

Strategic Venue Studies

Sport Synergy, LLC



Financial Feasibility Report
Solar4America Ice Centre Expansion
San José, California
November 2019

Presented to:
City of San José

Strategic Venue Studies

Sport Synergy, LLC

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Mr. Joe Gray
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November 18, 2019

RE: Financial Feasibility Report - Solar4America Ice Centre Expansion

Dear Mr. Gray,

Strategic Venue Studies in association with Sport Synergy, LLC (“Consulting Team”) is pleased to present the following feasibility study for the proposed expansion of the Solar4America Ice Centre (“Ice Centre”). Pursuant to our engagement with the City of San José, this analysis includes projections of Ice Centre operating revenues that may be available for lease payments made to the City. The attached report explains the methods used to prepare this study and discusses the results.

We certify that we have no interest in the Ice Centre property and that our employment and compensation are not contingent upon our findings. This study is subject to the comments made throughout this report and to all assumptions and limiting conditions set forth herein. The findings presented in this report reflect the analysis of primary and secondary sources of information. The Consulting Team utilized sources deemed to be reliable and reasonable but cannot guarantee their accuracy.

We have enjoyed working with you on this study and would be pleased to be of further assistance in the interpretation and application of our findings.

Sincerely,

Strategic Venue Studies



Catherine Sarrett
President

Sport Synergy, LLC



Lloyd Ney
President

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1. EXECUTIVE SUMMARY

INTRODUCTION TO THE ASSIGNMENT

The City of San José (“City”) engaged Strategic Venue Studies and Sport Synergy, LLC (“Consulting Team”) to perform a feasibility analysis of the proposed expansion of the Solar4America Ice Centre (“Ice Centre”) in San José, California.

The proposed Ice Centre expansion (“Project”) will add two new ice sheets to its existing four sheets, including a 4,213-seat arena that will serve as the new home ice for the San José Barracuda of the American Hockey League (“AHL”). The additional ice capacity will also allow for expanded programming and ice rentals to better serve the community’s ice needs.

This study provides an independent assessment of the expanded Ice Center’s financial operations to evaluate the income available for debt service obligations. This study will be used in connections with the potential approval of the Project by the City of San José City Council. The City’s Debt Management Policy requires the following:

Prior to embarking on a lease financing in which project revenues are identified as the repayment source, a feasibility study will be performed to determine the volatility of the revenue and provide a sensitivity analysis on project revenue projections including worst/best case scenarios, including without limitation, the impact on any repayment source identified as the backstop to the project revenues as the repayment source.

QUALIFICATIONS

The Consulting Team provides specialized expertise in performing market and feasibility studies for sports facilities and has experience in ice center operations. Catherine Sarrett of Strategic Venue Studies has completed hundreds of assignments throughout the world analyzing the feasibility of youth sports facilities, professional and collegiate athletic venues, tourism attractions, museums, convention and conference facilities, performing arts centers, and concert venues. Ms. Sarrett’s experience includes market feasibility studies, operations studies, development planning, appraisals, financing recommendations, and economic impact analyses. Lloyd Ney of Sport Synergy has over 20 years of experience in the operation and management of ice venues. Sports Synergy currently controls sports assets valued at over \$6 million, including the Sioux City Musketeers of the United States Hockey League (“USHL”). Mr. Ney also provides consulting and facility management services and oversees two year-round skating facilities and two seasonal outdoor operations. Mr. Ney also provides consulting services to new facility construction and to distressed facilities.

METHODOLOGY

In accordance with the Scope of Basic Services, the Consulting Team performed the following tasks:

- Catherine Sarrett and Lloyd Ney traveled to San José, California for a market visit and

client meeting. They met with Sharks Ice representatives and gathered relevant data during this visit;

- Interviewed representatives of various Ice Centre tenants and user groups;
- Analyzed the economic and demographic data that indicate the extent to which, the local market area supports the Ice Centre expansion;
- Analyzed national and local participation trends in ice hockey, figure skating, and curling;
- Compiled data on competitive ice venues in the region, comparable National Hockey League (“NHL”) practice facilities, comparable AHL venues, and other large, multi-rink ice centers in similar markets;
- Analyzed historical Ice Centre operations;
- Reviewed the conceptual expansion plan;
- Prepared a forecast of facility use, event demand, and attendance based on the implementation of the expansion program;
- Forecasted the expected, conservative, and aggressive scenarios for the expanded Ice Centre financial operations; and
- Evaluated recession scenarios and other potential challenges to the expanded Ice Centre’s success.

The Consulting Team collected and analyzed all the information contained in this report. We sought out reliable sources and deemed information obtained from third parties to be accurate and reasonable.

Forecasts are subject to all the assumptions and limiting conditions stated in this report.

OVERVIEW OF MANAGEMENT AGREEMENTS

Owned by the City of San José, the Ice Centre is located on a City-owned parcel of land and leased to Sharks Ice, LLC (“Sharks Ice”). The parent company of Sharks Ice is Sharks Sports & Entertainment LLC (“SSE”), which is also the parent company of San Jose Arena Management, LLC (“SJAM”) and San Jose Sharks, LLC. Sharks Ice currently operates the Ice Centre pursuant to an Amended and Restated Lease and Management Agreement, dated May 25, 2004 as amended by instruments in 2011, 2013, 2015, and 2018 (“Agreement”).

SSE also operates the SAP Center through SJAM and an Arena Management Agreement with the City (“AMA”). A 2015 amendment to the AMA provides for an automatic extension through 2040 unless SSE terminates early by giving at least three years’ notice which must occur after July 2022 for a 2025 termination date. SSE may terminate the agreement on two years’ notice if SSE acquires land and entitlements to develop a new arena anywhere within the City’s jurisdiction.

The Fourth Amendment to the Agreement extended the term of the Agreement from 2025 to 2040 or coterminous with the termination of the AMA. The Fourth Amendment states that SSE may not terminate the Agreement prior to 2040 if termination of the AMA is in connection with the development of a new arena within the City’s jurisdictional limits.

While the Agreement is currently coterminous with the term for the AMA, as a part of the Project, the

City and Sharks Ice will enter into a Second Amended and Restated Lease and Management Agreement in order to provide a fixed term at least as long as the term of the bonds that will fund the project.

EXPANSION PROJECT OVERVIEW

Currently housing four ice sheets, the Ice Centre serves as the official practice site of the San José Sharks of the National Hockey League (“NHL”) and the San José Barracuda of the AHL. As a community ice venue, the Ice Centre also provides a game and training site for local collegiate, high school, and youth hockey programs, and offers skating lessons, hockey leagues, figure skating training, public skate, and other ice recreation activities.

The Ice Centre expansion is expected to be financed through the issuance of Lease Revenue Bonds by the City of San José Financing Authority and secured by lease payments made by the City to the Authority for the lease of the Project. It is anticipated that the City will fund these lease payments from lease payments to be paid to the City by Sharks Ice. Sharks Ice will rely on Ice Centre operations to fund its lease obligation.

Originally constructed in 1994 with two ice sheets, the Ice Centre has undergone three major

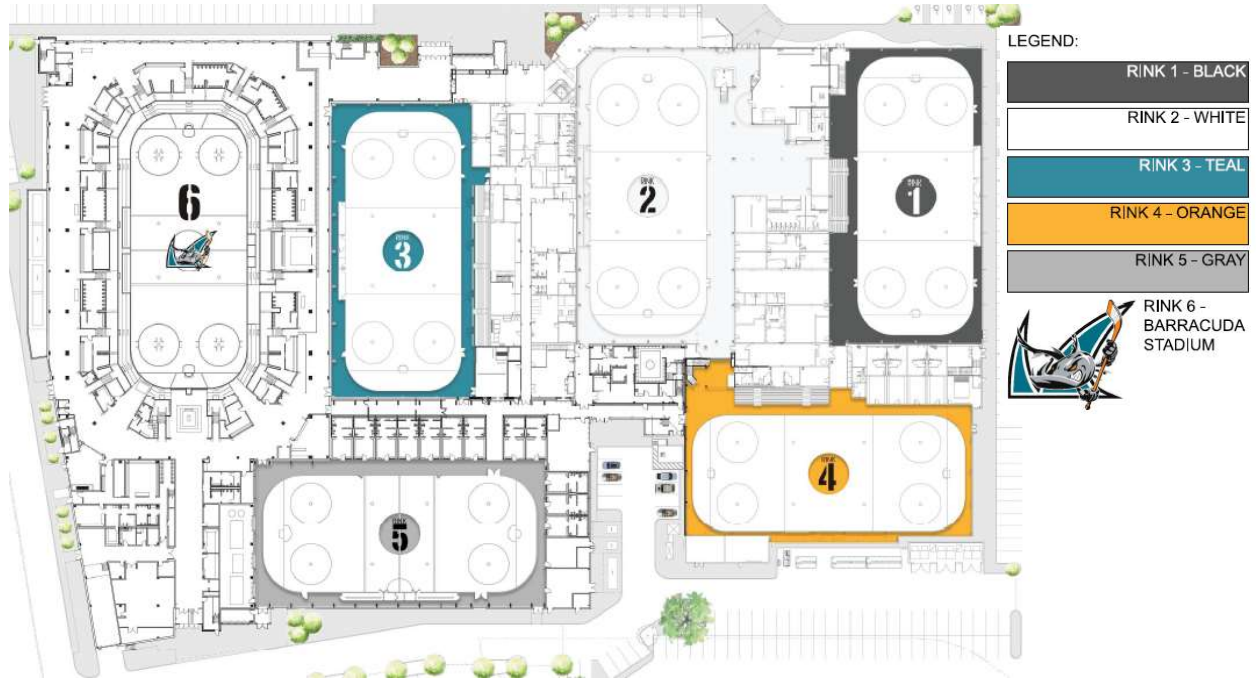
expansions. In 1999, a third ice sheet was added along with a Sharks training facility and offices. 2005 saw the addition of a fourth ice sheet, a restaurant, and expanded locker facilities. A training facility was added in 2015 when the San José Barracuda relocated to the market.

The proposed expansion will add approximately 200,800 square feet of space to the existing 180,000 square foot facility, including a community/practice rink and a competition rink for the San José Barracuda.

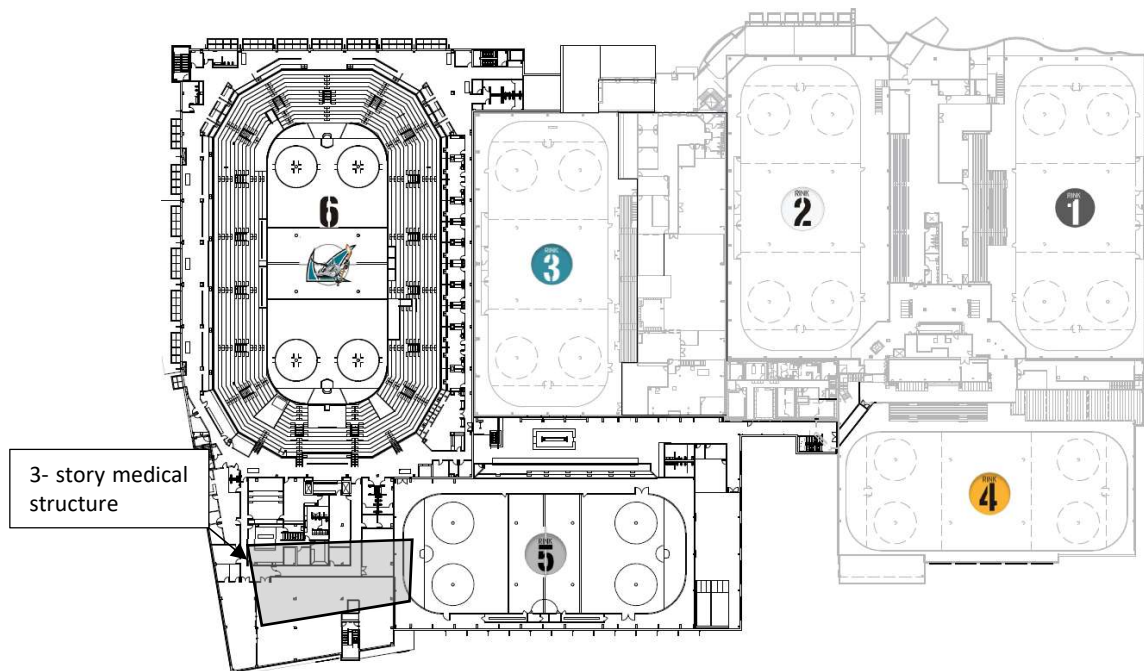
The proposed development will expand the existing Ice Center to the north and east. The new community Rink 5 and San José Barracuda competition Rink 6 will be constructed on sites adjacent to existing Rink 3.

Construction of the proposed expansion is expected to commence in the first quarter of 2020 with completion in the spring of 2022. The figures below present the proposed floor plans for the event and suite levels.

1.1 EVENT LEVEL FLOOR PLAN



1.2 SUITE LEVEL FLOOR PLAN



Source: Perkins & Will

The Rink 5 expansion will include the addition of 12 public locker rooms, a homework/study room, and other training spaces at the event level. A new suite level restaurant/bar will overlook Rink 3 and Rink 5 with a connecting corridor to the existing Stanley's Sports Bar. The Rink 5 expansion will also contain the majority of storage and building operations support spaces that will serve both Rink 5 and Rink 6.

Rink 6 will contain an oval-shaped seating bowl with around 4,213 fixed spectator seats, including general and premium seating. Supporting amenities for the arena's operations include team locker rooms, a ticket lobby, concessions outlets, private suites, club seating, and a lounge.

A three-story structure to the east of Rink 6 (south of Rink 5) will contain additional locker rooms, commissary, and chillers on the first floor. The second and third floors will contain approximately 20,000 square feet of physical therapy and medical office space that may be subleased to a third-party medical service provider.

PARKING

Site plans provided by Sharks Ice identify 435 on-site parking spaces that will be available after the proposed expansion. A staff/player parking lot comprises 42 of these spaces. An additional 168

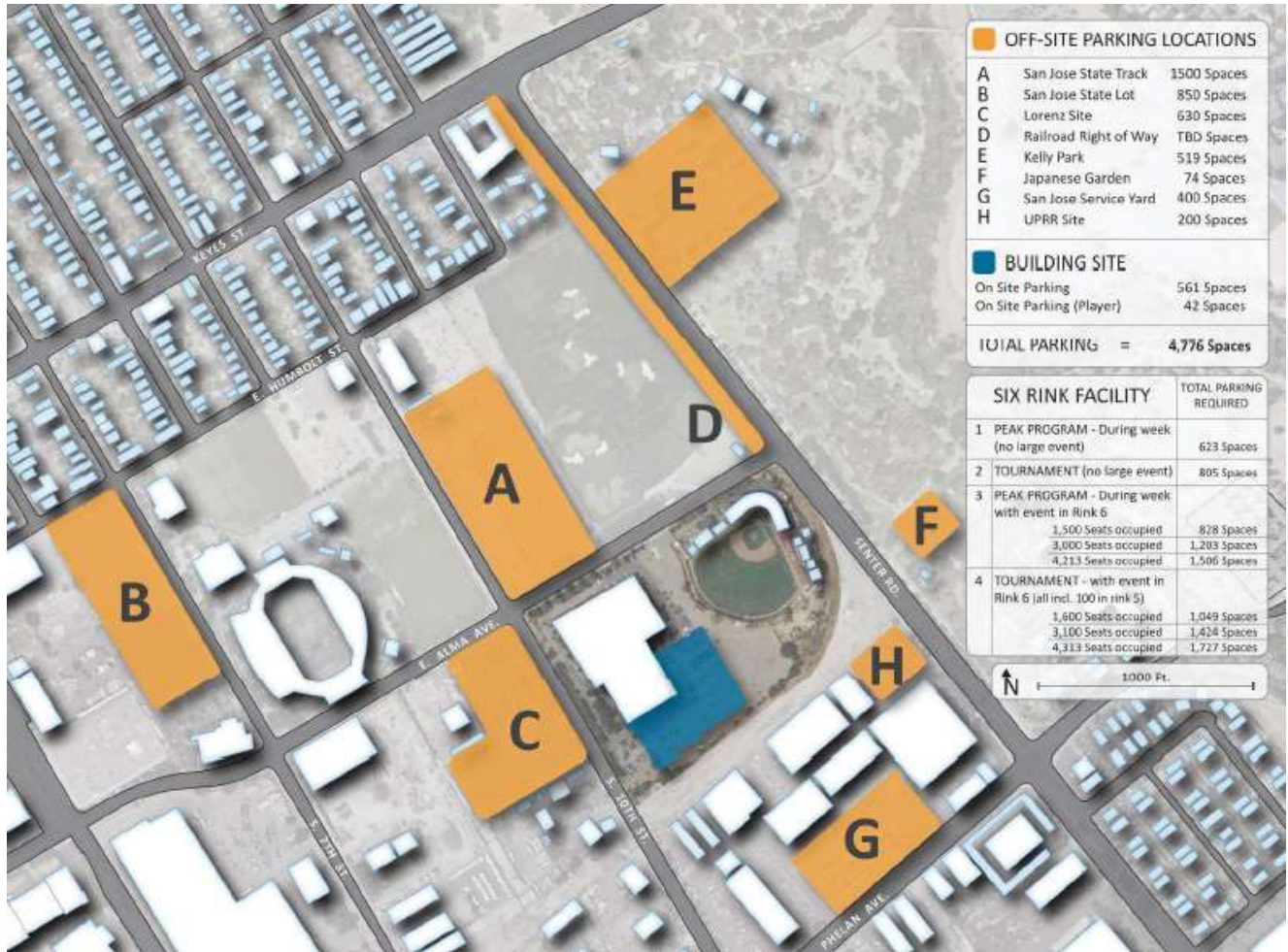
spaces on City-owned property will be shared with events at Excite Ballpark, home of the minor league baseball team, the San José Giants. In addition, Sharks Ice has plans to enter into a long-term parking use agreement with San José State University ("SJSU") for the use of a new 1,500-space parking structure north of the Ice Centre on a site currently occupied by the SJSU track. Details regarding this parking agreement were not available at the time of this study.

A parking study identifies six additional off-site surface lots that could provide parking to Ice Centre patrons. The availability of these lots for Ice Centre patron use has not been evaluated at the time of this report, however their distance from the Ice Centre suggests that they would be suitable for event parking.

In total, the parking study identifies 4,776 parking spaces. This parking count does not include the 349 spaces serving Excite Ballpark. The following figure provides an aerial view and summarizes parking capacities, including on site spaces and the future SJSU parking deck.

The following figure also includes a summary of parking needs for regular Ice Centre programming, tournaments, and spectator events at the arena.

1.3 PARKING PLAN



Source: Sharks Ice, Perkins & Will

Regular Ice Centre programming would require approximately 623 parking spaces, a figure slightly above the number of on-site spaces. A tournament without another event would require approximately 805 spaces. Peak parking load would occur during a tournament with a concurrent sell out event in Rink 6, requiring 1,727 spaces. Based on the peak parking needs presented above, on-site parking at the Ice Centre should be able to accommodate most regular

daily users and tournament attendees with some overflow to the SJSU parking deck during peak times. If the SJSU parking deck is not completed, alternative parking in the area must be identified and made available to Ice Centre patrons. Without the parking structure or otherwise suitable lots, parking in the area would be strained and some patrons may need to find parking at a greater distance from the Ice Centre. Insufficient parking could hinder the Ice

Center’s ability to attract spectator events and may discourage both tournament participation and Barracuda game attendance.

map presents the boundaries of the 30-, 60-, and 90-minute drive time markets.

FUNDING PLAN

Design, construction, and other project development costs have been estimated at \$114 million. In addition to these direct project costs, the taxable lease revenue bonds issued by the City of San José Financing Authority will also refund outstanding bonds and fund capitalized interest during the construction period, debt service reserve, and costs of issuance.

The following figure presents the estimated uses of bond proceeds.

1.4 PROJECT USES OF BOND PROCEEDS

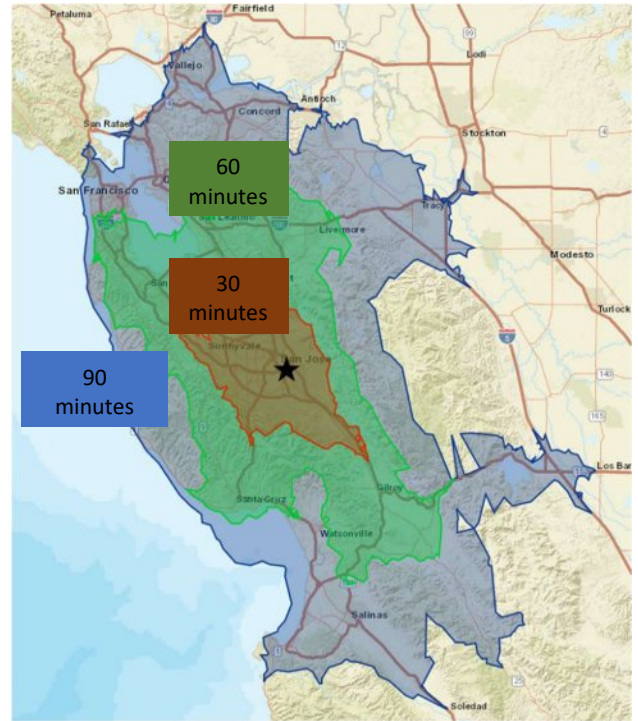
Uses of Funds	
Project Costs	\$114,000,000
Refund Series 2008E	13,050,000
Liquidation of Series 2008E Reserves	(2,840,000)
Bond Issuance Costs	1,710,000
Interest During Construction	10,900,000
Debt Service Reserves	8,680,000
	<u>\$145,500,000</u>

Source: City of San José

LOCAL MARKET ANALYSIS

While most users of the Ice Centre live within a 30-minute drive of the facility, it regularly draws users from as far as San Francisco to the north and Salinas to the south. Based on this information, we have defined the limits for primary users as those that live within 90 minutes of the Ice Centre. The following

1.5 MAP OF DRIVE TIME MARKETS

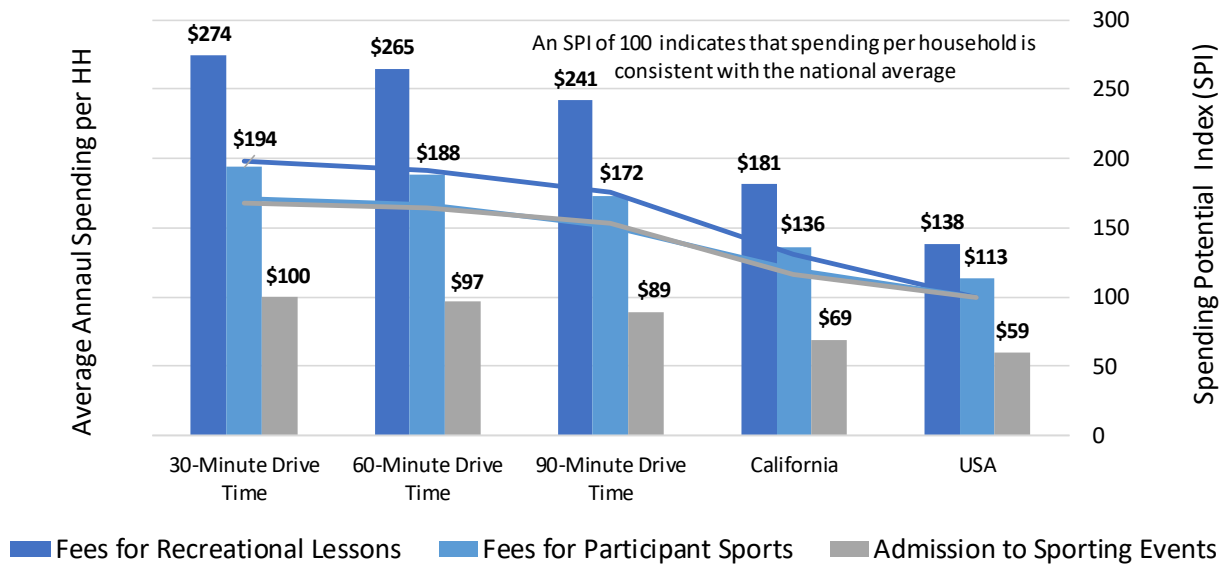


Source: Esri

As a densely populated, well-educated, and affluent region, the market surrounding the Ice Centre is capable of supporting the proposed expansion. The market’s income, education, and age characteristics produce spending on participant sports, recreation, and entertainment and sports admissions that is well above national household averages.

The figure below presents the average household spending by local residents on sports and recreation activities for calendar year 2018 that will occur at the expanded Ice Centre. A Spending Potential Index (“SPI”) of 100 indicates average household spending that is on par with the national average.

1.6 SPORTS AND RECREATION SPENDING BY LOCAL RESIDENTS (2018)



Source: Esri

Households within a 30-minute drive of the Ice Centre spent approximately \$274 in calendar year 2018 on recreational lessons, almost double the national average. Spending on fees for participant sports and sports admissions was also well above the national average.

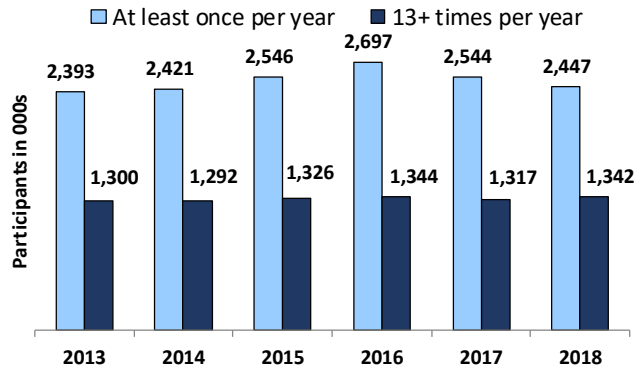
The Ice Centre is in a desirable destination for tournaments and other events and is easily accessed from all parts of the region. Visitors for tournaments and other events have good highway access and the ability to fly into major airports. Approximately 50 miles from San Francisco International Airport and 40 miles from Oakland International Airport, the Ice Centre is a convenient day trip destination. For overnight visitors, lodging options within ten miles of the Ice Centre are plentiful. However, high hotel rates in properties near downtown San José may make the

Ice Centre less attractive to event planners and may cause event attendees to book properties at a greater distance from the facility.

PARTICIPATION TRENDS

Trends in national and regional sports participation provide background information necessary to assess demand potential for the programs and events at the Ice Centre. Some of the most popular youth team sports have experienced flat or declining core participation rates over the past five years. Ice hockey is a notable exception with a positive annual compound growth rate as shown in the following figure.

1.7 NATIONAL ICE HOCKEY PARTICIPATION IN 000s



Source: SFIA

There are no indications of future instability in ice hockey, except to the extent that long-term participation rates will likely follow the overall population and economic trends of the market. Sports like ice hockey, with stronger adult participation rates, should be able to maintain more stability with the country’s changing demographics.

With nearly 300,000 regular players, the Pacific region has the largest number of core ice hockey participants in the country. With around 33,000 hockey players registered with USA Hockey, and an annual growth rate of 5.3%, California’s participation is well above the national average of 1.8%. Ice hockey participation is showing continued signs of growth at all age levels, with the greatest potential in the growing interest in girls and women hockey programs. Currently, regular female hockey players make up less than 20% of the total, a figure that has grown steadily over the past decade.

Similarly, figure skating and curling are enjoying growth from both recreational and competitive

participants. With a 4% annual growth rate in USA Curling membership, the sport shows the greatest potential for significant growth, particularly among adult players.

COMPETITIVE & PEER VENUES

The Northern California Youth Hockey Association (“Norcal”) identifies 16 ice centers with a total of 21 ice sheets that are used by its 15 member clubs.

With four ice sheets, the Ice Centre in San José is by far the largest facility in the region. While all local facilities offer ice recreation and educational programs, none has the breadth of programming found at the Ice Centre, accommodating youth, adult, high school, collegiate, and professional hockey.

The following figure presents a summary of ice venues used by Norcal’s 15 member clubs

1.8 NORCAL ICE VENUES

Venue	City	Rinks
Solar 4 America Ice Centre *	San Jose	4
Oakland Ice Center *	Oakland	2
Vacaville Ice Sports	Vacaville	2
Tri-Valley Ice	Livermore	2
Ice Center at Cupertino	Cupertino	1
Dublin Iceland	Dublin	1
Solar4America Fremont *	Fremont	1
Gateway Ice Center	Fresno	1
Winter Lodge **	Palo Alto	1
Nazareth Redwood City	Redwood City	1
Skatetown Roseville	Roseville	1
Sacramento Iceland **	Sacramento	1
Yerba Buena Ice Skating Center	San Francisco	1
Nazareth San Mateo	San Mateo	1
Redwood Empire Ice Arena	Santa Rosa	1
South Lake Tahoe Ice Arena	South Lake Tahoe	1
Oak Park Skating Arena	Stockton	1

* Operated by Sharks Ice ** Outdoor Venue

Source: Norcal, Respective Venues

Other new ice facilities in the region include the San Francisco Curling Club's plans to renovate an existing building into a new curling-only center in Oakland. As fundraising for the facility continues, construction has started.

Since 2014, 11 NHL teams have developed new or renovated practice facilities, all of which offer ice time for youth hockey clubs and other users. Most offer public skating, adult leagues, and learn to skate programs found in typical community ice rinks. Recent and future planned developments indicate a trend toward mixed uses, including hotel, dining, retail, and medical, rehab and training centers. With six ice sheets, the expanded Ice Center will be the

largest community ice center that serves as an NHL practice site. It will also be the only facility to serve as home ice to a second professional hockey franchise.

The AHL is a North American based professional hockey league comprised of 31 teams in four divisions. AHL teams play in a variety of venues, but the majority have their home ice in a small to medium-sized arena between 4,000 and 10,000 seats and a single sheet of ice.

The following figure presents the 18 AHL home arenas that have been built or renovated since 2000.

1.9 AHL ARENAS BUILT OR RENOVATED SINCE 2000

			Year Opened / Renovated	Rinks	Seating Capacity
Maximum					16,151
<u>Venue</u>	<u>City</u>	<u>Team</u>			
AT&T Center	San Antonio	Rampage	2002	1	
Bell MTS Place	Manitoba	Moose	2004	1	
Wells Fargo Arena	Iowa (Des Moines)	Wild	2005	1	
Dunkin' Donuts Center	Providence	Bruins	2008 reno	1	
Giant Center	Hershey	Bears	2002	1	
Place Bell	Laval	Rocket	2017	3	
Stockton Arena	Stockton	Heat	2005	1	
Citizens Business Bank Arena	Ontario	Reign	2008	1	
UW–Milwaukee Panther Arena	Milwaukee	Admirals	2019 reno	1	
Tucson Convention Center	Tucson	Roadrunners	2014 reno	1	
PPL Center	Lehigh Valley	Phantoms	2014	1	
Webster Bank Arena	Bridgeport Sound	Tigers	2001	1	
Mohegan Sun Arena at Casey Plaza	Wilkes-Barre/Scranton	Penguins	2001	1	
H-E-B Center at Cedar Park	Texas (Cedar Park)	Stars	2009	1	
Coca-Cola Coliseum	Toronto	Marlies	2003 reno	1	
MassMutual Center	Springfield	Thunderbirds	2005 reno	1	
Oncenter War Memorial Arena	Syracuse	Crunch	2018 reno	1	
Budweiser Events Center	Colorado (Loveland)	Eagles	2003	1	
Minimum					5,829
Average				1	9,782

Source: Respective Facilities

Unlike the San José Barracuda, most AHL teams play in markets without a major league sports team. Other notable exceptions include the San Antonio Rampage, Cleveland Monsters, and Milwaukee Admirals. The Barracuda are the only AHL team to play in an NHL market.

With approximately 4,213 seats, the proposed AHL arena in San José would be one of the smallest venues in the league. However, The Ice Centre is the market's

only large, regional ice center that can support multiple local teams and San José Sharks training needs, while also hosting large tournaments and special events. The expanded Ice Centre will continue to fulfill this role, while also serving as the home arena of the San José Barracuda in a community-based venue. The expanded Ice Centre will be unusual among AHL arenas, very few of which also serve as community ice centers. The integration of the San José Barracuda games into the Ice Centre's

public operations should foster interest and excitement for the team that is beneficial to the Barracuda as well as attracting new participants in youth hockey.

