



Jets Training Camp 2010: The Economic Impact on the Cortland Community

Dr. Kathleen Burke
Department of Economics

Dr. Wendy Miller
Department of Geography

Timothy Phillips
Department of Economics

The authors appreciate all of the support that they have been given while conducting this study, in particular, we would like to thank President Erik Bitterbaum, Provost Mark Prus, and Vice President William Shaut. We could not have completed this study without the assistance of Michael Whitlock, Kevin Pristash and their interns working at Jets Camp. Furthermore, we truly appreciate Mary K. Murphy's help in determining the College's expenditures, Bob Haight's assistance in obtaining information on community spending, Adam Megivern's help with the Main Street data collection, and Jim Dempsey for providing hotel data. Finally, we would like to acknowledge the summer data collection team and student interns Robert Cassely, Joshua Curtis, Callie VanDamme and Kevin Oldenstein for their efforts and assistance collecting, inputting and analyzing the data for this project.

Table of Contents

Executive Summary	3
Overview	4
Visitors to Cortland County	5
Visitors' Direct Expenditures	9
Perceived Impact on Main Street.....	13
Cortland County Direct Expenditures.....	17
SUNY Cortland Direct Expenditures.....	18
Intangible Benefits	20
Impact of Direct Expenditures	22
Summary	23

List of Figures

Figure 1: Percent of Visitors to 2010 Jets Training Camp Not from New York.....	5
Figure 2: Percent of Visitors to 2010 Jets Training Camp from NY State.....	6
Figure 3: Home County of Visitors to Jets Camp.....	7
Figure 4: Why Visitors Came to Cortland.....	8
Figure 5: Location of Hotels Utilized During Camp.....	8
Figure 6: Hotels Visitors Resided During Camp.....	9
Figure 7: Distribution of Visitors Expenditures.....	10
Figure 8: Percent of Total Spending by New York State County	11
Figure 9: Percent of Visitor Spending	12
Figure 10: Main Street Respondents	13
Figure 11: Did you increase your Inventory?.....	14
Figure 12: Did you increase your Advertising?.....	14
Figure 13: Did you see an increase in customers?.....	15
Figure 14: Did you see an increase in gross sales?.....	15
Figure 15: Businesses Perception of Jets Impact	16
Figure 16: Distribution of SUNY Cortland Expenditures	19
Figure 17: Breakdown of Direct Spending.....	22

List of Tables

Table 1: Top 10 Number and Percent of Visitors from Outside NY	6
Table 2: Top Ten Counties from NY State—Percent of Visitors	7
Table 3: Hotel Revenue and Occupancy Increases.....	9
Table 4: Percent of Direct Spending from Outside NY	10
Table 5: Percent of Direct Spending from NY State Counties	12
Table 6: Visitors Expenditures.....	12
Table 7: Community Expenditures.....	17
Table 8: SUNY Cortland Direct Expenditures.....	19
Table 9: Business and Marketing Services Provided by the NY Jets to SUNY Cortland.....	21
Table 10: Impact of Spending on Cortland Community.....	23

Executive Summary

- ❖ Hosting the 2010 New York Jets Training Camp at SUNY Cortland generated over \$5.8 million in economic activity to the Cortland Community. This impact is a result of over \$3.2 million in direct spending by the Cortland Community and SUNY Cortland in preparation and running the Training camp as well as the Camp's spectators visiting the Cortland Community.
- ❖ The Cortland community expended approximately \$30 thousand to help prepare and host the Jets Training Camp. This spending accounts for over \$54 thousand in economic impact.
- ❖ SUNY Cortland's expenditures account for 18 percent of the overall impact. These expenditures led to an economic impact of over \$1 million in our economy stemming from over \$566.5 thousand in direct spending to host the Jets' 2010 Training Camp.
- ❖ The approximately 41,000 visitors who passed through the gate during the 2010 Jets Training Camp generated 84 percent of the economic impact on the Cortland Community. These spectators spent over \$2.6 million creating an impact of over \$4.7 million.
- ❖ The Jets Training Camp attracted visitors from 32 different U.S. States and 4 Canadian Provinces.
- ❖ Nearly 90 percent of the visitors that came to camp were from New York State. Fifty-nine of the 62 counties in NY were represented at Jets Camp.
- ❖ Cortland County residents accounted for 17 percent of the visitors to camp. Residents of the counties adjacent to Cortland (Broome, Cayuga, Chenango, Madison, Onondaga, Tioga, and Tompkins) comprised 41 percent of camp visitors. Twenty-nine percent of visitors came from other NY counties while 13 percent came from outside of NY.
- ❖ Only 14 percent of the visitors stated that they stayed over for at least one night. Of those who did stay for at least one night, 68 percent stayed in a hotel, bed and breakfast or nearby campground. Revenue for the local hotels (in the aggregate) increased 34 percent in August 2010 as compared to August 2009. Furthermore, hotel occupancy increased 5.5 percent as compared to August 2009.
- ❖ The counties adjacent to Cortland County contributed 29 percent of the direct spending, \$753 thousand. Other counties in New York State spent \$1.13 million this summer which accounts for 43 percent of the direct spending. Visitors to Cortland from outside of NY spent \$747 thousand in our community, 28 percent of the total spending.

Overview

In the Hall of Fame Room on April 12, 2010 Governor David Paterson and Woody Johnson announced that a three-year agreement had been reached between the New York Jets and SUNY Cortland. For the next three years, SUNY Cortland would be the *Official University Partner of the New York Jets* and host their Summer Training Camp during the summers of 2010, 2011 and 2012. There is an additional two-year team renewal option followed by two one-year team renewal options, resulting in the possibility of SUNY Cortland hosting the NY Jets for up to seven years.

Between August 1 and August 19, approximately 41,000 spectators entered the gate at the SUNY Cortland to attend the 2010 NY Jets Training Camp. These spectators came to our community from across the United States as well as Canada. They dined in our restaurants, visited our pubs, shopped in our stores while also enjoying the festivities that the Jets Training Camp had to offer.

The money spent by these visitors injects new dollars into our local economy. Moreover, the expenditures to prepare and host the Jets Training Camp by the Cortland Planning Group, Cortland County and SUNY Cortland further contributed to the economic activity in our area. In this report we examine these expenditures as well as calculate the impact this spending had on the Cortland community.

The total value method will be used in order to calculate the impact this spending had on the local economy. This method entails first calculating the total direct expenditures, that is, the spending due to the presence of the Jets by SUNY Cortland, the Cortland Community as well as the visitors attending camp. We then use a reliable multiplier to determine the impact of these expenditures. The multiplier for this study was generated by RIMS II. RIMS II multipliers are generated from input-output analysis for a particular region and are obtained through the Bureau of Economic Analysis (for more information see www.BEA.gov).

The direct expenditures by SUNY Cortland and the Cortland Community were provided to us by each respectively. In order to determine the direct spending of the spectators, however, a survey was designed and distributed outside the gate at the Jets Training Camp at both the morning and afternoon sessions.

In what follows, we first provide an analysis of the visitors that came to Cortland to attend Jets Training Camp. We then layout the direct spending by these spectators as well as the perceived impact this influx of visitors had on Cortland's Main Street. We then examine the direct expenditures of the Cortland Planning Group that formed to help prepare for the Jets Training Camp as well as expenditures by Cortland County. SUNY Cortland's direct expenditures to prepare and host the 2010 Jets Training Camp are examined next as well as a discussion of the intangible benefits and assets received due to this partnership. Finally, we aggregate these expenditures and determine the impact that this spending generated in our economy.

Visitors to Cortland County

According to the NY Jets, approximately 41,000 visitors passed through the gates on the campus of SUNY Cortland during the Jets' 2010 Summer Training Camp. Although there were five less practice sessions during the 2010 camp, attendance increased 21 percent over the 2009 camp. Our survey data accounted for 10,424 individuals who attended the camp. Sixty-eight percent of these visitors were adults and 32 percent were children who came to SUNY Cortland to watch the Jets. Furthermore, only 32 percent of the visitors had visited Jets Training Camp in 2009.

