
- Architectural design and site integration analysis with the existing facilities
- Traffic and transportation modeling and circulation planning
- Preliminary engineering and infrastructure evaluation
- Environmental and permitting pathway assessment
- Economic and fiscal impact analysis
- Preliminary cost and development framework

The purpose of this document is to synthesize these analyses into a single, decision-ready framework to inform State policy considerations regarding the advancement of the project.

- **Development Plan**

Programming

The proposed Meadowlands Convention Center has been designed as a flexible, multi-use facility aligned with demonstrated market demand in the Northern New Jersey / New York metropolitan region.

The recommended program includes approximately 460,000 square feet of convention and event space, anchored by a 300,000 square foot exhibition hall, complemented by ballroom, meeting, and multi-purpose event space, along with a headquarters hotel providing the room inventory required to attract national conventions.

This program reflects current industry trends emphasizing flexibility, multi-event capability, and the integration of convention, sports, and entertainment uses within a single venue (see Exhibit C).

Source: TVS Design

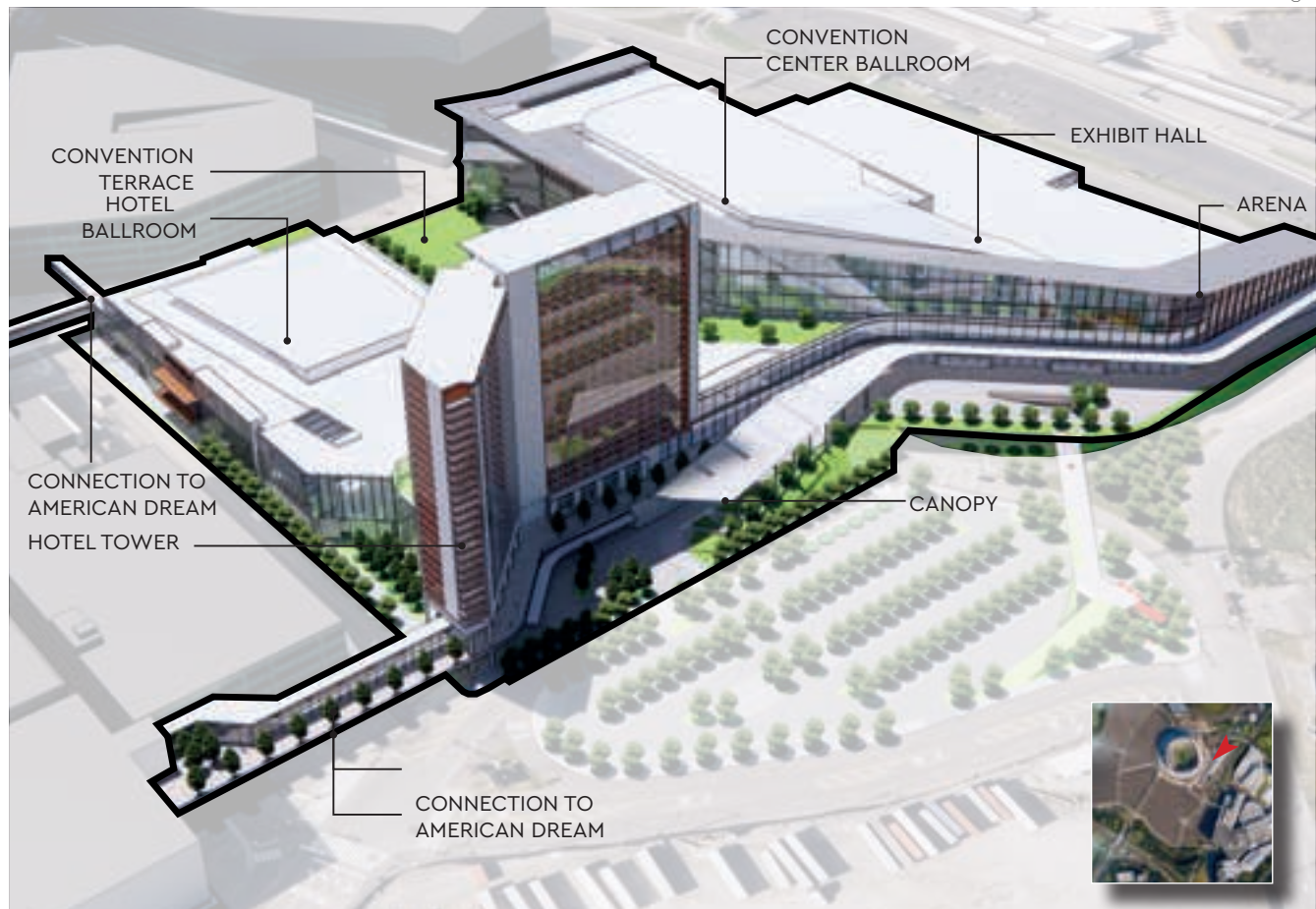


Exhibit C: Program Block Diagram

PROGRAM SUMMARY

PROGRAM LOCATION	PROGRAM NAME	SIZE
CONVENTION CENTER	EXHIBIT HALL	260,000 SF
	MINI ARENA	5,000 SEAT
	BALLROOM	83,600 SF
	MEETING ROOMS	108,000 SF
HEADQUARTER HOTEL	ROOMS	1,000 KEYS
	BALLROOM	40,000 SF
	JR. BALLROOM	23,600 SF
	MEETING ROOMS	41,000 SF
PARKING	LOT 26 REPLACEMENT	1,064
	CONVENTION CENTER	936
	HOTEL	455
	TOTAL SPACES	2,455

SQUARE FOOTAGE	2018 TOTAL SHOWS	2018%	2025 TOTAL SHOWS*	2025%
SHOWS UNDER 400K SF	207	83%	198	79%
BETWEEN 400-500K SF	8	3%	16	6%
BETWEEN 500-599K SF	7	3%	12	5%
BETWEEN 600-699K SF	8	3%	7	3%
BETWEEN 700-800K SF	2	1%	6	2%
SHOWS OVER 800K SF	16	6%	18	7%

This chart shows the right sizing of the proposed Meadowlands Convention Center to address a majority of the market throughout the US.

Economic Analysis

Independent analysis confirms that the New York metropolitan region remains significantly underserved in large-scale convention and meeting space, with an estimated shortfall of 2 to 3 million square feet.

As a result, the region routinely loses events due to capacity constraints at existing facilities, particularly the Javits Convention Center, which operates at or near full utilization.