BUILDING PROGRAM ASSESSMENT

The Consulting Team reviewed the proposed Ice Centre expansion program and relevant construction documents available at the time of this study. We relied on our analysis of competitive and comparable venues and discussions with representatives from Sharks Ice, SJSU, Bellarmine College Preparatory High School, Peninsula Skating Club, Silicon Valley Curling Club, and other facility tenants. We assessed the ice sheet counts, locker facilities, food and beverage outlets, premium seating, and other important amenities.

With six regulation ice sheets, the Ice Centre will be one of the largest in the country, capable of supporting multiple users and large regional and national tournaments and events. Planned locker rooms and training spaces are plentiful, easily supporting the multiple levels of hockey and figure skating activity at the facility and the potential for multiple simultaneous users. Revenue generating areas, including food and beverage outlets and retail spaces, offer convenience and flexibility and should adequately serve the needs of event attendees and other users. While several comparable facilities contain amenities dedicated to other sports and general recreation (golf, fitness centers, arcades), supporting amenities at the Ice Centre reflect a consistent focus on hockey and skating.

Partnership with a medical facility is a natural affiliation and has become more common in ice

centers and other community sports complexes. Examples include facilities in St. Louis, Missouri, Pittsburgh, Pennsylvania, Libertyville, Illinois, and Louisville, Kentucky. The ability to provide medical attention for sports injuries and physical therapy services on site is a distinct advantage for a community sports venue.

HISTORICAL OPERATIONS

In addition to being one of the largest ice centers in the U.S. the Ice Centre is also one of the most active. In a typical week with operating hours from 5:00 AM to 1:00 AM, the four ice sheets are occupied 88% of available winter hours and 84% of available summer hours. All hockey and skating programs, some of which are at capacity, have had consistent registration levels over the past five years.

Interviews with representatives of Sharks Ice's hockey and figure skating programs revealed both unaccommodated demand for hockey leagues and learn to skate programs as well as the desire to better serve program participants with more ice time and fewer groups sharing the ice. Similarly, several tenant groups that regularly rent ice time at the Ice Centre also expressed the desire for more ice time and regularly scheduled hours that are more convenient for their members.

The Ice Centre hosts around ten hockey tournaments each year. While tournaments and other events earn admission fees, rent, food and beverage, and other revenues for a facility, these revenues must be weighed against the unavailability of ice for regular programming and tenant ice rental revenue during the event. The expanded Ice Centre would face

similar challenges in balancing the needs of regular users and the benefits of special events.

The proposed Ice Centre arena will provide a more appropriate venue for Barracuda games. The impact of poor attendance at a sporting event is exacerbated by a large venue, such as the SAP Center, which can seem cavernous during less well-attended games. While a lower seating capacity can limit attendance potential, for most games, a more intimate venue can enhance the fan experience tremendously.

HISTORICAL FINANCIAL PERFORMANCE

Sharks Ice provided the Consulting Team information on actual financial operations of the Ice Centre for fiscal year 2014 through 2018, projections through the completion of fiscal year 2019, and a projection for fiscal year 2020. We have prepared the following summary of operations that summarizes operating revenues and expenses into major categories.

1.10 SUMMARY OF HISTORICAL FINANCIAL OPERATIONS (IN \$000s)

	Actual					Sharks Forecast	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues							
Programming ¹	7,302	7,660	8,003	8,219	7,953	9,080	9,030
Rental ²	2,088	2,123	2,333	2,385	2,594	2,650	2,441
Auxiliary Revenue ³	3,262	3,275	3,572	3,676	3,621	3,462	4,013
AHL Net Income	0	0	0	0	0	0	0
Total Operating Revenues	12,651	13,058	13,908	14,280	14,169	15,192	15,484
Operating Expenses							
Programming ¹	2,106	2,293	2,282	2,439	2,541	2,740	2,884
Rental ²	335	391	336	381	321	297	366
Auxiliary Expense ³	2,606	2,673	2,832	2,600	2,624	2,988	2,764
Operations ⁴	2,173	2,375	2,384	2,439	2,559	2,879	2,871
FA/Rent	1,447	1,647	1,619	1,883	2,220	2,061	2,143
Total Operating Expenses	8,667	9,379	9,454	9,743	10,265	10,965	11,027
Net Operating Income	3,985	3,679	4,455	4,537	3,904	4,226	4,456

¹ Programming revenues and expenses includes hockey programs, classes & lessons, gen. adm., and Tier/Travel.

² Rental revenue and expenses include contract ice and facility rental.

³ Auxiliary revenue and expenses include food & beverage, merchandise, sponsorships, and misc. income.

⁴ Operations Expense includes administration, marketing, building operations, engineering, and utilities.

Source: Sharks Ice

OPERATING PROJECTIONS

Based on our analysis of historical operations, interviews with representatives of Sharks Ice and other user groups, and our knowledge of the operations of comparable ice facilities, the Consulting Team has projected the future demand and financial operations of the expanded Ice Centre.

For the purpose of this analysis, we assume that the two new ice sheets become operational on April 1, 2022. Following a ramp-up period to allow for full participation in new programs and events, Ice Centre operations will stabilize in year five of operations, 2026.

The projections for the first fiscal year of operation, 2022, reflect the operation of the existing four-sheet facility for the first nine months (July through March) and of the expanded six-sheet facility for the remainder of the fiscal year (April through June)

To evaluate the sustainability of the Ice Centre operation, we present three scenarios, an expected scenario along with conservative and aggressive projections. The scenarios present a range of possible outcomes for Ice Centre operations under typical, cyclical market conditions.

To evaluate the impact of a significant economic downturn or recession, we also prepared a sensitivity analysis that demonstrates the effect of 10%, 20%, and 30% reductions in operating revenues.

The following figures present the financial operating projections for the first five fiscal years of Ice Centre operations after the proposed expansion. Figures are presented in inflated dollars. A summary of the scenarios and sensitivity analysis follows.

Details regarding each revenue and expense line item and specific assumptions regarding operating scenarios and sensitivity analysis are presented in Section 6 of this report.

1.11 5-YEAR OPERATING PRO FORMA – EXPECTED SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$5,080	\$6,333	\$6,621	\$6,922	\$7,237
Classes & Lessons	1,609	2,103	2,318	2,555	2,816
General Admission	1,099	1,376	1,439	1,504	1,573
Facility Rental	499	593	642	694	751
Contracted Ice	2,607	3,087	3,211	3,340	3,475
Tier 1 & Travel Hockey	1,775	2,226	2,293	2,361	2,432
Sponsorships	761	1,065	1,124	1,187	1,253
Food & Beverage Sales	2,226	3,150	3,278	3,350	3,451
Merchandise Sales	1,291	1,774	1,863	1,894	1,951
AHL Net Income	0	1,323	1,363	1,404	1,446
Miscellaneous Income	253	461	475	490	504
Total Operating Revenue	\$17,200	\$23,493	\$24,626	\$25,702	\$26,888
OPERATING EXPENSES					
Hockey Programs	\$1,016	\$1,013	\$1,059	\$1,108	\$1,158
Classes & Lessons	241	252	278	307	338
General Admission	14	14	14	15	16
Facility Rental	75	89	96	104	113
Contracted Ice	358	340	353	367	382
Tier 1 & Travel Hockey	1,598	2,003	2,063	2,125	2,189
Sales & Marketing	177	233	245	257	271
Food & Beverage	1,948	2,757	2,868	2,932	3,019
Merchandise Sales	1,033	1,419	1,490	1,515	1,561
Administration	2,046	2,425	2,521	2,616	2,717
Building Operations	1,097	1,502	1,565	1,626	1,692
Utilities	992	1,360	1,411	1,462	1,516
Engineering	247	338	352	366	381
Total Operating Expenses	\$10,842	\$13,745	\$14,317	\$14,800	\$15,353
OPERATING INCOME (LOSS)	\$6,357	\$9,748	\$10,309	\$10,902	\$11,535
NON-OPERATING REVENUE					
Leases and Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	100	103	106	109	113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$6,694	\$12,183	\$12,819	\$13,489	\$14,202

1.12 5-YEAR OPERATING PRO FORMA – CONSERVATIVE SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$4,785	\$5,965	\$6,236	\$6,519	\$6,815
Classes & Lessons	1,532	2,003	2,208	2,433	2,682
General Admission	1,099	1,376	1,439	1,504	1,573
Facility Rental	486	578	625	675	731
Contracted Ice	2,487	2,957	3,076	3,200	3,329
Tier 1 & Travel Hockey	1,598	2,003	2,063	2,125	2,189
Sponsorships	621	868	917	968	1,022
Food & Beverage Sales	2,027	2,877	2,986	3,055	3,149
Merchandise Sales	1,165	1,601	1,670	1,701	1,754
AHL Income	0	993	1,023	1,053	1,085
Total Operating Revenue	\$16,026	\$21,637	\$22,670	\$23,676	\$24,782
OPERATING EXPENSES					
Hockey Programs	\$766	\$954	\$998	\$1,043	\$1,090
Classes & Lessons	184	240	265	292	322
General Admission	11	14	14	15	16
Facility Rental	73	87	94	101	110
Contracted Ice	274	325	338	352	366
Tier 1 & Travel Hockey	1,438	1,803	1,857	1,913	1,970
Sales & Marketing	152	198	207	218	229
Food & Beverage	1,774	2,517	2,613	2,673	2,755
Merchandise	932	1,281	1,336	1,361	1,403
Administration	1,981	2,323	2,414	2,504	2,601
Building Operations	1,048	1,424	1,483	1,541	1,604
Utilities	963	1,313	1,362	1,411	1,464
Engineering	235	319	333	346	360
Total Operating Expenses	\$9,830	\$12,799	\$13,314	\$13,771	\$14,290
OPERATING INCOME (LOSS)	\$6,196	\$8,838	\$9,356	\$9,905	\$10,492
NON-OPERATING REVENUE					
Leases & Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	\$100	\$103	\$106	\$109	\$113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$6,533	\$11,273	\$11,866	\$12,492	\$13,159

1.13 5-YEAR OPERATING PRO FORMA – AGGRESSIVE SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$5,529	\$6,892	\$7,206	\$7,533	\$7,875
Classes & Lessons	1,667	2,179	2,401	2,646	2,916
General Admission	1,126	1,411	1,475	1,542	1,612
Facility Rental	525	624	675	730	789
Contracted Ice	2,933	3,489	3,629	3,776	3,928
Tier 1 & Travel Hockey	1,953	2,448	2,522	2,598	2,675
Sponsorships	931	1,303	1,375	1,452	1,533
Food & Beverage Sales	2,420	3,467	3,622	3,703	3,814
Merchandise Sales	1,406	1,981	2,094	2,131	2,195
AHL Income	0	1,836	1,891	1,947	2,006
Total Operating Revenue	\$18,742	\$26,090	\$27,364	\$28,547	\$29,849
OPERATING EXPENSES					
Hockey Programs	\$885	\$1,103	\$1,153	\$1,205	\$1,260
Classes & Lessons	200	261	288	318	350
General Admission	11	14	15	15	16
Facility Rental	79	94	101	109	118
Contracted Ice	323	384	399	415	432
Tier 1 & Travel Hockey	1,757	2,204	2,270	2,338	2,408
Sales & Marketing	268	337	354	371	388
Food & Beverage	2,118	3,033	3,169	3,240	3,337
Merchandise	1,125	1,584	1,675	1,705	1,756
Administration	2,131	2,568	2,672	2,772	2,880
Building Operations	1,162	1,611	1,680	1,745	1,816
Utilities	1,031	1,425	1,480	1,533	1,590
Engineering	216	299	311	323	336
Total Operating Expenses	\$11,304	\$14,917	\$15,567	\$16,091	\$16,689
OPERATING INCOME (LOSS)	\$7,438	\$11,173	\$11,798	\$12,457	\$13,159
NON-OPERATING REVENUE					
Leases & Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	100	103	106	109	113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$7,775	\$13,608	\$14,308	\$15,044	\$15,826

SUMMARY COMPARISON

The following figure compares the net income available for lease payments for each of the three operating scenarios detailed above and three recession scenarios that present revenue declines from the expected scenario. Net income is presented

for fiscal year 2026, the first year of stabilized operations. All figures are stated in inflated dollars, using a 3% inflation rate for both revenues and expenses.

1.14 COMPARISON OF YEAR 5 NET INCOME - FY 2026 (IN \$000s)

	Stabilized Operations			Recession Scenarios		
	Expected	Conservative	Aggressive	10% Rev Decline	20% Rev Decline	30% Rev Decline
OPERATING REVENUE						
Total Operating Revenue	\$26,921	\$24,782	\$29,849	\$24,199	\$21,510	\$18,822
OPERATING EXPENSES						
Total Operating Expenses	\$15,385	\$14,290	\$16,689	\$14,098	\$12,843	\$11,588
OPERATING INCOME (LOSS)	\$11,536	\$10,492	\$13,159	\$10,101	\$8,668	\$7,234
NON-OPERATING REVENUE						
Leases and Long Term Contracts	\$3,235	\$3,235	\$3,235	\$3,235	\$3,235	\$3,235
Incremental Naming Rights	300	300	300	300	300	300
Total Non-Operating Revenue ¹	\$3,535	\$3,535	\$3,535	\$3,535	\$3,535	\$3,535
INDIRECT EXPENSE						
Total Indirect Expense ¹	\$868	\$868	\$868	\$868	\$868	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENT:	\$14,203	\$13,159	\$15,826	\$12,768	\$11,335	\$9,901

¹ Long-term contracts, such as leases, naming rights agreements and indirect expenses would not be impacted by short-term economic downturn

The relative stability of the Ice Centre's historical operation suggests that future operations will continue to operate with a narrow range between the conservative- and aggressive scenarios. Approximately 75% of operating revenues are directly attributed to ice usage. Unaccommodated

prime time ice demand in the market insulates the downside, while ice capacity constraints limit the upside potential.

The following figure compares the fiscal year 2018 and 2019 financial data provided by the Sharks with

the first five years of post-expansion operations as projected by the Consulting Team. All dollar figures are inflated.

1.15 HISTORICAL VS. PROJECTED OPERATIONS (IN \$000s)

	Actual	Forecast	Consultant's Forecast - Expected Case				
	FY 2018 ¹	FY 2019 ²	Open FY 2022 ³	FY 2023	FY 2024	FY 2025	Stabilized FY 2026
Operating Revenues ⁴							
Programming	\$7,953	\$9,080	\$9,563	\$12,039	\$12,671	\$13,343	\$14,057
Rental	2,594	2,650	3,106	3,680	3,853	4,034	4,226
Auxiliary Revenue	3,621	3,462	4,530	6,451	6,739	6,921	7,159
AHL Net Income	0	0	0	1,323	1,363	1,404	1,446
Total Operating Revenues	\$14,169	\$15,192	\$17,200	\$23,493	\$24,626	\$25,702	\$26,888
Operating Expenses ⁵							
Programming	\$2,541	\$2,740	\$2,869	\$3,283	\$3,415	\$3,554	\$3,700
Rental	321	297	433	429	449	472	495
Auxiliary Expense	2,624	2,988	3,158	4,409	4,603	4,704	4,851
Operations	2,559	2,879	4,383	5,625	5,850	6,070	6,307
FA/Rent	2,220	2,061	incl above	incl above	incl above	incl above	incl above
Total Operating Expenses	\$10,265	\$10,965	\$10,842	\$13,745	\$14,317	\$14,800	\$15,353
Operating Income	\$3,904	\$4,226	\$6,357	\$9,748	\$10,309	\$10,902	\$11,535

¹ Actual reported by Sharks

² Partial year - Actual partial year forecast forecast by Sharks

³ Jul-March (pre-expansion), Apr-Jun (post-expansion)

⁴ Operating Revenues do not include medical tenant lease, NHL/AHL Leases, or incremental naming rights

⁵ Operating Expenses do not include parking access fee, possessory interest fee, or other indirect expenses

The value of adding two ice sheets at the Ice Centre is twofold. First, the ability to utilize the established ice operation and incrementally expanded ice programming benefits from economies of scale. Second, the Ice Centre benefits from the introduction of the AHL games. Accounting for inflation and not including the AHL Income, approximately 51% of the operating income of the expanded Ice Centre can be attributed to the two new ice sheets. Including the additional impact of the AHL Income, this incremental impact increases to 57%.

OPERATING CHALLENGES

In developing the financial model of the expanded Ice Centre operations, the Consulting Team considered the impact of several operating challenges that the facility will face. We present these challenges throughout this report and provide a summary below.

- Market ice rental rates throughout the Bay Area are significantly higher than those in many other parts of the country, notably in

smaller metropolitan markets. Ice rental rates may limit facility use by school teams and other price-sensitive groups. Some current tenants have noted that purchasing more ice time, while desired, would not be within their budgets. A more significant impact of higher ice rental rates arises when the Ice Centre is competing with venues across the U.S. for regional and national events, such as figure skating competitions. The most recent pacific division qualifying events have been scheduled in venues in Utah, Washington, and Oregon.

- High market hotel rates in San José and the area surrounding the Ice Centre may also discourage event planners from booking their events at the Ice Centre and may limit the number of registrations from price-sensitive tournament attendees. Planned hotel development may alleviate the rise in downtown San José hotel rooms rates which have grown to \$300-\$400 in recent years, but the growing economy suggests that this may be a short-term impact as corporate demand continues to grow.
- As the unaccommodated demand for ice time in the Bay Area increases, developers may be encouraged to build new or expand existing ice venues. At the time of this study, the only other development plan we have found is the San Francisco Curling Club's plans to renovate an existing shopping center building into a curling-only center. Fundraising for this project is underway. At

the time of this study, an anticipated opening date has not been announced.

- Most AHL teams play in small to medium-sized arenas with 5,000 to 10,000 seats. The Ice Centre arena will have the lowest seating capacity in the league. While the seating capacity is appropriate for most San José Barracuda games, the ability of the Ice Centre to host larger spectator events will be limited.
- The development of a proposed 1,500-space parking deck on the current site of the SJSU track would allow on-site and surrounding off-site parking to easily accommodate peak parking needs at the Ice Centre. Without the parking structure, however, parking in the area would be constrained and some patrons may need to find parking at a greater distance from the Ice Centre. Insufficient parking could hinder the Ice Center's ability to attract spectator events and may discourage both tournament participation and Barracuda game attendance.

PROJECT RISKS

All operating projections are subject to a variety of known and unknown risks. Financial operations projections are based on a series of assumptions about the demand for ice time and participation in other sports and recreation programs. Actual events and circumstances may differ from these assumptions, and these differences may have a material effect on financial performance.

Our forecasts assume that tenant and third-party agreements remain in place for the duration of our

projections and that the terms are not materially different from the preliminary terms provided to us at the time of this study. But, we provide no assurances that future tenant and third-party leases will be executed in the forms assumed in this study or that agreements will remain in effect during the projection period.

While the proposed venue will be highly marketable to sponsorship partners, once secured, advertising and sponsorship agreements have relatively short terms (up to five years). There is the risk that the multiple renewals over the course of the debt service term will yield lower revenues as the building ages and potentially competitive facilities enter the market. Furthermore, agreements may not be renewed for any variety of reasons that may or may not be related to the performance of the venue. The costs of securing sponsorship renewals can also be significant, including sales commissions and other sales costs.

While the letter of credit and other provisions shield the City from the failure to make lease payments to the Authority, the impact of the relocation of the San José Sharks from the San José market on other users could be substantial. Although very unlikely with two professional hockey teams in San José, the removal of professional hockey from the market could decrease

the enthusiasm for the sport and the subsequent utilization of the Ice Centre.

The labor agreement between the NHL and players presents risks of strike or lockouts that are beyond the control of any individual team or venue. Historically, labor disputes have interrupted season play and adversely affected spectator and corporate sponsor interest in a sport even after the dispute is resolved. Such an event could have a negative impact on Ice Centre food and beverage and other revenues from NHL practices.

Economic conditions can affect discretionary spending on recreation, admissions, and travel. Since the Consulting Team cannot predict the timing of business cycles, the projections assume a steady rate of long-term growth. Even if the projected long-term growth rates materialize, annual revenues could be above or below projections, depending on the phase of the business cycle. Adverse economic market conditions could weaken the performance of the Ice Centre and reduce the amount of net operating income available to make lease payments.

The Consulting Team based projections on certain assumptions regarding future inflation rates. We cannot guarantee long-term inflation growth at the rates assumed for the purposes of these projections.

2. LOCAL MARKET ANALYSIS

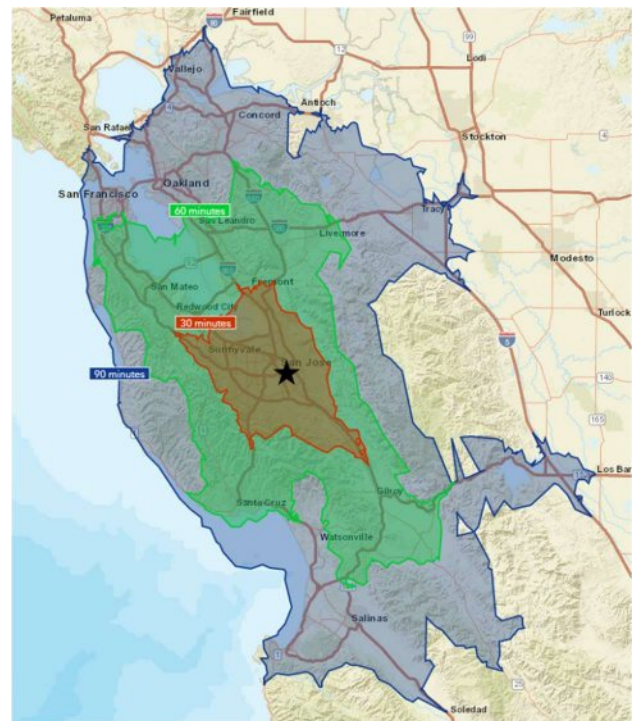
The market surrounding an ice center represents its primary sources of ice rentals, program participation, and event attendance. In addition, the employment and business characteristics help inform the potential for group event sales, premium seating sales, and corporate sponsorships. This section evaluates the demographic, spending, and employment characteristics of the local market to assess the potential of demand generators and subsequent operating revenues.

The local market analysis concludes with an evaluation of the market’s ability to attract and accommodate out of town visitation for hockey tournaments and other special events.

DRIVE TIME MARKETS

Sharks Ice provided information on the zip code and city of origin of its regular users. A detailed analysis of this information is presented in the Participation Analysis found in Section 3 of this report. While most users of the Ice Centre live within a 30-minute drive of the facility, it regularly draws users from as far as San Francisco to the north and Salinas to the south. Based on this information, we have defined the limits for primary users as those that live within 90 minutes of the Ice Centre. The following map presents the boundaries of the 30-, 60-, and 90-minute drive time markets.

2.1 MAP OF DRIVE TIME MARKETS

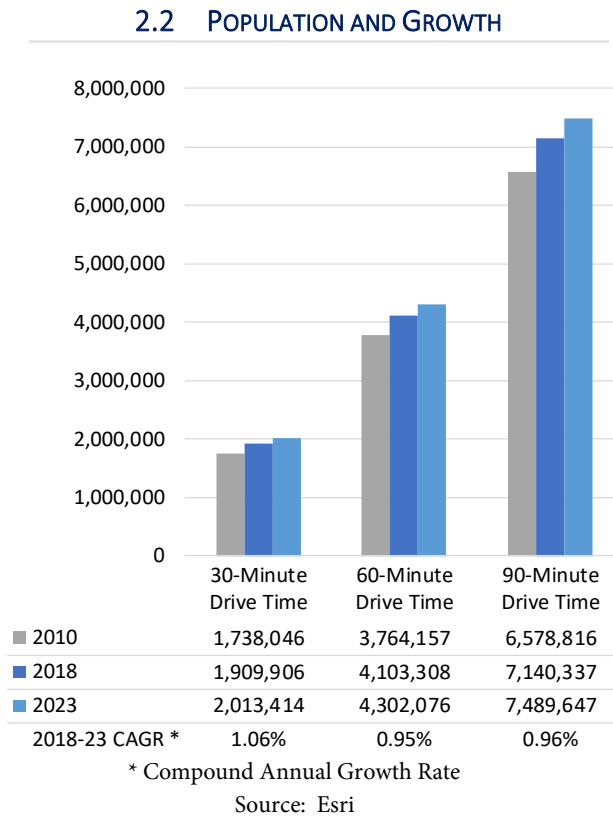


We use the drive time markets to understand the trends in population demographics and economic climate of the region. Esri ArcGIS Business Analyst (“Esri”) is a well-regarded forecasting service that applies GIS technology to produce extensive demographic, consumer spending, and business data analyses. Esri employs a sophisticated location-based model to forecast economic and demographic trends. Esri bases historical statistics on U.S. census data, the American Community Survey, and other primary research.

POPULATION

The size of the resident population surrounding a recreation facility directly informs the facility’s potential to generate use and attract spectators. Primary Ice Centre uses include training, leagues, camps, clinics, private ice rentals, public skate, and other recreation uses. Spectator and special events will include AHL games, hockey tournaments, and showcases, as well as figure skating competitions and performances.

The following figure presents the size of the resident population living in the 30-, 60-, and 90-minute drive times surrounding the Ice Centre. We present population data for 2010, 2018, and a projected 2023 population.



A densely populated region, nearly two million residents live within a 30-minute drive of the Ice Centre. This figure doubles to four million for the 60-minute drive time. Capturing large portions of the San Francisco and Oakland metropolitan area, the 90-minute drive time contains more than seven million residents.

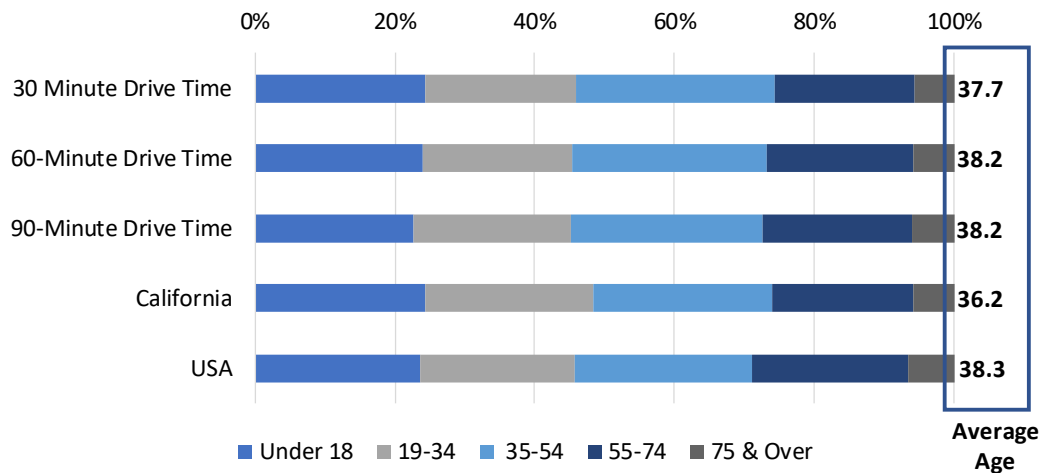
The region has demonstrated consistent growth and is expected to maintain an annual population growth rate of approximately 1%.

AGE

The success of a recreation facility lies in its ability to develop programming that appeals to a broad cross-section of the marketplace. A market’s age distribution can be a decisive factor in determining potential sports participation demand and can provide insight into the types of events and programs that the market will support. A market with a high percentage of youth and teen populations suggests a stronger demand for family-oriented programming and higher participation rates in amateur sports programs. In general, a younger population base represents a positive sign for sports and recreation facility demand. However, unlike many sports, strong participation in ice hockey continues for adults, as evidenced by USA Hockey membership data (detailed in Section 3) and the popularity of adult hockey leagues.

The following figure presents the population distribution by age for each of the drive time market areas. For reference, we provide information on the state of California and the entire U.S. population.

2.3 AGE DISTRIBUTION



Source: Esri

The median age for the entire U.S. population is around 38 years. The market surrounding the proposed Ice Centre is consistent with that national average and has a slightly older average age than the entire state of California

There is a relatively consistent age distribution across drive time markets. Minor variances in age distribution and in the median age of the markets will not produce material impacts on participation rates or attendance at spectator events.

INCOME, EDUCATION & EMPLOYMENT

Income levels affect the ability of a market to support a recreation facility because more frequent participants tend to be from households with higher levels of disposable income. A healthy and diversified

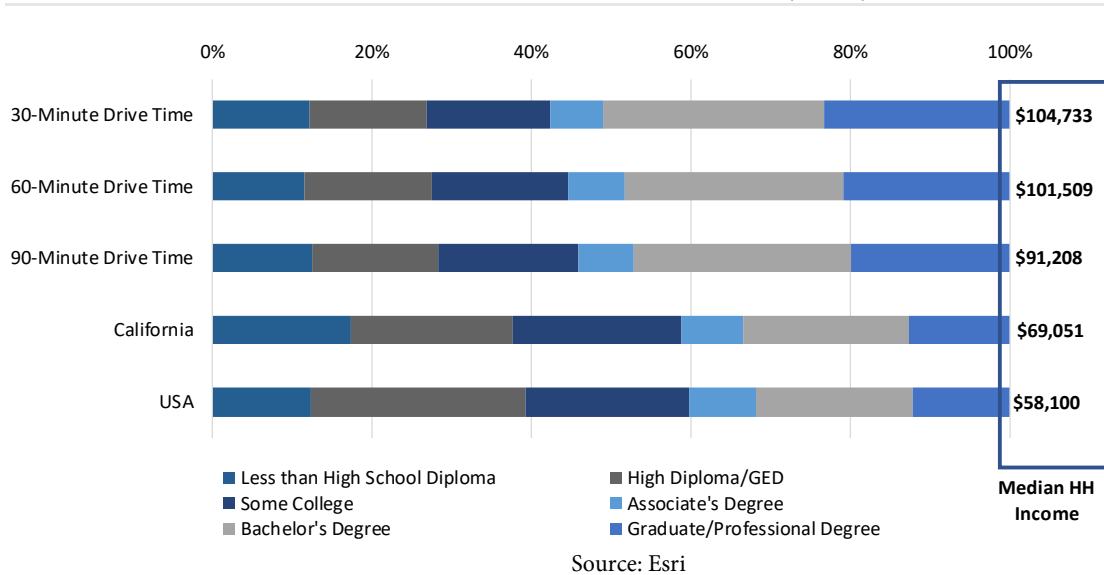
economy not only provides employment and disposable income for a market’s residents, but it also helps to insulate an area from economic downturns that could negatively affect facility demand. Trends in median household income directly relate to the capacity of area residents to participate in sports. Income levels also provide a benchmark for the quality of public and private services and attractions that are necessary to attract out-of-town visitors to tournaments and other special events.