The visitors came to Cortland County from 32 different states and 4 Canadian Provinces. Most of the visitors lived within driving distance of Cortland. When excluding NY, Figure 1 displays the percent of visitors coming to Jets Training Camp from the U.S. and Canada. Not surprisingly, the states with the highest attendance border New York. New Jersey (28.5%), Pennsylvania (25.6%) and Connecticut (7.2%) comprised over sixty percent of the visitors from outside NY as listed in Table 1.

Figure 1: Percent of Visitors to 2010 Jets Training Camp Not from New York

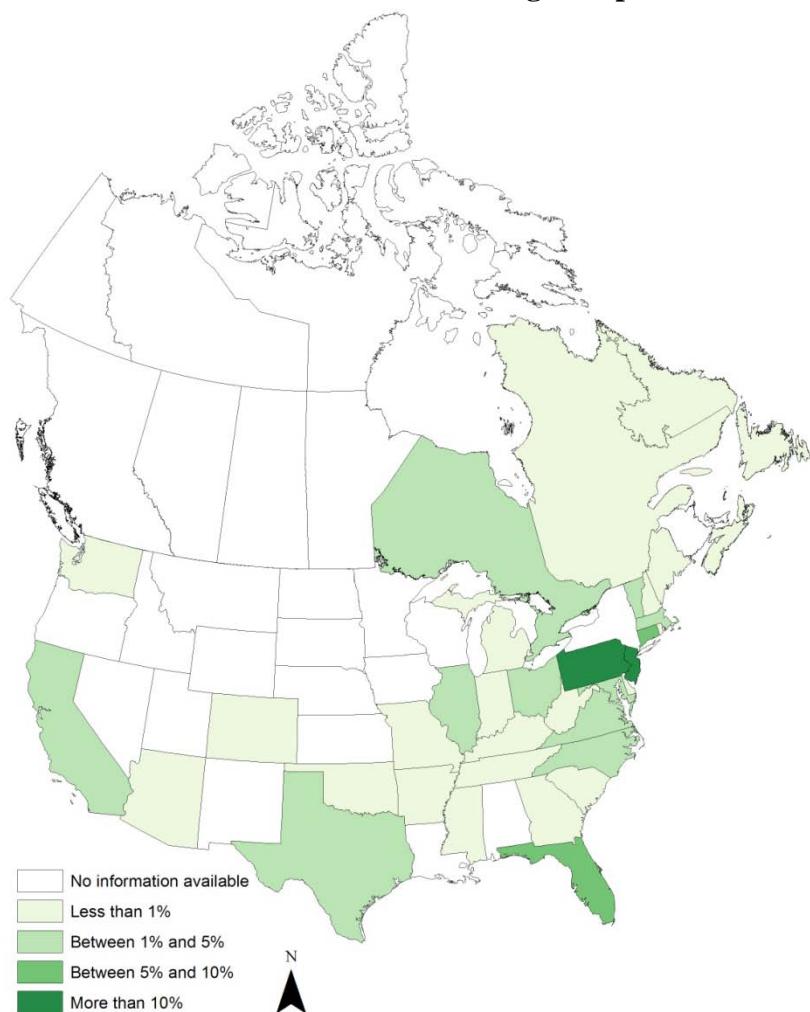


Table 1: Top 10 Number and Percent of Visitors from Outside NY

	Visitors	Percentage
New Jersey	374	28.5%
Pennsylvania	335	25.6%
Connecticut	94	7.2%
Florida	92	7.0%
Virginia	55	4.2%
Ontario, CA	49	3.7%
North Carolina	41	3.1%
Texas	37	2.8%
Maryland	32	2.4%
Massachusetts	24	1.8%

Visitors from New York State comprised 87 percent of all the visitors to Jets Training Camp. Fifty-nine of the 62 counties within NY were represented as observed in Figure 2. No residents of Essex, Cattaraugus or Wyoming counties attended camp. In 2009, neither Essex nor Wyoming Counties were represented at camp. As is clearly evident from this map, most of the spectators at camp were from the region surrounding Cortland. The top ten counties with the highest percentage of visitors are listed in Table 2. Onondaga County had the highest percentage of spectators from NY State, 21 percent.

Figure 2: Percent of Visitors to 2010 Jets Training Camp from NY State

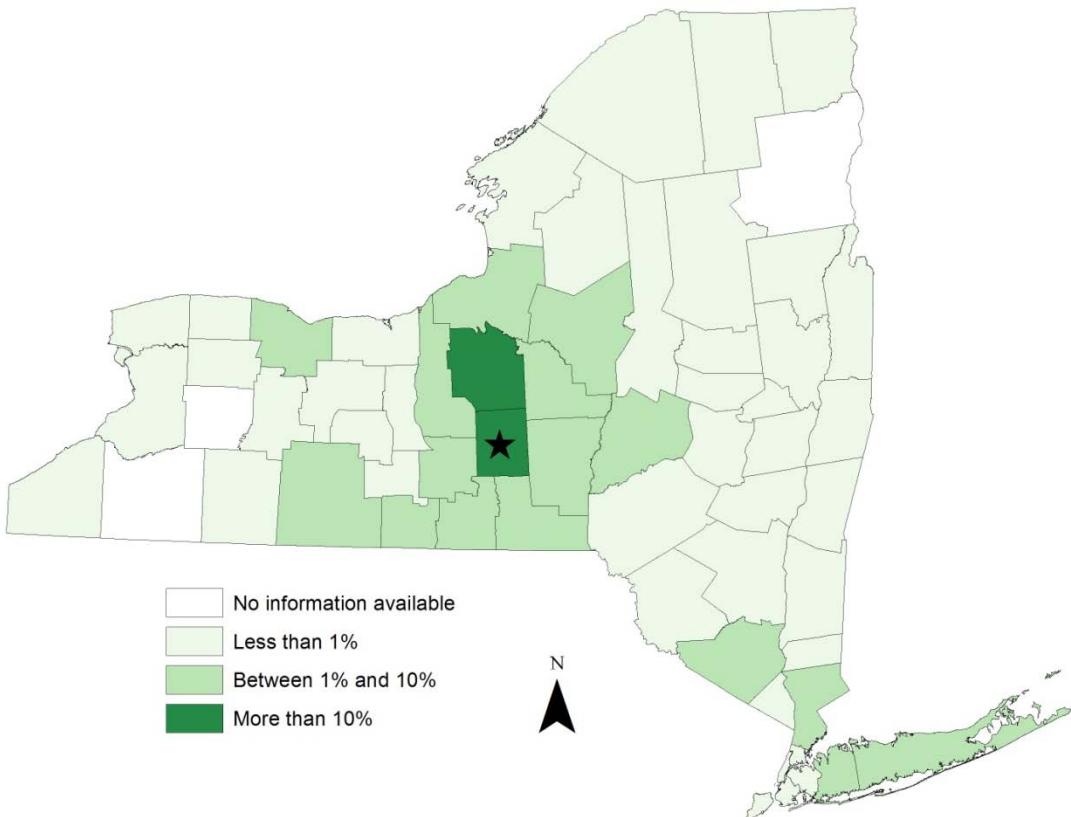
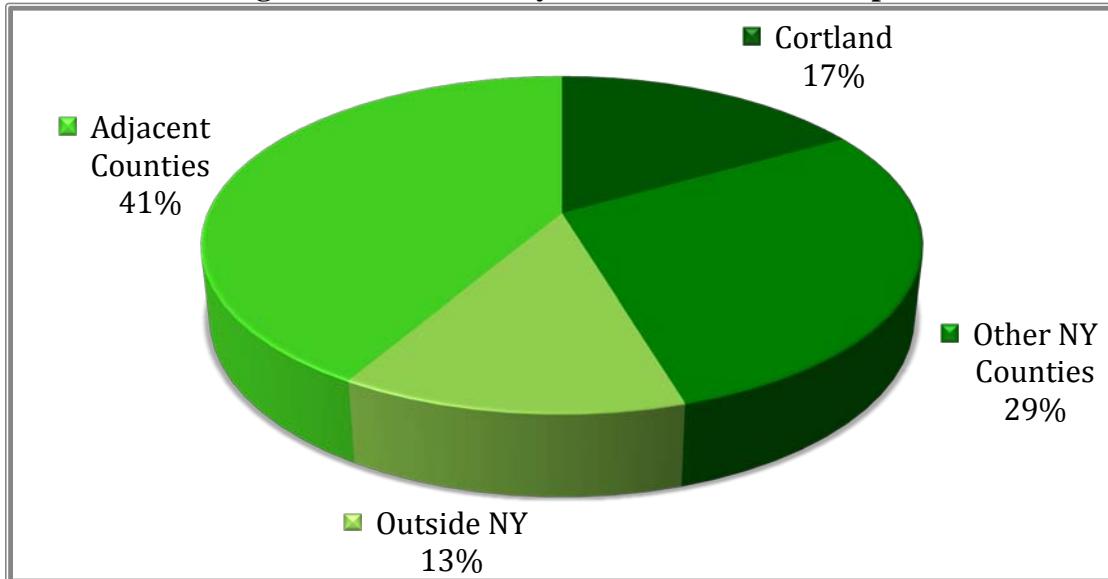


