

#### 4.14 Socioeconomics

This section presents a summary of the projected economic and fiscal impacts resulting from the construction and operation of the Stadium Project. A full report detailing this analysis is available in Appendix I of the PEIS (CSL, 2006). Since the Stadium Project is a replacement project of the existing Giants Stadium and on-site training facilities, the discussion includes the current impacts from the operation of the existing Giants Stadium and the training facilities as well as the impacts from the Stadium Project.

In addition to these redevelopment plans at the site, the Jets will be developing a new off-site training facility in Florham Park, New Jersey. Because the new Training Facility operations represent a draw upon Jets' revenues generated at the Stadium, this analysis also assesses socioeconomic impacts associated with the facility's development and operations to present a conservative, accurate portrait of benefits within the Stadium Project.

The future Ancillary Development component of the Stadium Project was studied separately, and is discussed in Section 4.14.3. As a note, the Meadowlands Xanadu Redevelopment Project is separate and distinct from the Stadium Project, and is not examined in this analysis.

Section 4.14.2 presents Convention, Sports and Leisure International's (CSL) analysis of socioeconomic impacts from the new Stadium and training facilities. A summary of the projections is presented below (in 2010 dollars).

##### **CONSTRUCTION PHASE**

**Construction Jobs** – During construction of the new Stadium and training facilities, construction expenditures and related direct, indirect and induced economic impacts<sup>1</sup> will create 12,200 temporary full and part-time jobs.

**Tax Revenue** – During construction of the new Stadium and training facilities, tax revenues to New Jersey from construction and associated direct, indirect and induced economic activities are estimated to be \$64.7 million.

**Total Economic Activity** – The construction of the new Stadium and training facilities will generate approximately \$1.2 billion in direct, indirect and induced spending in New Jersey.

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<sup>1</sup> Definitions for direct, indirect and induced economic impacts can be found on pages 19 and 20 in Appendix I of the PEIS. Associated economic impacts in this chapter refer to direct, indirect and induced impacts.

## **OPERATION PHASE**

**Private Dollars Invested** – The ownership families of the New York Giants and New York Jets are expected to invest over \$1.2 billion for the construction of the new Stadium and training facilities. In addition to a \$1.1 billion development cost for the Stadium, the Giants' ownership families or their affiliates are planning to invest over \$70 million on the construction of new training facilities on the Sports Complex, and the Jets' owners are planning to invest over \$50 million on the construction of new training facilities to be located in Florham Park, New Jersey.

**Permanent Jobs** – The operation of the new Stadium and training facilities and associated direct, indirect and induced economic impacts will support approximately 12,450 permanent full and part-time jobs. Approximately 6,910 full and part-time jobs currently exist by reason of the operation of Giants Stadium and the training facilities and associated economic impacts. Therefore, an increase in 5,540 new permanent full and part-time jobs will be realized from operation of the new Stadium and training facilities and their associated economic impacts.

**Tax Revenue** – The operation of the new Stadium, training facilities and associated direct, indirect and induced economic impacts are projected to generate approximately \$66.5 million in annual State tax revenues. Current operations of Giants Stadium, training facilities and associated economic impacts generate approximately \$34.2 million each year. Therefore, an annual increase in approximately \$32.3 million in State tax revenues is expected from operation of the new Stadium, training facilities and associated economic impacts.

**Total Economic Activity** – The operation of the new Stadium, training facilities and associated direct, indirect and induced economic impacts will generate approximately \$938.2 million annually in total direct, indirect and induced spending in New Jersey. Current operations of Giants Stadium, training facilities and associated economic impacts generate approximately \$526.7 million annually in spending. Therefore, an increase in approximately \$411.5 million in total direct, indirect and induced spending in New Jersey is expected from operation of the new Stadium, training facilities and associated economic impacts.

#### 4.14.1 Existing Conditions

##### 4.14.1.1 Demographic and Socioeconomic Conditions

Please refer to Appendix I of the PEIS for a detailed report of demographic and socioeconomic conditions in the HMD, including data on population, household income, corporate base, employment, housing, consumer spending, cost of living and the local economy.