The characteristics of an area’s workforce provide an indication of the overall stability of the income levels of the resident population. Areas with higher education levels and a predominance of professional occupations in a variety of industries tend to respond to and recover from market shifts more readily than

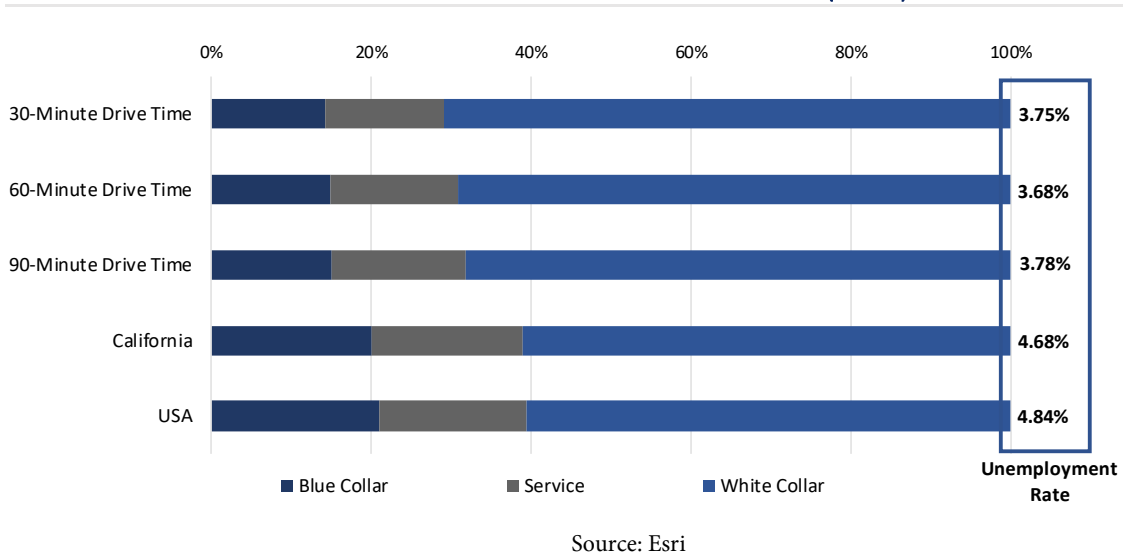
those that rely on employment from a single sector, such as manufacturing. Unemployment statistics provide a measure of the health of the local economy and comparisons with state and national trends. The California Employment Development Department reports the unemployment rate for the San Jose-Sunnyvale-Santa Clara MSA at 2.2% as of September 2019.

The following figure presents a summary of educational attainment for the drive time market, the state of California and the entire U.S. Information on employment by occupation and unemployment rates for these same markets follows.

2.4 EDUCATION AND INCOME (2018)



2.5 OCCUPATION AND EMPLOYMENT (2018)



All drive time markets have well-educated populations, with over 50% of adults having earned an Associate’s degree or higher. State and national figures for adults with post-secondary degrees are around 40%. Median Household income throughout the drive time markets is significantly higher than state and national averages. Income is highest in the area immediately surrounding the Ice Centre, decreasing slightly as drive time increases.

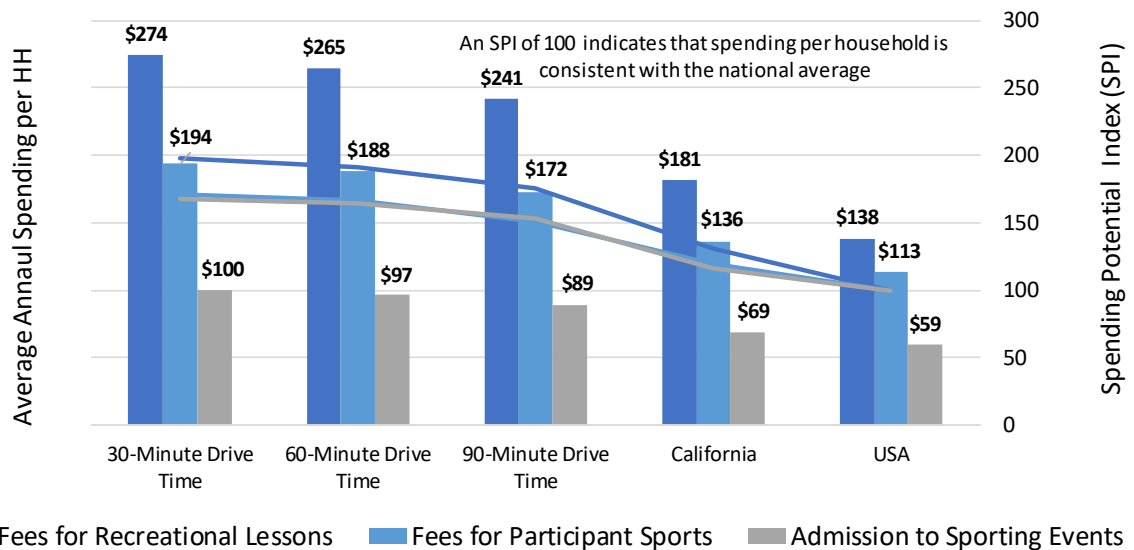
The region enjoys unemployment around 3% and a relatively high percentage of residents in white collar, management, and professional occupations.

SPORTS & RECREATION SPENDING

Retail spending patterns indicate a market’s ability to generate a facility’s revenues through ice rentals, recreation fees, and participant sports fees. The following figure presents the average annual household spending on the retail segments which will contribute to the Ice Centre’s operating revenue. The Spending Potential Index (“SPI”) is household-based and represents the amount spent on a product or service relative to a national average of 100.

The following figure presents the average annual spending per household and SPI for the drive time markets, the state of California and the U.S.

2.6 SPORTS AND RECREATION SPENDING



Source: Esri

The combination of its higher education levels, higher median household income, and stable employment make possible resident spending on recreation that is significantly higher than the national average. Per household spending on recreational sports fees, lessons, and spectator sports tickets is 1.5 to 2 times that for the country as a whole. This spending, directly and indirectly, contributes to the operating revenues earned at the Ice Centre.

BUSINESS CHARACTERISTICS

The characteristics of local business establishments provide insight into the ability to support the local economy and inform the potential for corporate sales and sponsorship opportunities. The following figure presents a summary of local business characteristics, comparing the percentage of business establishments (by NAICS code) for each drive time market, the state of California and the country as a whole.

2.7 BUSINESS ESTABLISHMENT SUMMARY

	30-min Drive	60-min Drive	90-min Drive	California	USA
Professional & Tech Services	11.3%	10.7%	11.4%	10.1%	8.9%
Retail Trade	10.7%	11.4%	11.5%	13.0%	13.8%
Other Services	10.1%	10.4%	10.7%	10.9%	12.5%
Finance Insurance & Real Estate	9.8%	10.1%	10.0%	10.3%	10.4%
Health Care & Social Assistance	7.3%	7.5%	7.3%	7.2%	8.2%
Accommodation & Food Service	6.8%	6.8%	7.3%	7.0%	7.3%
Construction	6.1%	6.3%	5.7%	6.1%	7.0%
Manufacturing	4.7%	4.1%	3.4%	3.7%	3.5%
Administrative & Support	4.0%	3.8%	3.7%	3.7%	3.6%
Information	3.5%	3.1%	2.9%	2.3%	2.1%
Wholesale Trade	3.2%	3.5%	3.1%	3.4%	3.3%
Educational Services	2.9%	2.9%	2.8%	2.5%	2.6%
Arts Entertainment, Recreation	1.8%	1.8%	2.0%	2.0%	2.1%
Transportation	1.7%	1.9%	1.8%	1.9%	2.1%
Public Administration	0.8%	1.3%	1.4%	1.5%	3.2%
Agriculture & Mining	0.2%	0.3%	0.3%	0.7%	1.0%
Management of Companies	0.2%	0.2%	0.2%	0.3%	0.2%
Utilities	0.1%	0.1%	0.1%	0.1%	0.2%
Unclassified	15.0%	13.8%	14.2%	13.4%	8.1%

Source: Esri

All markets surrounding the Ice Centre are well diversified in a variety of industries with a high percentage of businesses in the services sector.

Business establishments in a variety of industries indicate a well-diversified business community.

DESTINATION CHARACTERISTICS

While the primary users of the Ice Centre reside within a reasonable drive of the facility, hockey tournaments, figure skating competitions, and other events can draw participants and spectators from throughout the U.S. While event characteristics and level of competition are of primary importance, market destination characteristics also play a role when deciding to attend. Ease of access and lodging options can have a positive or negative influence on the attractiveness to out-of-town visitors.

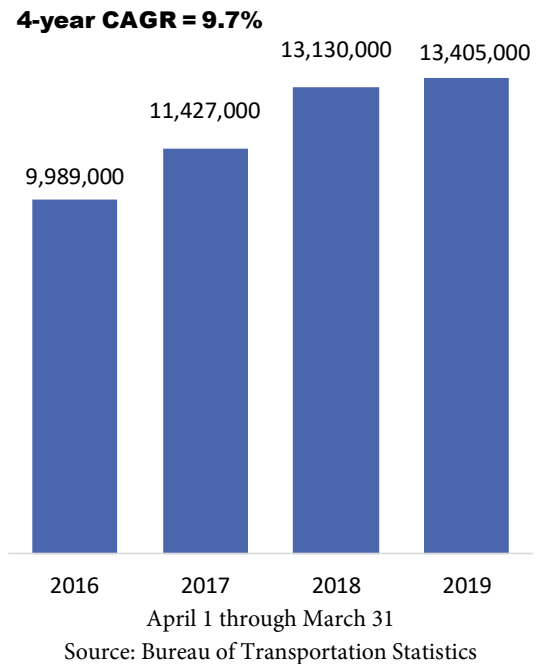
AIR ACCESS

Convenient air access from a variety of markets is important when planning an event that attracts participants from locations throughout the United States. Airport passenger counts provide an indication of the ability of a market to support major hockey tournaments and figure skating competitions. Trends showing changes in passenger counts also reflect local business activity and the overall economic health of the area.

Norman Y. Mineta San Jose International Airport (“SJC”) is located approximately six miles from the Ice Centre and provides primary air service to event attendees and participants. SJC is served by 13 passenger carriers.

The following figure presents annual passenger counts for arrivals and departures over the past four years.

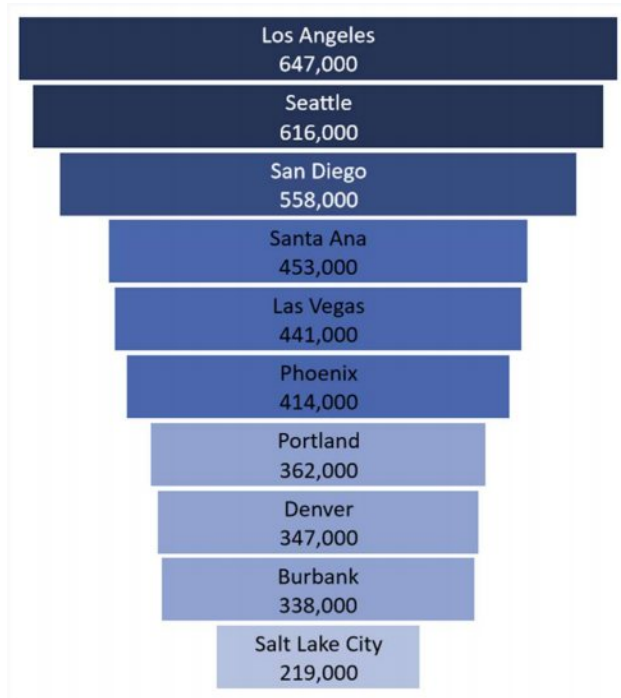
2.8 AIR PASSENGER STATISTICS



With nearly 13.5 million annual passengers, SJC has had consistent growth in passenger volume over the past four years. Southwest Airlines serves around 6.7 million passengers, over half of SJC’s total volume.

SJC serves 51 nonstop destinations throughout North America. The following figure presents the top ten destinations, all of which are located in the western U.S.

2.9 SJC TOP TEN DESTINATIONS



Source: Bureau of Transportation Statistics

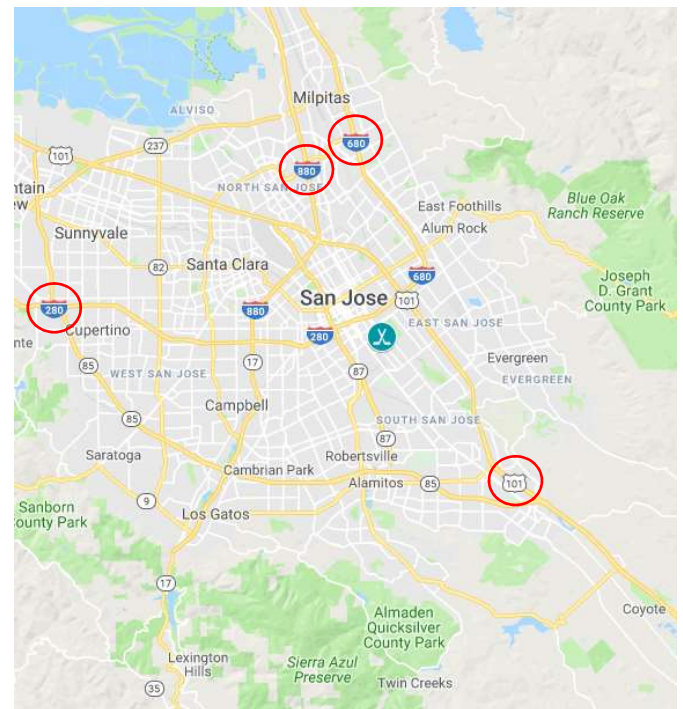
Visitors to San Jose also have the option to fly into San Francisco International Airport (“SFO”) or Oakland International Airport (“OAK”), both around 40 miles from the Ice Centre. SFO is a major hub, serving over 41.6 million annual passengers (as of March 2019), while OAK has over 12.4 million passengers each year (as of March 2019).

The level of air passenger service at SJC, augmented by service at SFO and OAK, is sufficient to support Ice Centre events with a national base of attendees. Air service would not be a deterrent to tournament organizers and participants.

HIGHWAY ACCESS

Most tournament participants drive to the event destination, necessitating good highway access from other regional population centers. The following map highlights the network of freeways providing regional access.

2.10 HIGHWAY ACCESS MAP



Source: Google Map

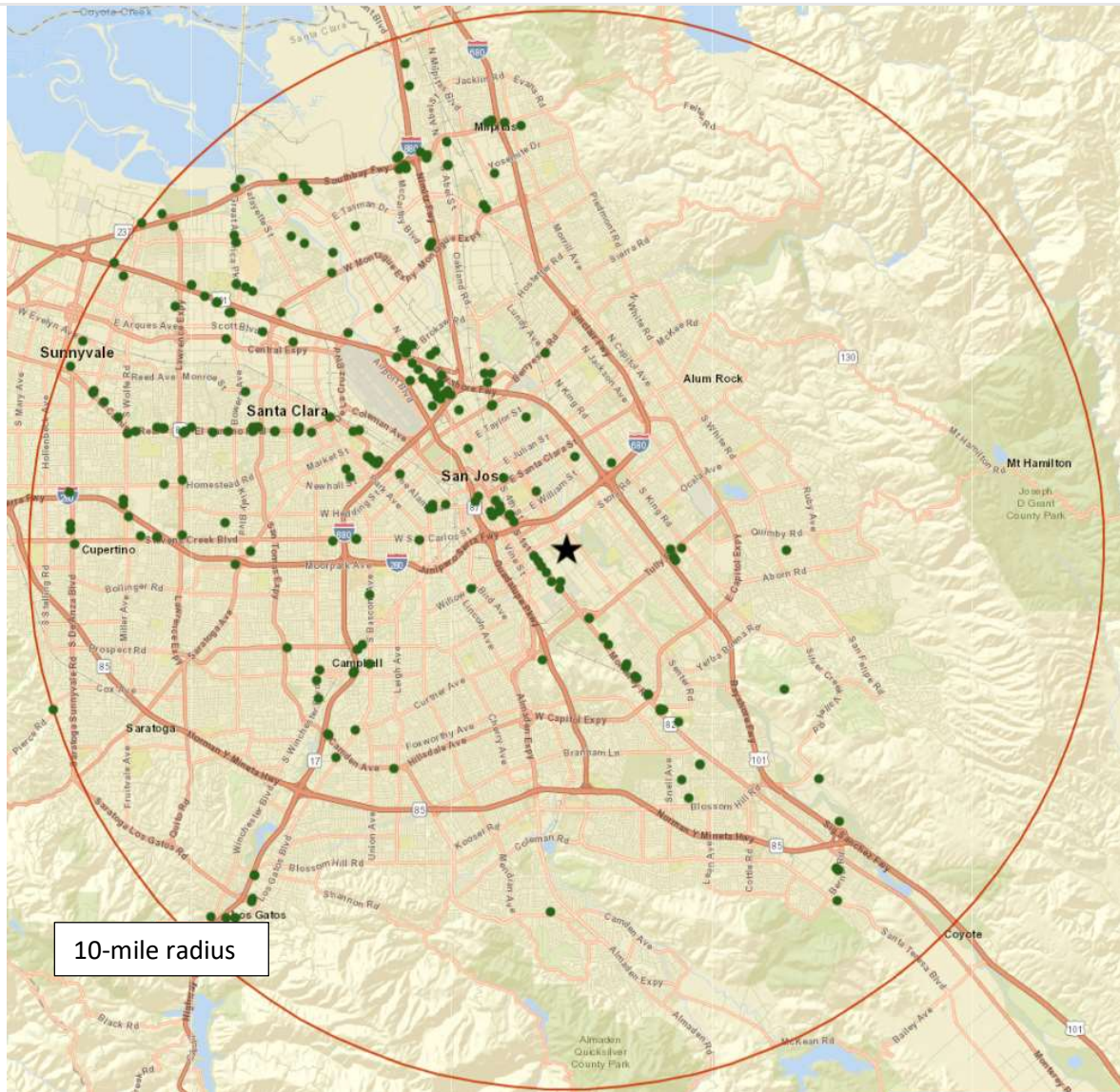
Interstate 880 connects to Oakland, while Interstates 280 and 680 provide access to the peninsula and eastern regions of the San Francisco Bay, respectively. State Highway 101 connects to the Central Coast cities, and also provides access to Interstate 5 which runs through the Central Valley reaching Los Angeles and San Diego.

LODGING SUPPLY

An ice center’s ability to attract out-of-town teams for tournaments and other programming depends on the availability of nearby hotel rooms within a reasonable driving distance.

For the purpose of this analysis, we investigated hotels within a ten-mile radius of the Ice Centre. The following figure shows the location of hotel properties in relation to the Ice Centre.

2.11 10-MILE RADIUS HOTEL MAP



Source: Esri

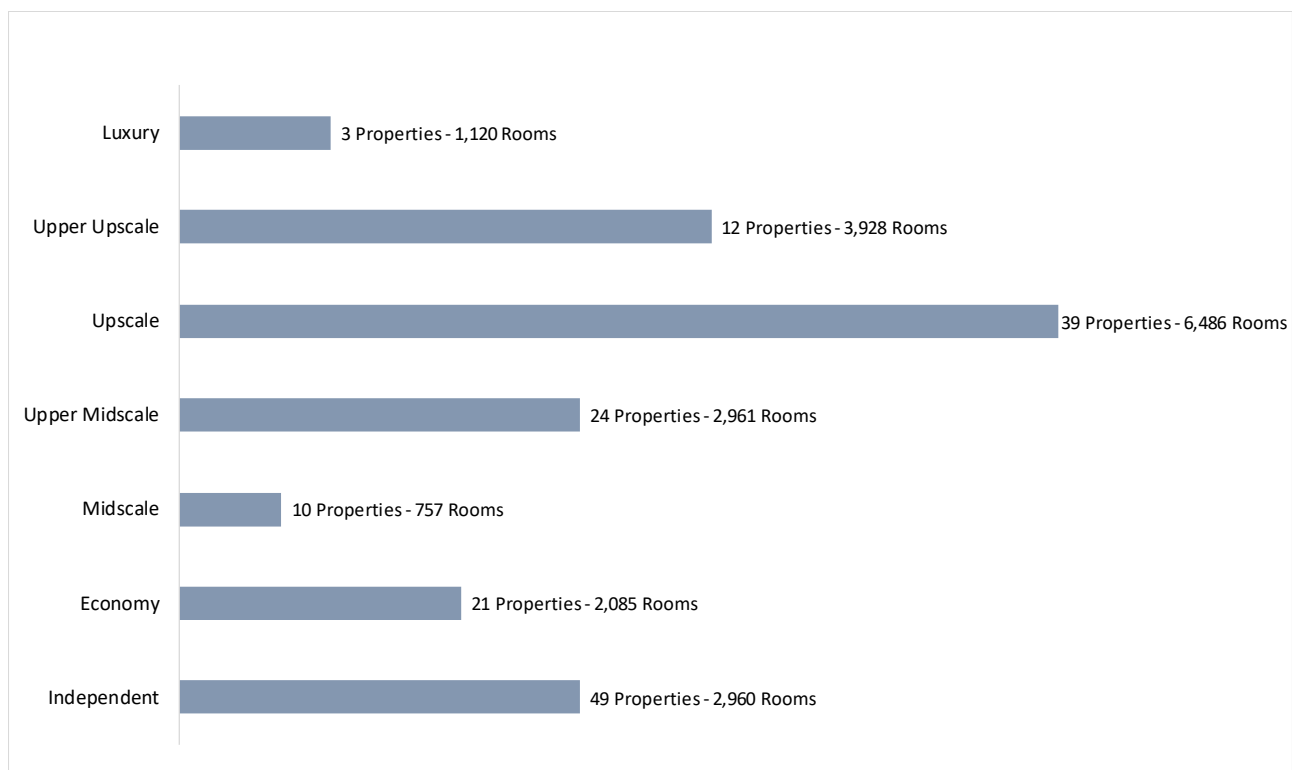
Hotels are concentrated in downtown San Jose, near SJC, and along major roadways. Most out-of-town users of the Ice Centre are families and youth groups traveling to San Jose for a weekend tournament or showcase event. A variety of hotel options at multiple price points is favorable. Sports groups are typically price sensitive and prefer less expensive limited and select service properties that offer guest amenities such as complimentary breakfast. Sports tournaments often occur on weekends, when corporate demand is low, so many full-service hotel properties can accommodate sports demand. A strong corporate or leisure hotel market, however,

may have a negative impact on event participation as higher occupancy rates may drive room rates higher than tournament attendees are willing to pay.

Smith Travel Research (“STR”) maintains a database of approximately 140,000 hotel properties and 13 million hotel rooms around the world. The STR database identifies 158 hotel properties with nearly 20,300 guest rooms within ten miles of the Ice Centre.

The following figure presents a summary of properties and guest rooms by service level.

2.12 10-MILE RADIUS LODGING BY SERVICE LEVEL



Source: STR

Nearby hotel properties represent a mix of service levels ranging from economy to luxury properties. Approximately 57% of rooms are in luxury, upper upscale, and upscale hotels. Approximately 3,700 guest rooms, less than 20% of hotel room supply, are in midscale and upper midscale properties typically favored by price-sensitive tournament attendees.

Markets with strong corporate lodging demand are often less attractive options for sporting events as attendees are unwilling to pay higher market rates. The average daily rate (“ADR”) of San Jose’s hotels has risen dramatically in recent years, climbing from around \$140 per night in 2012 to over \$212. The booming regional economy and growing lodging demand have driven occupancy rates to near 80%. While mid-week rates in downtown hotels have surpassed \$300, most events occur over a weekend allowing attendees to secure lower rates

Planned increases in supply may relieve the upward rate pressure. There are currently 80 proposed hotels and five hotel expansions that would add approximately 12,000 hotel rooms to the greater Silicon Valley area, 32% of which are planned for San Jose. There are 20 hotel projects with 3,300 rooms currently under construction, 33% of those in San

José. While short term dips in occupancy and ADR are likely when these hotels come on line, the long-term impacts of the absorption of new hotel development depend on the economy.

CONCLUSIONS

As a densely populated, well-educated, and affluent region, the market surrounding the Ice Centre is capable of supporting the proposed expansion. The market’s demographic characteristics generate spending on participant sports, recreation, and entertainment and sports admissions that is well above national household averages and the local economy is well-diversified in a variety of industries.

The Ice Centre is a desirable destination for tournaments and other events. It is easily accessed from all parts of the region. Visitors for tournaments and other events have good highway access and the ability to fly into major airports. Lodging options within ten miles of the Ice Centre are plentiful, but high hotel rates in properties near downtown San José may make the Ice Centre less attractive to event planners and may cause event attendees to book properties at a greater distance from the facility.

3. PARTICIPATION ANALYSIS

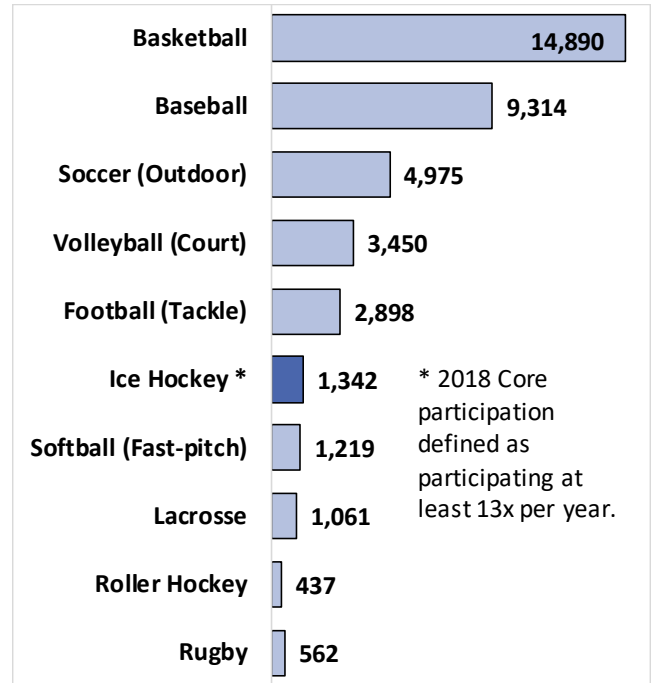
Trends in national and regional sports participation provide background information necessary to assess demand potential for the programs and events at the Ice Centre. This section presents data from multiple sources, including national governing bodies and third-party research. When available, we also present participation data at the state, regional, and local level.

TEAM SPORTS PARTICIPATION

The Sports and Fitness Industry Association (“SFIA”) conducts annual surveys on adult and youth participation in a variety of indoor and outdoor sports. SFIA produces reports regarding participation levels and the demographics of those participants. To assess general sports participation trends, we studied participation in several team sports. SFIA segments participation by the number of times someone participates in a sport each year.

The following figure presents the annual number of core participants in ten team sports for the most recent year of available data. SFIA defines a core participant as one who participates in a particular sport at least 13 times in a year.

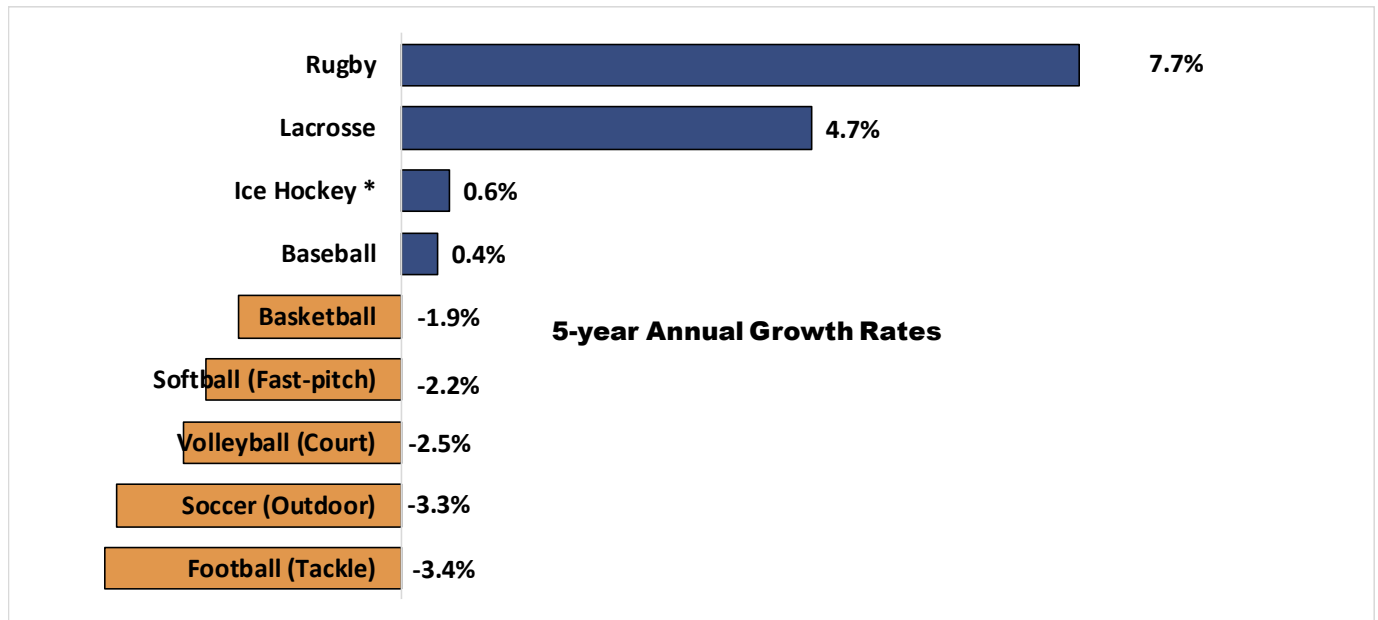
3.1 2017 CORE PARTICIPATION* IN TEAM SPORTS IN 000s



Source: SFIA

Basketball has the greatest participation, followed by baseball and outdoor soccer. Throughout the US, over 1.3 million people participate in ice hockey at least 13 times per year. Sports participation rates are continually changing as population demographics and the popularity of certain sports varies with the popularity of Olympic and professional sports. The following figure presents the annual rate of growth or decline for the past five years.

3.2 TEAM SPORTS' PARTICIPATION GROWTH RATES (2012-2017)



Source: SFIA

Some of the most popular team sports have experienced significant declines in participation over the past five years. Ice hockey has maintained positive growth.

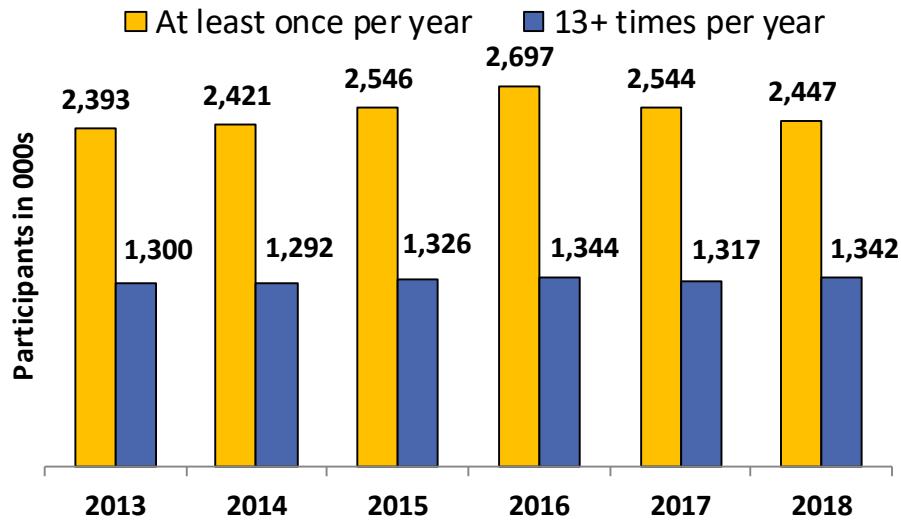
Ice hockey represents primary event programming at the Ice Center. Figure skating and curling also take

place. The following analyses discuss participation trends of these three sports in greater detail.

ICE HOCKEY PARTICIPATION

The following figure presents information on national ice hockey participation over the past six years, highlighting trends in total and core participation.

3.3 ICE HOCKEY PARTICIPATION IN 000s



Source: SFIA

Although it has a positive five year growth trend, total participation in ice hockey has been declining since 2016. Despite a slight dip in 2017, core ice hockey has experienced steady growth rebounded in 2018. Over the past several years, core ice hockey participation has remained relatively flat at around 1.3 million participants.

SFIA also produces reports with more detailed analyses of the demographics and geography of participants in each sport. The following figure

presents the gender, age, and household income of core ice hockey participants.

Of the 1.3 million people (0.4% of the total U.S. population) that participate in ice hockey at least 13 times each year, the majority (84%) are male. One-quarter of participants (24%) are under age 13, and adult participation remains strong across several age groups. Ice hockey participants tend to be from households with higher income levels and, therefore, greater amounts of disposable income.