The Meadowlands Convention Center is positioned to capture a share of this unmet demand by providing modern, accessible, and cost-competitive space within minutes of Manhattan.

At stabilization, the project is projected to host approximately 313 events annually and attract more than 2 million visitors, generating an estimated \$30.4 billion in net new economic activity and approximately \$30 billion in state and local tax revenue over a 30-year period, while supporting thousands of permanent and construction-related jobs (see Exhibit D).

Design

The design program developed by TVS demonstrates that a convention center of this scale can be successfully integrated into the Meadowlands Sports Complex.

The site plan aligns the facility with existing assets, including MetLife Stadium, American Dream, and Meadowlands Racing & Entertainment, creating a walkable, interconnected event campus capable of supporting large-scale, multi-day events.

The design emphasizes operational efficiency, flexibility of space, and the ability to accommodate a wide range of event types, from national conventions and trade shows to youth and amateur sports tournaments and 5000 seat entertainment events.

30-Year Summary of Impacts Meadowlands Convention Center Including Construction

Net New Spending	(millions)
Direct	\$17,531
Indirect	\$7,319
Induced	\$5,508
Total	\$30,358

Net New Earnings	(millions)
Onsite Office	\$2,296
From Direct	\$4,268
From Indirect	\$1,770
From Induced	\$1,371
Total	\$9,705

Net New FTEs	(Peak)
Onsite Office	4,937
From Direct	2,901
From Indirect	595
From Induced	544
Total	8,977

Construction Jobs **14,811**

Capturable Net New Taxes	(millions)
Sales Tax	\$1,009.3
Local Hotel Surcharge (Meadowland	\$200.6
Hotel Tax (NJ + ER Muni)	\$535.0
Income Tax	\$509.5
Auto Rental Tax	\$40.6
Corporate Income	\$62.1
Total	\$2,357.1

Source: Hunden Partners

Exhibit D: Economic Impact

Traffic and Transportation

Traffic and Pedestrian Analysis

To evaluate the transportation impacts associated with the proposed development, WSP prepared a transportation and traffic analysis focused on roadway operations, parking demand, circulation, and multimodal access throughout the entire Complex. The study evaluated how the Convention Center and Hotel would interact with existing uses at the Complex, including MetLife Stadium, American Dream, and the Meadowlands Racetrack.