##### 4.14.1.2 Community Facilities

###### *4.14.1.2.1 Overview*

The HMD was created as an amalgam of the "meadow" portions of 14 municipalities in Bergen and Hudson Counties. The residential communities and town centers of these municipalities were not included in the HMD lands, and therefore community facilities are generally found outside of the NJMC, with the exception of residential and community facilities constructed after the establishment of the HMD.

Community facilities include public or publicly-funded facilities, such as police and fire protection, hospitals, emergency medical response, and schools. The following describes the various community facilities that are located within the Borough of East Rutherford where the Project Area is located, and specifically those associated with the Meadowlands Sports Complex. As appropriate, facilities and services outside of East Rutherford but within the County and/or the HMD that may serve larger portions of the County or HMD are also discussed. Within and around the HMD community facilities are often located at the peripheral boundaries of the HMD. This is due to the relatively small residential populations that are located within the HMD and because of the need to adequately service the resident populations.

###### *4.14.1.2.2 Police Protection*

The Bergen County Police Department, which is comprised of 80 officers, provides police coverage for Bergen County residents. The Department is located at 66 Zabriskie Street in Hackensack, approximately 5 miles north of the Project Area. The Department patrols all of Bergen County roadways and properties and provides support services for municipal police departments (NJSEA, 2005).

The East Rutherford Police Department (ERPD) provides coverage within the Borough of East Rutherford. Their headquarters is located at 312 Grove Street. With a force of 34 members, the Department serves a resident population of approximately 18,000 and a daytime population of approximately 25,000 while patrolling 40 miles of roads and portions of two state highways.

The primary responsibility for providing police services on the Meadowlands Sports Complex, including the Project Area, currently belongs to the New Jersey State Police (NJSP) Sports Complex Unit. Police from East Rutherford are summoned on occasion for assistance. The Unit operates out of three substations within the Sports Complex. The Unit maintains a close liaison with NJSP Troop B and Troop D in the coordination of traffic in and around the Sports Complex. Additionally the Unit is responsible for the investigation of criminal activity at the Sports Complex (NJSEA, 2005).

#### *4.14.1.2.3 Fire Protection*

The East Rutherford Fire Department currently has over 80 volunteer Fire and Emergency Management Service professionals that serve the community from three stations located at 312 Grove Street, 50 Herman Street and 107 Carlton Avenue. The service area includes all of East Rutherford as well as several southern Bergen County municipalities. East Rutherford is also within the service area of other southern Bergen County municipalities. The closest East Rutherford fire station is approximately three miles from the complex (NJSEA, 2005).

The NJSEA Fire Department provides first response fire protection at the Meadowlands Sports Complex. The Department operates one station, which is situated just west of the intersection of Route 120 and Paterson Plank Road. The station has two pump trucks with 750-gallon water capacity, one truck with 500-gallon capacity and one truck with 90-gallon capacity. The trucks also have foam capacity. The station has eight full-time and nine part-time fire fighters and operates on a 24 hours per day, seven days per week basis with a two-person crew per shift that is expanded during events at the Sports Complex (NJSEA, 2005). The surrounding municipal fire departments, including the East Rutherford Fire Department, are also available to assist the NJSEA Fire Department, as necessary.

#### *4.14.1.2.4 Hospitals and Emergency Medical Services*

Four hospital facilities are located in or adjacent to the HMD. Two of these are located in Secaucus approximately eight miles southeast of the Project Area. These hospitals include the Meadowlands Hospital and Medical Center (230-bed facility), which is located on Meadowlands Parkway, and the Meadowview County Hospital (400-bed facility), which is located on County Avenue. The Hackensack University Medical Center is a 614-bed facility located on Prospect Avenue in Hackensack. The West Hudson Hospital is a 250-bed facility and it is located on Bergen Avenue in Kearny, just outside of the HMD.

The East Rutherford Volunteer Ambulance Corps building is located at 312 Grove Street. Typically a three-person crew will work 12-hour shifts. The primary emergency hospital used by the Ambulance Corps is the Hackensack University Medical Center. This Center serves as the Acute Care Medical Center for the area and it is located approximately four miles north of the Ambulance Corps building.