3.4 CORE U.S. ICE HOCKEY DEMOGRAPHICS (2018)

	Total # of Part. (000s)	Share of Total	Participation Rate by Group	Index *
Total	1,342	100%	0.40%	
Gender				
Male	1,130	84%	0.8%	173
Female	212	16%	0.1%	31
Age				
6 to 12	324	24%	1.1%	241
13 to 17	264	20%	1.3%	275
18 to 24	146	11%	0.5%	113
25 to 34	183	14%	0.4%	92
35 to 44	220	16%	0.5%	118
45 to 54	106	8%	0.2%	54
55 to 64	87	7%	0.2%	47
65+	12	1%	0.0%	6
Household Income				
Under \$25k	80	6%	0.2%	39
\$25-\$49k	144	11%	0.2%	49
\$50-\$74k	274	21%	0.5%	111
\$75-\$99k	330	25%	0.8%	179
\$100k+	513	38%	0.6%	125

* Ratio of group participation rate and national participation rate.

Source: SFIA

A participation index of greater than 100 for any group indicates that the cohort’s participation in ice hockey is over penetrating the national average. Male youth participation is strong, as is that for males aged 35 to 44. Participation is significantly stronger for those in households with at least \$50,000 of annual income.

SFIA segments sports participation onto nine geographic regions across the U.S. California is

located in the Pacific region along with Oregon and Washington.

The following figure maps these regions. The participation rates for each of the nine U.S. regions follows.

3.5 SFIA GEOGRAPHIC REGION MAP



Sources: SFIA, Esri

3.6 CORE ICE HOCKEY PARTICIPATION BY REGION

Region	Total # of Part. (000s)	Share of Total	Participation Rate by Group	Index *
Pacific	251	19%	0.5%	114
Middle Atlantic	189	14%	0.4%	93
East North Central	181	14%	0.4%	93
West North Central	172	13%	0.9%	196
South Atlantic	171	13%	0.3%	65
New England	144	11%	1.0%	234
Mountain	113	8%	0.5%	115
West South Central	97	7%	0.3%	60
East South Central	23	2%	0.1%	29

* Ratio of group participation rate and national participation rate.

Source: SFIA

The Pacific region makes up 19% of the core ice hockey participation in the United States. Around 0.5% of the total population in the Pacific region is a core ice hockey participant. This figure compares favorably with the 0.4% national participation average and one of the highest participation averages in the country. The Pacific region has the greatest number of ice hockey participants, while the New England region has the highest participation rate.

USA HOCKEY

USA Hockey is the National Governing Body (“NGB”) for the sport of ice hockey in the United States. It is also the official representative to the United States Olympic Committee and the International Ice Hockey Federation. USA Hockey’s

primary emphasis is the support and development of local ice hockey programs. Although youth hockey is the main focus in this endeavor, USA Hockey also supports a variety of junior and adult hockey programs for players of all ability levels. The organization also supports the growing disabled hockey programs.

Most participants in competitive ice hockey clubs register as USA Hockey members. The organization has tracked athlete membership for several years.

The breakdown of membership by age over the past six years is presented in the figure below.

3.7 USA HOCKEY MEMBER REGISTRATIONS

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Average Annual Growth Rate (2014-19)	% of Total
All Players	519,417	533,172	542,583	555,175	562,145	567,908	1.80%	
Age								
Adult	167,527	174,428	178,094	180,400	179,631	181,765	2.06%	32%
13-17	125,639	128,020	130,174	131,822	132,062	132,376	1.31%	23%
6-12	174,841	178,578	181,066	184,906	189,150	191,909	2.36%	34%
Under 6	51,410	52,146	53,249	58,047	61,302	61,858	4.73%	11%

Source: USA Hockey

Player membership in USA Hockey has grown steadily over the past six years with adult membership, representing around one-third of the total membership. Participation by the youngest players (6 and under) has seen the strongest growth.

USA Hockey also tracks membership by state. The following figure presents membership by gender in the top ten states.

3.8 MEMBERSHIP BY STATE 2018-19

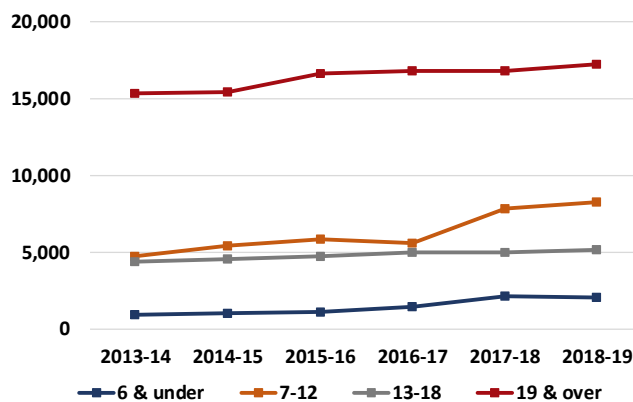
State	Male	Female	Total Membership	% over 18
Top 10				
Minnesota	43,700	14,223	57,923	15%
New York	44,173	6,414	50,587	27%
Massachusetts	37,362	11,367	48,729	11%
Michigan	43,398	5,266	48,664	48%
California	29,472	3,224	32,696	53%
Pennsylvania	29,319	3,239	32,558	31%
Illinois	27,362	3,410	30,772	27%
New Jersey	18,441	1,815	20,256	28%
Wisconsin	16,117	4,121	20,238	22%
Ohio	14,898	1,326	16,224	35%

Source: USA Hockey

With around 32,700 athletes, California ranks 5th in registered ice hockey participants. The state’s adult members make up more than half of the membership (53%), a figure much higher than the national average of 32% adults.

The following figure tracks USA Hockey player memberships in California over the past six years. The data includes both male and female members.

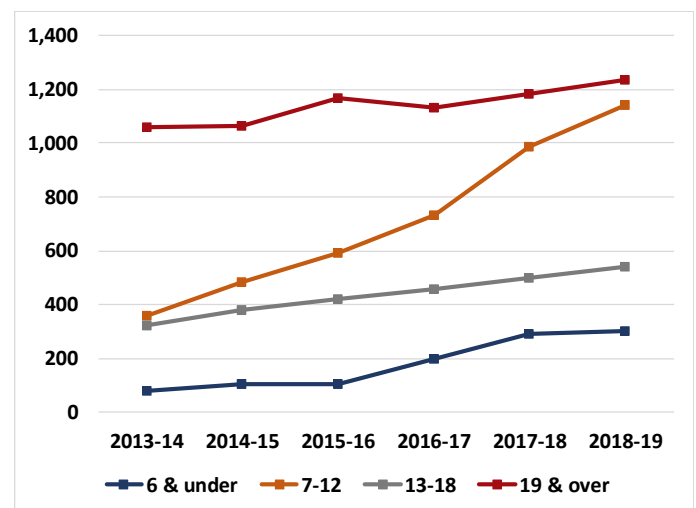
3.9 CA MEMBERSHIP TRENDS-ALL PLAYERS



Source: USA Hockey

All age groups have demonstrated positive growth over the past six years. The following figure shows that increases in female membership fuel much of this growth.

3.10 CA MEMBERSHIP TRENDS-FEMALE PLAYERS



Source: USA Hockey

Over the past five years, the compound annual growth rate for female membership of players under 13 years of age is higher than 25%, a positive sign for continued growth at higher age levels.

USA Hockey also tracks high school participation. California is home to 74 registered high school teams with a total of around 1,600 players. In terms of high school player registrations, California ranks as the sixth most active state in high school hockey.

CALIFORNIA AMATEUR HOCKEY ASSOCIATION

Affiliated with USA Hockey, the California Amateur Hockey Association (“CAHA”) is the state’s governing body for the sport. CAHA’s primary objective is to develop, encourage, and regulate amateur ice hockey such that the sport is made available to the most possible number of players at all levels of competition. CAHA oversees ice hockey

programs for boys and girls, high school, adult, and disabled hockey participants.

CAHA sanctions three ice hockey leagues, including the Northern California Junior Hockey Association (“Norcal”) which is active in the Bay Area. Norcal league members include 15 ice hockey clubs, including the San José Jr. Sharks and the San José Jr. Sharks Girls, both based at the Ice Centre. Golden State Elite Hockey is the youth tier hockey program for Northern California for players from the 12 and under through 18 and under divisions.

The following figure presents Norcal member clubs and the number of hockey teams fielded by each club during the past 2018-19 season. A map of the ice facilities used by Norcal that identifies the club home ice location follows.

3.11 NORCAL HOCKEY CLUBS

Club	Home Ice	Norcal League Teams
Tri-Valley Blue Devils	Dublin Iceland & Tri Valley Ice	10
San José Jr. Sharks	Solar4America San Jose	9
Redwood City Black Stars	Nazareth Ice Oasis San Mateo	8
San Francisco Sabercats	Yerba Buena Ice Skating Center	7
Santa Clara Blackhawks	Solar4America Fremont	7
Santa Rose Flyers	Redwood Empire Ice Arena	7
Golden State Elite Eagles	Vacaville Ice Sports	7
Vacaville Jets	Vacaville Ice Sports	6
Cupertino Cougars	Ice Center at Cupertino	5
Capital Thunder	Skatetown Roseville	5
San José Jr. Sharks Girls	Solar4America San Jose	4
Fresno Jr. Monsters	Gateway Ice Center	3
Lake Tahoe Grizzlies	South Lake Tahoe Ice Arena	3
Oakland Bears	Oakland Ice Center	3
Stockton Colts	Oak Park Skating Arena	3
Tri-Valley Lady Blue Devils	Dublin Iceland	2

Source: Norcal

3.12 NORCAL HOCKEY CLUB HOME VENUES



Source: Norcal

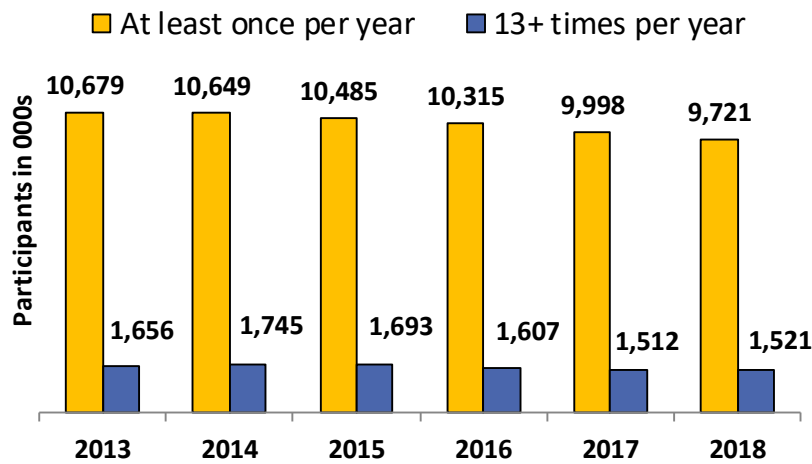
ICE SKATING PARTICIPATION

Ice skating is a secondary activity to ice hockey at the Ice Centre. Around ten million people in the U.S. ice skate at least once per year. Ice skating participation has declined slightly since the last decade but has remained relatively consistent over the past few years.

Approximately 1.5 million core participants skate at least 13 times per year.

The following figure presents the national participation rates for ice skating over the past five years and represents both adult and youth participation.

3.13 U.S. ICE SKATING PARTICIPATION IN 000S



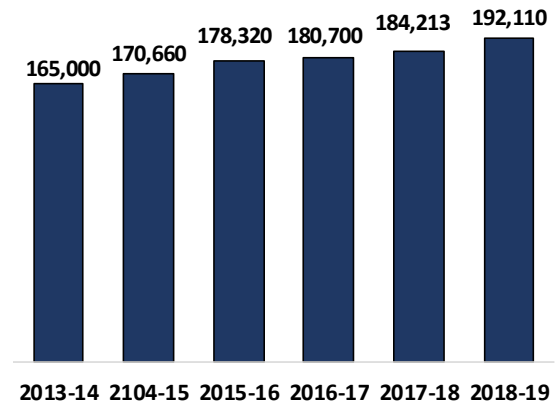
Source: SFIA

U.S. FIGURE SKATING ASSOCIATION

The U.S. Figure Skating Association is the national governing body for the sport, including the disciplines of single and pair figure skating, ice dance, and synchronized skating. Members include private clubs, collegiate clubs, school-affiliated clubs, and individual members. With around 700 member clubs nationally, total membership surpassed 184,000 in 2017.

The following figure presents U.S. Figure Skating Membership for the past six years.

3.14 U.S. FIGURE SKATING MEMBERSHIP

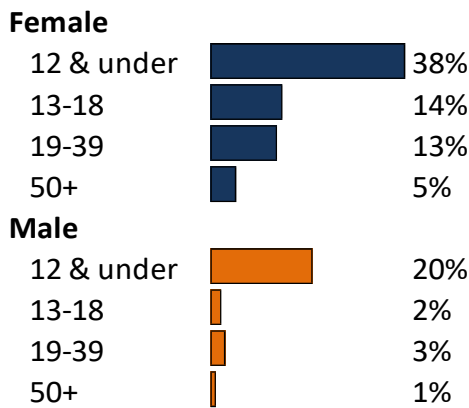


Source: U.S. Figure Skating

Like many Olympic sports, participation in figure skating tends to increase following an Olympic year. Figure skating maintained membership gains realized following the 2014 Olympic Games and attracted even more members after the 2018 games.

As shown in the following figure, 70% of U.S. Figure Skating members are female, and 58% are girls and boys aged 12 and younger.

3.15 U.S. FIGURE SKATING MEMBER DEMOGRAPHICS



Source: U.S. Figure Skating

USA CURLING

While making up a relatively small percentage of ice time at the Ice Centre, curling is a regular activity that is gaining popularity. USA Curling is the NGB for the sport of curling in the U.S. USA Curling’s mission is to enable U.S. athletes to achieve sustained competitive excellence in international competitions and promote the growth of the sport. USA Curling currently includes 185 member clubs with 23,500 individual member curlers. The sport’s growth over the past decade has been huge, with a 65% increase in membership since 2010. The Olympic gold medal earned by the American team in the 2018 games in PyeongChang has fueled even more interest in the sport

Curling’s growth in the U.S. is consistent with its exploding popularity worldwide. The sport heads to the 2022 games as the fastest growing Winter

Olympic sport and is enjoying new exposure on television.

CONCLUSIONS

Some of the most popular youth team sports have experienced flat or declining core participation rates over the past five years. Ice hockey is a notable exception with a positive annual compound growth rate. There are no indications of future instability in the sport, except to the extent long-term participation rates will likely follow the overall population and economic trends of the market. The U.S. Census Bureau reports that the proportion of the population younger than 20 is expected to decline slightly over the 2016-2060 period, decreasing from 25% to 22%. Sports like ice hockey, with stronger adult participation rates, should be able to maintain more stability with the country’s changing demographics.

With nearly 300,000 regular players, the Pacific region has the largest number of core ice hockey participants in the country. With around 33,000 hockey players registered with USA Hockey, California’s participation rates are above the national average. Ice hockey participation is showing continued signs of growth at all age levels, with the greatest potential in the growing interest in girls and women hockey programs. Currently, female hockey players make up less than 20% of the total, a figure that has grown steadily over the past decade.

Similarly, figure skating and curling, are enjoying growth from both recreational and competitive participants. Although a relatively small percentage of ice time is devoted to it, curling shows the greatest potential for significant growth, particularly among adult players.

4. COMPETITIVE AND PEER VENUES

To inform our building program review, participation and event demand forecast, and operating assumptions, we researched and analyzed the building programs, pricing, and demand for ice complexes in the Bay Area and throughout the U.S. We reviewed the facilities, programs, operations, and relevant market data for four sets of venues:

- Local ice venues in the Bay Area and the surrounding region that are used by Norcal member clubs that offer competitive programming to the Ice Centre
- Comparable ice venues throughout the U.S. that serve as practice sites for an NHL team and offer youth and adult hockey programs, public rentals, and recreation to residents
- Comparable arenas that serve as home ice for an AHL team
- Large, multi-rink ice centers in markets of similar size and demographic characteristics as San José

LOCAL ICE VENUES

Including the Ice Centre, Norcal identifies 16 ice venues used by its member clubs, including 14 indoor and 2 outdoor facilities. Most offer similar programming to that found in the Ice Centre, including youth and adult hockey programs, figure skating, public skate, and skating lessons.

The following figure presents information on the location and size of competitive ice venues.

4.1 NORCAL ICE VENUES

Venue	City	Rinks
Solar 4 America Ice Centre *	San Jose	4
Oakland Ice Center *	Oakland	2
Vacaville Ice Sports	Vacaville	2
Tri-Valley Ice	Livermore	2
Ice Center at Cupertino	Cupertino	1
Dublin Iceland	Dublin	1
Solar4America Fremont *	Fremont	1
Gateway Ice Center	Fresno	1
Winter Lodge **	Palo Alto	1
Nazareth Redwood City	Redwood City	1
Skatetown Roseville	Roseville	1
Sacramento Iceland **	Sacramento	1
Yerba Buena Ice Skating Center	San Francisco	1
Nazareth San Mateo	San Mateo	1
Redwood Empire Ice Arena	Santa Rosa	1
South Lake Tahoe Ice Arena	South Lake Tahoe	1
Oak Park Skating Arena	Stockton	1

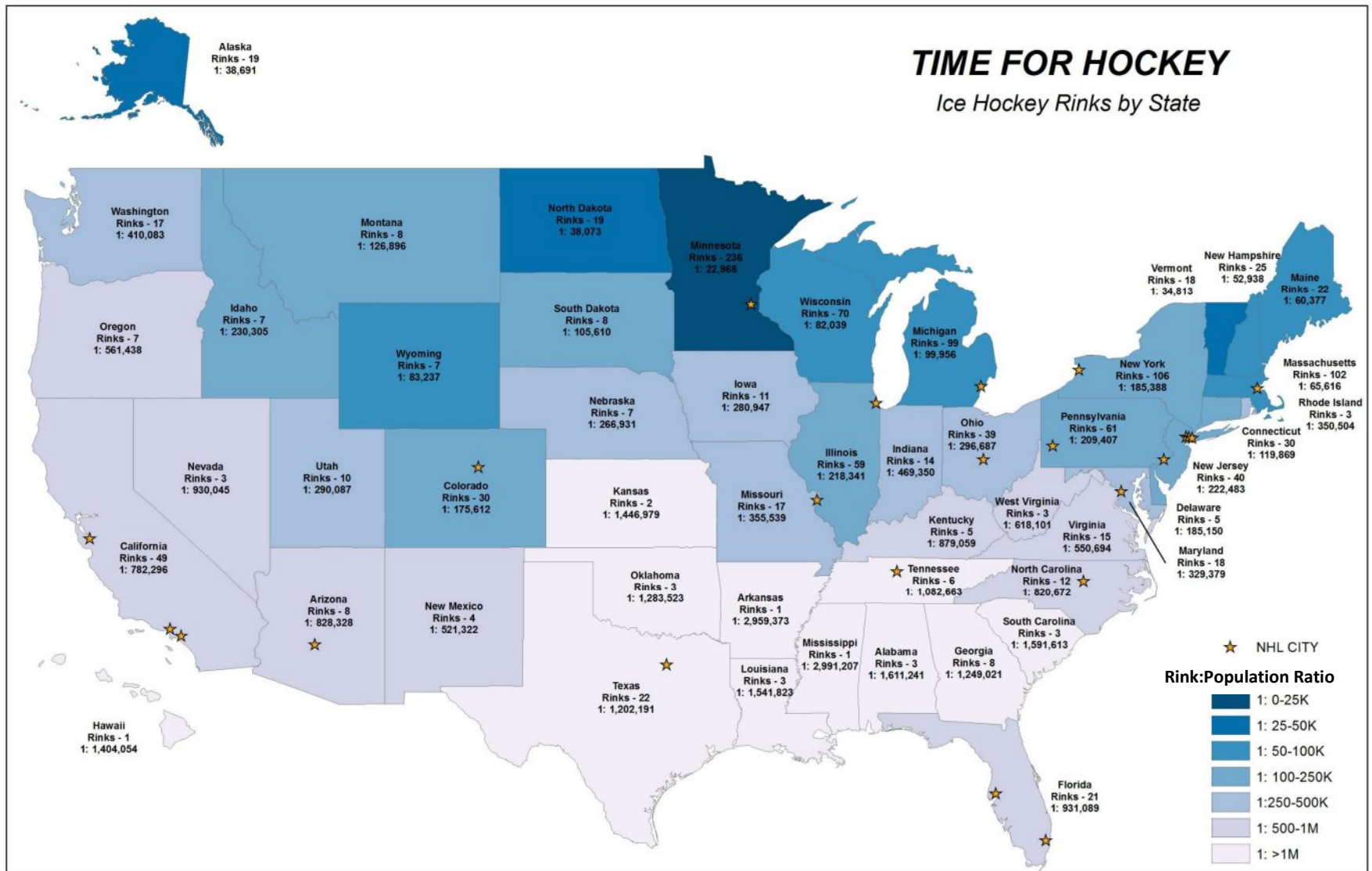
* Operated by Sharks Ice ** Outdoor Venue

Source: Norcal, Respective Venues

All of the above venues are privately operated, and with the exception of the two outdoor venues, offer year-round ice programs. With four ice sheets, the Ice Centre in San José is by far the largest facility in the region.

Together, the above 21 rinks serve the population in 16 counties or roughly 12.3 million people, representing approximately 586,000 people per rink. A recent inventory of rinks in the U.S. compiled by rinktime.com yielded the following figure which compares the ratio of population per rink for each state. .

4.2 ICE RINK TO POPULATION RATIO MAP



Source: Rinktime.com

The rink to population ratio varies widely across the U.S. California, Arizona, Texas, Florida, Tennessee, and North Carolina have significantly fewer rinks as compared to other states with more mature NHL markets. Traditional hockey markets in the northeast and great lakes regions have several times the number of rinks per capita than found in the Bay Area and are better able to accommodate demand for ice time. Compared to other hockey markets, there is the capacity for significant expansion of ice rink supply in the Bay Area as ice sports continue to gain

popularity and demand for ice time increases. Local ice venues offer a variety of in-house hockey and skating programs and rent ice time to tenants. All offer public skate sessions and learn to skate programs. In-house youth and adult hockey leagues are also popular. Facilities also accommodate the ice time needs of various tenants for training and games.

As shown in the following figure, with four ice sheets, the Ice Centre in San José is able to accommodate the greatest variety of programs and tenants.

4.3 LOCAL ICE RINK PROGRAMS AND TENANTS

Facility	County	Public Skate	Learn to skate	Youth Travel Hockey	Youth Leagues	Adult Leagues	High School	Collegiate	Curling	NHL/AHL Practice
Solar 4 America Ice Centre	Santa Clara	●	●	●	●	●	●	●	●	●
Oak Park Skating Arena	Alameda	●	●	●	●	●		●	●	
Solar4America Fremont	Alameda	●	●	●	●	●				
Skatetown Roseville	Humboldt	●	●	●	●	●		●		
Redwood Empire Ice Arena	Sonoma	●	●	●	●	●	●			
South Lake Tahoe Ice Arena	El Dorado	●	●	●	●	●		●		
Vacaville Ice Sports	Solano	●	●	●	●	●	●			
Tri-Valley Ice	Alameda	●	●	●	●	●	●			
Ice Center at Cupertino	Santa Clara	●	●	●	●	●				
Gateway Ice Center	Fresno	●	●	●	●	●				
Oakland Ice Center	Alameda	●	●	●	●	●				
Nazareth Redwood City	San Mateo	●	●	●	●	●				
Yerba Buena Ice Skating Center	San Francisco	●	●	●	●	●				
Nazareth San Mateo	San Mateo	●	●	●	●	●				
Dublin Iceland	Alameda	●	●	●		●				
Winter Lodge *	Santa Clara	●	●							
Sacramento Iceland *	Sacramento	●	●							
* Outdoor										

Source: Respective Facilities

To assess the reasonableness of projected program pricing, we researched current pricing for hockey and

figure skating activities at each of the competitive local ice venues.

The following figure presents available data for public skate, figure skating lessons, drop-in hockey, and Gretzky stick time.

4.4 LOCAL ICE RINK ACTIVITY PRICING

Venue Name	County	Public Skate	Skate Rental	Adult Drop-in	Gretzky/ Stick Time	Learn to Skate per Session
Solar4America San Jose	Santa Clara	\$12.50	\$5.00	\$16.00	\$16.00	\$20.00
Oak Park Skating Arena	Alameda	\$7.00	\$5.00	\$12.00	\$7.50	na
Solar4America Fremont	Alameda	\$11.50	\$5.00	\$16.00	\$16.00	\$20.00-21.00
Skatetown Roseville	Humboldt	\$10.00	\$3.50	\$18.00	\$13.00	\$17.50
Redwood Empire Ice Arena	Sonoma	\$10.00	\$4.00	\$16.00	\$12.00	\$15.00
South Lake Tahoe Ice Arena	El Dorado	\$13.00	\$2.00	\$12.00	na	only private
Vacaville Ice Sports	Solano	\$12.00	\$3.00	\$16.00	\$15.00	\$18.50
Tri-Valley Ice	Alameda	\$9.50	\$2.50	\$10.00	\$10.00	\$18.10
Ice Center at Cupertino	Santa Clara	\$13.00	\$8.00	\$12.00	\$7.00	\$18.60-27.40
Gateway Ice Center	Fresno	\$8.50	\$5.50	na	\$13.00	\$16.00-19.00
Nazareth Redwood City	San Mateo	\$12.00	\$4.00	\$20.00	\$15.00	\$23.10-28.10
Yerba Buena Ice Skating Center	San Francisco	\$10.00	incl	\$18.00	\$16.00	\$20.50
Nazareth San Mateo	San Mateo	\$15.00	\$5.00	na	na	\$23.10-28.10
Dublin Iceland	San Mateo	\$9.00	\$3.00	\$10.00	na	\$21.40-24.30
Oakland Ice Center	Alameda	\$12.00	\$5.00	\$16.00	\$16.00	\$19.20
Winter Lodge *	Santa Clara	\$12.00	\$5.00	na	na	na
Sacramento Iceland *	Sacramento	\$10.00	incl	na	na	\$15.00
Maximum		\$15.00	\$8.00	\$20.00	\$16.00	\$23.10
Minimum		\$7.00	\$2.00	\$10.00	\$7.00	\$15.00

* Outdoor Venue

Source: Respective Venues

NHL PRACTICE FACILITIES

Many NHL teams use a local community rink as a primary practice site. Home arenas serve many events and tenants and are often occupied with other

events, making it difficult for teams to schedule consistent on-ice practice time. NHL teams also recognize the importance of community interaction and team accessibility on the popularity and growth

of the sport. NHL teams typically train during non-prime hours in the morning and early afternoon, ensuring ice availability and few conflicts with other

users. The following figures present a summary of 25 NHL practice sites in the United States.

4.5 NHL PRACTICE FACILITIES

			Year Opened / Renovated	Rinks	Building Size (SF)	Seating Capacity
Maximum					280,000	3,500
Centene Community Ice Center	St. Louis	Blues	est. 2019	4		
Ducks Training Center at Great Park	Anaheim	Ducks	2018	4		
Solar 4 America Ice Centre	San Jose	Sharks	2005 reno	4		
Ice Den Scottsdale	Arizona	Coyotes	1998	3		
Toyota Sports Center	Los Angeles	Kings	2000	3		
Northwell Health Ice Center	New York	Islanders	2014	3		
Ice Den	Florida	Panthers	2010	3		
Ice Sports Forum	Tampa	Lightning	1997	2		
Centennial Sportsplex	Nashville	Predators	1999 reno	2		
Family Sports Center	Colorado	Avalanche	2000	2		
UPMC Lemieux Sports Complex	Pittsburgh	Penguins	2015	2		
mb Ice Arena	Chicago	Blackhawks	2018	2		
City National Arena	Vegas	Golden Knights	2017	2		
Ford Ice Center	Nashville	Predators	2014	2		
MedStar Capitals Iceplex	Washington	Capitols	2006	2		
Flyers Skate Zone	Philadelphia	Flyers	2000	2		
The Rinks at HarborCenter	Buffalo	Sabres	2014	2		
Barnabas Health Hockey House	New Jersey	Devils	2007	1		
Tria Rink at Treasure Island Center	Minnesota	Wild	2017	1		
Little Caesars Arena Practice Ice	Detroit	Red Wings	2017	1		
Warrior Ice Arena	Boston	Bruins	2016	1		
Raleigh Center Ice	Carolina	Hurricanes	2016 reno	1		
Comerica Center	Dallas	Stars	2003	1		
MSG Training Center	New York	Rangers	2002	1		
OhioHealth Ice Haus	Columbus	Blue Jackets	2000	1		
Minimum					35,000	300
Average				2	184,865	868

Source: Respective Facilities

Recognizing the importance of youth hockey in developing the next generation of elite players and fans of the sport, the NHL has taken an active role in community ice rink development around the country. Since 2014, 11 NHL teams have developed new or renovated practice facilities, all of which offer ice time for youth hockey clubs and other users. Most offer public skating, adult leagues, and learn to skate programs found in typical community ice rinks. The shared presence of professional hockey teams and amateur hockey programs in a single venue has proven to be a successful model, attracting new players to the sport and generating excitement for the local professional team.

Recent and future planned developments indicate a trend toward mixed uses, including hotel, dining, retail, and medical, rehabilitation, and training centers. With six ice sheets, the expanded Ice Center will be the largest community ice center in the nation that serves as an NHL practice site.

The following case studies highlight the varying roles that an NHL team can take in the ownership and operation of a community recreation facility. They also describe the complimentary developments and amenities that can accompany an ice complex.

CENTENE COMMUNITY ICE CENTER

Scheduled to open in the fall of 2019, the Centene Community Ice Center in Maryland Heights Missouri will serve as the practice facility for the St. Louis Blues. The nonprofit Legacy Ice Foundation is responsible for the development and operation of the venue which will be owned by the City of Maryland Heights. Funding for the \$78 million project is being provided by public and private sources, including

\$15.9 million in private donations, comprising 20% of the project costs. To secure bond funding, the Legacy Ice Foundation signed multiple, long-term contracts with hockey tenants, including the St. Louis Blues, several youth hockey clubs, and a local university.

The 277,000 square foot facility will house three indoor and one covered outdoor ice sheets. An indoor rink will have a seating capacity of 3,500 and will host ice shows and competitions as well as concerts and other entertainment. During the summer months, the outdoor rink will be converted to a 5,000-seat amphitheater and plaza suitable for concerts and festivals.

Other program elements include:

- Dedicated medical center office space and shared training center
- St. Louis Blues training center, locker, and team offices
- Dedicated locker rooms for contracted tenants and 18 additional non-dedicated locker rooms
- Team study and multipurpose rooms
- 12,700 square foot St. Louis Sports Hall of Honor
- Full-service restaurant
- Retail store, pro shop

CENTENE COMMUNITY ICE CENTER



The Legacy Ice Foundation recently signed a ten-year naming rights agreement with Centene, a Fortune 100 multi-national healthcare enterprise. The agreement features signage, marketing, and communications elements.

UPMC LEMIEUX SPORTS COMPLEX

Opened in 2015 in Cranberry Township, Pennsylvania, the \$70 million UPMC Lemieux Sports Complex was privately developed, is owned by the University of Pittsburgh Medical Center, and is leased to the Pittsburgh Penguins for practice and other programs. The 185,000 square foot facility houses two NHL regulation rinks with a total seating capacity of 1,500. In addition to serving as the primary practice facility for the Pittsburgh Penguins, the Penguins Rinks are home to the Penguins Hockey School, AAA Elite hockey teams, and local high school hockey programs. Other program elements include:

- 54,000 square feet of clinical space including:
- Sports medicine clinic
- Physical therapy gym

- Aquatic therapy
- MRI and x-ray imaging
- 14 locker rooms
- 1,500 square feet of hockey skills training space
- Sports performance space, including spring track and batting cages
- Café
- Retail space

UPMC LEMIEUX SPORTS COMPLEX



In addition to supporting local team training and public recreation, the facility has hosted regional hockey tournaments and a USHL showcase event. Future phased development for the site surrounding the sports complex includes plans for five restaurants, a hotel, retail, and office space.