Two different operational conditions were analyzed: a Saturday with no event at MetLife Stadium (Typical Scenario), as well as a Saturday evening with a non-NFL event (i.e. concert) at MetLife Stadium (Event Scenario), the latter reflecting the worst-case scenario condition. It was assumed for analysis purposes that the Convention Center would not operate during NFL games. Travel time served as the primary measure for understanding how the traffic conditions within the Complex would perform with the introduction of the proposed development, including network-wide performance metrics (total vehicle-hours traveled and average travel time per vehicle).

The study includes detailed modeling of current traffic volumes and projected trip generation associated with the convention center and hotel development, as well as the development of a transportation master plan addressing roadway improvements, ingress and egress, internal circulation, rideshare operations, and regional transit connectivity. Importantly, the analysis identifies opportunities for targeted infrastructure and operational improvements that can reduce congestion and improve event-day performance across the Complex, including measurable reductions in egress times from major events.

The parking and traffic planning work performed for this Scoping Program accommodates the new requirement of the Convention Center and it eases existing traffic difficulties through re-routing and new roadways.

The Convention Center will honor the exclusions for football games by not scheduling events during Sundays from August to February. As such, the Convention Center will not negatively impact traffic for football fans and other improvements to circulation should be a net benefit.

The Stadium hosts other events, such as concerts and international soccer matches, that might not be predictable prior to booking Convention Center business. There were 42 such instances in 2025 and it is likely that there will be a similar volume in future years.

On the busiest nights for American Dream and at the most intense demands generated by the Convention Center such events could increase traffic and parking demand beyond the new parking assets and introduce negative impacts. Taking no additional action is unlikely to result in a significant detrimental impact to the visitor experience at any venue, especially given that but here are numerous solutions for mitigation, including:

- Creating excess parking in anticipated hotel developments
Utilization of shuttles from remote and off-site lots
- Encouraging ride share
- Increasing frequency of train service on the site
- Reserving schedule management rights at the Convention Center for summer evening events to enable Convention Center managers to adjust time frames with respect to highest traffic volumes at ingress and egress
- Other permanent parking structures.

In each case, Meadowlands Sports Complex tenants have a variety of rights and obligations, and, as in all aspects of the Convention Center development, will have a voice in directing a solution to prospective impacts on these limited days. We would not presume at this time to formalize a recommendation that will be subject to variables.

The transportation analysis demonstrates that targeted improvements to circulation and roadway performance can enhance event operations across the Meadowlands Sports Complex (**see Exhibit E**).

These improvements provide measurable benefits, including reduced congestion and improved event egress, and deliver independent value regardless of whether the convention center proceeds.