The NJSEA provides first response emergency medical service (EMS) for emergencies on the Meadowlands Sports Complex. The EMS facility is located on the Sports Complex and includes four ambulances, three carts and two scooters. The facility is staffed by licensed nurses and operates from 5:30AM to 12:30AM on a daily basis and during events. A doctor is also present at the EMS facility during events.

#### *4.14.1.2.5 Schools*

Within the Borough of East Rutherford there are two public schools in general proximity to the Project Area: the Henry P. Becton Regional High School (grades 9-12), located off of N.J. Route 17, which is part of the Carlstadt-East Rutherford Regional School District, and Lincoln Elementary School (grades K-4) which is located on Washington Street.

#### 4.14.1.3 Economic and Fiscal Impact Estimates from Current Operations of Giants Stadium and Training Facilities

Existing economic and fiscal impacts related to the current operation of Giants Stadium and on-site training facilities were estimated by CSL based on the historical operations of Giants Stadium and the New York Giants and New York Jets football clubs, as well as discussions with teams and the NJSEA, industry trends and averages, and CSL's knowledge of the sports, entertainment and leisure industries. Since the Stadium Project is a replacement project for the stadium and on-site training facilities, the

impacts from current operations are needed to understand the incremental impacts from the Stadium Project. Details on the study can be found in Appendix I of the PEIS.

For purposes of this analysis, the impacts reported herein have been adjusted downward from gross potential impacts to impacts that are estimated to occur only within the State of New Jersey. For example, certain expenditures are estimated to occur outside the State such as NFL league assessments, NFL revenue sharing and goods and services that are provided from out-of-state sources.

The estimated economic and fiscal impacts are presented for a single, average year of operation and a cumulative 30 years of operations. All impacts are statewide estimates for the State of New Jersey and are presented in millions of 2010 dollars, unless otherwise stated. The existing ongoing operations impacts are presented in 2010 dollars as a means to compare to impacts generated by the Stadium Project, which is assumed to be completed in 2010.

Impacts associated with the Meadowlands Xanadu Redevelopment Project have not been accounted for in the projected impacts from current facility operations or the new Stadium Project, as the Xanadu development is a separate and distinct development project.

Table 4-30 presents a summary of the existing impacts that current operation of Giants Stadium, the New York Giants, and the New York Jets are estimated to have on the State of New Jersey. Definitions of the terms used in this analysis can be found in Appendix I of the PEIS.

Annual economic impacts generated to the State of New Jersey associated with the current operation of Giants Stadium, the New York Giants and the New York Jets includes \$276.3 million in direct spending, \$526.7 million in total output (total direct, indirect and induced spending effects), \$291.8 million in personal earnings and 6,910 full and part-time jobs associated with spending effects. Total annual fiscal impacts are estimated to be approximately \$34.2 million.

The 30-year cumulative impacts from the current operation of Giants Stadium and its tenants on the State of New Jersey from 2010 to 2039 are estimated to include \$13.1 billion in direct spending, \$25.1 billion in total output, \$13.9 billion in personal earnings and 6,910 full and part-time jobs. Annual fiscal impacts are estimated to be approximately \$1.6 billion.

<b>Table 4-30</b>			
<b>Summary of Economic and Fiscal Impacts to New Jersey Due to Current Operation of Giants Stadium and Training Facilities \$ Millions</b>			
	<b>Annual</b> <sup>(1)</sup>	<b>30-Year Cumulative</b>	<b>30-Year Net Present Value</b> <sup>(1)</sup>
<b>Economic Impacts:</b>			
Direct Spending	\$276.3	\$13,146.4	\$5,318.3
Total Output <sup>(2)</sup>	\$526.7	\$25,060.2	\$10,137.9
Personal Earnings	\$291.8	\$13,884.7	\$5,617.0
Jobs - (FT & PT)	6,910	6,910	6,910
<b>Fiscal Impacts:</b>			
Sales Tax	\$11.0	\$521.6	\$211.0
Personal Income Tax	9.2	\$435.9	\$176.4
Corporate Income Tax	5.3	\$254.4	\$102.9
Ticket Tax	7.5	\$357.7	\$220.2
Lease Payment	0.0	\$0.0	\$0.0
Special Fee	0.9	\$27.5	\$12.6
Hotel Tax	0.3	\$16.2	\$6.6
Total Revenues	\$34.2	\$1,613.3	\$729.6
(1) 2010 dollars.			
(2) Please refer to pages 19 and 20 in Appendix I of the PEIS for definitions on total output and other economic impacts.			
Note: Net present value impacts assume a 6 percent discount rate.			