MEDSTAR CAPITALS ICEPLEX

Opened in 2006, the MedStar Capitals Iceplex was developed atop an existing seven-level parking garage in Arlington, Virginia. Funding for the \$42.8 million

county-owned facility included \$6 million from Arlington County, \$1.5 million from the Washington Capitals, and a \$34.7 million revenue bond backed by the County. The Washington Capitals pay a fixed \$2.4 million lease to cover debt service on the revenue bonds. The 137,000-square foot facility contains two NHL regulation ice sheets with a total seating capacity of 1,200. In addition to serving as the primary practice facility for the Washington Capitals, facility users include the Georgetown and George Washington University club hockey teams, youth and adult teams and leagues, lessons, and public recreation. The Iceplex is also home to the NOVA Cool Cats special hockey team and the DC Sled Sharks, a sledge hockey team for physically disabled youths. Other program elements include:

- Eight locker rooms
- 20,000 square feet of team training space
- 20,000 square feet of administrative offices for the Capitals and Mystics
- 1,200 square feet of public training space
- Pro shop

MEDSTAR CAPITALS ICEPLEX



The development of the MedStar Iceplex is an example of a successful public-private partnership. The Capitals have access to a world-class training facility and headquarter offices at a relatively low cost. Arlington County has a new ice complex that has over 90% of its ice time available for public use. Around one million people visit the Iceplex annually. A nearby mall and restaurants reported a significant boost in sales after the opening of the venue. Several hockey tournaments hosted by the Iceplex have also produced economic impacts through visitor spending at neighboring hotels and restaurants.

In July of 2018, MedStar Health secured a ten-year naming rights agreement for three Washington-area practice facilities, including the Iceplex, a basketball training facility for the NBA Wizards and WNBA Mystics, and training space use by Wizards District Gaming, an esports team.

NORTHWELL HEALTH ICE CENTER

Opened in 2014, the Northwell Health Ice Center is a privately owned and operated facility located on Nassau County Parks land. The 165,000 square foot facility houses two NHL regulation rinks and a third outdoor rink. Since 2017, the facility has served as the primary practice facility for the New York Islanders. Improvements added team locker rooms, workout facilities, and coaches’ offices. The ice center is also home to a local amateur hockey organization, youth and adult leagues, a hockey academy, and public recreation. Other program elements include:

- 10 locker rooms
- Dry floor warm-up room, including track
- Fitness/exercise room
- Full-service restaurant
- Party rooms
- Pro shop
- Independent gymnastics center

NORTHWELL HEALTH ICE CENTER



The Northwell Health Ice Center location, central to its Long Island fan base, has allowed the Islanders to

successfully integrate into the local ice hockey community. In addition to training, the Islanders have hosted public mini-camps and scrimmages at the ice center. The facility also hosts large hockey tournaments, including the Lighthouse International Tournament for the past several years.

FORD ICE CENTER

Opened in 2014, the \$14 million Ford Ice Center in Antioch, Tennessee is owned and operated by the Nashville Predators. The 90,000 square foot facility houses two NHL regulation rinks. In addition to serving as the secondary practice facility for the Nashville Predators, the Ford Ice Center is home to the Vanderbilt and Middle Tennessee University hockey programs, an NA3HL team, youth and adult hockey programs, and the Scott Hamilton Skating Academy.

The Ford Ice Center is part of a \$32 million mixed-use development that will include a publicly owned library, community center, and a park. The Predators maintain their team offices and primary practice facilities at the Bridgestone Arena and Centennial Sportsplex, both in downtown Nashville.

Other program elements include

- 8 locker rooms
- 2,500 square foot training area
- Party rooms
- Yoga studio
- Pro shop

FORD ICE CENTER



The Predators have recognized the positive impact of engaging with the ice hockey community at a suburban practice site. In 2017, the team announced a preliminary agreement for a new community ice center in Bellevue, Tennessee, approximately 20 miles southwest of Nashville. The Bellevue facility would be modeled after the Ford Ice Center and would also be part of a larger mixed-use development. Similar to the Ford Ice Center, the Predators would conduct some practices at the Centennial facility.

AHL ARENAS

The AHL is a North American based professional hockey league comprised of 31 teams in four

divisions. The AHL is the primary development league of the NHL and every team in the league has an affiliation with one NHL team.

Unlike the San José Barracuda, most AHL teams play in markets without a major league sports team. Other notable exceptions include the San Antonio Rampage, Cleveland Monsters, and Milwaukee Admirals. Like the Barracuda, these teams currently or previously have shared an arena with an NHL or NBA tenant. (The Milwaukee Admirals shared the Bradley Center with the Milwaukee Bucks for several seasons prior to the opening of the Fiserv Forum in 2018.) The Barracuda are one of four AHL teams to play in a market that also has an NHL team, including Chicago, Dallas, and Toronto..

AHL teams play in a variety of venues, but the majority have their home ice in a small to medium-sized arena, with 4,000 to 10,000 seats and a single sheet of ice.

The following figure presents the 18 AHL home arenas that have been built or renovated since 2000.

4.6 AHL ARENAS BUILT OR RENOVATED SINCE 2000

			Year Opened / Renovated	Rinks	Seating Capacity
Maximum					16,151
<u>Venue</u>	<u>City</u>	<u>Team</u>			
AT&T Center	San Antonio	Rampage	2002	1	
Bell MTS Place	Manitoba	Moose	2004	1	
Wells Fargo Arena	Iowa (Des Moines)	Wild	2005	1	
Dunkin' Donuts Center	Providence	Bruins	2008 reno	1	
Giant Center	Hershey	Bears	2002	1	
Place Bell	Laval	Rocket	2017	3	
Stockton Arena	Stockton	Heat	2005	1	
Citizens Business Bank Arena	Ontario	Reign	2008	1	
UW–Milwaukee Panther Arena	Milwaukee	Admirals	2019 reno	1	
Tucson Convention Center	Tucson	Roadrunners	2014 reno	1	
PPL Center	Lehigh Valley	Phantoms	2014	1	
Webster Bank Arena	Bridgeport Sound	Tigers	2001	1	
Mohegan Sun Arena at Casey Plaza	Wilkes-Barre/Scranton	Penguins	2001	1	
H-E-B Center at Cedar Park	Texas (Cedar Park)	Stars	2009	1	
Coca-Cola Coliseum	Toronto	Marlies	2003 reno	1	
MassMutual Center	Springfield	Thunderbirds	2005 reno	1	
Oncenter War Memorial Arena	Syracuse	Crunch	2018 reno	1	
Budweiser Events Center	Colorado (Loveland)	Eagles	2003	1	
Minimum					5,829
Average				1	9,782

Source: Respective Facilities

Newer AHL venues range in seating capacity from just under 6,000 to 16,000 seats and are primarily spectator venues. With the exception of Place Bell in Laval, Quebec and CAA Arena in Belleville, Ontario, AHL venues do not serve as community ice centers. Many have other tenants, including NCAA, G-League, indoor football, indoor soccer, and women’s hockey tenants.

With fewer than 5,000 seats, the proposed AHL arena would be one of the smallest venues in the league. Fewer seats will limit AHL game attendance and the ability to host large spectator events. To assess the appropriateness of the proposed seating capacity at the Ice Centre, a detailed review of historical and projected attendance levels for AHL games is presented in Section 5 of this study.

MULTI-RINK ICE CENTERS

Following its expansion to six rinks, the Ice Centre will be one of the largest ice venues in the U.S. Given the large, affluent population in San José and the surrounding region, there are few comparable ice centers in similar markets. We have identified ice centers in three markets and compared operating and

demographic characteristics to inform the reasonableness of demand and usage projections for the expanded Ice Centre.

The following figure presents the facility details of three comparable multi-rink ice centers in the U.S. A comparison of population and income characteristics of the surrounding communities follows.

4.7 COMPARABLE MULTI-RINK ICE CENTERS

			Rinks	Building Size (SF)	Seating Capacity
Maximum				300,000	2,500
Venue	City				
New England Sport Center	Marlborough	MA	10		
Schwan Super Rink	Blaine	MN	8		
Great Park Ice	Irvine	CA	4		
Minimum				220,000	1,000
Average			7	266,667	1,767

Source: Respective Facilities

4.8 COMPARISON OF 30-MINUTE DRIVE TIME POPULATION AND INCOME (2018)

Facility	Location	Population	Median Household Income
Solar4America Ice Center	San Jose, CA	1,909,906	\$104,788
Great Park Ice	Anaheim, CA	2,031,987	\$92,565
Schwan Super Rink	Blaine, MN	1,840,714	\$66,206
New England Sports Center	Marlborough, MA	672,001	\$86,149

Source: Esri

Surrounded by one of the largest populations within a 30-minute drive of the facility, the Ice Centre in San José also serves the most affluent population base,

suggesting greater demand for ice rentals, league play, and recreational uses.

The following case studies provide information on programming and events at each comparable facility.

GREAT PARK ICE - IRVINE, CA

Opened in 2018, Great Park Ice serves as the practice facility for the Anaheim Ducks and offers a variety of community ice programming. Great Park Ice houses three NHL rinks, including the 2,500 seat Five Point Arena. A fourth rink is designed to Olympic standards and will serve as a training facility for the U.S. Figure Skating team.

Great Park Ice is a part of The Rinks, a six-facility ice rink system (12 total ice sheets). The impetus for developing Great Park Ice was two-fold. First, to provide training space for the Anaheim Ducks, and second to serve the community, broadening the interest and scope of ice hockey in Southern California. With other rinks at capacity, the four new sheets at Great Park Ice have allowed for growth in hockey leagues and other programs that were otherwise unavailable.

The Irvine Ice Foundation developed Great Park Ice and will operate the facility for 50 years, after which ownership will revert to the City of Irvine

GREAT PARK ICE AND FIVE POINT ARENA



In addition to serving as the practice site for the Anaheim Ducks, Great Park Ice is home to the Anaheim Jr. Ducks and Lady Ducks. The facility also operates a youth recreation league, adult league, and a spring select league.

The adult league runs multiple seasons throughout the year, offering up to seven divisions per season and accommodating up to 70 teams.

The facility also offers freestyle figure skating, public skating, stick time, and pick-up hockey, and learn to skate classes, and operates a skating academy for skaters of all ages and skill levels. Recreational curling leagues operate year-round.

The facility hosts a handful of annual events, including four youth and high school tournaments and figure skating showcase performances.

SCHWAN SUPER RINK – BLAINE, MN

Part of the non-profit National Sports Center, the Schwan Super Rink is an eight-sheet facility that includes four NHL and four Olympic-sized rinks. The facility was originally developed in 1998 as a

combined project of 11 governmental partners, the Minnesota Amateur Sports Commission, and local youth hockey associations.

SCHWAN SUPER RINK



Many of the Super Rink’s developmental and competitive hockey programs cater to adults. The Schwan Super Rink primarily serves the needs of youth, high school, and adult amateur hockey programs, figure skating, and short track speed skating. It is also the home rink of the U.S. Women’s National Hockey Team. Public skating sessions and learn to skate programs are also available.

Minnesota Wild Adult Hockey League is one of the largest in the U.S. It offers competition in 11 divisions from beginner to advanced as well as divisions for players aged 40+, 50+, and 60+. Recent seasons include 108 teams for the Fall 2018 season and 91 teams for the Summer 2019 season.

Schwan Super is home to four adult hockey tournaments each year that offer competition for men’s and women’s team of all skill levels. Youth hockey tournaments include a 3-on-3 festival, two

all-girls tournaments, and a holiday high school tournament.

NEW ENGLAND SPORTS CENTER—MARLBOROUGH, MA

Originally opened in 1994 as a four-sheet facility, the New England Sports Center (“NESC”) was expanded in 2004, 2010, and 2017. The facility currently houses eight NHL rinks, a studio rink, and an 80’x33’ mini studio rink. The facility is privately owned and operated by the New England Sports Management Corporation.

The NESC offers a variety of youth and adult amateur hockey programs from six different in-house leagues to competitive elite and AAA programs for boys and girls (Minuteman Flames). The facility is home to multiple tenant teams and programs, including junior hockey clubs, figure skating academies, high school hockey teams, youth and adult hockey leagues, and skills training organizations. Public skating and learn to skate programs are also offered.

NEW ENGLAND SPORTS CENTER



Adult competitive leagues are offered through the New England Senior Hockey League, an organization

that hosts league play at facilities throughout New England. The most recent league season at the NESC offered 7 divisions with 73 teams.

The NESC is an active tournament and event destination. With 56 events taking place in 2019 alone, most weekends have at least one tournament, clinic, or tryout running at the facility.

CONCLUSIONS

Most local ice facilities in the Bay Area are privately-owned ice centers with one or two ice sheets and serve as the home ice for a Norcal club. Facilities offer a variety of ice hockey, figure skating, and other recreation programs and events. The Ice Centre is the market's only large, regional ice center that can support multiple local teams and San José Sharks training needs, while also hosting large tournaments and special events. The expanded Ice Centre will continue to fulfill this role, while also serving as the home arena of the San José Barracuda in a community-based venue.

Several recently developed NHL team practice facilities are part of multi-use developments that include retail, entertainment, hospitality, medical, and community service establishments. While most NHL training facilities also serve local ice needs, few have a second professional, collegiate, or elite amateur team. The number and breadth of user groups at the expanded Ice Centre, comprised of major league professional, developmental league, collegiate, youth, and adult hockey programs, should create an exceptionally active venue.

The expanded Ice Centre will be unusual among AHL arenas, very few of which also serve as community ice centers. The integration of the San José Barracuda games into the Ice Centre's public operations should foster interest and excitement for the team that is beneficial to the Barracuda as well as attracting new participants in youth hockey.

5. HISTORICAL OPERATIONS

Sharks Ice provided detailed information on historical usage, participation levels, and ice schedules for the Ice Centre over the past several years. Past programming and performance statistics will inform the future projections for ice time rentals, program participation, and events for the expanded facility.

HISTORICAL ICE TIME

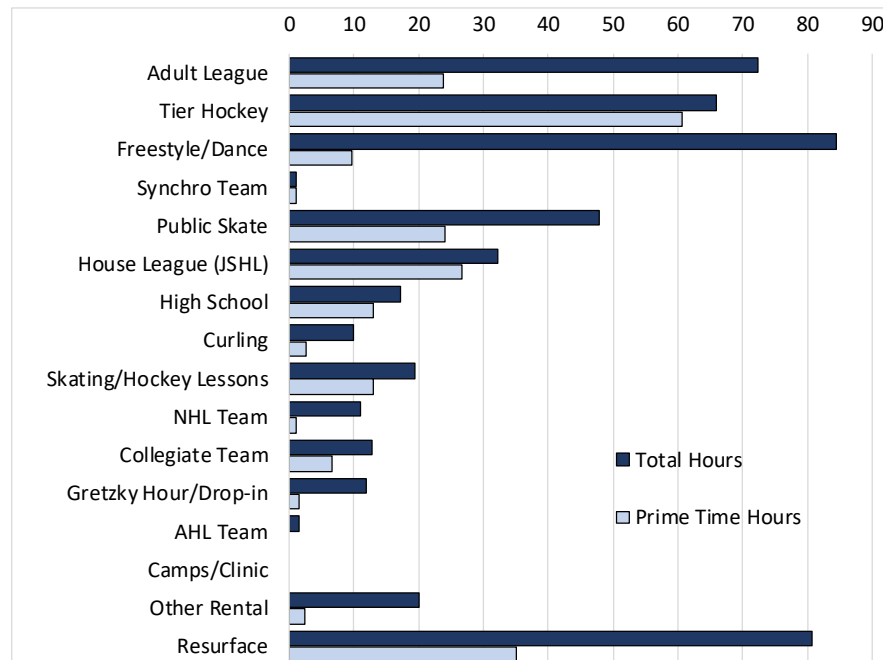
Sharks Ice provided ice time schedules for typical weeks during the winter and summer seasons. Ice time schedules identify daily users and resurfacing schedules for each of the four existing rinks at the Ice Centre. We categorized ice time into major use categories and calculated the weekly use by category. For this analysis, we consider both total ice time and

prime time ice time, defined as weekdays between 4:00 pm and 10:00 pm and on weekends from 10:00 am to 10:00 pm.

Full schedules are included in the Appendix to this report. The figures to the right summarize the weekly total and prime time ice time by user group.

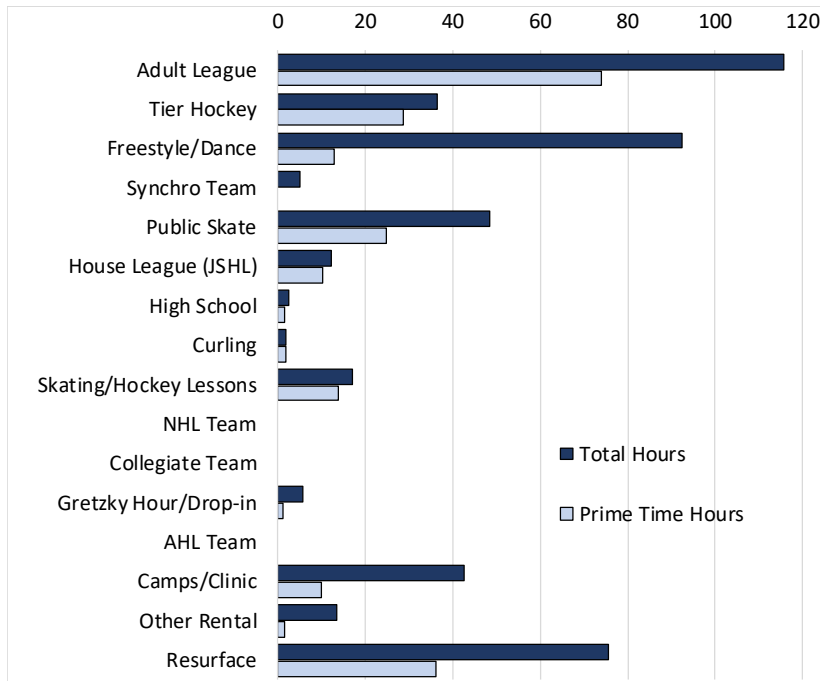
The four ice sheets at the Ice Centre are currently occupied with various ice programs and tenants for approximately 490 hours during the winter and 470 hours in the summer (including resurfacing time). Assuming 20 hours of daily rink availability (5:00 am to 1:00 am), the Ice Centre’s rinks have an occupancy rate between 84-88%.

5.1 HISTORICAL TYPICAL WEEK – WINTER



Source: Sharks Ice

5.2 HISTORICAL TYPICAL WEEK – SUMMER



Source: Sharks Ice

Adult hockey leagues, youth travel hockey, and freestyle and dance training sessions are the most active uses; however, both adult leagues and freestyle primarily use non-prime time ice. Most programs are more active during the winter season, including travel hockey, house leagues, high school, collegiate, and professional teams. Reduced demand for summer ice time from these programs allows for more time devoted to adult leagues, freestyle/dance, and camps/clinics. Public skating sessions and skating lessons use a similar amount of weekly ice time throughout the year.

HISTORICAL PARTICIPATION

In addition to ice time schedules, Sharks Ice provided details on individual and team participation over the past several years for its major activities.

ADULT LEAGUES (SIAHL)

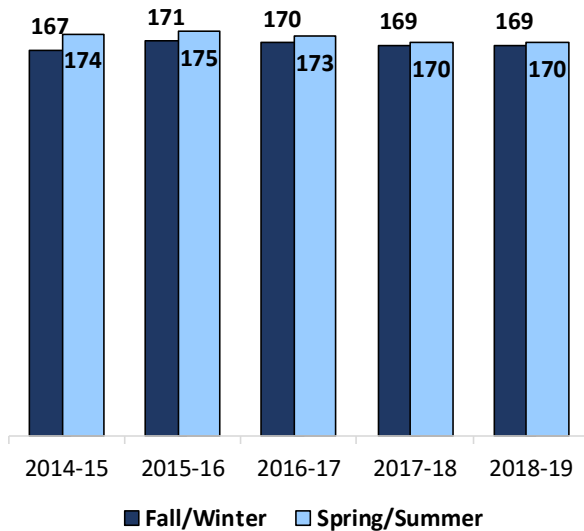
The Sharks Ice Adult Hockey League (“SIAHL”) operates a fall/winter and spring/summer season each year. The fall/winter season runs from September through March and consist of 22 regular season and 2 preseason games. The spring/summer season runs from April through August and consists of 16 regular season and 2 preseason games. Both seasons have a playoff tournament and division championship.

SIAHL currently offers 12 divisions with flights and has around 3,500 players of various skill levels. There is a separate league for players over the age of 35, but the SIAHL is currently unable to accommodate similar divisions for older players (50+ and 60+) that are popular in other large ice complexes. SIAHL operates a women’s league at its Fremont location but does not offer a similar program in San José.

The following figure presents the fall/winter and spring/summer team registrations for the past five years.

The fiscal years identified in the following figures (5.3 to 5.6) run from September 1 through August 31.

5.3 SIAHL TEAM REGISTRATIONS



Source: Sharks Ice

One of the largest adult hockey leagues in the U.S., the Ice Centre’s spring and fall team registrations have been relatively consistent over the past five years with spring leagues attracting slightly more teams.

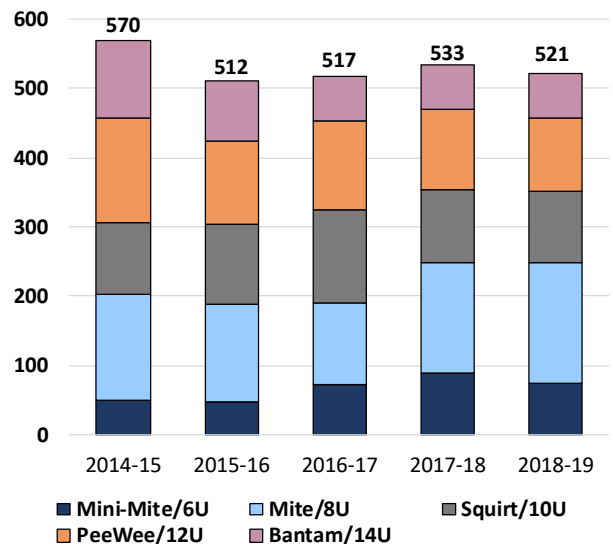
The availability of more ice time for adult leagues during the spring and fall months allows for teams to play games more frequently. With the SIAHL program at capacity, additional ice time afforded by the two-rink expansion would allow for more frequent play as well as the addition of new divisions.

IN-HOUSE YOUTH LEAGUE (JSHL)

The Jr. Sharks House League (“JSHL”) is a developmental league for youth players aged 14 and younger. The JSHL currently fields teams in five age divisions and operates a winter and summer league as well as a bridge program to ease the transition from the Little Sharks program to the JSHL.

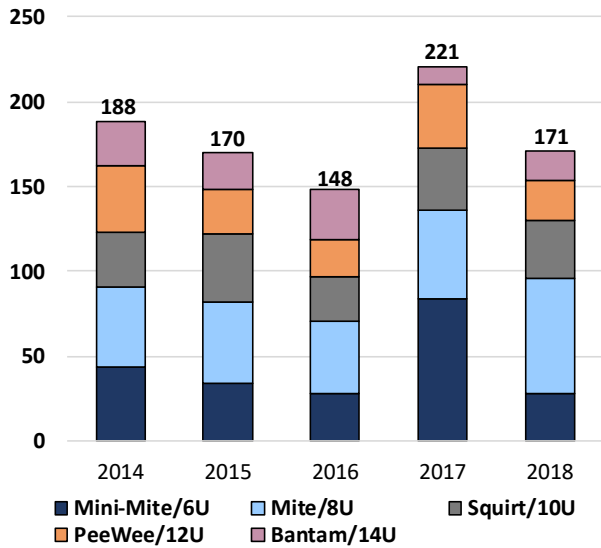
The following figures present the winter and summer league registrations by age group for the past several years.

5.4 JSHL REGISTRATIONS-WINTER



Source: Sharks Ice

5.5 JSHL REGISTRATIONS-SUMMER



Source: Sharks Ice

With around 520 players, the JSHL winter season runs from September through March. Around one-third of players also participate in JSHL’s summer season which runs from April through August.

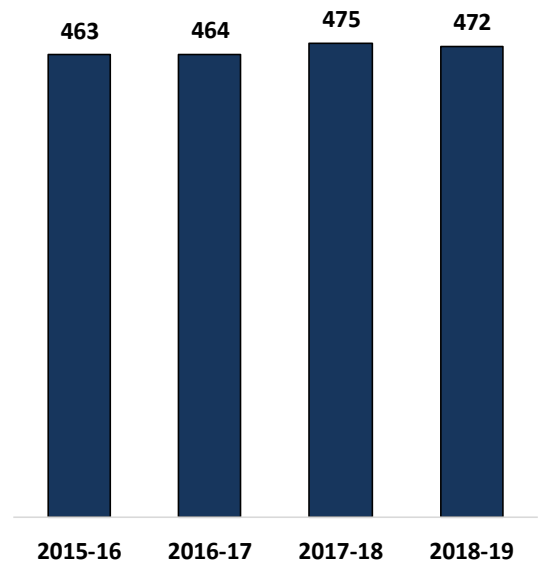
JR. SHARKS AND JR. SEALS

Sharks Ice also operates a Tier Hockey program. The Jr. Sharks program operates during the fall and winter, fielding multiple teams for boys and girls ages 10 and under through high school. The Jr. Seals program is for players wishing to continue to play during the spring and summer. Jr. Sharks and Jr. Seals

compete in the Norcal league and, depending on the skill level, travel to tournaments and championship events throughout the U.S.

As shown in the following figure, individual player registrations in Jr. Sharks and Jr. Seals have been relatively consistent over the past several seasons.

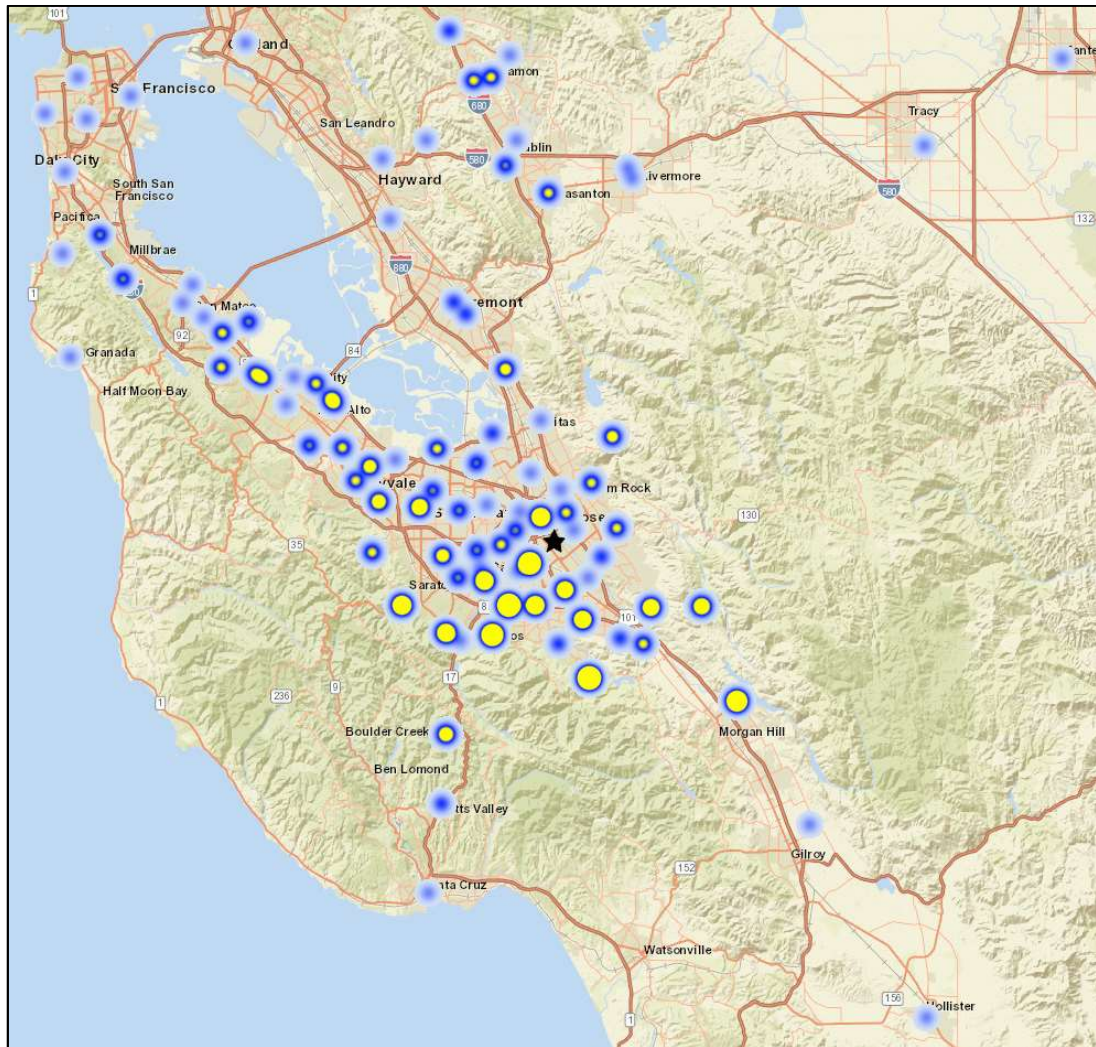
5.6 JR. SHARKS/JR. SEALS REGISTRATIONS



Source: Sharks Ice

The following image presents a regional heat map of current player home zip codes.

5.7 ZIP CODE HEAT MAP – JR. SHARKS PLAYERS (2018-19)



Source: Sharks Ice, Esri

The majority of Jr. Shark players reside in Santa Clara and San Mateo Counties and within the 30-minute drive time of the facility. However, the Jr. Sharks program has a broad reach in the region. In addition

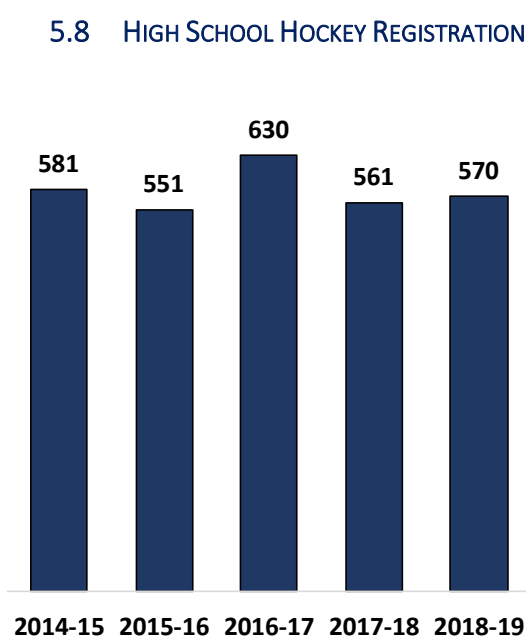
to the above, a handful of players reside outside the area represented in the map, including Sacramento, southern California, the Lake Tahoe region, Nevada, Oregon, and Washington.

HIGH SCHOOL HOCKEY

The Ice Centre currently serves local high school hockey as the main practice facility for the Bellarmine College Preparatory High School varsity and junior varsity teams. The facility also operates a high school hockey league, including a varsity division and three junior varsity divisions. The high school league runs from October through early March. Games typically take place on weekday afternoons and on weekend evenings.

The following figure presents the trends for high school player registrations. For the most recently completed season, the Ice Centre hosted eight varsity and 20 junior varsity teams.

5.8 HIGH SCHOOL HOCKEY REGISTRATIONS



Source: Sharks Ice

Over the past five seasons, high school player registrations have fluctuated between around 500 and 630 players. League schools are located in San José,

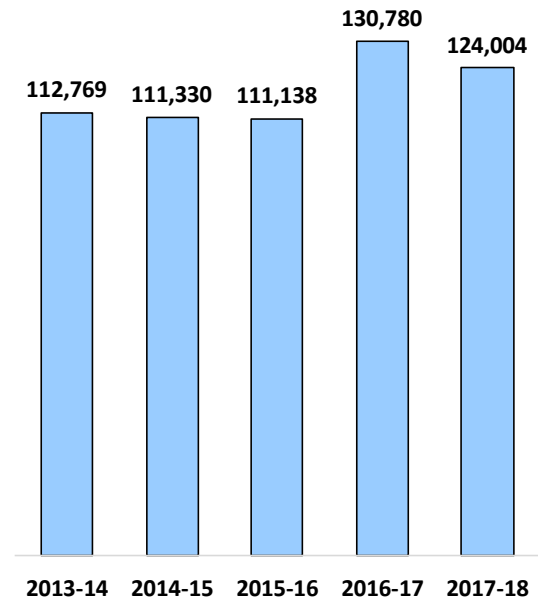
Palo Alto, Mountain View, Los Gatos, and as far away as South Lake Tahoe.