Table 2: Top Ten Counties from NY State—Percent of Visitors

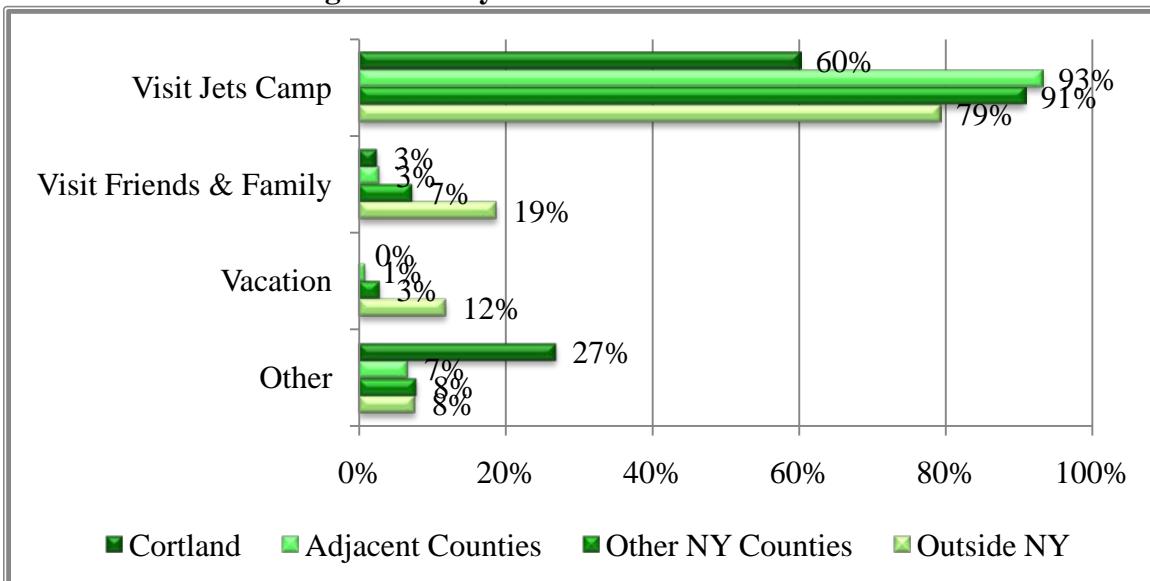
	Visitors	% of NY State	% of All Visitors
Onondaga	1901	21%	18%
Cortland	1790	20%	17%
Broome	839	9%	8%
Tompkins	648	7%	6%
Oneida	318	4%	3%
Cayuga	299	3%	3%
Oswego	241	3%	2%
Chemung	233	3%	2%
Suffolk	233	3%	2%
Tioga	229	3%	2%

When examining all visitors to the 2010 Jets Training Camp, Cortland County residents accounted for 17 percent of the spectators. Residents of the counties adjacent to Cortland (Broome, Cayuga, Chenango, Madison, Onondaga, Tioga, and Tompkins) comprised 41 percent of camp visitors. Twenty-nine percent of spectators came from other NY counties while 13 percent came from outside of NY.

Figure 3: Home County of Visitors to Jets Camp

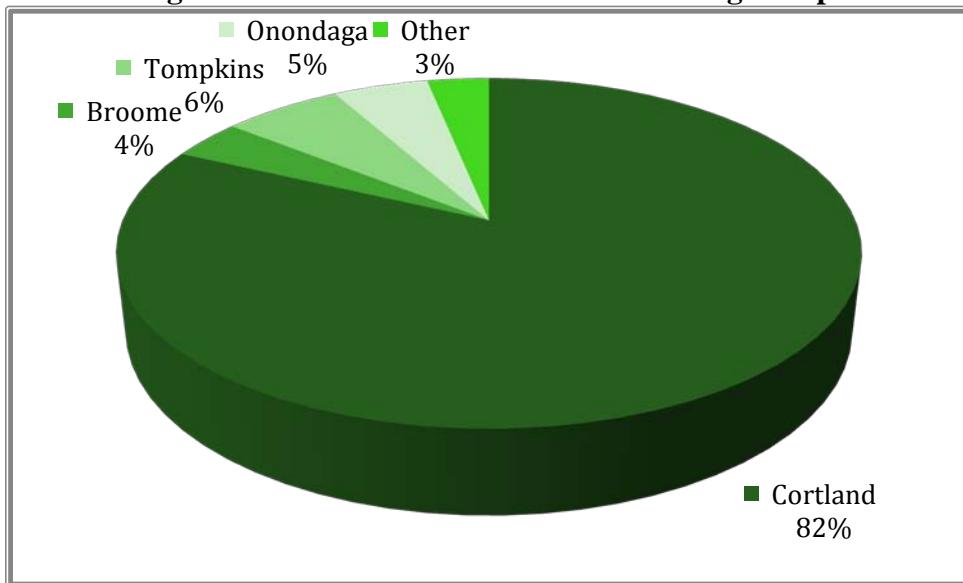
When asked why they were in the Cortland area, spectators indicated that they were primarily in the area to visit Jets Camp, regardless of where they lived. Over 90 percent of the spectators that live in the counties adjacent to Cortland (95 percent) as well as in other NY State counties (91 percent) were in Cortland County to see the Jets. Individuals who live in states outside of NY were the most likely to be in the area to visit friends and family (19 percent) or to vacation (12 percent). However, 79 percent of spectators from outside of NY State came to Cortland County specifically to visit the Jets Training Camp, a 10 percent increase over the 2009 percentage.

Figure 4: Why Visitors Came to Cortland



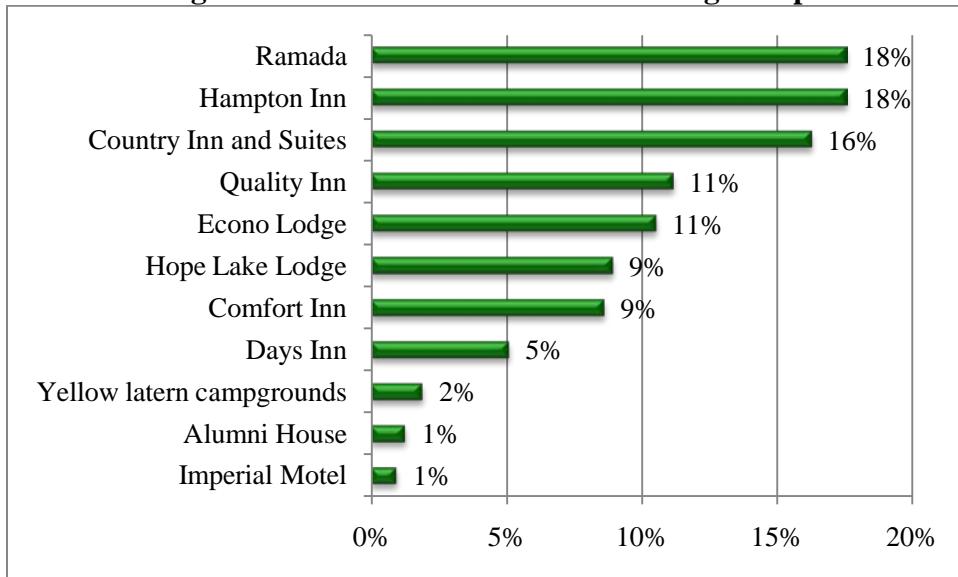
Of all those participating in the survey, only 14 percent stated that they stayed over for at least one night. Of those who did stay for at least one night, 68 percent indicated that they stayed in a hotel, bed and breakfast or nearby campground. Over 80 percent of these visitors stayed in a hotel within Cortland County, while 15 percent stayed in hotels in Tompkins, Onondaga or Broome counties as depicted in Figure 5.