The present value of the 30-year impacts include \$5.3 billion in direct spending, \$10.1 billion in total output, \$5.6 billion in personal earnings and 6,910 full and part-time jobs associated with spending effects. Annual fiscal impacts are estimated to be approximately \$729.6 million.

These impacts serve as the basis in determining the incremental impact associated with the New Meadowlands Stadium and training facilities.

#### 4.14.2 Incremental Construction and Operations Impacts: Stadium and Training Facilities

Potential economic and fiscal impacts resulting from the construction and operation of the Stadium Project that includes the new Stadium, and Giants and Jets training facilities have been estimated based on an analysis by CSL. Economic impacts associated with the future Ancillary Development (520,000 gross leaseable area square feet of ancillary retail, dining and entertainment space) are discussed in Section 4.14.3.

Since the Stadium Project is a replacement project for the stadium and on-site training facilities, not all impacts to New Jersey will be new. The analysis contained herein provides an estimate of the incremental impacts associated with the construction and operations of the Stadium Project.

##### 4.14.2.1 Overview

The Stadium Project is a means for ensuring extensions to the Giants' and Jets' leases and retaining the teams' presence at the Meadowlands. It is estimated to have the following incremental benefits to New Jersey, in 2010 dollars:

During construction, the Stadium Project will generate \$1.2 billion in direct, indirect and induced spending in New Jersey. Construction expenditures and associated economic impacts are estimated to support an additional 12,200 full and part-time jobs during the construction period, and generate \$64.7 million in tax revenues to the State.

During annual operations, the Stadium Project will generate \$411.5 million annually in incremental new direct, indirect and induced spending in the State. Facility operations and associated economic impacts are estimated to support 5,540 new full and part-time jobs and generate \$32.3 million in tax revenues to the State each year.

Over 30 years, the operations of the Stadium Project are estimated to generate \$22.1 billion in cumulative direct, indirect and induced spending in the State. Operations and associated economic impacts are estimated to support 5,540 full and part-time jobs and create \$1.9 billion in State tax revenues.

The remainder of this section presents the detailed results of the incremental construction and operations impact estimates associated with the Stadium Project.

#### 4.14.2.2 Population

The Stadium Project does not involve residential land uses and will therefore not result in direct impacts on the local residential populations or demographic conditions. However, it is likely that the population within the region will increase to some extent as a result of new employment and spending opportunities to be created by the Project.

#### 4.14.2.3 Construction Economic and Fiscal Impacts: New Stadium and Training Facilities

Construction expenditures (i.e. buildings, tangible personal property, professional/legal fees all related to project development) and related economic impacts constitute large, one-time impacts to the economy. In total, the Stadium Project is estimated to cost approximately \$1.2 billion<sup>2</sup>, excluding the planned Ancillary Development. It is anticipated that the Stadium Project construction expenditures will occur over the next several years with completion expected in 2010.

Table 4-31, on the following page, summarizes the estimated cumulative construction impacts to New Jersey associated with the Stadium Project in 2010 dollars.<sup>3</sup>

Of the estimated \$1.2 billion in construction expenditures, approximately 50 percent, or \$610.0 million is estimated to occur within New Jersey. As a result, the one-time economic and fiscal impacts estimated to be generated in New Jersey by the construction of the Stadium Project include \$1.2 billion in total output, \$583.8 million in personal earnings and 12,200 full- and part-time construction-related jobs and jobs generated by direct, indirect and induced spending associated with the Project.