NON-HOCKEY ACTIVITIES

Non-hockey public activities that occur regularly at the Ice Centre include public skating, freestyle figure skating and dance sessions, learn to skate programs and birthday parties.

With around 50 hours per week dedicated to public skate, it is a very popular activity attracting over 120,00 unique visits to the Ice Centre each year as shown in the following figure.

5.9 PUBLIC SKATE ANNUAL VISITS

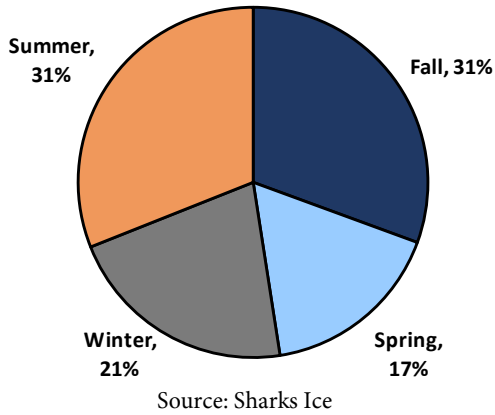


Source: Sharks Ice

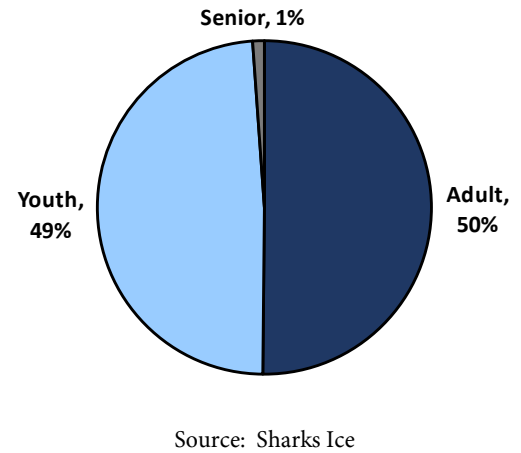
After three years of slight declines in participation, public skating participation saw an increase in 2016 that may be due to changes in the ice time dedicated to public skate sessions.

Evenly split between youth and adult participants, public skating occurs year-round with the highest participation rates in the summer and fall.

5.10 PUBLIC SKATE SEASONAL ACTIVITY



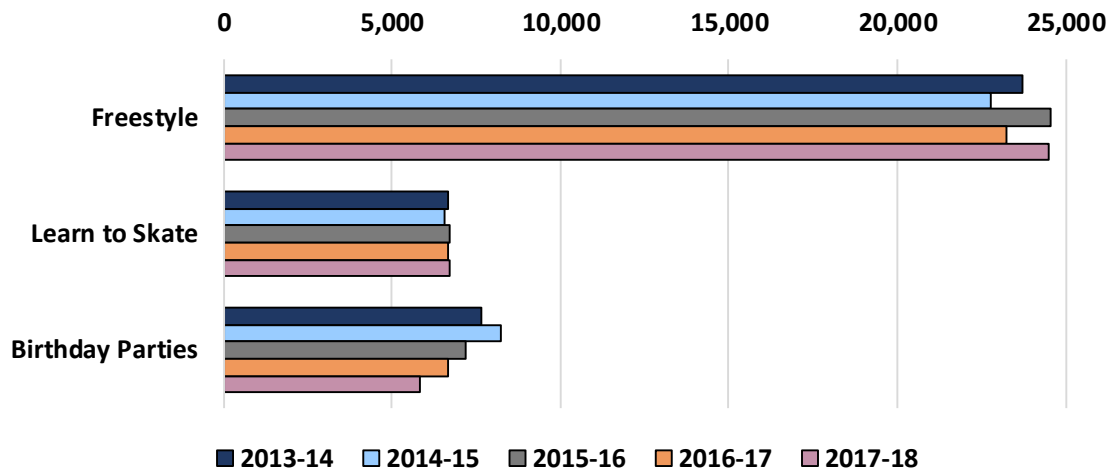
5.11 PUBLIC SKATE PARTICIPANT AGE



Other activities that generate visits to the Ice Centre include freestyle skating training, learn to skate programs, and birthday parties.

The following figure presents information on the historical annual visits for each of these activities

5.12 ANNUAL VISITS FROM OTHER ACTIVITIES



Source: Sharks Ice

Although limited in prime-time ice, freestyle figure skating and dance training sessions represent one of the leading uses of total ice time and produces nearly 25,000 annual visits. Learn to skate programs draw a consistent 6,700 visits, while birthday parties attract around 6,000 visitors to the Ice Centre.

TENANT INTERVIEWS

The Consulting Team interviewed several groups that rent ice time at the Ice Centre to understand their current use patterns and whether they would like to expand or improve their use given additional opportunity with the Ice Centre expansion. We interviewed the following tenant groups.

- Bellarmine College Preparatory High School Hockey
- Peninsula Figure Skating Club
- Police/Fire Hockey
- San José State University Hockey
- Silicon Valley Curling Club

All of the above groups regularly rent ice time at the Ice Centre either year-round or throughout the hockey season. Key findings from our tenant interviews include the following.

Bellarmino High School rents ice time for practices three times each week from September through early March. They host 24 varsity and 26 junior varsity games each year. They also participate in the Sharks high school league and host an annual holiday tournament and alumni game. Bellarmine's teams also practice one day each week in Cupertino and host some games in Fremont. The boys' program is

not looking to expand and is not interested in additional practice days. They would prefer that all practices last one hour and 15 minutes, that practices move from Tuesdays to another day, and that they have earlier game times.

The Peninsula Figure Skating Club currently rent one hour of ice time each week from September through May and host two annual events. The Spring Jubilee uses two rinks for one day, and the Silicon Valley Open uses two rinks over two days. The club also uses ice facilities in Fremont and Redwood City. The club would like to expand regular ice use time, especially during prime time. In addition to expanding existing events, there are several new events that the club would like to bring to San José, including regional and sectional competitions, adult national championships, Theater on Ice, and collegiate showcases. Due to high ice rental rates in California, many events in the western U.S. opt to book venues in Utah to control ice rental costs.

The Police/Fire Hockey group currently rents ice time on a year-round basis on Monday and Wednesday mornings. They also share a Friday morning ice session with a military group. This group is satisfied with the amount of ice time and the schedule; however, they would like to have more security in their allotted time. They are often bumped from their regular time for other uses and would like to have more consistency in the expanded facility.

The SJSU hockey team has regular Monday and Wednesday practice during their season which runs from September through May. They also host 12 to 16 home games at the Ice Centre, mainly on Friday and Saturday nights. SJSU would like to have one

more practice session per week and have an earlier time slot. With more ice time, SJSU could potentially add a second (Division 3) hockey team. The team would also like to have the ability to sell alcohol at their games.

The Silicon Valley Curling Club (“SVCC”) currently rents a two-hour time slot at the Ice Centre on Tuesday nights. The club operates a curling league with ten of their 12 member clubs participating each week. The curling league operates during four, 12-week sessions each year. The SVCC also hosts one tournament over the Memorial Day weekend that attracts curlers from throughout North America. With 235 current members, the SVCC reports that it could double its regular membership with more ice time and the ability to accommodate more teams in

its league. They would also like to be able to offer other programs, including junior curling and adaptive programs.

TOURNAMENTS AND EVENTS

Sharks Ice also provided data on the various tournaments, competitions, and other special events that occur at the Ice Centre. These events bring new users and visitors to the facility, but often at the cost of displacing regular programming.

We have reviewed the event and attendance data provided by Sharks Ice and restated data into the major event categories presented below.

5.13 ICE CENTRE EVENTS AND ATTENDANCE

	2014-15	2015-16	2016-17	2017-18	2018-19
Number of Events					
Hockey Tournament	11	9	10	10	10
Skating Competition	5	4	4	4	3
Skating Performance	3	3	3	3	3
Camp/Tryouts	4	5	5	5	4
Spectator Event	0	0	1	1	0
Total	23	21	23	23	20
Participants					
Hockey Tournament	9,515	8,650	9,650	9,380	9,450
Skating Competition	2,750	1,150	1,150	1,450	950
Skating Performance	475	475	475	475	475
Camp/Tryouts	2,595	2,620	2,620	2,620	2,395
Spectator Event	na	na	na	na	na
Total	15,335	12,895	13,895	13,925	13,270
Spectators					
Hockey Tournament	23,788	21,625	24,125	23,450	23,625
Skating Competition	6,875	2,875	2,875	3,625	2,375
Skating Performance	1,188	1,188	1,188	1,188	1,188
Camp/Tryouts	6,488	6,550	6,550	6,550	5,988
Spectator Event	0	0	6,000	6,000	0
Total	38,338	32,238	40,738	40,813	33,175

Source: Sharks Ice

Around 20 annual events have attracted 13,000 participants and between 30,000 and 40,000 spectators. Attracting over 3,000 participants and spectators per event, hockey tournaments make up half of these events.

Skating competitions include two events hosted by the Peninsula Figure Skating Club, the Bay Cities Synchronized Skating Competition, and other U.S. Figure Skating sanctioned events. Skating performances include exhibitions and social events, such as the Bay Area Dance Weekend and Bunny Hop. Hockey camps and tryouts include NHL and

AHL training camps, Jr. Sharks tryouts, and other development camps.

Despite limited seating, skating competitions and performances also attract over 1,000 visitors per event. The Ice Centre rarely hosts spectator events but has previously hosted the U.S. Figure Skating Championship in conjunction with the SAP Center.

SAN JOSÉ BARRACUDA

The San José Barracuda of the AHL began to play in San José during the 2015-16 season after relocating from Worcester, Massachusetts. An affiliate of the

San José Sharks, the Barracuda currently play games in the SAP Center, sharing home ice with the Sharks.

Upon completion of the Ice Centre’s expansion, the Barracuda would begin playing games at the new Ice Centre arena. The AHL season runs from October through April with games typically taking place on Friday and Saturday evenings. Barracuda practices would remain at the Ice Centre, taking place on most mornings that the team is in town.

Sharks Ice provided a summary of distributed tickets over the past three seasons. The following figure presents a summary of distributed game tickets.

5.14 SAN JOSE BARRACUDA DISTRIBUTED TICKETS

	2016-17	2017-18	2018-19*
Regular Season Home Games	34	34	34
Playoff Home Games	7	2	2
Average Attendance	3,585	3,719	3,591
Total Season Attendance	121,880	126,447	
through April	103,027	109,428	104,139

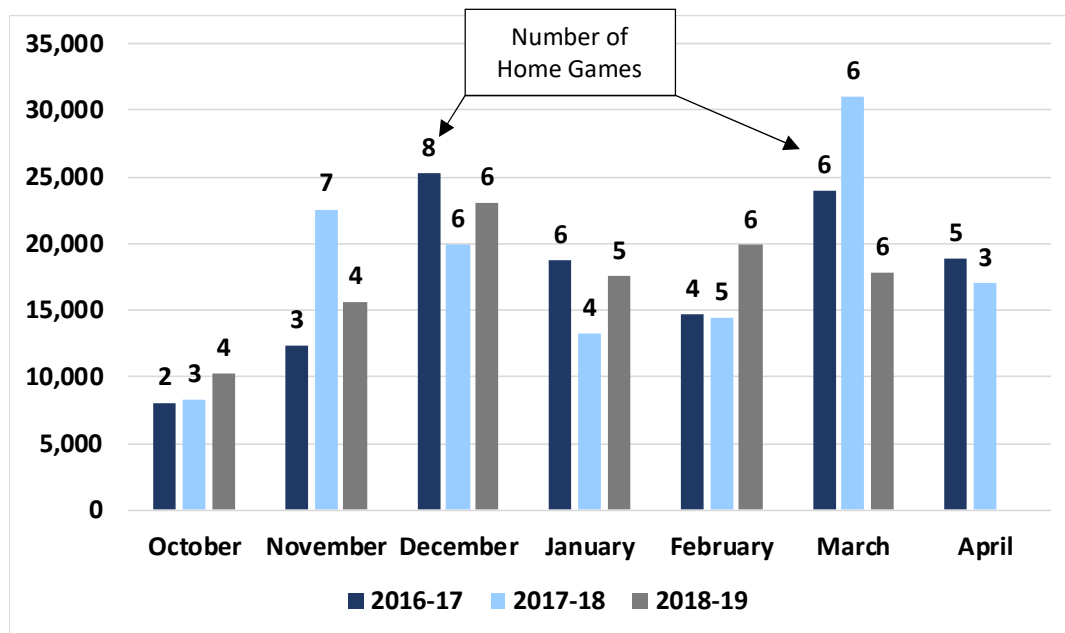
* 2018-19 ticket data available through March

Source: Sharks Ice

The Barracuda have consistently distributed an average of 3,600 to 3,700 tickets per game over the past three seasons.

The following figure compares the monthly ticket distribution by season. Monthly ticket sales are dependent upon varying home game schedules and the relative success of a season. The number of home games is noted in the figure.

5.15 SAN JOSE BARRACUDA MONTHLY TICKETS DISTRIBUTED



Source: Sharks Ice

Reported ticket figures do not necessarily represent actual ticket drop counts which are often much lower. Game attendance projections presented in the following section reflect ticket drop counts and are used to calculate concessions and merchandise sales.

CONCLUSIONS

In addition to being one of the largest ice centers in the U.S., the Ice Centre in San José is also one of the most active. In a typical week with operating hours from 5:00 AM to 1:00 AM, the four ice sheets are occupied 88% of available winter hours and 84% of available summer hours. All hockey and skating programs, some of which are at capacity, have had consistent registration levels over the past five years. Compared to other ice venues throughout the U.S., the Ice Centre's ability to attract non-prime time figure skaters and other users, increase its occupancy rate to well above the average.

Interviews with representatives of Sharks Ice's hockey and figure skating programs revealed both unaccommodated demand for hockey leagues and learn to skate programs as well as the desire to better serve program participants with more ice time and

fewer groups sharing the ice. Similarly, several tenant groups that regularly rent ice time at the Ice Centre also expressed the desire for more ice time and regularly scheduled hours that are more consistent and convenient for their members.

The Ice Centre hosts around ten hockey tournaments each year. While tournaments and other events earn admission fees, rent, food and beverage, and other revenues for a facility, these revenues must be weighed against the unavailability of ice time for regular programming and lost tenant ice rental revenue during the event. The expanded Ice Centre would face similar challenges in balancing the needs of regular users and the benefits of special events.

The proposed Ice Centre arena will provide a more appropriate venue for Barracuda games. The impact of poor attendance at a sporting event is exacerbated by a large venue, such as the SAP Center, which can seem cavernous during less well-attended games. While a lower seating capacity can limit attendance potential, for most games, a more intimate venue can enhance the fan experience tremendously.

6. PROJECTION OF OPERATIONS

The proposed two-rink expansion would allow a significant increase in hours devoted to Sharks Ice's internal activities, including adult hockey and learn to skate programs. In addition, the expansion would allow the Ice Centre to offer current tenants more favorable ice times, more consistent scheduling, and a modest increase in the volume of weekly ice rentals.

With limited other ice options in the surrounding region, both internal and tenant ice programs currently operate at capacity, with several unable to accommodate potential demand. The Ice Centre expansion would not only better serve existing participants, but also open programs to new registrations, generating new excitement and participation in hockey, figure skating, and other ice activities.

The Consulting Team has prepared an independent forecast of Ice Centre operations assuming the proposed expansion opens in April 2022. Following expansion completion, Ice Centre operations would stabilize by the fifth year of operation (fiscal year 2026). We further assume that Sharks Ice will continue as the lessee of the Ice Centre and would manage the venue pursuant to a Lease and Management Agreement with the City.

For the purpose of this analysis, we have forecast an expected scenario along with conservative and aggressive projections to determine whether Sharks Ice would be financially sustainable to meet its lease

obligations to the City and other costs associated with the management of the expanded Ice Centre.

As a part of this analysis, the Consulting Team has reviewed multiple years of historical financial data provided by Sharks Ice. We have interviewed Sharks Ice management, ice program managers, and tenants to understand current operating procedures and policies. The following narrative presents our independent assessment of facility utilization and a detailed analysis of each source of operating revenues.

ICE UTILIZATION SCHEDULE

Based on historical ice use data for the existing four ice rinks at the Ice Centre, interviews with user groups, and independent research into the potential demand for ice time, the Consulting Team developed a detailed ice schedule for the proposed six-sheet facility. To accurately reflect the seasonality of demand, weekly variations to AHL game schedules, and the potential for tournaments and special events, our ice schedule presents a projection of the daily use of each ice sheet for a typical week during both the winter and summer seasons.

Sample ice utilization schedules are presented in full in the Appendix to this report. The following figures present a summary of projected ice time (hours) for a six-sheet venue versus the historical use of the Ice Centre's existing four ice sheets.

6.1 PROJECTED VS. HISTORICAL ICE TIME (ANNUAL HOURS)

	Expansion Projected		Historical	
Facility Hockey Programs	12,499	40.7%	6,280	32.5%
Classes & Lessons	2,581	8.4%	1,436	7.4%
General Admission	7,898	25.7%	7,268	37.6%
Tier/Travel Hockey	3,441	11.2%	2,651	13.7%
Contracted Ice & Events	4,316	14.0%	2,211	11.4%
ANNUAL TOTAL	30,734	100.0%	19,335	100.0%

The increase in ice time dedicated to facility hockey programs, classes and lessons, and contracted ice and events results in a shift in the distribution of ice time in major categories. Relatively small increases in general admission and tier hockey hours cause a reduction in the percentage of ice time dedicated to these activities.

BUILDING VISITS

Building visits are generated from a variety of uses, including in-house programs, private rentals, hockey games and events, and figure skating activities. Visitors include program participants and spectators. We base building visit projections on historical

participation data provided by Sharks Ice, estimates of spectator volume, and future projections of ice usage and hourly participants and spectators. We estimate that the Ice Centre currently attracts around 1.4 million unique visits each year. Regular users of the Ice Centre make multiple visits to the facility each year. An individual person can represent multiple unique visits.

The following figure presents a comparison of building visits by type of use for the existing operation and the expected, conservative, and aggressive scenarios.

6.2 COMPARISON OF UNIQUE BUILDING VISITS

	Existing	Expected	Conservative	Aggressive
AHL Games	0	108,800	102,000	119,000
Hockey Tournaments	33,000	36,300	33,000	42,900
Skating Competitions	3,300	4,400	3,300	5,500
Skating Performances	900	1,100	900	1,500
Camps/Tryouts	6,300	10,500	6,300	12,600
Birthday Parties	5,800	6,500	5,800	7,200
Spectator Events	0	4,500	0	9,000
NHL/AHL Practice	46,000	78,400	65,500	80,100
Collegiate	14,400	14,400	14,400	14,400
High School	66,200	145,400	130,800	159,900
Tier Hockey	265,100	344,100	309,600	378,500
House League	117,300	160,100	117,600	143,700
Adult Programs	274,200	482,200	433,900	530,400
Freestyle/Dance	90,800	103,300	93,800	124,900
Public Skate	180,300	188,500	180,300	198,300
Skating/Hockey Lessons	60,800	154,000	108,100	126,900
Summer Camps/Clinics	21,400	38,000	27,900	38,500
Curling	23,000	44,700	40,200	49,200
Gretzky Hour/Drop In	11,600	15,800	14,200	20,100
Other Ice Rental	85,700	110,600	99,500	121,700
	1,306,100	2,051,600	1,787,100	2,184,300

Most uses will generate more building visits under the expansion scenarios. However, ice time dedicated to public skate and collegiate uses will remain consistent with historical ice time. Expected and conservative visits will, therefore, remain flat.

We expect the expansion of the Ice Centre to produce between 1.8 and 2.2 million unique annual visits. Depending on the use, these visits are used to calculate general admission revenue, food and beverage sales, and merchandise sales.

OPERATING REVENUES

The consulting team analyzed the sources of Ice Centre operating revenues. Most revenue sources are tied to at least one category of ice use or other operating activity. Revenue collected from advertising and sponsorship agreements is also included in operating revenues. To formulate operating revenue parameters, the Consulting Team relied on the following:

- Our analysis of historical demand and financial operations
- Interviews with representatives of Sharks Ice

- Interviews with current tenants
- Current ice time rental agreements
- Knowledge of the performance of comparable venues
- Projected inflation rates and other anticipated trends in price levels

The following narrative identifies and details the operating parameters used to develop projections for each revenue line item.

FACILITY HOCKEY PROGRAMS

Facility hockey programs include adult leagues and clinics, the Junior Sharks House League, the Sharks High School League, and various in-house hockey clinics and camps. We based our participation and revenue projections on historical participation and revenue data as well as published program pricing, inflated to the projected opening date.

Most facility hockey programs are existing and will expand with the availability of additional ice time. Based on interviews with Sharks Ice representatives, we project the establishment of two new hockey programs, Adult Hockey Clinics and a Women's Hockey League.

With the greatest amount of unaccommodated demand, adult hockey leagues will see the greatest increase in participation, nearly 25%. Other programs, such as the Junior Sharks house league and High School hockey league will see more modest increases.

For some programs, we contend that our expected scenario projections are sufficiently conservative and that further reductions in participation would be

below existing levels. For those programs, the expected and conservative scenarios are identical.

CLASSES AND LESSONS

Classes and Lessons include the in-house learn to skate programs offered by Sharks Ice. We based our participation and revenue projections on historical participation and revenue data as well as published program pricing, inflated to the projected opening date. Almost doubling ice time for these programs will allow for more sessions, less crowded lessons, and a higher quality lesson experience. The expansion will also result in some new students and a more modest increase in lesson participation, approximately 25%.

GENERAL ADMISSIONS

General Admission revenues are collected from public skate admissions, freestyle skate admissions, and Gretzky Hour/drop-in hockey admissions. We based our participation and revenue projections on historical participation and revenue data as well as published program pricing, inflated to the projected opening date. For the expected scenario, we project little increase in ice time and participation levels for public skating. Freestyle and Gretzky Hour programs will increase ice time by approximately 10% and 35%, respectively.

For some activities, we contend that our expected case projections are sufficiently conservative and that further reductions in participation would be below existing levels. For those activities, the expected and conservative scenarios are identical.

FACILITY RENTAL

Facility rental revenue comes from birthday parties, skate rentals, and other miscellaneous facility rentals. We based our participation and revenue projections on historical participation and revenue data as well as published program pricing, inflated to the projected opening date. Given the larger facility, we project more opportunities to accommodate birthday parties and the rental of arena suites and other facility spaces for various uses. Skate rentals are based on the general admissions for public skate, assuming that 60% of skaters rent skates.

CONTRACTED ICE

Contracted ice revenues come from facility tenants that have agreements to rent ice for their regular use or for specific events. We base our use and revenue projections on our review of existing tenant contracts, historical revenue, and current ice time rates inflated to the projected opening date.

Facility tenants include SJSU, Peninsula Figure Skating Club, Robby Glantz Skating School, and the Bay Area Ice Dancers. For these groups, we have projected future ice time to be consistent with historical use levels. For other tenants, such as the Silicon Valley Curling Club, we have increased rental to include additional time slots. We have also identified approximately 1,150 hours of annual ice time that would be available for rent by other users.

For all contracted users, we have inflated current hourly ice rental rates for the expected scenario by 3% annually. For the conservative scenario, we use a more modest 2% inflation rate.

Contract Ice revenue also includes tournament fees. For the expected scenario, we project one new annual hockey tournament. For the conservative scenario, we project no new tournaments, and for the aggressive scenario, we project three new tournaments each year.

Spectator events include figure skating championships, other sports events, and family shows. For the expected scenario, we project one new spectator event each year. For the aggressive scenario, we project two annual events. Spectator events earn contracted ice revenue as well as food and beverage and merchandise sales.

TIER 1 AND TRAVEL HOCKEY

Sharks Ice operates an in-house Tier 1 and travel hockey program (Jr. Sharks and Jr. Seals). Based on increased ice availability and new interest generated by expanding skating lessons and other programs, we project fielding new teams and an increase in travel hockey participation of approximately 12.5%.

SPONSORSHIPS

General advertising and sponsorship revenue for a large community sports complex can also vary widely depending on the market, visitation levels, and media exposure. Without the benefit of a detailed inventory of advertising and sponsorship opportunities, we assume that the two new rinks would produce 50% more sponsorship revenue for the facility over historical revenues. To assess the reasonableness of this assumption, the Consulting Team reviewed advertising and sponsorship revenues from other high profile NHL practice facilities. These recently developed facilities generate between \$530,000 and \$2 million in annual sponsorship revenues (not

including naming rights), suggesting that the roughly \$1 million in annual revenues is a reasonable assumption for the Ice Centre.

FOOD AND BEVERAGE SALES

Food and beverage sales include concession revenue as well as revenue generated in on-site restaurants. Based on historical food and beverage revenues and facility visits by various participants and spectators, we modeled the per capita food and beverage spending by type of visitor for the 2017-18 fiscal year. We used this spending as the basis for future spending, considering inflation and the introduction of new restaurant space in the facility.

Food and beverage sales that occur during Barracuda games are included in the calculation of AHL Game Net Income below.

MERCHANDISE SALES

Merchandise sales include pro shop revenues as well as other miscellaneous equipment sales. Based on historical merchandise revenues and facility visits by various participants and spectators, we modeled the per capita merchandise spending by type of visitor for the 2017-18 fiscal year. We used this spending as the basis for future spending, considering inflation.

Merchandise sales that occur during Barracuda games are included in the calculation of AHL Game Net Income below.

The following figure presents the projected food and beverage and merchandise revenues per visit in the first partial year of expansion operations in 2022

6.3 PER CAPITA SPENDING BY VISITOR (2022\$)

Type	Food & Beverage Sales per \$/Visit	Merchandise Sales per \$/Visit
Hockey Tournaments	2.21	2.21
Skating Competitions	2.21	3.31
Skating Performances	2.21	3.31
Camps/Tryouts	1.10	1.66
Spectator Events	5.52	3.31
NHL/AHL Practice	0.83	1.83
Collegiate	1.10	0.83
High School	1.10	0.83
Tier Hockey	1.10	0.83
House League	1.10	0.83
Adult League	2.21	0.83
Freestyle/Dance	0.55	0.83
Public Skate	1.66	0.83
Skating/Hockey Lessons	0.55	0.83
Summer Camps/Clinics	0.55	0.83
Curling	2.21	0.55
Gretzky Hour/Drop In	0.55	0.83
Other Ice Rental	1.10	0.83

AHL GAME NET INCOME

For the purpose of this analysis, we consider the 34 regular season games that the Barracuda will play at the Ice Centre arena. The game-related revenues in which the facility will share include a per ticket fee, suite sales, food and beverage sales, merchandise sales, and parking fees. The following figure presents the attendance and revenue parameters used to determine game revenues for the expected, conservative and aggressive scenarios.

6.4 AHL GAME REVENUE PARAMETERS

	Expected	Conservative	Aggressive
Per Game Attendance	3,200	3,000	3,500
Ticket Fee ¹	\$1.00	\$1.00	\$1.00
Suite Sold ²	7	5	10
Suite Cost ³	\$50,000	\$50,000	\$50,000
Food & Bev Per Cap	\$9.00	\$7.00	\$12.00
Merchandise Per Cap	\$2.00	\$1.50	\$2.50
Parking Fee ⁴	\$10.00	\$10.00	\$10.00

¹ 100% of ticket sales go to the team. Facility collects \$1 per ticket facility fee

² Arena will have 10 luxury suites available for lease.

³ Suite includes tickets for all Barracuda home games.

⁴ Per car parking fee. Model assumes 4 attendees per car.

Food and beverage and merchandise revenues are shared with the Barracuda with the team collecting 15% of gross revenues.

AHL games incur other direct costs such as cost of goods sold, labor, and other operations expenses, including costs related to building services, guest services, engineering, security, parking, and food service. We netted a projection of these expenses, detailed in the figure below, with the gross revenues to calculate a net revenue to the facility for each scenario.

We base AHL game expense parameters on knowledge of other minor league hockey operations.

6.5 AHL GAME EXPENSE PARAMETERS

AHL Game Expenses	Per Game Expense
Food Costs	25% of revenue
Building Service	\$4,900
A/V	Team Expense
Guest Services	4,900
Engineering	500
Tickets/Box Office	Team Expense
Parking	1,980
Suites	1,300
Uniformed Security	850
Food Labor	6,500

OPERATING EXPENSES

Operating expenses include direct expenses related to the activities and programs that generate operating revenues. In addition, operating expenses include building costs (such as utilities and maintenance costs) that are incurred in the day to day operations of the Ice Centre and cannot be tied to any specific

revenue-generating activity. To formulate operating expense parameters, the Consulting Team relied on the following:

- Our analysis of historical operating expenses
- Interviews with representatives of Sharks Ice
- Knowledge of the performance of comparable venues
- Projected inflation rates and other anticipated trends in price levels

The following narrative identifies the operating parameters used to develop projections for each expense line item.

DIRECT EXPENSES

Each Ice Centre program and other revenue generating activities incur direct expenses, including labor, outside services, cost of goods sold, supplies, and other incidental expenses. Based on historical Ice Centre operations and our knowledge of similar ice center operations, we have estimated direct expenses as a percentage of revenue collected for each of the above revenue sources. The following figure presents these expense parameters.

6.6 DIRECT EXPENSE PARAMETERS

Expense Item	% of Revenue
Hockey Programs	16.0%
Classes & Lessons	12.0%
General Admission	1.0%
Facility Rental	15.0%
Contracted Ice	11.0%
Tier 1 & Travel Hockey	90.0%
Sales & Marketing	18.0%
Food & Beverage	87.5%
Merchandise Sales	80.0%

OTHER OPERATING EXPENSES

Other operating expenses included staffing and other expenses necessary to manage, operate, and market the Ice Centre.

Administration expenses include full-time salaried staff responsible for facility management, sales and marketing, human resources and other administrative functions for the Ice Centre. This expense category also includes costs associated with professional services, general office expenses, insurance, and other miscellaneous costs.

Building operations expense includes staffing costs for operations and maintenance staff, routine repair and maintenance costs, as well as small equipment, supply, and chemical purchases.

Utilities include costs associated with electric, gas, and water consumption, as well as sewer charges.

Engineering expenses include staffing costs for facility engineers and other costs associated with ice making and maintenance.

The following figure presents the fixed and variable components of Other Operating Expenses.

6.7 OTHER OPERATING EXPENSES

OPERATING EXPENSES	Variable % of Total Operating Revenues	Fixed Expense
Sales & Marketing	18.0%	\$40,000
Administration	5.5%	1,100,000
Building Operations	4.2%	500,000
Utilities	2.5%	750,000
Engineering	1.0%	100,000

NON-OPERATING REVENUES

Non-operating revenues include long term-lease contracts with the San Jose Sharks, San Jose Barracuda, and a future medical tenant. We have based projections for this line item on information provided by Sharks Ice and have not performed an independent analysis nor reviewed pertinent agreements

We also include the incremental revenues from a new or renegotiated building naming rights agreement. At the time of this study, a naming rights agreement for the expanded facility has not been secured, although a naming partner has been identified. The amounts of revenue generated by naming rights agreements vary widely depending on the market, facility attendance, and media exposure. The Consulting Team is aware of naming rights agreements for NHL practice facilities that earn in excess of \$750,000 per year. One of the most recent and relevant comparable agreements is the 2017 naming rights agreement for the new practice facility being developed by the Anaheim Ducks. A local development company agreed to pay \$2.2 million over 10.5 years for the naming rights of the 280,000-square foot, four ice sheet facility, or roughly \$200,000 annually. Another recently developed NHL four-sheet practice facility has signed a naming rights agreement worth

\$400,000 annually. The Ice Centre will have the additional benefit and value of being the home ice of an AHL team. The most recent naming agreements for AHL arenas have garnered naming rights deals worth \$200,000 to \$425,00 annually.

Based on these comparable agreements, we project that an Ice Centre naming rights agreement that generates \$300,000 annually is a reasonable and conservative estimate.