Figure 5: Location of Hotels Utilized During Camp



The hotels within Cortland County that these visitors stayed at are displayed in Figure 6. Surprisingly, the Country Inn and Suites, located across from the fields at SUNY Cortland only had the third highest reported occupancy. The Ramada and the Hampton Inn, located close to Route 81 had the highest reported occupancies, each housing 18 percent of the visitors.

Figure 6: Hotels Visitors Resided During Camp



Even though only 14 percent of camp attendees stayed overnight, Cortland County's hotels received a vital injection of revenue. Revenue for the local hotels (in the aggregate) increased 34 percent in August 2010 as compared to August 2009. It is important to note that last year the occupancy only increased 6.4 percent. Furthermore, hotel occupancy for August 2010 as compared to August 2009 increased 5.5 percent.

Table 3: Hotel Revenue and Occupancy Increases

	Revenue	Occupancy
August 2010	\$1,666,388	67.9
August 2009	\$1,243,464	64.3
Percent Change	34.0	5.5

Source: 2010 Smith Travel Research, Inc.

Provided by Cortland County Convention and Visitors Bureau

Visitors' Direct Expenditures

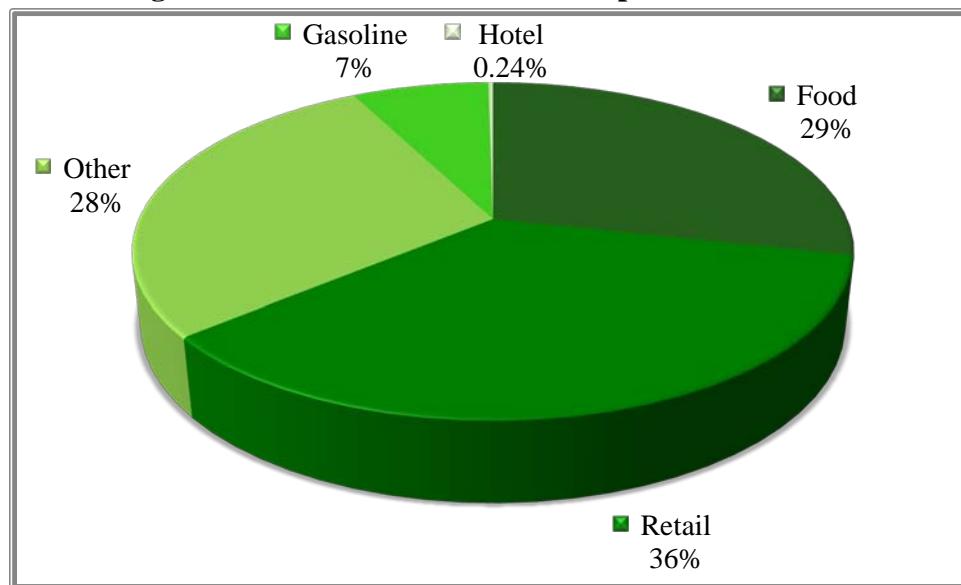
Visitors to the Jets Training Camp were asked to indicate their spending on food, retail both inside the Jets tent and in the community, gasoline, hotel and to record any other expenditures not indicated on the survey. The per person median spending on retail items was \$25, accounting for 36 percent of overall spending by visitors to Jets Training Camp (see Figure 7).¹ Twenty-nine percent of visitors' expenditures were spent on food; median spending on food was \$20 per person per day. Median gasoline expenditures were \$25, accounting for 7 percent of the overall expenditures. Hotel expenditures accounted for less than 1 percent of visitors' expenditures. The "Other" category accounted for 28 percent of visitors' spending; with a

¹ We chose to use median expenditures rather than average expenditures due to outliers at the upper end of the distribution. All expenditures were skewed to the right.

median expenditure of \$20. These expenditures varied greatly, mainly due to visitors who listed their total expenditures within this category.

Visitors' median spending on retail within the Jets Tent was \$40, however, all revenues from these purchases went to the Jets and not to Cortland County, thus these retail expenditures will **not** be included in the overall impact. Furthermore, as previously discussed, all expenditures by residents of Cortland County were removed from the calculations. These dollars would presumably be spent in Cortland County, that is, these dollars are not new money being introduced into our community.

Figure 7: Distribution of Visitors Expenditures



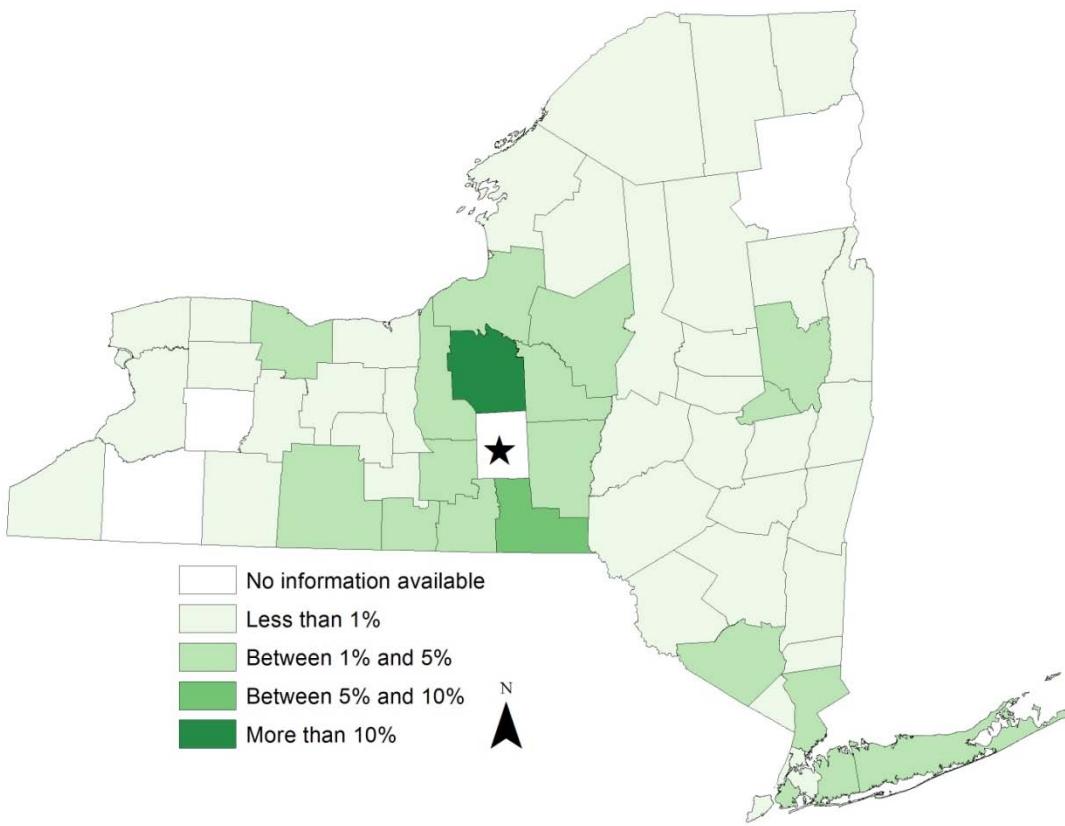
When we examine the percent of total expenditures by visitors from areas outside of NY State, we find that New Jersey spends \$44 per person with the highest percent of overall expenditures, at 9.2 percent. Pennsylvania spends \$36 per person and has the second highest share in expenditures for areas outside of NY State, 7 percent of the overall spending. Virginia, Florida and Canada are also within the top 5 for highest percent of spending from visitors outside of NY.