Construction expenditures will also create tax revenues to the State of New Jersey. It is estimated that the construction of the Stadium Project will generate approximately \$64.7 million in direct, indirect and induced sales and personal income tax revenues to New Jersey. Additional state and local taxes may be generated but have not been quantified in this analysis.

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<sup>2</sup> Stadium construction costs are estimated at \$1.1 billion. The Giants Training Facility is estimated at an additional \$70 million, and the Jets Training Facility at \$50 million.

<sup>3</sup> In estimating construction impacts, it was assumed that materials will comprise 55 percent of project costs and labor will comprise 45 percent of project costs. Further, it was estimated that 50 percent of materials and labor would be spent in New Jersey. These assumptions are based on extensive conversations with construction companies familiar with stadium construction.

<b>Table 4-31</b>				
<b>Summary of Economic and Fiscal Impacts to New Jersey from Construction of New Meadowlands Stadium and Training Complex \$ Millions</b>				
	<b>Stadium</b>	<b>Giants Training Complex</b>	<b>Jets Training Complex</b>	<b>Total</b>
<b>Economic Impacts - 2010 Dollars</b>				
Direct Spending	\$550.0	\$35.0	\$25.0	\$610.0
Total Output <sup>(1)</sup>	\$1,116.7	\$71.1	\$50.8	\$1,238.6
Personal Earnings	\$526.4	\$33.5	\$23.9	\$583.8
Jobs - (FT & PT)	11,000	700	500	12,200
<b>Fiscal Impacts - 2010 Dollars</b>				
Sales Tax	\$26.6	\$1.7	\$1.2	\$29.5
Personal Income Tax	\$31.7	\$2.0	\$1.4	\$35.1
Total Tax Revenues	\$58.3	\$3.7	\$2.7	\$64.7
(1) Please refer to pages 19 and 20 in Appendix I of the PEIS for definitions on total output and other economic impacts.				

#### 4.14.2.4 Operational Economic and Fiscal Impacts

The ongoing operations of the Stadium Project represent a source of recurring beneficial impacts to the State.<sup>4</sup> The ongoing economic impacts of the Stadium Project were estimated based on information provided by the New York Giants and New York Jets regarding their projected operations in a new Stadium, the NJSEA, industry trends and averages, and CSL's knowledge of the sports, entertainment and leisure industries.

Table 4-32 summarizes the estimated annual operating impacts associated with the Stadium Project, including a comparison of these impacts to the impacts that are estimated to be generated by the current Giants Stadium and current Giants training facilities in 2010 dollars.

<sup>4</sup> In the interests of presenting a conservative analysis, potential revenue associated with Super Bowl games has been excluded from the analysis.

<b>Table 4-32</b>				
<b>Summary of Annual Economic Impacts to New Jersey From Operations of New Meadowlands Stadium and Training Complex \$ Millions (2010 Dollars)</b>				
	<b>Annual Impacts (\$ Millions)</b>			
	<b>Stadium</b>	<b>Giants Training Complex (1)</b>	<b>Jets Training Complex</b>	<b>Total</b>
<b>Total Stadium Project Impacts:</b>				
Direct Spending	\$363.7	\$63.5	\$63.5	\$490.7
Total Output <sup>(2)</sup>	\$692.8	\$122.8	\$122.8	\$938.3
Personal Earnings	\$391.0	\$74.6	\$74.6	\$540.2
Jobs - (FT & PT)	9,050	1,700	1,700	12,450
<b>Less Existing Impacts from Current Operations:</b>				
Direct Spending	\$204.8	\$59.6	\$12.0	\$276.3
Total Output <sup>(2)</sup>	\$388.4	\$115.2	\$23.2	\$526.7
Personal Earnings	\$207.7	\$70.0	\$14.1	\$291.8
Jobs - (FT & PT)	5,000	1,590	320	6,910
<b>Incremental Impacts of Stadium Project:</b>				
Direct Spending	\$158.9	\$3.9	\$51.5	\$214.3
Total Output <sup>(2)</sup>	\$304.4	\$7.6	\$99.6	\$411.5
Personal Earnings	\$183.2	\$4.6	\$60.5	\$248.3
Jobs - (FT & PT)	4,050	110	1,380	5,540
<p>(1) Giants existing training facility is part of Giants Stadium.</p> <p>(2) Please refer to pages 19 and 20 in Appendix I of the PEIS for definitions on total output and other economic impacts.</p>				