INDIRECT EXPENSES

Indirect expenses include an annual parking access fee, other related payments by the Ice Centre, and an annual possessory interest fee. We base indirect expense projections on information provided by Sharks Ice and have not performed an independent analysis nor reviewed pertinent agreements

HISTORICAL OPERATIONS

Sharks Ice provided the Consulting Team information on actual financial operations of the Ice Centre for fiscal year 2014 through 2018, projections through the completion of fiscal year 2019, and a projection for fiscal year 2020. We have prepared the following summary of operations that summarizes operating revenues and expenses into major categories.

6.8 SUMMARY OF HISTORICAL FINANCIAL OPERATIONS (IN \$000s)

	Actual					Sharks Forecast	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Operating Revenues							
Programming ¹	\$7,302	\$7,660	\$8,003	\$8,219	\$7,953	\$9,080	\$9,030
Rental ²	2,088	2,123	2,333	2,385	2,594	2,650	2,441
Auxiliary Revenue ³	3,262	3,275	3,572	3,676	3,621	3,462	4,013
AHL Net Income	0	0	0	0	0	0	0
Total Operating Revenues	\$12,651	\$13,058	\$13,908	\$14,280	\$14,169	\$15,192	\$15,484
Operating Expenses							
Programming ¹	\$2,106	\$2,293	\$2,282	\$2,439	\$2,541	\$2,740	\$2,884
Rental ²	335	391	336	381	321	297	366
Auxiliary Expense ³	2,606	2,673	2,832	2,600	2,624	2,988	2,764
Operations ⁴	2,173	2,375	2,384	2,439	2,559	2,879	2,871
FA/Rent	1,447	1,647	1,619	1,883	2,220	2,061	2,143
Total Operating Expenses	\$8,667	\$9,379	\$9,454	\$9,743	\$10,265	\$10,965	\$11,027
Operating Income	\$3,985	\$3,679	\$4,455	\$4,537	\$3,904	\$4,226	\$4,456

¹ Programming revenues and expenses includes hockey programs, classes & lessons, gen. adm., and Tier 1/Travel.

² Rental revenue and expenses include contract ice and facility rental.

³ Auxiliary revenue and expenses include food & beverage, merchandise, sponsorships, and misc. income.

⁴ Operations Expense includes administration, marketing, building operations, engineering, and utilities.

Source: Sharks Ice

OPERATING PRO FORMA PROJECTIONS

For the purpose of this analysis, we have assumed that the proposed expansion of the Ice Centre will be completed by April 1, 2022, and that activities and operations of the two new rinks at the Ice Centre will begin on April 1, 2022. Unless otherwise noted, we applied an annual inflation rate of 3% to both revenues and expenses. Because the Ice Centre is a successful ongoing operation, we assume that facility management will undertake the necessary pre-opening planning procedures and marketing campaigns to ensure a smooth transition to the larger facility. As such, reaching stabilized operations for most programs and activities will not require a

significant ramp-up period. We project that by year five (2026) the expanded Ice Centre operations will be stabilized.

The following figures present the financial operating projections for the first five years of Ice Centre operations after the proposed expansion. The projections for the first fiscal year of operation, 2022, reflect the operation of the existing four-sheet facility for the first nine months (July through March) and of the expanded six-sheet facility for the remainder of the year (April through June).

All figures in the following figures are presented in inflated dollars.

6.9 5-YEAR OPERATING PRO FORMA – EXPECTED SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$5,080	\$6,333	\$6,621	\$6,922	\$7,237
Classes & Lessons	1,609	2,103	2,318	2,555	2,816
General Admission	1,099	1,376	1,439	1,504	1,573
Facility Rental	499	593	642	694	751
Contracted Ice	2,607	3,087	3,211	3,340	3,475
Tier 1 & Travel Hockey	1,775	2,226	2,293	2,361	2,432
Sponsorships	761	1,065	1,124	1,187	1,253
Food & Beverage Sales	2,226	3,150	3,278	3,350	3,451
Merchandise Sales	1,291	1,774	1,863	1,894	1,951
AHL Net Income	0	1,323	1,363	1,404	1,446
Miscellaneous Income	253	461	475	490	504
Total Operating Revenue	\$17,200	\$23,493	\$24,626	\$25,702	\$26,888
OPERATING EXPENSES					
Hockey Programs	\$1,016	\$1,013	\$1,059	\$1,108	\$1,158
Classes & Lessons	241	252	278	307	338
General Admission	14	14	14	15	16
Facility Rental	75	89	96	104	113
Contracted Ice	358	340	353	367	382
Tier 1 & Travel Hockey	1,598	2,003	2,063	2,125	2,189
Sales & Marketing	177	233	245	257	271
Food & Beverage	1,948	2,757	2,868	2,932	3,019
Merchandise Sales	1,033	1,419	1,490	1,515	1,561
Administration	2,046	2,425	2,521	2,616	2,717
Building Operations	1,097	1,502	1,565	1,626	1,692
Utilities	992	1,360	1,411	1,462	1,516
Engineering	247	338	352	366	381
Total Operating Expenses	\$10,842	\$13,745	\$14,317	\$14,800	\$15,353
OPERATING INCOME (LOSS)	\$6,357	\$9,748	\$10,309	\$10,902	\$11,535
NON-OPERATING REVENUE					
Leases and Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	100	103	106	109	113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$6,694	\$12,183	\$12,819	\$13,489	\$14,202

6.10 5-YEAR OPERATING PRO FORMA – CONSERVATIVE SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$4,785	\$5,965	\$6,236	\$6,519	\$6,815
Classes & Lessons	1,532	2,003	2,208	2,433	2,682
General Admission	1,099	1,376	1,439	1,504	1,573
Facility Rental	486	578	625	675	731
Contracted Ice	2,487	2,957	3,076	3,200	3,329
Tier 1 & Travel Hockey	1,598	2,003	2,063	2,125	2,189
Sponsorships	621	868	917	968	1,022
Food & Beverage Sales	2,027	2,877	2,986	3,055	3,149
Merchandise Sales	1,165	1,601	1,670	1,701	1,754
AHL Income	0	993	1,023	1,053	1,085
Total Operating Revenue	\$16,026	\$21,637	\$22,670	\$23,676	\$24,782
OPERATING EXPENSES					
Hockey Programs	\$766	\$954	\$998	\$1,043	\$1,090
Classes & Lessons	184	240	265	292	322
General Admission	11	14	14	15	16
Facility Rental	73	87	94	101	110
Contracted Ice	274	325	338	352	366
Tier 1 & Travel Hockey	1,438	1,803	1,857	1,913	1,970
Sales & Marketing	152	198	207	218	229
Food & Beverage	1,774	2,517	2,613	2,673	2,755
Merchandise	932	1,281	1,336	1,361	1,403
Administration	1,981	2,323	2,414	2,504	2,601
Building Operations	1,048	1,424	1,483	1,541	1,604
Utilities	963	1,313	1,362	1,411	1,464
Engineering	235	319	333	346	360
Total Operating Expenses	\$9,830	\$12,799	\$13,314	\$13,771	\$14,290
OPERATING INCOME (LOSS)	\$6,196	\$8,838	\$9,356	\$9,905	\$10,492
NON-OPERATING REVENUE					
Leases & Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	\$100	\$103	\$106	\$109	\$113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$6,533	\$11,273	\$11,866	\$12,492	\$13,159

6.11 5-YEAR OPERATING PRO FORMA – AGGRESSIVE SCENARIO (IN \$000s)

Fiscal Year	Stabilization Period				Stabilized Operations
	2022	2023	2024	2025	2026
OPERATING REVENUE					
Hockey Programs	\$5,529	\$6,892	\$7,206	\$7,533	\$7,875
Classes & Lessons	1,667	2,179	2,401	2,646	2,916
General Admission	1,126	1,411	1,475	1,542	1,612
Facility Rental	525	624	675	730	789
Contracted Ice	2,933	3,489	3,629	3,776	3,928
Tier 1 & Travel Hockey	1,953	2,448	2,522	2,598	2,675
Sponsorships	931	1,303	1,375	1,452	1,533
Food & Beverage Sales	2,420	3,467	3,622	3,703	3,814
Merchandise Sales	1,406	1,981	2,094	2,131	2,195
AHL Income	0	1,836	1,891	1,947	2,006
Total Operating Revenue	\$18,742	\$26,090	\$27,364	\$28,547	\$29,849
OPERATING EXPENSES					
Hockey Programs	\$885	\$1,103	\$1,153	\$1,205	\$1,260
Classes & Lessons	200	261	288	318	350
General Admission	11	14	15	15	16
Facility Rental	79	94	101	109	118
Contracted Ice	323	384	399	415	432
Tier 1 & Travel Hockey	1,757	2,204	2,270	2,338	2,408
Sales & Marketing	268	337	354	371	388
Food & Beverage	2,118	3,033	3,169	3,240	3,337
Merchandise	1,125	1,584	1,675	1,705	1,756
Administration	2,131	2,568	2,672	2,772	2,880
Building Operations	1,162	1,611	1,680	1,745	1,816
Utilities	1,031	1,425	1,480	1,533	1,590
Engineering	216	299	311	323	336
Total Operating Expenses	\$11,304	\$14,917	\$15,567	\$16,091	\$16,689
OPERATING INCOME (LOSS)	\$7,438	\$11,173	\$11,798	\$12,457	\$13,159
NON-OPERATING REVENUE					
Leases & Long Term Contracts	\$948	\$2,960	\$3,049	\$3,140	\$3,235
Incremental Naming Rights	99	300	300	300	300
Total Non-Operating Revenue	\$1,047	\$3,260	\$3,349	\$3,440	\$3,535
INDIRECT EXPENSE					
Parking Access Fee	\$50	\$151	\$152	\$153	\$154
Other Related Payments	100	103	106	109	113
Possessory Interest Fee	561	571	581	591	601
Total Indirect Expense	\$711	\$825	\$839	\$853	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENTS	\$7,775	\$13,608	\$14,308	\$15,044	\$15,826

OPERATING SCENARIOS

To evaluate the sustainability of the Ice Centre operation, we present three scenarios, an expected scenario along with conservative and aggressive projections. The scenarios present a range of possible outcomes for Ice Centre operations under typical, cyclical market conditions.

To evaluate the impact of a significant economic downturn or recession, we also present sensitivity analysis that demonstrates the effect of a 10%, 20%, and 30% reduction of operating and non-operating revenues.

SUMMARY COMPARISON

The following figure compares the net income available for lease payments for each of the three operating scenarios detailed above and three recession scenarios that present revenue declines from the expected scenario. The figure presents the financial projections for fiscal year 2026, the first year of stabilized operations. All figures are stated in inflated dollars using a 3% inflation rate for both revenues and expenses.

6.12 COMPARISON OF YEAR 5 NET INCOME - FY 2026 (IN \$000s)

	Stabilized Operations			Recession Scenarios			2026
	Expected	Conservative	Aggressive	10% Rev Decline	20% Rev Decline	30% Rev Decline	
OPERATING REVENUE							
Total Operating Revenue	\$26,921	\$24,782	\$29,849	\$24,199	\$21,510	\$18,822	\$26,921
OPERATING EXPENSES							
Total Operating Expenses	\$15,385	\$14,290	\$16,689	\$14,098	\$12,843	\$11,588	\$15,385
OPERATING INCOME (LOSS)	\$11,536	\$10,492	\$13,159	\$10,101	\$8,668	\$7,234	\$11,536
NON-OPERATING REVENUE							
Leases and Long Term Contracts	\$3,235	\$3,235	\$3,235	\$3,235	\$3,235	\$3,235	\$3,235
Incremental Naming Rights	300	300	300	300	300	300	300
Total Non-Operating Revenue ¹	\$3,535	\$3,535	\$3,535	\$3,535	\$3,535	\$3,535	\$3,535
INDIRECT EXPENSE							
Total Indirect Expense ¹	\$868	\$868	\$868	\$868	\$868	\$868	\$868
NET INCOME AVAILABLE FOR LEASE PAYMENT:	\$14,203	\$13,159	\$15,826	\$12,768	\$11,335	\$9,901	\$14,203

¹ Long-term contracts, such as leases, naming rights agreements and indirect expenses would not be impacted by short-term economic downturn

COMPARISON WITH HISTORICAL OPERATIONS

The following figure compares the fiscal year 2018 and 2019 financial data provided by the Sharks with

the first five years of post-expansion operations as projected by the Consulting Team. All dollar figures are inflated.

6.13 HISTORICAL VS. PROJECTED OPERATIONS (IN 000s)

	Actual	Forecast	Consultant's Forecast - Expected Case				Stabilized FY 2026
	FY 2018 ¹	FY 2019 ²	Open FY 2022 ³	FY 2023	FY 2024	FY 2025	
Operating Revenues ⁴							
Programming	\$7,953	\$9,080	\$9,563	\$12,039	\$12,671	\$13,343	\$14,057
Rental	2,594	2,650	3,106	3,680	3,853	4,034	4,226
Auxiliary Revenue	3,621	3,462	4,530	6,451	6,739	6,921	7,159
AHL Net Income	0	0	0	1,323	1,363	1,404	1,446
Total Operating Revenues	\$14,169	\$15,192	\$17,200	\$23,493	\$24,626	\$25,702	\$26,888
Operating Expenses ⁵							
Programming	\$2,541	\$2,740	\$2,869	\$3,283	\$3,415	\$3,554	\$3,700
Rental	321	297	433	429	449	472	495
Auxiliary Expense	2,624	2,988	3,158	4,409	4,603	4,704	4,851
Operations	2,559	2,879	4,383	5,625	5,850	6,070	6,307
FA/Rent	2,220	2,061	incl above	incl above	incl above	incl above	incl above
Total Operating Expenses	\$10,265	\$10,965	\$10,842	\$13,745	\$14,317	\$14,800	\$15,353
Operating Income	\$3,904	\$4,226	\$6,357	\$9,748	\$10,309	\$10,902	\$11,535

¹ Actual reported by Sharks

² Partial year - Actual partial year forecast forecast by Sharks

³ Jul-March (pre-expansion), Apr-Jun (post-expansion)

⁴ Operating Revenues do not include medical tenant lease, NHL/AHL Leases, or incremental naming rights

⁵ Operating Expenses do not include parking access fee, possessory interest fee, or other indirect expenses

The value of adding the two ice sheets at the Ice Centre is twofold. First, the ability to utilize the established ice operation and incrementally expanded ice programming benefits from economies of scale. Second, the Ice Centre benefits from the introduction of the AHL games. Accounting for inflation and not including the AHL Income, approximately 51% of the net operating income of the expanded Ice Centre can be attributed to the two new ice sheets. Including the additional impact of the

AHL Income, this incremental impact increases to 57%.

The following figure presents a summary of expense ratios to demonstrate the benefits of expected economies and the reasonableness of operating projection when considering historical operations. We present the actual 2018 fiscal year and the projected 2026 fiscal year.

6.14 SUMMARY OF OPERATING EXPENSE RATIOS

	Program Expense Ratio ¹	Rental Expense Ratio ¹	Auxiliary Expense Ratio ¹	Operations Expense Ratio ²	Total Operating Exp Ratio ²
FY 2018 Actual	32%	12%	71%	34%	72%
FY 2026 Projections	26%	12%	68%	23%	57%

¹ Ratio of expenses to related revenue (i.e. program revenues/program expenses)

² Ratio of expenses to total operating revenue

Established hockey and skating programs allow for relative stability in the fixed costs of operation and a lower expense ratio. The greatest economies are derived from general operating expenses which include costs associated with administrative, marketing, and building operations activities.

CONCLUSIONS AND PROJECT RISKS

Our financial projections are intended to show the expected levels of revenues and expenses over a five-year period. Projections show smooth growth over time. However, event demand and sports participation cycles are not always smooth. Business can be affected by unpredictable local and national economic factors. Demand is often cyclical and based on market conditions. Therefore, we recommend interpreting these financial projections as a mid-point of a range of possible outcomes and over a multi-year period rather than relying on projections for any one specific year.

All operating projections are subject to a variety of known and unknown risks. Financial operations projections are based on a series of assumptions about the demand for ice time and participation in other sports and recreation programs. Actual events

and circumstances may differ from these assumptions, and these differences may have a material effect on financial performance.

Our forecasts assume that tenant and third-party agreements remain in place for the duration of our projections and that the terms are not materially different from the preliminary terms provided to us at the time of this study. But, we provide no assurances that future tenant and third-party leases will be executed in the forms assumed in this study or that agreements will remain in effect during the projection period.

While the proposed venue will be highly marketable to sponsorship partners, once secured, advertising and sponsorship agreements have relatively short terms (up to five years). There is the risk that the multiple renewals over the course of the debt service term will yield lower revenues as the building ages and potentially competitive facilities enter the market. Furthermore, agreements may not be renewed for any variety of reasons that may or may not be related to the performance of the venue. The costs of securing sponsorship renewals can also be

significant, including sales commissions and other sales costs.

While the letter of credit and other provisions shield the City from the failure to make lease payments to the Authority, the impact of the relocation of the San José Sharks from the San José market on other users could be substantial. Although very unlikely with two professional hockey teams in San José, the removal of professional hockey from the market could decrease the enthusiasm for the sport and the subsequent utilization of the Ice Centre.

The labor agreement between the NHL and players presents risks of strike or lockouts that are beyond the control of any individual team or venue. Historically, labor disputes have interrupted season play and adversely affected spectator and corporate sponsor interest in a sport even after the dispute is resolved. Such an event could have a negative impact on Ice Centre food and beverage and other revenues from NHL practices.

Economic conditions can affect discretionary spending on recreation, admissions, and travel. Since

the Consulting Team cannot predict the timing of business cycles, the projections assume a steady rate of long-term growth. Even if the projected long-term growth rates materialize, annual revenues could be above or below projections, depending on the phase of the business cycle. Adverse economic market conditions could weaken the performance of the Ice Centre and reduce the amount of net operating income available to make lease payments.

The Consulting Team based projections on certain assumptions regarding future inflation rates. We cannot guarantee long-term inflation growth at the rates assumed for the purposes of these projections

The relative stability of the Ice Centre's historical operation suggests that future operations will continue to operate with a narrow range between the best- and worst-case scenarios. Approximately 75% of operating revenues are directly attributed to ice usage. Unaccommodated prime time ice demand in the market insulates the downside, while ice capacity constraints limit the upside potential.

7. LIMITING CONDITIONS AND ASSUMPTIONS

In addition to our contractual terms and the assumptions detailed throughout this report, our analysis and report are subject to the following limiting conditions and assumptions.

1. This analysis has been prepared for the City of San José (“Client”) for its decision-making purposes associated with the proposed expansion of the Solar4America Ice Centre in San Jose, California. This report should be used in whole and not in part, nor should it be used for any other purposes. Separation of any section, page, or figure from the main body of the report is expressly forbidden.
2. This report is restricted to use by the Client and may not be relied upon by any third party for any purpose, including any matter pertaining to financing.
3. Although this analysis includes findings and recommendations, all decisions in connection with the implementation of such findings and recommendations shall be the Client’s responsibility.
4. Possession of this report by a third party does not carry with it the right to publication. The report should solely be used by the City for its intended purpose only.
5. This analysis does not constitute an audit or an opinion of value or appraisal in accordance with generally accepted audit standards. Any estimates or ranges of values were prepared to illustrate current and potential market conditions.
6. The analysis performed was limited and, as such, we do not warrant that our estimates will be attained, but they have been developed on the basis of information obtained during the course of our market research and are intended to reflect reasonable expectations.
7. In the preparation of this report, we have utilized primary and secondary sources of information that are deemed to be accurate and reasonable. No information provided to us by others was audited or verified and was assumed to be correct. We can assume no liability resulting from misinformation.
8. Estimates and analyses regarding the projected performance are based on trends and other assumptions. Some assumptions will not materialize, and unanticipated events and circumstances may occur. The actual results may, therefore, vary from those described in this study, and those differences may be material.

9. We have not knowingly withheld any pertinent facts that may influence current and anticipated market conditions, but we do not guarantee that we have knowledge of all factors that might influence facility operations. We take no responsibility for any events or circumstances that occur subsequent to this report.
10. The quality of facility management has a direct effect on economic performances. This analysis assumes responsible and competent ownership and management. Any departure from this assumption may have a significant impact on the findings on the projections detailed in this report.
11. The figures and projections presented in this report were generated using mathematical calculations carried out to three or more decimal places. The final estimates are subjective and may be influenced by our experience and other factors not specifically set forth in this report. For simplicity in presentation, most numbers have been rounded and may be subject to small rounding errors.
12. Unless otherwise noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the subject facility. We further assume the subject facility to be in full compliance with all applicable federal, state, local, and private codes, laws, consents, licenses, and regulations (including a liquor license where appropriate), and that all licenses, permits, certificates, franchises, and so forth can be freely renewed or transferred to a purchaser.
13. Existing and pending legislative or ecological matters were not considered.

APPENDIX

All dollar figures are in 2022 dollars to reflect expected opening date of the Ice Centre expansion.

A.1 ADULT HOCKEY PROGRAMS

		Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
Adult Hockey Leagues	Cost/Team	# of Teams			Total Revenue		
Fall Winter League	\$10,800	210	195	225	\$2,268,000	\$2,106,000	\$2,430,000
Spring League	\$9,100	210	195	225	1,911,000	1,774,500	2,047,500
Total Adult Hockey Leagues		420	390	450	\$4,179,000	\$3,880,500	\$4,477,500
* Adult Hockey Clinics	Cost/Each	Registrations			Total Revenue		
Beginner Registration	\$250	250	215	290	\$62,500	\$53,750	\$72,500
Intermediate Registrations	250	200	170	230	50,000	42,500	57,500
Advanced Registrations	250	50	45	55	12,500	11,250	13,750
Total- Clinic Registrations		500	430	575	\$125,000	\$107,500	\$143,750
* Women's Hockey League	Cost/Each	Registrations			Total Revenue		
Individual Registrations- Fall Winter	\$350	64	55	75	\$22,400	\$19,250	\$26,250
Individual Registrations- Spring	\$350	64	55	75	22,400	19,250	26,250
Total- Women's Hockey League		128	110	150	\$44,800	\$38,500	\$52,500

A.2 JUNIOR SHARKS HOUSE HOCKEY

Junior Sharks House Hockey League		Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
Fall Winter Season		Registrations			Total Revenue		
	Average Cost						
6U	\$1,350	75	75	85	\$101,250	\$101,250	\$114,750
8U	1,350	175	175	205	236,250	\$236,250	\$276,750
10U	1,350	100	100	115	135,000	\$135,000	\$155,250
12U	1,350	100	100	115	135,000	\$135,000	\$155,250
14U	1,350	65	65	70	87,750	\$87,750	\$94,500
Total Fall Winter Registrations		515	515	590	\$695,250	\$695,250	\$796,500
Summer Hockey		Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
	Average Cost	Registrations			Total Revenue		
6U	\$778	40	40	45	\$31,120	\$31,120	\$35,010
8U	778	70	70	80	\$54,460	54,460	62,240
10U	778	35	35	40	\$27,230	27,230	31,120
12U	778	25	25	30	\$19,450	19,450	23,340
14U	778	25	25	30	\$19,450	19,450	23,340
Total Summer Hockey Registrations		195	195	225	\$151,710	\$151,710	\$175,050

A.3 SHARKS HIGH SCHOOL HOCKEY LEAGUE

Sharks High School Hockey League		Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
Fall Winter Season	Average Cost	Registrations			Total Revenue		
Varsity Hockey	\$1,100	175	175	190	\$192,500	\$192,500	\$209,000
JV Hockey	1,100	375	375	410	412,500	412,500	451,000
Total Fall Winter Registrations		550	550	600	\$605,000	\$605,000	\$660,000

Spring Summer Season		Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
Average Cost		Registrations			Total Revenue		
Varsity Hockey	\$850	100	80	125	\$85,000	\$68,000	\$106,250
Total Spring Summer Registrations		100	80	125	\$85,000	\$68,000	\$106,250

A.4 YOUTH HOCKEY CLINICS

Hockey Clinics	Average Cost	Expected	Conservative	Aggressive	Expected	Conservative	Aggressive
		Registrations			Total Revenue		
Girls Spring Clinics	\$215	36	36	42	\$7,740	\$7,740	\$9,030
Parent & Child Mini-Camp	265	36	36	42	9,540	9,540	11,130
Parent & Child Mini-Camp	220	36	36	42	7,920	7,920	9,240
Skill Deveopment Camp Week 1	535	72	72	82	38,520	38,520	43,870
Skill Deveopment Camp Week 2	535	72	72	82	38,520	38,520	43,870
Skill Deveopment Camp Week 3	535	72	72	82	38,520	38,520	43,870
Sharks Fundamentals Camp	535	72	72	82	38,520	38,520	43,870
Tune-up Clinic	265	72	72	82	19,080	19,080	21,730
Hockey Development	650	36	36	42	23,400	23,400	27,300
Jr. Sharks Spring Training	546	48	48	55	26,208	26,208	30,030
Hockey Academy Training	315	48	48	55	15,120	15,120	17,325
Total Camps Clinics		600	600	688	\$263,088	\$263,088	\$301,265

A.5 CLASSES AND LESSONS

	Expected	Conservative	Aggressive
Registrations	8,400	8,000	8,700
Cost/Registration	\$243	\$243	\$243
Total Revenue	\$2,042,171	\$1,944,925	\$2,115,106

A.6 GENERAL ADMISSION

	Average Price	Number Sold		
		Expected	Conservative	Aggressive
Public Skating	\$9.50	91,300	91,300	91,300
Freestyle	11.60	27,400	27,400	28,750
Gretzky Hour	14.70	10,280	10,280	11,500

A.7 FACILITY RENTAL

	Average Rate	Units Sold/Revenue		
		Expected	Conservative	Aggressive
Birthday Parties	\$35	6,500	6,200	7,200
Skate Rental	6	54,780	54,780	54,780
Other Facility Rental	lump sum	\$20,000	\$15,000	\$25,000

A.8 CONTRACTED ICE

Customer	Hours	Initial Rental Rate (2022)			Additional Fees
		Expected	Conservative	Aggressive	
San Jose State University	102.25	\$535	\$525	\$545	\$3,300
Bay Area Ice Dancers	12.75	535	525	545	
Turcotte Stickhandling	6.75	535	525	545	
Peninsula Skating Club	52.75	515	505	525	\$1,000
Robby Glantz Power Skating	9	530	520	540	
Silicon Valley Curling Club	200	515	525	545	
San Jose Sharks	200	535	525	545	
San Jose Barracuda	350	535	525	545	
Junior Sharks	1,800	535	525	545	
Junior Seals (spring league)	600	535	525	545	
Other Rental	1,150	535	525	545	

A.9 TOURNAMENTS

Tournament	Team Fee	Expected	Number of Teams	
			Conservative	Aggressive
Labor Day Tournament	\$1,850	40	40	45
3 on 3 Tournament- August	220	125	125	140
3 on 3 Tournament- December	220	125	125	140
Silver Stick Invitational	1,850	64	64	70
Silver Stick Invitational- Mighty Mites	1,150	9	9	9
High School Holiday Tournament	1,750	8	8	8
MLK Girls & Women's Tournament	1,850	70	70	80
Adult Tournament (new)	985	32	0	96 *

* 3 new tournaments in the aggressive scenario.

A.10 OTHER EVENTS

Events	Rental Rate	Expected	Number of Events	
			Conservative	Aggressive
Other Synchro/Dance	\$2,675	5	3	7
Spectator Events	15,000	1	0	2