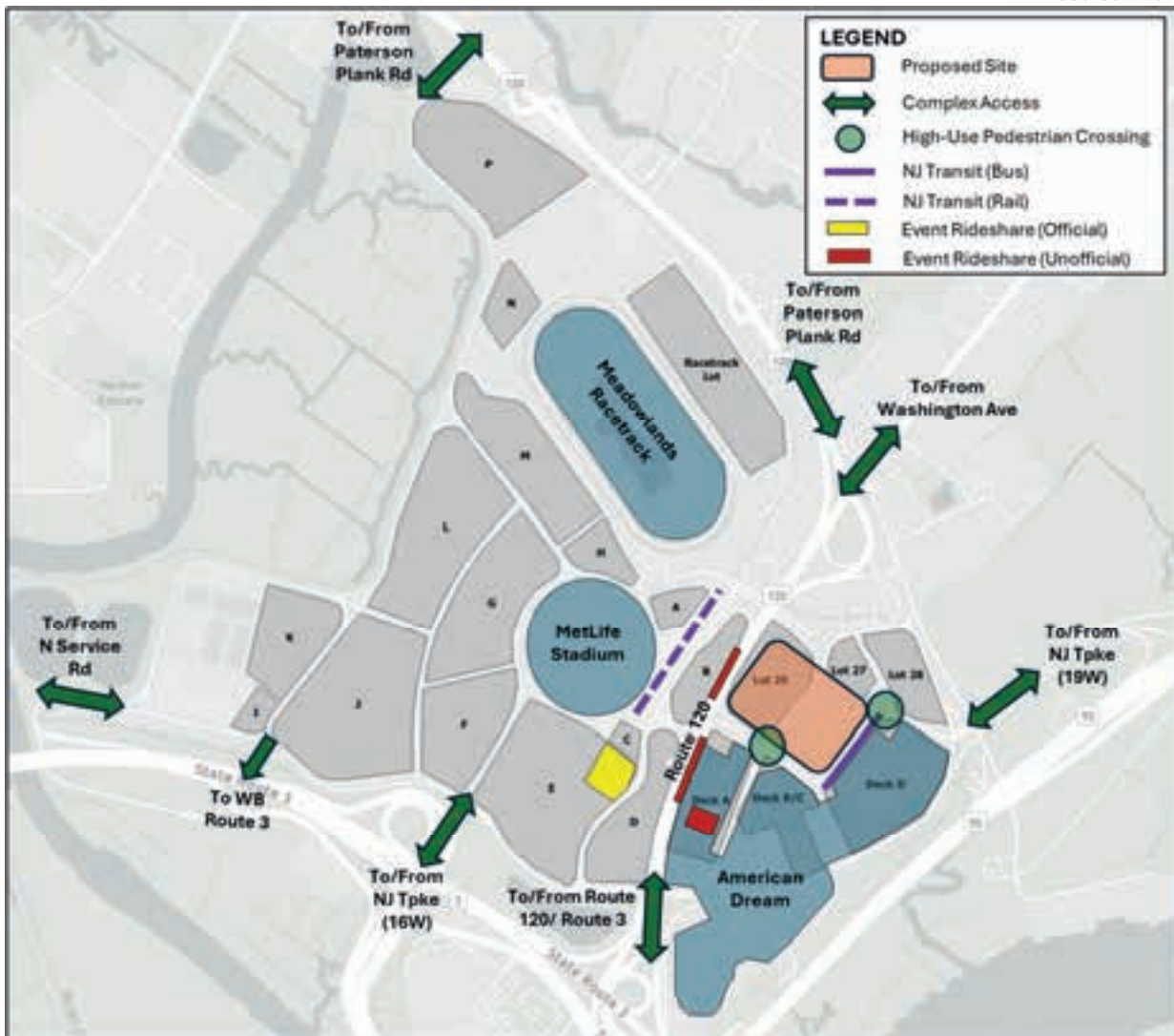


Exhibit E: Circulation Diagram

- **Recommended Design Opportunities**

To address the operational deficiencies identified under the Build conditions, a package of roadway, operational, traffic management, and Intelligent Transportation Systems (ITS) improvements were developed. These recommendations are intended to improve circulation, reduce congestion, improve pedestrian safety, and support future growth within the Complex. Each design opportunity was assigned a High, Medium, or Low priority based on its localized travel time benefits and safety improvements. While each design was introduced independently in the analysis to understand their localized effects, their effectiveness depends on being implemented as an integrated system, as their benefits are interdependent across the network. The recommended design opportunities are summarized in the table below.