Total gross annual direct spending associated with the Stadium Project is estimated to be approximately \$1 billion annually in 2010 dollars. Of this amount, \$490.7 million, or about 50 percent, of gross annual direct spending is estimated to be net new spending occurring within the State. The remaining spending is anticipated to either occur outside the state (NFL league assessment, NFL revenue sharing, etc.).

While the Stadium Project is anticipated to generate \$490.7 million in net new annual direct spending, the existing Giants Stadium and training facilities are estimated to generate \$276.3 million in direct spending based on historical operations, projected in 2010 dollars. As a result, the *incremental* direct spending associated with the Stadium Project is estimated to be \$214.3 million, representing a 78 percent increase in spending impacts over current impacts (in 2010 dollars). At this level, the incremental spending impacts associated with the Stadium Project generate \$411.5 million in total output (total of direct, indirect and induced spending effects), \$248.3 million in personal earnings and 5,540 full and part-time jobs associated with the operation of the facility and its economic impacts.

Table 4-33 summarizes the estimated net new annual fiscal impacts associated with the Stadium Project operations, including a comparison of these tax impacts to the tax impacts that are estimated to be generated by the current Giants Stadium and current Giants training facilities in 2010 dollars.

As depicted in Table 4-33, the Stadium Project and associated direct, indirect and induced economic impacts are estimated to generate approximately \$66.5 million in tax revenues annually with the majority of these impacts derived from sales, personal income and ticket taxes. Existing tax revenues generated by Giants Stadium, the Giants Training Facility and associated economic impacts is estimated at approximately \$34.2 million. As a result, the *incremental* tax revenue associated with the Stadium Project is estimated to be \$32.3 million, representing an estimated 94 percent increase in tax revenues generated to the State.

Appendix I of the PEIS presents an analysis of 30-year cumulative economic and fiscal impacts of the Stadium Project, training facilities and associated economic impacts.

<b>Table 4-33</b>				
<b>Summary of Annual Fiscal and Other Revenue Impacts to New Jersey From Operations of New Meadowlands Stadium and Training Complex</b>				
<b>\$ Millions</b>				
	<b>Annual Impacts (\$ Millions)</b>			
	<b>Stadium</b>	<b>Giants Training Complex (1)</b>	<b>Jets Training Complex</b>	<b>Total</b>
<b>Total Stadium Project Impacts:<sup>(2)</sup></b>				
Sales Tax	\$14.9	\$1.1	\$1.1	\$17.0
Personal Income Tax	6.0	9.5	9.5	\$24.9
Corporate Income Tax	3.7	0.0	0.0	\$3.7
Ticket Tax	14.4	0.0	0.0	\$14.4
Lease Payment	5.0	0.0	0.0	\$5.0
Special Fee	1.0	0.0	0.0	\$1.0
Hotel Tax	0.4	0.0	0.0	\$0.4
Total Revenues	\$45.5	\$10.5	\$10.5	\$66.5
<b>Less Existing Impacts from Current Operations:<sup>(2)</sup></b>				
Sales Tax	\$9.8	\$1.0	\$0.2	\$11.0
Personal Income Tax	4.3	4.8	0.0	\$9.2
Corporate Income Tax	5.3	0.0	0.0	\$5.3
Ticket Tax	7.5	0.0	0.0	\$7.5
Lease Payment	0.0	0.0	0.0	\$0.0
Special Fee	0.9	0.0	0.0	\$0.9
Hotel Tax	0.3	0.0	0.0	\$0.3
Total Revenues	\$28.3	\$5.8	\$0.2	\$34.2
<b>Incremental Impacts of Stadium Project:<sup>(2)</sup></b>				
Sales Tax	\$5.1	\$0.1	\$0.9	\$6.1
Personal Income Tax	\$1.7	\$4.6	\$9.5	\$15.7
Corporate Income Tax	-\$1.6	\$0.0	\$0.0	-\$1.6
Ticket Tax	\$6.9	\$0.0	\$0.0	\$6.9
Lease Payment	\$5.0	\$0.0	\$0.0	\$5.0
Special Fee	\$0.1	\$0.0	\$0.0	\$0.1
Hotel Tax	\$0.1	\$0.0	\$0.0	\$0.1
Total Revenues	\$17.2	\$4.7	\$10.3	\$32.3
<p>(1) Giants existing training facility is part of Giants Stadium.</p> <p>(2) Figures reflect taxes generated through operations, direct, indirect and induced spending. Please refer to Appendix I of the PEIS for an explanation of how direct, indirect and induced economic impacts are calculated.</p>				