Table 4: Percent of Direct Spending from Outside NY

	Percent	Spending per Person
New Jersey	9.2	\$44
Pennsylvania	7.3	\$36
Virginia	2.7	\$73
Florida	2.0	\$36
Canada	1.9	\$45
Connecticut	1.8	\$41
North Carolina	1.0	\$39
Maryland	0.9	\$46
Massachusetts	0.5	\$38
Georgia	0.5	\$148

If we examine the total per person spending in our area by counties in New York State, the top ten counties with the highest per person expenditures were Franklin, \$97; Kings \$89; Orange, \$63; Montgomery, \$48; Richmond, \$42; New York, \$42; Saratoga, \$41; Westchester, \$39; Genesee, \$38; and Niagara, \$38. Although these counties have the highest per person expenditure, they do not necessarily represent the largest impact on our community. If these counties also had the highest percentage of individuals who attended camp, then our community would experience great benefit. In Figure 8 below, we depict the percent of the total expenditures contributed by each county in NY.

Figure 8: Percent of Total Spending by New York State County

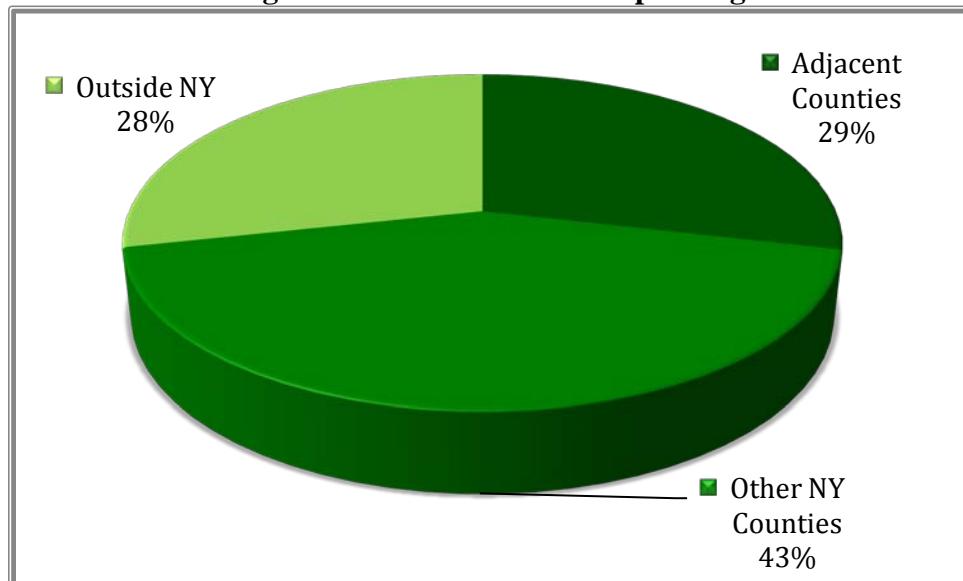


The ten counties that had the highest percent of spending are listed in Table 5 along with their associated spending per person. The top two counties are adjacent to Cortland County that is, Onondaga and Broome County, respectively. Surprisingly, Orange County and Suffolk County had the third and fourth highest percent of direct spending. Orange County was also within the top 10 in spending per person.

Table 5: Percent of Direct Spending from NY State Counties

County	Percent	Spending per Person
Onondaga	12.2	\$12
Broome	6.0	\$12
Orange	3.5	\$63
Suffolk	3.4	\$32
Tompkins	3.2	\$9
Oneida	3.1	\$18
Westchester	2.6	\$39
Oswego	2.6	\$18
Kings	2.3	\$89
Monroe	2.3	\$19

Overall, as is indicated in Figure 9 and Table 6, the counties that are adjacent to Cortland contributed 29 percent of the direct spending in our county, that is \$753 thousand. Other counties in New York State accounted for 43 percent of direct spending, \$1.13 million. Visitors to Cortland from outside of NY spent \$747 thousand in our community, 28 percent of the total spending. Thus, over \$2.6 million in new dollars were injected into our economy due to the NY Jets Training Camp being held at SUNY Cortland.

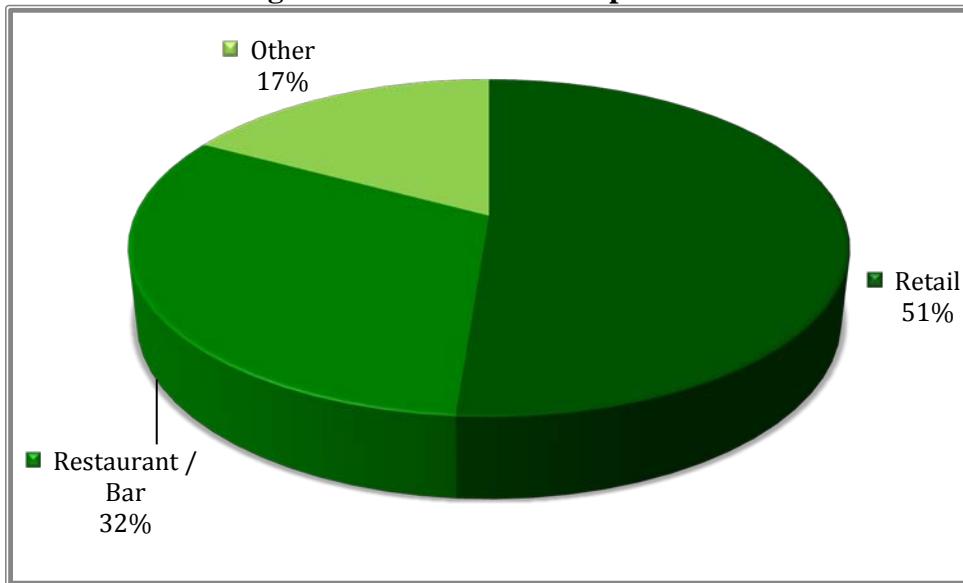
Figure 9: Percent of Visitor Spending**Table 6: Visitors Expenditures**

	Direct Spending
Adjacent Counties	\$753,104
Other NY Counties	\$1,128,222
Outside NY	\$747,407
Total	\$2,628,733

Perceived Impact on Main Street

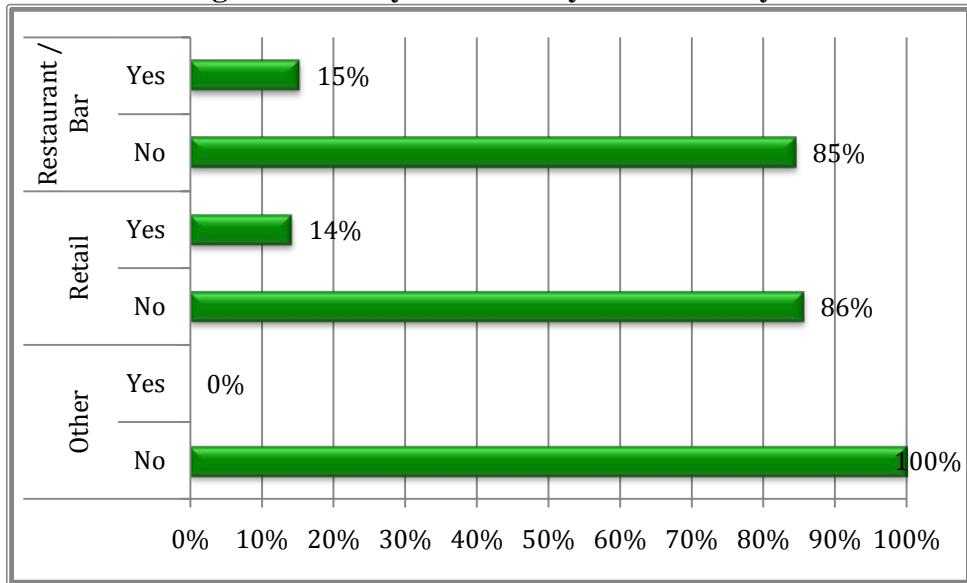
After the New York Jets were in the city of Cortland for their preseason camp, survey data was collected from businesses on Main Street in Cortland in an attempt to understand business owner's perceptions regarding the impact the Jets Training Camp had on their business. Our sample was comprised of 51 percent retail businesses, 32 percent restaurants and bars and 17 percent of other types of businesses as depicted in Figure 10.