#	DESIGN OPPORTUNITY	TYPE	PRIORITY/ BENEFIT	REQUIRED FOR:		COST
				TYPICAL	EVENT	
1	Relocate Rideshare Operations	Capacity/ Infrastructure	High		X	\$ 3,177,000
2	Pedestrian Bridge Connection	Capacity/ Infrastructure	High		X	\$ 30,477,000
3	NJ Tpke (19W) Ramp Capacity Improvement	Capacity/ Infrastructure	High		X	\$ 8,937,000
4	Road D to SB Route 120 Ramp Capacity Improvement	Capacity/ Infrastructure	High		X	\$ 1,827,000
5	E Peripheral Road to NB Route 120 Ramp Capacity Improvement	Capacity/ Infrastructure	High	X	X	\$ 2,182,000
6	SB Route 120 Capacity Improvement	Capacity/ Infrastructure	High		X	\$ 9,334,000
7	Route 120 to N Connection Road Ramp Capacity Improvement	Capacity/ Infrastructure	Medium		X	\$ 3,194,000
8	NB Route 120 Capacity Improvement	Capacity/ Infrastructure	Medium		X	\$ 848,000
9	SB Route 120 to W Peripheral Road Ramp Capacity Improvement	Capacity/ Infrastructure	Medium		X	\$ 3,510,000
10	Repurpose Bus Lane on American Dream Way	Capacity	Medium	X	X	\$ 83,000
11	Lane Reconfiguration at American Dream Way & S Connection Road	Capacity	Medium	X	X	\$ 54,000
12	Road A Plaza to Paterson Plank Rd Capacity Improvement	Capacity/ Infrastructure	Medium		X	\$ 2,601,000
13	Turn Bay at S Connection Road / W Peripheral Road	Capacity/ Infrastructure	Low	X		\$ 2,075,000
14	Dynamic Wayfinding and Parking Technology	ITS	High	X	X	\$ 23,075,000
15	Signal Timing Optimization	Signal Timing/ Operations	High	X		-
16	Event Day Traffic Routing Plan for American Dream Way	Traffic Man- agement	Medium		X	-
17	Event Day Traffic Routing Plan for N Service Road	Traffic Management	Medium		X	-
18	Traffic Control Modification at Stadium Club Road & Road D	Signal Timing/ Operations	Low	X		-
19	Event-Based Lane Reversal on W Peripheral Road	Traffic Management	Low		X	-
20	Event-Based Lane Reversal on Road D-Stadium Club Rd exit to NJ Turnpike (16W)	Traffic Management	Low		X	-
21	Event-Based Lane Reversal on Road C	Traffic Management	Low		X	-

The total estimated cost of the recommended improvements is approximately \$91.4 million, with the majority associated with high-priority infrastructure and operational improvements.

- Summary of Results and Benefits**

Implementation of the recommended design opportunities improved traffic operations under both the Typical and Event Scenarios. Under the Typical Scenario, the roadway network would be able to accommodate more than 2,200 additional vehicles without the severe congestion and gridlock observed under the Build conditions. Under the Event Scenario, the recommended opportunities allowed the Complex to successfully handle simultaneous MetLife Stadium and Convention Center events, including the approximately 4,000 additional vehicles generated by the proposed development. The improvements reduced congestion at key bottlenecks, improved traffic flow throughout the Complex, and helped vehicles exit the area more efficiently following events, resulting in travel times that are equal to or less than what is experienced today for all locations within the Complex. Overall, the results show that the recommended improvements would allow the Complex to operate more efficiently and reliably despite the increase in traffic demand, with average travel time per vehicle decreasing by 21% under the Typical Scenario and 33% under the Event Scenario, as summarized in the table below.

SCENARIO	TRAVEL TIME METRIC	FUTURE BASELINE	BUILD		
		TIME	TIME	DELTA	%CHANGE
Typical	Total (Hours Driven)	999	1,019	20	2%
	Per Vehicle (Minutes)	3.5	3.1	-0.34	-10%
Event	Total (Hours Driven)	2,875	2,259	-616	-21%
	Per Vehicle (Minutes)	7.5	5.0	-2.5	-33%

The improvements also significantly enhanced pedestrian safety and circulation by reducing pedestrian conflicts along E Peripheral Road and American Dream Way through the proposed pedestrian bridge and improved access management strategies.

- **Conclusions**

Overall, the analysis demonstrates that the proposed Convention Center and Hotel development can be successfully accommodated within the Meadowlands Sports Complex provided the recommended design opportunities are implemented as a coordinated system. While the proposed development introduces substantial new vehicular demand, the recommended improvements effectively address existing operational deficiencies and improve overall circulation throughout the Complex. As a result, the Complex would be able to efficiently accommodate both existing and future traffic conditions while improving overall network performance, reducing travel times, improving vehicle clearance following events, enhancing pedestrian safety, and supporting future growth within the Complex. Under the Build with Design Opportunities conditions, average travel time per vehicle decreased by approximately 20 seconds during the Typical Scenario and approximately 2.5 minutes during the Event Scenario, demonstrating measurable operational benefits despite the increase in demand.

Civil Engineering

Preliminary civil engineering analysis confirms that the site can support the proposed development, including required infrastructure, utilities, and stormwater management systems.

The work also establishes a framework for integrating new construction with existing Meadowlands infrastructure and adjacent development, ensuring compatibility with ongoing operations within the Sports Complex.