It is important to note that the impacts presented in this report do not specifically account for any potential displacement. With the operations of any public assembly facility, the phenomena of "displacement" will take place to some extent. Specifically, this refers to the fact that some portion of the spending generated by the facilities or

tenants may have otherwise taken place on some other entertainment activity in the State of New Jersey if the Stadium and training facilities were not built or the Jets and Giants were to relocate to another market. While this displacement of spending may take place to some extent, it is important to note that:

Entertainment spending that may take place without the existence of the facilities or tenants may occur outside the State of New Jersey such as at facilities in New York or Pennsylvania.

Spending taking place on other items, instead of facility- or tenant-related spending may be on goods and services taxed at a lower rate.

A significant portion of professional major event and sports franchise revenues are generated from national sources, such as television broadcast rights, visiting team ticket revenue, league merchandise agreements, league sponsorships and other league revenues, all of which are directly related to the presence of the teams and would not occur without their presence.

#### 4.14.3 Incremental Construction and Operations Impacts: Ancillary Development

The future Ancillary Development component of the Stadium Project was studied separately by CSL (see Appendix I of the PEIS). The ground lease and related Project documents set forth the terms for construction and operation of the Stadium Project, including that the Meadowlands Xanadu Developer's occurrence shall be a condition to the proposed Ancillary Development described above in Section 2.2 (including, without limitation, retail stores and restaurants), to the extent such concurrence is required by the terms of existing agreements between the NJSEA and the Meadowlands Xanadu Developer.

At full build-out, comprising 520,000 square feet of retail, dining and entertainment establishments, the Ancillary Development is estimated to have the following incremental benefits to New Jersey, in 2010 dollars:

During construction, the Ancillary Development (at full-build out) will generate \$507.6 million in direct, indirect and induced spending in New Jersey. Construction expenditure and associated economic impacts are estimated to

support 5,000 full and part-time jobs during the construction period and generate \$26.5 million in tax revenues to the State.<sup>5</sup>

During annual operations, the Ancillary Development will generate \$372.9 million annually in incremental direct, indirect and induced spending in the State. Facility operations and associated economic impacts are estimated to support 4,840 new full and part-time jobs and generate \$28.9 million in tax revenues to the State each year.

Over 30 years, the operation of the Ancillary Development is estimated to generate \$17.7 billion in cumulative direct, indirect and induced spending in the State. Facility operations and associated economic impacts are estimated to support 4,840 full and part-time jobs and create \$1.4 billion in tax revenues.

Again, the impacts presented in this section do not specifically account for any potential displacement of spending that may have otherwise taken place on some other entertainment activity in the State of New Jersey if the Ancillary Development was not built.

Please refer to Appendix I of the PEIS for a detailed analysis of the economic and fiscal impacts associated with the construction and operations of the Ancillary Development.

#### 4.14.4 Impacts on Community Facilities

##### 4.14.4.1 Public Services

A Public Safety Standard Operations Plan has been developed for the New Meadowlands Stadium and the Ancillary Development (NM Stadco, 2006). This plan was completed by a committee of representatives from local stakeholders including representatives of NM Stadco, the NJSEA, the NFL, the Meadowlands Xanadu project, the NJSP, New Jersey Office of Counter Terrorism, the New Jersey State Turnpike Authority, the Federal Bureau of Investigation, the Department of Homeland Security, the United States Secret Service, and various county and municipal representatives.