Figure 10: Main Street Respondents



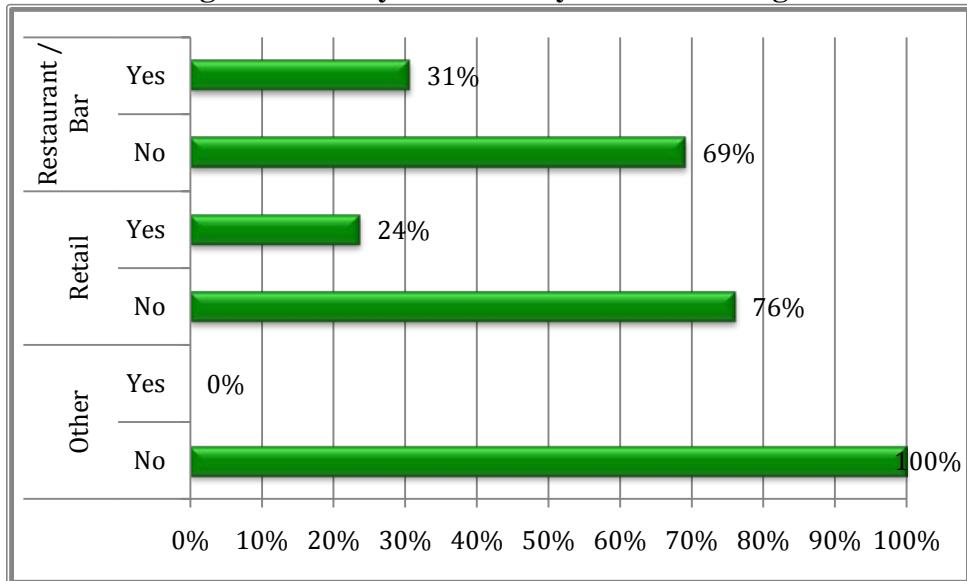
To prepare for the increase in visitors to Cortland, establishments on Main Street did not hire more employees nor did they increase their store hours. A few establishments did, however, increase their inventory. As Figure 11 depicts, 15 percent of the restaurants, pubs and bars increased their inventory, while 14 percent of the retail businesses increased their inventory in preparation for the Jets. This increase in inventory was a sound investment in that all of the businesses that indicated that they increased their inventory also indicated that this increase paid off for their business.

Figure 11: Did you increase your Inventory?



Another means to increase foot traffic and sales on Main Street is through advertising. Main Street establishments were asked whether they increased their advertising while the Jets were in town. As depicted in Figure 12, 31 percent of the restaurants and bars increased their advertising and spent an average of \$725 to advertise their business to the Jets' spectators. Twenty-four percent of the retail businesses increased their advertising and spent approximately \$335 on average.

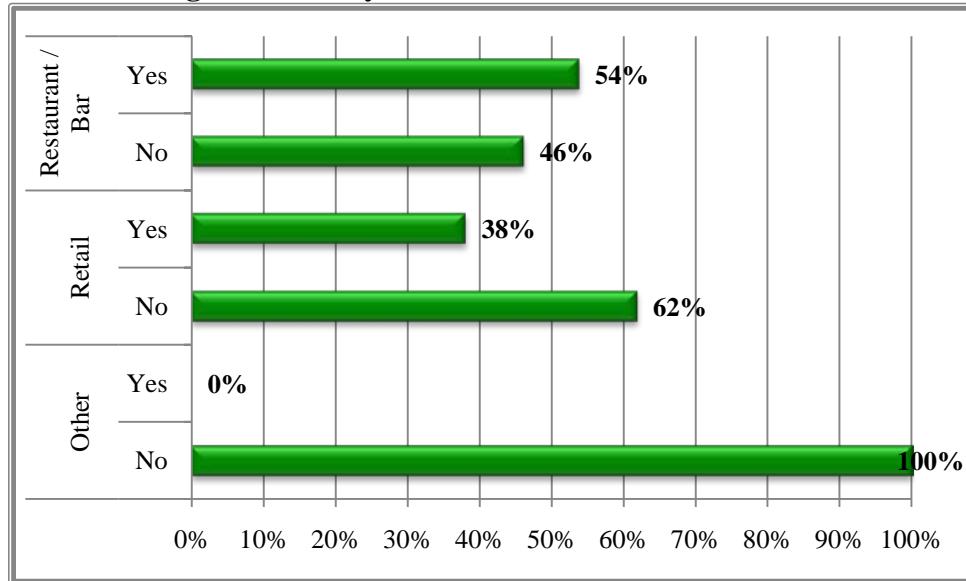
Figure 12: Did you increase your Advertising?



Overall, 36 percent of all businesses surveyed saw an increase in the number of visitors to their establishments. Fifty-four percent of the restaurants and bars surveyed saw an increase in

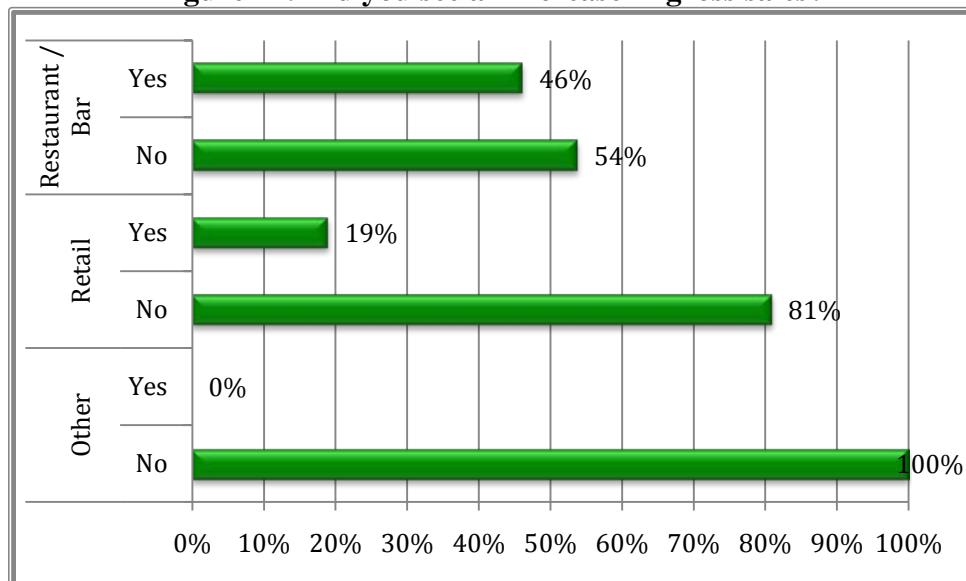
visitors, while 38 percent of retail stores saw an increase in customer traffic. Other businesses, which would include the insurance agencies on Main St., for example, did not see an increase in customers. Obviously, one would not expect these types of establishments to be visited by the spectators attending Jets Training Camp.

Figure 13: Did you see an increase in customers?



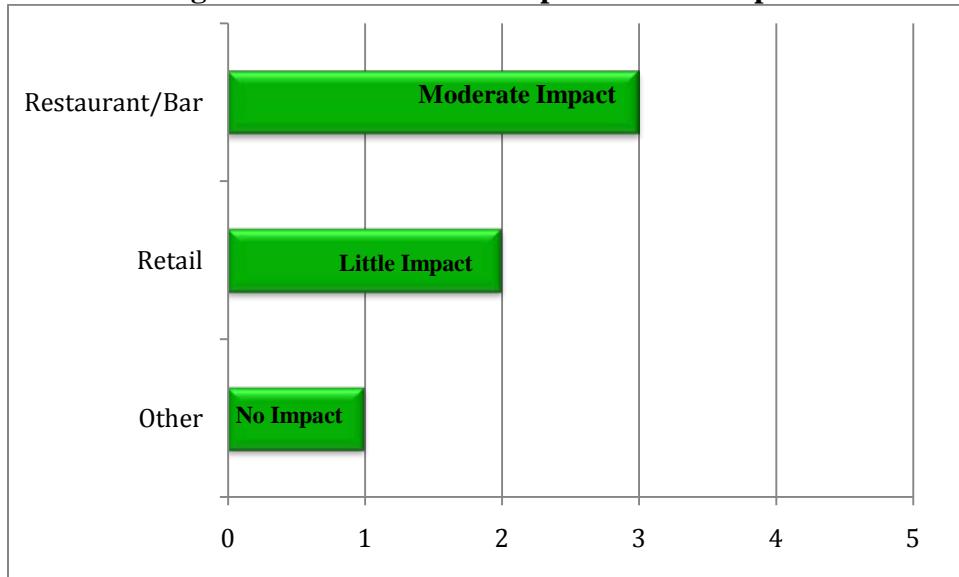
This increase in customers also led to an increase in gross sales. Forty-six percent of the restaurants and bars had an increase in gross sales. The average increase in sales for these establishments was 18 percent. In addition, 19 percent of retail stores indicated an increase in gross sales. These stores indicated an average increase of 8 percent in gross sales during the Jets Training Camp.