Environmental and Permitting

Environmental and permitting review is underway, including preparation of required Environmental Impact documentation and compliance with New Jersey Sports and Exposition Authority (NJSEA) regulatory requirements.

Preliminary analysis has not identified any fatal flaws that would preclude development of the project, and a clear pathway for permitting and approvals has been established.

Budget

Preliminary cost analysis on the proposed program indicates that the project costs are approximately \$3 billion, not including the development of a headquarters hotel which will utilize private capital. Final costs will be subject to refinement through ongoing engineering, design development, financial structuring and procurement planning.

A "bid specification," including a detailed construction budget, financial strategy, and implementation framework will be finalized as part of the next phase of the project and be available prior to the legislative determination required for the program to go forward.



SECTION 3

Development Process

Environmental and Property Rights

Permitting

Financial Programming and Capital
Structure

Governance

Operations

Implementation Readiness

- **Development Process**

The Meadowlands Convention Center initiative has progressed from concept to a structured development program supported by coordinated technical analysis, policy review, and stakeholder engagement. The remaining work to advance the project into an executable phase is defined, manageable, and consistent with the requirements of major public infrastructure and economic development initiatives.

This section outlines the process required to move the project from completed scoping to formal authorization and implementation.

- **Environmental and Property Rights Permitting**

The development of a convention center at the Meadowlands Sports Complex will require compliance with applicable environmental, land use, and property rights regulations under the jurisdiction of the New Jersey Sports and Exposition Authority (NJSEA) and other relevant State agencies.

Legal and regulatory review led by **Scarinci Hollenbeck** has identified a clear pathway for permitting, including:

- Preparation and submission of Environmental Impact Review documentation
- Compliance with NJSEA land use and zoning requirements
- Coordination of required public hearings and stakeholder input processes
- Evaluation of site conditions and environmental constraints

Preliminary analysis has not identified any fatal flaws that would preclude development of the project. The permitting process is well-defined and can proceed in parallel with final design and financing activities.

- **Financial Programming and Capital Structure**

The project's financial framework is being developed through coordination among **JLL, Hunden Partners, and other financial advisors**, with a focus on establishing a viable and sustainable capital structure.

This work includes:

- Refinement of development costs and capital requirements
- Evaluation of public and private funding strategies
- Identification of revenue streams, including event operations, hospitality, and ancillary uses
- Structuring of financing mechanisms consistent with State fiscal policy

The financial programming effort is intended to ensure that the project is not only economically beneficial, but also financially executable within a disciplined and transparent framework.

- **Governance**

A governance structure is being developed to define oversight, accountability, and operational control for the project.

This work, informed by **Hunden Partners and Genova Burns**, includes:

- Identification of an appropriate lead development and operating entity
- Definition of roles and responsibilities among State agencies, project partners, and operators
- Establishment of governance protocols for budgeting, contracting, and performance oversight

The governance framework will be designed to align with best practices for large-scale public development projects, ensuring accountability and long-term operational success.

- **Operations**

An operational strategy is being developed to support the long-term success of the convention center and its integration with the broader Meadowlands Sports Complex.

This effort, supported by Hunden Partners and industry advisors, includes:

- Development of an operating model for the convention center facility
- Integration with existing Meadowlands assets and event programming
- Coordination with hotel, entertainment, and transportation partners
- Identification of management structures and potential operating partners

The operational framework is intended to ensure that the facility functions as a year-round destination capable of hosting conventions, trade shows, sports events, and entertainment programming.

Based on Hunden's review of national convention center governance models and operating structures, the most successful facilities separate governance from operations while maintaining clear accountability between the two functions. Across major convention center markets—including Chicago, Indianapolis, Milwaukee, Houston, Nashville, San Diego, and Las Vegas—the prevailing best practice is the use of an independent public authority, local government corporation, or similar entity that provides strategic oversight, while professional management organizations are responsible for day-to-day operations, sales, marketing, and event delivery.

Consistent with these findings, the proposed Meadowlands Convention Center governance framework should be organized around two distinct but complementary entities.