The Public Safety Standard Operations Plan outlines the agreement reached for public services that would be provided for the Project Area. Detailed below are the various

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<sup>5</sup> In estimating construction impacts, it was assumed that materials will comprise 55 percent of project costs and labor will comprise 45 percent of project costs. Further, it was estimated that 50 percent of materials and labor would be spent in New Jersey.

terms for police, fire, and emergency medical services that have been agreed upon to service the needs of the Project Area (NM Stadco, 2006).

#### *4.14.4.1.1 Police*

The New Jersey State Police main office at the Meadowlands Sports Complex during non-event days is located within the Meadowlands Racetrack. They will also establish and maintain an office within the New Meadowlands Stadium for game day event support. They will deploy a sufficient amount of troopers and supervisors to the Project Area during event and non-event days to maintain security.

The ERPD is headquartered in East Rutherford and will be establishing a substation at the Meadowlands Xanadu site. The ERPD will provide officers to the Project Area as requested by the NJSP.

The Bergen County Police Department will coordinate all requests for assistance from the NJSP by activating the county-wide Rapid Deployment Force, which can supply up to 150 additional officers, as well as a response by HazMat Teams, Bomb Squads, canine units, SWAT Teams, and mounted units.

NM Stadco will also deploy an adequate number of security personnel to patrol the Project Area on a daily basis throughout the entire year.

#### *4.14.4.1.2 Fire Protection*

The NJSEA Fire Department will continue to service the entire Project Area from its current fire station location on the Meadowlands Sports Complex. The East Rutherford Volunteer Fire Department (ERVFD) will continue to provide support services to the Project Area, as needed from its three fire stations.

#### *4.14.4.1.3 Emergency Medical Services*

Emergency Medical Services for the Project Area will continue to be provided by the NJSEA Medical Department and EMS personnel for day-to-day operations and events. An NM Stadco Security Group will be responsible for the day-to-day patrolling of the lease areas within the Project Area. Basic first-aid kits and automated external defibrillator (AED) units will be located in all security vehicles and security stations.

The Security Group will be immediately dispatched to any reported sick or injured person within the lease area. After assessing the scene according to all applicable safety and security policies and procedures, the Security Group personnel shall notify the NJSEA Medical Department, NJSEA EMS, the East Rutherford EMS, and additional mutual aid EMS units, as necessary. The NJSP will also be dispatched to calls for EMS within the Project Area meeting specific requirements outlined within the Public Safety Standard Operations Plan.

#### *4.14.4.1.4 Impacts*

Given that the Stadium Project is a replacement project, impacts to local, county and state police, fire, and emergency services are expected to be minimal. The Stadium Project is not expected to generate significant new demands on these facilities that currently serve the HMD and Meadowlands Sports Complex. East Rutherford will continue to receive statutory authorized Payments In Lieu Of Taxes (PILOT) on land and improvements. The PILOT payments are shared among the municipalities in the HMD in accordance with a formula administered by the NJMC. Given this statutory mechanism to provide a source of municipal revenues on property that is otherwise tax exempt, no mitigation is proposed or required.

#### 4.14.4.2 Schools

The Stadium Project is not proposing to directly introduce a residential population into the Project Area or surrounding region. As a result, the Project will not result in significant increased school enrollment or the need for additional bus service. There may be some modest additional population increases in the surrounding residential areas due to the projected increase of 5,540 full- and part-time jobs, some fraction of which may be held by new residents of the surrounding communities.

#### 4.14.4.3 Environmental Justice

Executive Order No. 96, signed on 18 February 2004, addresses environmental justice and directs state agencies to consider the health and environmental impacts of their decision-making on low income and minority communities. As documented in previous studies completed by the NJSEA, there are no low-income or minority populations located in close proximity to the Project Area (NJSEA, 2004; NJSEA, 2005). Therefore, there will be no impacts to such populations as a result of construction or operation of the Project.