Figure 14: Did you see an increase in gross sales?



Overall, the impact of hosting the NY Jets Training Camp in Cortland on the Main Street businesses was moderate for the restaurants and bars while the retail businesses indicate that there was little impact on their business as depicted in Figure 15.

Figure 15: Businesses Perception of Jets Impact



Cortland County Direct Expenditures

The 2010 NY Jets Training Camp brought the community together with a single purpose, to provide a welcoming atmosphere for the NY Jets players, coaches, staff and spectators while they were in our Cortland community. To this end, a Planning Group was formed consisting of members from the Cortland County Chamber of Commerce, the BDC/IDA, the Convention and Visitors Bureau, the Cortland Regional Sports Council and the Downtown Partnership. This group met frequently to ensure that the community was prepared for increased activity that would occur during the Training Camp.

Many of the tasks for the Planning Group involved coordinating with Cortland County and SUNY Cortland, particularly for the Jets' Green and White scrimmage on August 7, 2010. To support their efforts, the Planning Group solicited \$10 thousand from supporters from both Cortland and Tompkins Counties. The contributors included the agencies within the Planning Group as well as the Cortland County Innkeepers Association, the Tompkins County Convention and Visitors Bureau, the city of Cortland, and Cortland County. These funds were used to support part-time employees involved in preparation activities as well as producing welcoming brochures for marketing purposes. Included in these activities was the Welcome that was hosted on Main Street when the Jets arrived for Training Camp.

Cortland County itself expended over \$20 thousand to help ensure that the visitors to Cortland County were able to easily navigate their way to the Training Camp. The County purchased additional signage and had these signs installed throughout the County. They secured the lot Smith Corona Building to utilize as overflow parking and paid the Sheriff's department to control traffic.

As depicted in Table 7, this community injected over \$30 thousand into our local economy to ensure that our community was viewed as a welcoming environment for the players, coaches, staff and the thousands of fans that came to Cortland to see the NY Jets.

Table 7: Community Expenditures

Expenditures	Cost
Community Group	\$10,000
Cortland County	\$20,339
TOTAL	\$30,339

SUNY Cortland Direct Expenditures

As stated earlier, SUNY Cortland signed a 3 year contract, with renewal options, to host the New York Jets Training Camp. The quality of the facilities that SUNY Cortland can provide is part of the reason that the Jets chose to run their camp in Cortland. The Jets utilized many of the facilities on campus. The team and coaches stayed in the College's Glass Tower. They dined in Neubig dining hall while the coaches took over offices in Corey Union. The College's ice arena was converted into an exercise facility. The staff was housed between the field and the coaches' offices in the Whitaker Dormitory.

To assist SUNY Cortland in hosting the Jets Training Camp, the College received a grant for \$575 thousand over 5 years from the Empire State Development Corp (ESDC). The first year of the grant provided the College \$275 thousand to prepare to host the NY Jets. The grant allocated \$200 thousand towards capital purchase and \$75 thousand for operating costs. The remaining \$300 thousand will be allotted towards an operating budget, providing \$75 thousand in each of the next four years. Without this assistance from the New York State, it would have been difficult if not impossible to host the New York Jets at SUNY Cortland.

In order to prepare and host the Jets, SUNY Cortland spent over half a million dollars. As depicted in Figure 16 below, the largest expenditure for the College was in the area of construction which constituted 39 percent of the College's spending. Nearly \$224 thousand was spent on construction, which included installing two NFL quality fields, upgrades to Corey Union and replacing the locker room floor.

Housekeeping expenditures were nearly \$90 thousand which accounted for 16 percent of the College's overall spending. This expenditure included housekeeping of the residence hall, the bedding and towel services, general cleaning, moving furniture and trash removal.

Equipment purchases were the third largest expenditure for the College totaling approximately \$87 thousand which represented 15 percent of the College's spending. The fourth largest expenditure, approximately \$75 thousand was on support staff which represents 13 percent of the overall spending. Rounding out the top 5 largest expenditures is security. Eight percent of the overall spending, over \$42.5 thousand, went to paying security personnel. The remaining 9 percent of the College's spending was on repairs, utilities, technology and signage.

In total, SUNY Cortland spent just over \$566.5 thousand in order to prepare and host the 2010 NY Jets Training Camp. The disaggregated breakdown of these expenditures is displayed in Table 5 below.

Figure 16: Distribution of SUNY Cortland Expenditures

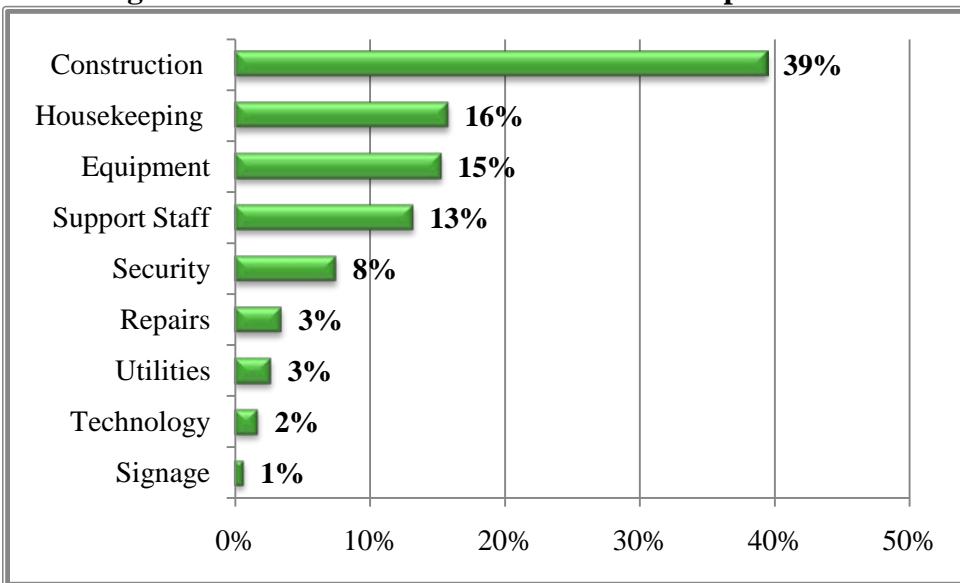


Table 8: SUNY Cortland Direct Expenditures

Expenditure	Cost
Signage	\$3,850
Technology	\$9,875
Utilities	\$15,330
Repairs	\$19,770
Security	\$42,577
Support Staff	\$75,027
Equipment	\$86,780
Housekeeping	\$89,731
Construction	\$223,584
TOTAL	\$566,524

Intangible Benefits

The presence of an NFL team at SUNY Cortland, making the small city of Cortland its home for a summer training camp, yielded unprecedented media coverage. The intense coverage, by all types of media of every aspect of the Jets' team during August 2010, placed SUNY Cortland in the headlines almost daily. The Jets and SUNY Cortland were featured in pieces by various news organizations outside the regional area including ESPN, The New York Times, The Daily News, The New York Post, Newsday, and a wide variety of other news agencies all prominently mentioning the name SUNY Cortland. Moreover, the filming of the HBO series *Hard Knocks* featuring the NY Jets provided SUNY Cortland with national exposure on a weekly basis during the preseason. The benefits that SUNY Cortland derived from all the media exposure on a state and national level are immeasurable.