The first is an **Authorization Entity**, established as an independent public authority or similar state-created body. This entity would serve as the owner and steward of the facility on behalf of the State of New Jersey. Its primary responsibility would be governance rather than operations. The Authorization Entity would be governed by a board of appointed members representing state leadership, regional stakeholders, industry expertise, and other public interests. It would establish strategic objectives, approve budgets and capital plans, oversee major contracts, monitor performance, and ensure that the facility advances the broader economic development goals for which it was created. In effect, the Authorization Entity would function as the State's agent, providing policy direction and accountability while insulating operational decisions from routine political processes. This model mirrors successful authority-based structures employed by organizations such as the Metropolitan Pier and Exposition Authority in Chicago, the Capital Improvement Board in Indianapolis, and the Wisconsin Center District in Milwaukee.

An important consideration in evaluating governance alternatives is the existing role of the New Jersey Sports and Exposition Authority (NJSEA). As landlord of the Meadowlands Sports Complex and the governmental entity responsible for administering development approvals within the District, the NJSEA is uniquely positioned to facilitate both the development and long-term stewardship of a convention center project. In addition to its ownership responsibilities, the Authority serves as the hearing officer for the multiple land use and development approvals that would be required to advance construction within the Sports Complex. As the project evolves, policymakers may wish to consider whether the NJSEA should continue in its current form while providing representation on the proposed Authorization Entity, or whether certain Sports Complex-related functions should be reorganized into a dedicated convention and destination development authority. Either approach would build upon the NJSEA's existing institutional expertise, public accountability, and familiarity with the site while creating a governance structure specifically focused on maximizing the economic impact, visitation, and long-term performance of what would become one of New Jersey's most significant destination assets.

The second component is an **Operating Organization**, which would be responsible for the day-to-day management and marketing of the facility. This entity would employ executive leadership and operational staff, contract with key service providers, manage event bookings, coordinate marketing and sales activities, oversee maintenance and customer service functions, and execute the business plan approved by the Authorization Entity. Depending on future procurement decisions, the Operating Organization could be staffed directly by the authority or operated through a professional third-party management firm with demonstrated convention center expertise. Hunden's research found that nearly half of comparable convention centers utilize contracted professional management and that

operational success is strongly correlated with specialized hospitality expertise, business-oriented management practices, and the ability to make decisions outside of traditional governmental processes.

This recommended structure reflects the lessons learned from a broad survey of convention center governance models throughout North America. While ownership, funding, and operating arrangements vary by market, the strongest-performing facilities consistently establish a clear distinction between strategic oversight and operational execution. By creating an independent Authorization Entity with ultimate accountability to the State, alongside a professionally managed Operating Organization focused on performance, New Jersey can position the Meadowlands Convention Center to operate with the flexibility, responsiveness, and commercial focus required to compete successfully in the national convention and events marketplace while maintaining appropriate public oversight and accountability.

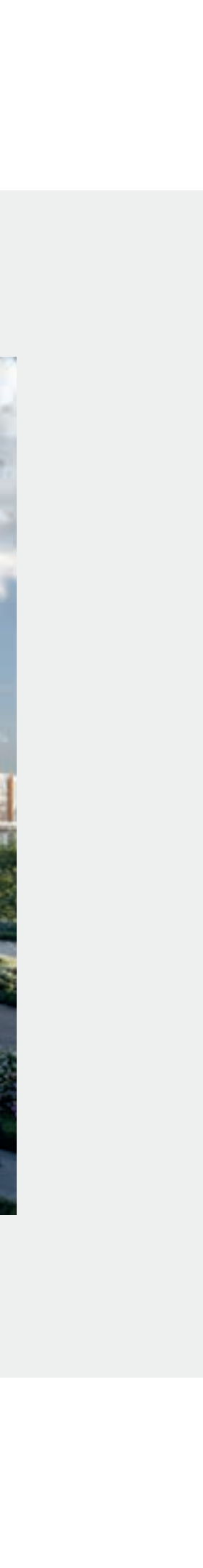
- **Implementation Readiness**

With the completion of the scoping program, the project has reached a level of definition that supports transition into a formal development phase.

Key components now in place include:

- Market demand validation and economic impact analysis confirming the project's relevance and scale
- A completed design program demonstrating a buildable and operationally viable facility
- Traffic and infrastructure planning identifying both project-specific and system-wide improvements
- Defined permitting, financial, governance, and operational pathways
- As demonstrated through the scoping process, the project is no longer conceptual. It represents a structured, actionable development opportunity supported by detailed analysis and a coordinated implementation strategy.