SUNY Cortland is well known regionally for its facilities. The continued partnership with the NY Jets has led to further improvements of the athletic facilities including permanent fencing surrounding two new NFL quality fields. These improvements will benefit the College as we market the campus to sport camps and other athletic events that are considering coming to Central New York.

The business and marketing services that SUNY Cortland received through the contract with the NY Jets are fully delineated in Table 9. Among these benefits that SUNY Cortland enjoys are increased national media and marketing exposure including 360 degree LED signage during home games, banner displays on newyorkjets.com and ads on ESPN radio during the regular season. The College is also able to increase their funds raised for scholarships through auctioning and raffling items provided by the Jets including Jets autographed merchandise, tickets to regular season games as well as the Super Bowl.

Both our prospective and current students benefit from the SUNY Cortland's partnership with the Jets. Our prospective students gain access to the Atlantic Health Jets Training Center during open houses in the Fall and Spring. Our current students not only benefit from the use of NFL quality facilities, but also through internship opportunities that are available to students during training camp. These internships afford our students with experiences that they would never have at another institution.

**Table 9: Business and Marketing Services Provided by the
New York Jets to SUNY Cortland**

1. Official Designation
<ul style="list-style-type: none"> • By virtue of the partnership, SUNY Cortland becomes the "Official University Partner of the New York Jets".
2. Use of Marks
<ul style="list-style-type: none"> • SUNY Cortland has the right to use NY Jets marks and logos. The NY Jets and SUNY Cortland logos can be used together when promoting the partnership
3. Items to Raise Funds through Contests, Auctions, Raffles
<ul style="list-style-type: none"> • NY Jets provided four (4) season tickets for all 2010 preseason and regular season home games • NY Jets provided two (2) tickets to Super Bowl XLV • NY Jets will provide ten (10) player signed merchandise items (e.g., NY Jets helmets, footballs, etc.)
4. Alumni Relations Events
<ul style="list-style-type: none"> • SUNY Cortland had exclusive use of a Training Camp hospitality tent for ten (10) days during 2010 Training Camp to raise funds for the College • NY Jets provided players to give autographs to hospitality guests after each practice • NY Jets provided 50 Great Hall Club and game tickets, with refreshments, to the 2010 NY Jets preseason home game vs. the New York Giants • Coach Rex Ryan, Assistant Coaches and GM Mike Tannenbaum participated in a private reception with SUNY Cortland Alumni and Cortland community leaders during Training Camp • SUNY Cortland received credentials for guests to attend a USA football coaching seminar/clinic administered by the NY Jets • NY Jets provided 20 regular season Jets Club (Green Room) tickets, with refreshments, to the 2010 NY Jets home game vs. the Minnesota Vikings • NY Jets will host a SUNY Cortland Alumni Reception at the Atlantic Health Jets Training Center
5. Admissions
<ul style="list-style-type: none"> • Two (2) recruitment receptions (Fall 2010, Spring 2011) will be held at the Atlantic Health Jets Training Center
6. Media
<ul style="list-style-type: none"> • SUNY Cortland receives a minimum of two (2) real-time minutes of 360 degree LED signage rights at the Meadowlands Stadium during each Jets preseason and regular season home game • NY Jets provide SUNY Cortland with one million (1,000,000) guaranteed banner ad views on the Jets official website www.newyorkjets.com with "click-through" capability to the College's official website www.cortland.edu • SUNY Cortland receives one (1) 30 second pregame unit and one (1) 30 second postgame commercial unit in each NY Jets preseason and regular season ESPN radio broadcast
7. Internships, Practicum and Volunteer Programs
<ul style="list-style-type: none"> • The NY Jets provided more than 50 student internship and practicum opportunities to SUNY Cortland students.

Impact of Direct Expenditures

The direct spending that SUNY Cortland and the Cortland Community injected into our local economy as well as the spending by the visitors to our community has an indirect effect on our economy. This effect stems from the re-expenditure of the income generated in the local community from the initial spending by the College, the Planning Group, Cortland County and spectators visiting Training Camp. That is, for every dollar expended, that dollar has a reoccurring impact in the economy due to its re-expenditure within the local community. This impact is called the multiplier effect. The size of the multiplier is dependent upon the economic region. The multiplier used in this study, generated by RIMS II through the Bureau of Economic Analysis, is 1.80.

The economic impact of the 2010 NY Jets Training Camp is over \$5.8 million, as is indicated in Table 10 below. This impact stems from the over \$3.2 million in direct spending by SUNY Cortland, the Cortland Community and particularly the training camp spectators.

The spectators who attended the 2010 Jets Training Camp account for eighty two percent of the overall impact. The over \$2.6 million in direct spending generated an impact \$4.7 million within our regional economy. SUNY Cortland's \$566.5 thousand in direct spending injected over \$1 million into our economy, while the Community Group's direct expenditures generated an impact of over \$54 thousand dollars in our community.

Figure 17: Breakdown of Direct Spending

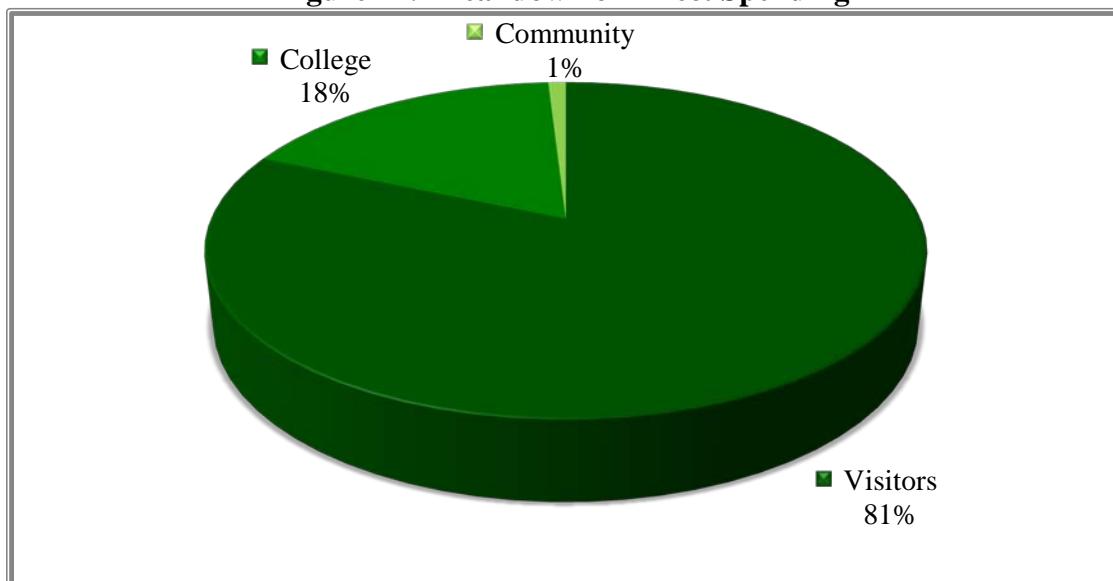


Table 10: Impact of Spending on Cortland Community

	Direct Spending	Total Impact
Visitors	\$2,628,733	\$4,731,719
SUNY Cortland	\$566,524	\$1,019,743
Community	\$30,340	\$54,612
TOTAL	\$3,225,597	\$5,806,075

Summary

Between August 1st and August 14th, 2010, Cortland became the home of the New York Jets. During their stay at their Training Camp on the campus of SUNY Cortland approximately 41,000 visitors came to our community and passed through the Stadium gate. The over \$2.6 million in spending by these visitors as well as the over \$590 thousand spent to prepare for and host our NFL guests generated an impact of over \$5.8 million in our economy.

The partnership with the New York Jets not only generated new economic activity in the Cortland Community, it has provided SUNY Cortland with many intangible benefits that have enhanced the College and will increase their ability to fund raise and attract new students. As SUNY Cortland is one of the largest economic agents in Cortland County, strengthening the economic vitality of SUNY Cortland only serves to further benefit the Cortland community as a whole.