SECTION 4

CONCLUSIONS

(STATEMENT OF RELEVANCE)

Statement of Relevance

- **Statement of Relevance**

The Meadowlands Convention Center initiative represents a rare alignment of market demand, site opportunity, and completed technical analysis sufficient to support State-level policy consideration.

Independent market analysis confirms that the New York metropolitan region—despite its scale and economic prominence—remains significantly underserved in convention and meeting space. This condition has persisted due to physical and logistical constraints within Manhattan, where expansion of large-scale facilities is increasingly limited. As a result, the region continues to lose conventions and large-scale events that cannot be accommodated within existing capacity.

The Meadowlands offers a unique and viable solution to this condition.

The site combines proximity to Manhattan with regional accessibility, available land, and an existing concentration of major entertainment and event infrastructure. No other location within the metropolitan region offers this combination of scale, connectivity, and development readiness.

The completed scoping program demonstrates that:

- A convention center of appropriate scale can be successfully integrated into the Meadowlands Sports Complex
- The project is supported by measurable and sustained market demand
- The proposed facility is capable of attracting national conventions, trade events, and large-scale programming
- The project generates substantial long-term economic and fiscal benefits for the State of New Jersey
- Required infrastructure improvements are defined and deliver value independent of the convention center development
- Environmental, permitting, and engineering pathways have been identified and are achievable

Collectively, these findings establish that the project is not speculative. It is grounded in validated analysis and supported by a coordinated planning effort involving nationally recognized experts.

Importantly, the initiative has progressed beyond conceptual planning. The development program, site plan, and supporting analyses provide a level of definition that enables the



Source: TVS Design

State to evaluate the project as a real, actionable opportunity.

At the same time, the timing of this opportunity is significant.

The continued growth of the convention and meetings industry, combined with sustained demand in the New York metropolitan market, reinforces the need for additional capacity. Competing markets across the United States have continued to expand and modernize their convention infrastructure to capture this demand.

Absent action, the region will continue to lose events—and the associated economic activity—to competing destinations.

The Meadowlands Convention Center provides the State with the opportunity to capture a share of this existing demand while strengthening New Jersey's position within the regional and national visitor economy.

The project is therefore relevant not only as a redevelopment initiative, but as a strategic economic investment aligned with broader State objectives related to tourism, business attraction, and job creation.

The significance of this opportunity extends far beyond the construction jobs, visitor spending, and tax revenues traditionally associated with major development projects. At its core, the Meadowlands Convention Center represents a pathway toward the creation of a true destination district—one capable of generating sustained economic, cultural, social, and civic value for the State of New Jersey for decades to come.

For generations, the Meadowlands Sports Complex has served as one of New Jersey's most visible and recognizable assets, yet its full potential as a year-round destination has remained unrealized. The proposed convention center provides the missing component necessary to transform the Complex from a collection of successful individual venues into a fully integrated destination ecosystem. Together with MetLife Stadium, American Dream, Meadowlands Racing & Entertainment, future hospitality investments, and supporting infrastructure, the project creates the foundation for a nationally significant district capable of attracting visitors, conventions, entertainment programming, sporting events, and business activity throughout the calendar year.

The benefits of such a transformation extend beyond tourism. A successful destination district strengthens New Jersey's competitive position in attracting major events, diversifies the State's economic base, supports business recruitment and retention efforts, and creates a platform for future private investment. It also presents an opportunity to align and re-energize the public institutions charged with advancing



Source: TVS Design

economic development, tourism, transportation, and destination management, creating a more coordinated approach among organizations such as NJSEA, VisitNJ, the New Jersey Economic Development Authority, Treasury, and other public partners.

Equally important, the State finds itself in a position few generations of policymakers have enjoyed. New Jersey's strengthened fiscal position and enhanced credit profile provide a rare opportunity to finance long-lived public assets that can generate measurable economic returns for decades. Opportunities to leverage that capacity in support of transformative, revenue-generating infrastructure are uncommon. The Meadowlands Convention Center presents one such opportunity—a chance to invest in an asset that not only serves today's needs but also shapes the economic future of the State.

Viewed through this broader lens, the project is not simply the redevelopment of a dormant property or the construction of a convention center. It is an opportunity to redefine the future of the Meadowlands, strengthen New Jersey's role within the regional and national visitor economy, and create a lasting public asset whose benefits may rival the impact of the Sports Complex's original development generations ago.