SAMPLE ICE SCHEDULE - WINTER
MONDAY

South		Center		North		East		Rink 5		Rink 6	
5:00 AM		5:00 AM		5:00 AM		5:00 AM		5:00 AM		5:00 AM	
5:15 AM		5:15 AM		5:15 AM		5:15 AM		5:15 AM		5:15 AM	
5:30 AM		5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM	Dance	5:30 AM		5:30 AM	
5:45 AM		5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM	Dance	5:45 AM		5:45 AM	
6:00 AM		6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM	Dance	6:00 AM	Hockey Lessons	6:00 AM	
6:15 AM		6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM	Dance	6:15 AM	Hockey Lessons	6:15 AM	
6:30 AM	Gretzky Hour	6:30 AM	Freestyle	6:30 AM	Freestyle	6:30 AM	Dance	6:30 AM	Hockey Lessons	6:30 AM	High School
6:45 AM	Gretzky Hour	6:45 AM	Freestyle	6:45 AM	Freestyle	6:45 AM	Dance	6:45 AM	Hockey Lessons	6:45 AM	High School
7:00 AM	Gretzky Hour	7:00 AM	Freestyle	7:00 AM	Freestyle	7:00 AM	Dance	7:00 AM	Hockey Lessons	7:00 AM	High School
7:15 AM	Gretzky Hour	7:15 AM	Freestyle	7:15 AM	Freestyle	7:15 AM	Dance	7:15 AM	Hockey Lessons	7:15 AM	High School
7:30 AM	Gretzky Hour	7:30 AM	Freestyle	7:30 AM	Freestyle	7:30 AM	Dance	7:30 AM	Hockey Lessons	7:30 AM	High School
7:45 AM	Gretzky Hour	7:45 AM	Freestyle	7:45 AM	Freestyle	7:45 AM	Dance	7:45 AM	Hockey Lessons	7:45 AM	High School
8:00 AM	Resurface	8:00 AM	Freestyle	8:00 AM	Freestyle	8:00 AM	Dance	8:00 AM	Resurface	8:00 AM	Resurface
8:15 AM		8:15 AM	Freestyle	8:15 AM	Freestyle	8:15 AM	Dance	8:15 AM		8:15 AM	Gretzky Hour
8:30 AM		8:30 AM	Resurface	8:30 AM	Resurface	8:30 AM	Resurface	8:30 AM		8:30 AM	Gretzky Hour
8:45 AM		8:45 AM	Freestyle	8:45 AM	Police/Fire	8:45 AM	Dance	8:45 AM		8:45 AM	Gretzky Hour
9:00 AM		9:00 AM	Freestyle	9:00 AM	Police/Fire	9:00 AM	Dance	9:00 AM		9:00 AM	Gretzky Hour
9:15 AM		9:15 AM	Freestyle	9:15 AM	Police/Fire	9:15 AM	Dance	9:15 AM		9:15 AM	Gretzky Hour
9:30 AM		9:30 AM	Freestyle	9:30 AM	Police/Fire	9:30 AM	Dance	9:30 AM	SIAHL	9:30 AM	Gretzky Hour
9:45 AM		9:45 AM	Freestyle	9:45 AM	Police/Fire	9:45 AM	Resurface	9:45 AM	SIAHL	9:45 AM	Resurface
10:00 AM	NHL	10:00 AM	Freestyle	10:00 AM	Police/Fire	10:00 AM	Alumni	10:00 AM	SIAHL	10:00 AM	AHL Team
10:15 AM	NHL	10:15 AM	Freestyle	10:15 AM	Resurface	10:15 AM	Alumni	10:15 AM	SIAHL	10:15 AM	AHL Team
10:30 AM	NHL	10:30 AM	Freestyle	10:30 AM		10:30 AM	Alumni	10:30 AM	SIAHL	10:30 AM	AHL Team
10:45 AM	NHL	10:45 AM	Resurface	10:45 AM		10:45 AM	Alumni	10:45 AM	Resurface	10:45 AM	AHL Team
11:00 AM	NHL	11:00 AM	Resurface	11:00 AM	Public	11:00 AM	Alumni	11:00 AM	SIAHL	11:00 AM	AHL Team
11:15 AM	NHL	11:15 AM	Resurface	11:15 AM	Public	11:15 AM	Alumni	11:15 AM	SIAHL	11:15 AM	AHL Team
11:30 AM	NHL	11:30 AM	Resurface	11:30 AM	Public	11:30 AM	Double Cut	11:30 AM	SIAHL	11:30 AM	AHL Team
11:45 AM	Double Cut	11:45 AM	Curling	11:45 AM	Public	11:45 AM	Double Cut	11:45 AM	SIAHL	11:45 AM	AHL Team
12:00 PM	Double Cut	12:00 PM	Curling	12:00 PM	Public	12:00 PM	Drop-in	12:00 PM	SIAHL	12:00 PM	Resurface
12:15 PM	Gretzky Hour	12:15 PM	Curling	12:15 PM	Public	12:15 PM	Drop-in	12:15 PM	Resurface	12:15 PM	
12:30 PM	Gretzky Hour	12:30 PM	Curling	12:30 PM	Public	12:30 PM	Drop-in	12:30 PM	SIAHL	12:30 PM	
12:45 PM	Gretzky Hour	12:45 PM	Curling	12:45 PM	Public	12:45 PM	Drop-in	12:45 PM	SIAHL	12:45 PM	
1:00 PM	Gretzky Hour	1:00 PM	Curling	1:00 PM	Public	1:00 PM	Drop-in	1:00 PM	SIAHL	1:00 PM	Other Rental
1:15 PM	Gretzky Hour	1:15 PM	Curling	1:15 PM	Public	1:15 PM	Drop-in	1:15 PM	SIAHL	1:15 PM	Other Rental
1:30 PM	Gretzky Hour	1:30 PM	Curling	1:30 PM	Public	1:30 PM	Resurface	1:30 PM	SIAHL	1:30 PM	Other Rental
1:45 PM	Resurface	1:45 PM	Resurface	1:45 PM	Public	1:45 PM	Dance	1:45 PM	Resurface	1:45 PM	Other Rental
2:00 PM		2:00 PM	Resurface	2:00 PM	Public	2:00 PM	Dance	2:00 PM		2:00 PM	Other Rental
2:15 PM	Resurface	2:15 PM	Resurface	2:15 PM	Resurface	2:15 PM	Dance	2:15 PM	Hockey Lessons	2:15 PM	Other Rental
2:30 PM	Gretzky Hour	2:30 PM	Public	2:30 PM		2:30 PM	Dance	2:30 PM	Hockey Lessons	2:30 PM	Resurface
2:45 PM	Gretzky Hour	2:45 PM	Public	2:45 PM		2:45 PM	Dance	2:45 PM	Hockey Lessons	2:45 PM	High School
3:00 PM	Gretzky Hour	3:00 PM	Public	3:00 PM		3:00 PM	Dance	3:00 PM	Hockey Lessons	3:00 PM	High School
3:15 PM	Gretzky Hour	3:15 PM	Public	3:15 PM	SJSU	3:15 PM	Dance	3:15 PM	Hockey Lessons	3:15 PM	High School
3:30 PM	Gretzky Hour	3:30 PM	Public	3:30 PM	SJSU	3:30 PM	Dance	3:30 PM	Hockey Lessons	3:30 PM	High School
3:45 PM	Gretzky Hour	3:45 PM	Public	3:45 PM	SJSU	3:45 PM	Resurface	3:45 PM	Hockey Lessons	3:45 PM	Resurface
4:00 PM	Resurface	4:00 PM	Public	4:00 PM	SJSU	4:00 PM	Freestyle	4:00 PM	Hockey Lessons	4:00 PM	Freestyle
4:15 PM	High School	4:15 PM	Public	4:15 PM	SJSU	4:15 PM	Freestyle	4:15 PM	Resurface	4:15 PM	Freestyle
4:30 PM	High School	4:30 PM	Public	4:30 PM	SJSU	4:30 PM	Freestyle	4:30 PM	Figure Lessons	4:30 PM	Freestyle
4:45 PM	High School	4:45 PM	Public	4:45 PM	Resurface	4:45 PM	Freestyle	4:45 PM	Figure Lessons	4:45 PM	Freestyle
5:00 PM	High School	5:00 PM	JSHL	5:00 PM	Jr. Sharks	5:00 PM	Resurface	5:00 PM	Figure Lessons	5:00 PM	Resurface
5:15 PM	Resurface	5:15 PM	JSHL	5:15 PM	Jr. Sharks	5:15 PM	Jr. Sharks	5:15 PM	Figure Lessons	5:15 PM	Skills
5:30 PM	High School	5:30 PM	JSHL	5:30 PM	Jr. Sharks	5:30 PM	Jr. Sharks	5:30 PM	Figure Lessons	5:30 PM	Skills
5:45 PM	High School	5:45 PM	JSHL	5:45 PM	Jr. Sharks	5:45 PM	Jr. Sharks	5:45 PM	Figure Lessons	5:45 PM	Skills
6:00 PM	High School	6:00 PM	JSHL	6:00 PM	Jr. Sharks	6:00 PM	Jr. Sharks	6:00 PM	Figure Lessons	6:00 PM	Skills
6:15 PM	High School	6:15 PM	JSHL	6:15 PM	Resurface	6:15 PM	Jr. Sharks	6:15 PM	Figure Lessons	6:15 PM	Skills
6:30 PM	Resurface	6:30 PM	JSHL	6:30 PM	Jr. Sharks	6:30 PM	Resurface	6:30 PM	Resurface	6:30 PM	Resurface
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7:15 PM	High School	7:15 PM	Resurface	7:15 PM	Jr. Sharks	7:15 PM	Jr. Sharks	7:15 PM	Jr. Sharks	7:15 PM	Jr. Sharks
7:30 PM	High School	7:30 PM	Public	7:30 PM	Jr. Sharks	7:30 PM	Jr. Sharks	7:30 PM	Jr. Sharks	7:30 PM	Jr. Sharks
7:45 PM	Resurface	7:45 PM	Public	7:45 PM	Resurface	7:45 PM	Jr. Sharks	7:45 PM	Jr. Sharks	7:45 PM	Jr. Sharks
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8:15 PM	SIAHL	8:15 PM	Public	8:15 PM	Jr. Sharks	8:15 PM	Jr. Sharks	8:15 PM	SIAHL	8:15 PM	SIAHL
8:30 PM	SIAHL	8:30 PM	Public	8:30 PM	Jr. Sharks	8:30 PM	Jr. Sharks	8:30 PM	SIAHL	8:30 PM	SIAHL
8:45 PM	SIAHL	8:45 PM	Public	8:45 PM	Jr. Sharks	8:45 PM	Jr. Sharks	8:45 PM	SIAHL	8:45 PM	SIAHL
9:00 PM	SIAHL	9:00 PM	Public	9:00 PM	Jr. Sharks	9:00 PM	Jr. Sharks	9:00 PM	SIAHL	9:00 PM	SIAHL
9:15 PM	Resurface	9:15 PM	Public	9:15 PM	Resurface	9:15 PM	Jr. Sharks	9:15 PM	SIAHL	9:15 PM	SIAHL

SAMPLE ICE SCHEDULE - WINTER
TUESDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	5:30 AM	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	5:45 AM	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	6:00 AM	Hockey Lessons
6:15 AM	6:15 AM	Freestyle	6:15 AM	6:15 AM	Hockey Lessons
6:30 AM	Gretzky Hour	6:30 AM	6:30 AM	6:30 AM	6:30 AM
6:45 AM	Gretzky Hour	6:45 AM	6:45 AM	6:45 AM	6:45 AM
7:00 AM	Gretzky Hour	7:00 AM	7:00 AM	7:00 AM	7:00 AM
7:15 AM	Gretzky Hour	7:15 AM	7:15 AM	7:15 AM	7:15 AM
7:30 AM	Gretzky Hour	7:30 AM	7:30 AM	7:30 AM	7:30 AM
7:45 AM	Gretzky Hour	7:45 AM	7:45 AM	7:45 AM	7:45 AM
8:00 AM	Resurface	8:00 AM	8:00 AM	8:00 AM	8:00 AM
8:15 AM	Other Rental	8:15 AM	8:15 AM	8:15 AM	8:15 AM
8:30 AM	Other Rental	8:30 AM	8:30 AM	8:30 AM	8:30 AM
8:45 AM	Other Rental	8:45 AM	8:45 AM	8:45 AM	8:45 AM
9:00 AM	Other Rental	9:00 AM	9:00 AM	9:00 AM	9:00 AM
9:15 AM	Other Rental	9:15 AM	9:15 AM	9:15 AM	9:15 AM
9:30 AM	Resurface	9:30 AM	9:30 AM	9:30 AM	9:30 AM
9:45 AM	9:45 AM	9:45 AM	9:45 AM	9:45 AM	9:45 AM
10:00 AM	Resurface	10:00 AM	10:00 AM	10:00 AM	10:00 AM
10:15 AM	Resurface	10:15 AM	10:15 AM	10:15 AM	10:15 AM
10:30 AM	Resurface	10:30 AM	10:30 AM	10:30 AM	10:30 AM
10:45 AM	NHL	10:45 AM	10:45 AM	10:45 AM	10:45 AM
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12:45 PM	12:45 PM	12:45 PM	12:45 PM	12:45 PM	12:45 PM
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1:30 PM	Resurface	1:30 PM	1:30 PM	1:30 PM	1:30 PM
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3:45 PM	Resurface	3:45 PM	3:45 PM	3:45 PM	3:45 PM
4:00 PM	Resurface	4:00 PM	4:00 PM	4:00 PM	4:00 PM
4:15 PM	Hockey Lessons	4:15 PM	4:15 PM	4:15 PM	4:15 PM
4:30 PM	Hockey Lessons	4:30 PM	4:30 PM	4:30 PM	4:30 PM
4:45 PM	Hockey Lessons	4:45 PM	4:45 PM	4:45 PM	4:45 PM
5:00 PM	Resurface	5:00 PM	5:00 PM	5:00 PM	5:00 PM
5:15 PM	JSHL	5:15 PM	5:15 PM	5:15 PM	5:15 PM
5:30 PM	JSHL	5:30 PM	5:30 PM	5:30 PM	5:30 PM
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7:00 PM	JSHL	7:00 PM	7:00 PM	7:00 PM	7:00 PM
7:15 PM	JSHL	7:15 PM	7:15 PM	7:15 PM	7:15 PM
7:30 PM	Resurface	7:30 PM	7:30 PM	7:30 PM	7:30 PM
7:45 PM	Jr. Sharks	7:45 PM	7:45 PM	7:45 PM	7:45 PM
8:00 PM	Jr. Sharks	8:00 PM	8:00 PM	8:00 PM	8:00 PM
8:15 PM	Jr. Sharks	8:15 PM	8:15 PM	8:15 PM	8:15 PM
8:30 PM	Jr. Sharks	8:30 PM	8:30 PM	8:30 PM	8:30 PM
8:45 PM	Jr. Sharks	8:45 PM	8:45 PM	8:45 PM	8:45 PM
9:00 PM	Resurface	9:00 PM	9:00 PM	9:00 PM	9:00 PM
9:15 PM	Jr. Sharks	9:15 PM	9:15 PM	9:15 PM	9:15 PM

SAMPLE ICE SCHEDULE - WINTER
TUESDAY

South	Center	North	East	Rink 5	Rink 6				
9:30 PM	Jr. Sharks	9:30 PM	Curling	9:30 PM	Resurface	9:30 PM	High School		
9:45 PM	Jr. Sharks	9:45 PM	Curling	9:45 PM	SIAHL	9:45 PM	SIAHL	9:45 PM	High School
10:00 PM	Jr. Sharks	10:00 PM	Curling	10:00 PM	SIAHL	10:00 PM	SIAHL	10:00 PM	Resurface
10:15 PM	Jr. Sharks	10:15 PM	Curling	10:15 PM	SIAHL	10:15 PM	SIAHL	10:15 PM	SIAHL
10:30 PM	Resurface	10:30 PM	Curling	10:30 PM	SIAHL	10:30 PM	SIAHL	10:30 PM	SIAHL
10:45 PM	SIAHL	10:45 PM	Curling	10:45 PM	SIAHL	10:45 PM	Resurface	10:45 PM	SIAHL
11:00 PM	SIAHL	11:00 PM	Curling	11:00 PM	Resurface	11:00 PM	SIAHL	11:00 PM	Resurface
11:15 PM	SIAHL	11:15 PM	Curling	11:15 PM	SIAHL	11:15 PM	SIAHL	11:15 PM	SIAHL
11:30 PM	SIAHL	11:30 PM	Resurface	11:30 PM	SIAHL	11:30 PM	SIAHL	11:30 PM	SIAHL
11:45 PM	SIAHL	11:45 PM		11:45 PM	SIAHL	11:45 PM	SIAHL	11:45 PM	Resurface
12:00 AM	Resurface	12:00 AM		12:00 AM	SIAHL	12:00 AM	SIAHL	12:00 AM	SIAHL
12:15 AM		12:15 AM		12:15 AM	SIAHL	12:15 AM	Resurface	12:15 AM	SIAHL
12:30 AM		12:30 AM		12:30 AM	Resurface	12:30 AM	SIAHL	12:30 AM	Resurface
12:45 AM		12:45 AM		12:45 AM		12:45 AM		12:45 AM	
1:00 AM		1:00 AM		1:00 AM		1:00 AM		1:00 AM	
1:15 AM		1:15 AM		1:15 AM		1:15 AM		1:15 AM	
1:30 AM		1:30 AM		1:30 AM		1:30 AM		1:30 AM	

SAMPLE ICE SCHEDULE - WINTER
WEDNESDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	Other Rental	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	Other Rental	5:30 AM	5:30 AM	Dance	5:30 AM
5:45 AM	Other Rental	5:45 AM	5:45 AM	Dance	5:45 AM
6:00 AM	Other Rental	6:00 AM	6:00 AM	Dance	6:00 AM
6:15 AM	Other Rental	6:15 AM	6:15 AM	Resurface	6:15 AM
6:30 AM	Other Rental	6:30 AM	6:30 AM	Bellarmino	6:30 AM
6:45 AM	Resurface	6:45 AM	6:45 AM	Bellarmino	6:45 AM
7:00 AM	Other Rental	7:00 AM	7:00 AM	Bellarmino	7:00 AM
7:15 AM	Other Rental	7:15 AM	7:15 AM	Bellarmino	7:15 AM
7:30 AM	Other Rental	7:30 AM	7:30 AM	Resurface	7:30 AM
7:45 AM	Other Rental	7:45 AM	7:45 AM	Dance	7:45 AM
8:00 AM	Other Rental	8:00 AM	8:00 AM	Dance	8:00 AM
8:15 AM	Other Rental	8:15 AM	8:15 AM	Dance	8:15 AM
8:30 AM	Resurface	8:30 AM	8:30 AM	Dance	8:30 AM
8:45 AM	8:45 AM	8:45 AM	8:45 AM	Dance	8:45 AM
9:00 AM	9:00 AM	9:00 AM	9:00 AM	Dance	9:00 AM
9:15 AM	Resurface	9:15 AM	9:15 AM	Dance	9:15 AM
9:30 AM	Resurface	9:30 AM	9:30 AM	Dance	9:30 AM
9:45 AM	Resurface	9:45 AM	9:45 AM	Resurface	9:45 AM
10:00 AM	NHL	10:00 AM	10:00 AM	Alumni	10:00 AM
10:15 AM	NHL	10:15 AM	10:15 AM	Alumni	10:15 AM
10:30 AM	NHL	10:30 AM	10:30 AM	Alumni	10:30 AM
10:45 AM	NHL	10:45 AM	10:45 AM	Alumni	10:45 AM
11:00 AM	NHL	11:00 AM	11:00 AM	Alumni	11:00 AM
11:15 AM	NHL	11:15 AM	11:15 AM	Alumni	11:15 AM
11:30 AM	Resurface	11:30 AM	11:30 AM	Resurface	11:30 AM
11:45 AM	11:45 AM	11:45 AM	11:45 AM	11:45 AM	11:45 AM
12:00 PM	Drop-in	12:00 PM	12:00 PM	Figure Lessons	12:00 PM
12:15 PM	Drop-in	12:15 PM	12:15 PM	Figure Lessons	12:15 PM
12:30 PM	Drop-in	12:30 PM	12:30 PM	Figure Lessons	12:30 PM
12:45 PM	Drop-in	12:45 PM	12:45 PM	Figure Lessons	12:45 PM
1:00 PM	Drop-in	1:00 PM	1:00 PM	Resurface	1:00 PM
1:15 PM	Drop-in	1:15 PM	1:15 PM	Other Rental	1:15 PM
1:30 PM	Resurface	1:30 PM	1:30 PM	Other Rental	1:30 PM
1:45 PM	Dance	1:45 PM	1:45 PM	Other Rental	1:45 PM
2:00 PM	Dance	2:00 PM	2:00 PM	Other Rental	2:00 PM
2:15 PM	Dance	2:15 PM	2:15 PM	Other Rental	2:15 PM
2:30 PM	Dance	2:30 PM	2:30 PM	Resurface	2:30 PM
2:45 PM	Dance	2:45 PM	2:45 PM	2:45 PM	2:45 PM
3:00 PM	Dance	3:00 PM	3:00 PM	3:00 PM	3:00 PM
3:15 PM	Dance	3:15 PM	3:15 PM	Resurface	3:15 PM
3:30 PM	Dance	3:30 PM	3:30 PM	SJSU	3:30 PM
3:45 PM	Resurface	3:45 PM	3:45 PM	SJSU	3:45 PM
4:00 PM	4:00 PM	4:00 PM	4:00 PM	SJSU	4:00 PM
4:15 PM	High School	4:15 PM	4:15 PM	SJSU	4:15 PM
4:30 PM	High School	4:30 PM	4:30 PM	SJSU	4:30 PM
4:45 PM	High School	4:45 PM	4:45 PM	Resurface	4:45 PM
5:00 PM	High School	5:00 PM	5:00 PM	High School	5:00 PM
5:15 PM	Resurface	5:15 PM	5:15 PM	High School	5:15 PM
5:30 PM	Figure Lessons	5:30 PM	5:30 PM	High School	5:30 PM
5:45 PM	Figure Lessons	5:45 PM	5:45 PM	High School	5:45 PM
6:00 PM	Figure Lessons	6:00 PM	6:00 PM	High School	6:00 PM
6:15 PM	Figure Lessons	6:15 PM	6:15 PM	High School	6:15 PM
6:30 PM	Resurface	6:30 PM	6:30 PM	High School	6:30 PM
6:45 PM	Jr. Sharks	6:45 PM	6:45 PM	High School	6:45 PM
7:00 PM	Jr. Sharks	7:00 PM	7:00 PM	Resurface	7:00 PM
7:15 PM	Jr. Sharks	7:15 PM	7:15 PM	Jr. Sharks	7:15 PM
7:30 PM	Jr. Sharks	7:30 PM	7:30 PM	Jr. Sharks	7:30 PM
7:45 PM	Jr. Sharks	7:45 PM	7:45 PM	Jr. Sharks	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	Jr. Sharks	8:00 PM
8:15 PM	Jr. Sharks	8:15 PM	8:15 PM	Resurface	8:15 PM
8:30 PM	Jr. Sharks	8:30 PM	8:30 PM	Jr. Sharks	8:30 PM
8:45 PM	Jr. Sharks	8:45 PM	8:45 PM	Jr. Sharks	8:45 PM
9:00 PM	Jr. Sharks	9:00 PM	9:00 PM	Jr. Sharks	9:00 PM
9:15 PM	Jr. Sharks	9:15 PM	9:15 PM	Jr. Sharks	9:15 PM

SAMPLE ICE SCHEDULE - WINTER
WEDNESDAY

South	Center	North	East	Rink 5	Rink 6
9:30 PM	Resurface	9:30 PM	Resurface	9:30 PM	Resurface
9:45 PM	SIAHL	9:45 PM	SIAHL	9:45 PM	SIAHL
10:00 PM	SIAHL	10:00 PM	SIAHL	10:00 PM	SIAHL
10:15 PM	SIAHL	10:15 PM	SIAHL	10:15 PM	SIAHL
10:30 PM	SIAHL	10:30 PM	SIAHL	10:30 PM	SIAHL
10:45 PM	SIAHL	10:45 PM	SIAHL	10:45 PM	SIAHL
11:00 PM	Resurface	11:00 PM	Resurface	11:00 PM	Resurface
11:15 PM	SIAHL	11:15 PM	SIAHL	11:15 PM	SIAHL
11:30 PM	SIAHL	11:30 PM	SIAHL	11:30 PM	SIAHL
11:45 PM	SIAHL	11:45 PM	SIAHL	11:45 PM	SIAHL
12:00 AM	SIAHL	12:00 AM	SIAHL	12:00 AM	SIAHL
12:15 AM	SIAHL	12:15 AM	SIAHL	12:15 AM	SIAHL
12:30 AM	Resurface	12:30 AM	Resurface	12:30 AM	Resurface
12:45 AM		12:45 AM		12:45 AM	
1:00 AM		1:00 AM		1:00 AM	
1:15 AM		1:15 AM		1:15 AM	
1:30 AM		1:30 AM		1:30 AM	

SAMPLE ICE SCHEDULE - WINTER
THURSDAY

South	Center	North	East	Rink 5	Rink 6				
5:00 AM	5:00 AM	5:00 AM	Freestyle	5:00 AM	5:00 AM				
5:15 AM	5:15 AM	5:15 AM	Freestyle	5:15 AM	Dance				
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM				
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM				
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM				
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM				
6:30 AM	Gretzky	6:30 AM	6:30 AM	6:30 AM	Bellarmino	6:30 AM	High School		
6:45 AM	Gretzky	6:45 AM	6:45 AM	6:45 AM	6:45 AM	Bellarmino	6:45 AM	High School	
7:00 AM	Gretzky	7:00 AM	7:00 AM	7:00 AM	7:00 AM	Bellarmino	7:00 AM	High School	
7:15 AM	Gretzky	7:15 AM	7:15 AM	7:15 AM	7:15 AM	Bellarmino	7:15 AM	High School	
7:30 AM	Gretzky	7:30 AM	7:30 AM	7:30 AM	7:30 AM	Resurface	7:30 AM	High School	
7:45 AM	Gretzky	7:45 AM	7:45 AM	7:45 AM	7:45 AM	Dance	7:45 AM	High School	
8:00 AM	Resurface	8:00 AM	8:00 AM	8:00 AM	8:00 AM	Dance	8:00 AM	Resurface	
8:15 AM		8:15 AM	8:15 AM	8:15 AM	8:15 AM	Dance	8:15 AM	Gretzky	
8:30 AM		8:30 AM	8:30 AM	8:30 AM	8:30 AM	Dance	8:30 AM	Gretzky	
8:45 AM		8:45 AM	8:45 AM	8:45 AM	8:45 AM	Dance	8:45 AM	Gretzky	
9:00 AM	Resurface	9:00 AM	9:00 AM	9:00 AM	9:00 AM	Dance	9:00 AM	Gretzky	
9:15 AM	Resurface	9:15 AM	9:15 AM	9:15 AM	9:15 AM	Dance	9:15 AM	Gretzky	
9:30 AM	Resurface	9:30 AM	9:30 AM	9:30 AM	9:30 AM	Dance	9:30 AM	Gretzky	
9:45 AM	NHL	9:45 AM	9:45 AM	9:45 AM	9:45 AM	Resurface	9:45 AM	Resurface	
10:00 AM	NHL	10:00 AM	10:00 AM	10:00 AM	10:00 AM	Alumni	10:00 AM	Gretzky	AHL Team
10:15 AM	NHL	10:15 AM	10:15 AM	10:15 AM	10:15 AM	Alumni	10:15 AM	Gretzky	AHL Team
10:30 AM	NHL	10:30 AM	10:30 AM	10:30 AM	10:30 AM	Alumni	10:30 AM	Gretzky	AHL Team
10:45 AM	NHL	10:45 AM	10:45 AM	10:45 AM	10:45 AM	Alumni	10:45 AM	Gretzky	AHL Team
11:00 AM	NHL	11:00 AM	11:00 AM	11:00 AM	11:00 AM	Alumni	11:00 AM	Gretzky	AHL Team
11:15 AM	NHL	11:15 AM	11:15 AM	11:15 AM	11:15 AM	Alumni	11:15 AM	Gretzky	AHL Team
11:30 AM	Resurface	11:30 AM	11:30 AM	11:30 AM	11:30 AM	Resurface	11:30 AM	Resurface	Resurface
11:45 AM		11:45 AM	11:45 AM	11:45 AM	11:45 AM		11:45 AM		Resurface
12:00 PM		12:00 PM	12:00 PM	12:00 PM	12:00 PM	Gretzky	12:00 PM	12:00 PM	Drop-in
12:15 PM		12:15 PM	12:15 PM	12:15 PM	12:15 PM	Gretzky	12:15 PM	12:15 PM	Drop-in
12:30 PM		12:30 PM	12:30 PM	12:30 PM	12:30 PM	Gretzky	12:30 PM	12:30 PM	Drop-in
12:45 PM		12:45 PM	12:45 PM	12:45 PM	12:45 PM	Gretzky	12:45 PM	12:45 PM	Drop-in
1:00 PM	Resurface	1:00 PM	1:00 PM	1:00 PM	1:00 PM	Gretzky	1:00 PM	1:00 PM	Drop-in
1:15 PM	Gretzky	1:15 PM	1:15 PM	1:15 PM	1:15 PM	Gretzky	1:15 PM	1:15 PM	Drop-in
1:30 PM	Gretzky	1:30 PM	1:30 PM	1:30 PM	1:30 PM	Resurface	1:30 PM	1:30 PM	Resurface
1:45 PM	Gretzky	1:45 PM	1:45 PM	1:45 PM	1:45 PM	Dance	1:45 PM	1:45 PM	
2:00 PM	Gretzky	2:00 PM	2:00 PM	2:00 PM	2:00 PM	Dance	2:00 PM	2:00 PM	
2:15 PM	Gretzky	2:15 PM	2:15 PM	2:15 PM	2:15 PM	Dance	2:15 PM	2:15 PM	
2:30 PM	Gretzky	2:30 PM	2:30 PM	2:30 PM	2:30 PM	Dance	2:30 PM	2:30 PM	
2:45 PM	Resurface	2:45 PM	2:45 PM	2:45 PM	2:45 PM	Dance	2:45 PM	2:45 PM	
3:00 PM	High School	3:00 PM	3:00 PM	3:00 PM	3:00 PM	Dance	3:00 PM	3:00 PM	Hockey Lessons
3:15 PM	High School	3:15 PM	3:15 PM	3:15 PM	3:15 PM	Dance	3:15 PM	3:15 PM	Hockey Lessons
3:30 PM	High School	3:30 PM	3:30 PM	3:30 PM	3:30 PM	Dance	3:30 PM	3:30 PM	Hockey Lessons
3:45 PM	High School	3:45 PM	3:45 PM	3:45 PM	3:45 PM	Resurface	3:45 PM	3:45 PM	Hockey Lessons
4:00 PM	High School	4:00 PM	4:00 PM	4:00 PM	4:00 PM	Synchro	4:00 PM	4:00 PM	Hockey Lessons
4:15 PM	High School	4:15 PM	4:15 PM	4:15 PM	4:15 PM	Synchro	4:15 PM	4:15 PM	Hockey Lessons
4:30 PM	High School	4:30 PM	4:30 PM	4:30 PM	4:30 PM	Synchro	4:30 PM	4:30 PM	Hockey Lessons
4:45 PM	High School	4:45 PM	4:45 PM	4:45 PM	4:45 PM	Synchro	4:45 PM	4:45 PM	Hockey Lessons
5:00 PM	Resurface	5:00 PM	5:00 PM	5:00 PM	5:00 PM	Resurface	5:00 PM	5:00 PM	Resurface
5:15 PM	Jr. Sharks	5:15 PM	5:15 PM	5:15 PM	5:15 PM	JSHL	5:15 PM	5:15 PM	High School
5:30 PM	Jr. Sharks	5:30 PM	5:30 PM	5:30 PM	5:30 PM	JSHL	5:30 PM	5:30 PM	High School
5:45 PM	Jr. Sharks	5:45 PM	5:45 PM	5:45 PM	5:45 PM	JSHL	5:45 PM	5:45 PM	High School
6:00 PM	Jr. Sharks	6:00 PM	6:00 PM	6:00 PM	6:00 PM	JSHL	6:00 PM	6:00 PM	High School
6:15 PM	Jr. Sharks	6:15 PM	6:15 PM	6:15 PM	6:15 PM	Resurface	6:15 PM	6:15 PM	Resurface
6:30 PM	Jr. Sharks	6:30 PM	6:30 PM	6:30 PM	6:30 PM	JSHL	6:30 PM	6:30 PM	SIAHL
6:45 PM	Jr. Sharks	6:45 PM	6:45 PM	6:45 PM	6:45 PM	JSHL	6:45 PM	6:45 PM	SIAHL
7:00 PM	Jr. Sharks	7:00 PM	7:00 PM	7:00 PM	7:00 PM	JSHL	7:00 PM	7:00 PM	SIAHL
7:15 PM	Jr. Sharks	7:15 PM	7:15 PM	7:15 PM	7:15 PM	JSHL	7:15 PM	7:15 PM	SIAHL
7:30 PM	Jr. Sharks	7:30 PM	7:30 PM	7:30 PM	7:30 PM	Resurface	7:30 PM	7:30 PM	SIAHL
7:45 PM	Jr. Sharks	7:45 PM	7:45 PM	7:45 PM	7:45 PM	Jr. Sharks	7:45 PM	7:45 PM	Resurface
8:00 PM	Resurface	8:00 PM	8:00 PM	8:00 PM	8:00 PM	Jr. Sharks	8:00 PM	8:00 PM	SIAHL
8:15 PM	Jr. Sharks	8:15 PM	8:15 PM	8:15 PM	8:15 PM	Jr. Sharks	8:15 PM	8:15 PM	SIAHL
8:30 PM	Jr. Sharks	8:30 PM	8:30 PM	8:30 PM	8:30 PM	Jr. Sharks	8:30 PM	8:30 PM	SIAHL
8:45 PM	Jr. Sharks	8:45 PM	8:45 PM	8:45 PM	8:45 PM	Jr. Sharks	8:45 PM	8:45 PM	SIAHL
9:00 PM	Jr. Sharks	9:00 PM	9:00 PM	9:00 PM	9:00 PM	Resurface	9:00 PM	9:00 PM	SIAHL
9:15 PM	Jr. Sharks	9:15 PM	9:15 PM	9:15 PM	9:15 PM	Hockey Lessons	9:15 PM	9:15 PM	Resurface

SAMPLE ICE SCHEDULE - WINTER
FRIDAY

South	Center	North	East	Rink 5	Rink 6	
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	
5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM	
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM	
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM	
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM	
6:30 AM	Gretzky	6:30 AM	Freestyle	6:30 AM	Dance	6:30 AM
6:45 AM	Gretzky	6:45 AM	Freestyle	6:45 AM	Dance	6:45 AM
7:00 AM	Gretzky	7:00 AM	Freestyle	7:00 AM	Dance	7:00 AM
7:15 AM	Gretzky	7:15 AM	Freestyle	7:15 AM	Dance	7:15 AM
7:30 AM	Gretzky	7:30 AM	Freestyle	7:30 AM	Dance	7:30 AM
7:45 AM	Gretzky	7:45 AM	Freestyle	7:45 AM	Dance	7:45 AM
8:00 AM	Resurface	8:00 AM	Freestyle	8:00 AM	Dance	8:00 AM
8:15 AM		8:15 AM	Freestyle	8:15 AM	Dance	8:15 AM
8:30 AM		8:30 AM	Resurface	8:30 AM	Resurface	8:30 AM
8:45 AM		8:45 AM	Freestyle	8:45 AM	SJSU	8:45 AM
9:00 AM		9:00 AM	Freestyle	9:00 AM	SJSU	9:00 AM
9:15 AM		9:15 AM	Freestyle	9:15 AM	SJSU	9:15 AM
9:30 AM		9:30 AM	Freestyle	9:30 AM	SJSU	9:30 AM
9:45 AM		9:45 AM	Freestyle	9:45 AM	SJSU	9:45 AM
10:00 AM	NHL	10:00 AM	Freestyle	10:00 AM	Resurface	10:00 AM
10:15 AM	NHL	10:15 AM	Freestyle	10:15 AM	Resurface	10:15 AM
10:30 AM	NHL	10:30 AM	Freestyle	10:30 AM	Resurface	10:30 AM
10:45 AM	NHL	10:45 AM	Resurface	10:45 AM	Resurface	10:45 AM
11:00 AM	NHL	11:00 AM	Public	11:00 AM	Resurface	11:00 AM
11:15 AM	NHL	11:15 AM	Public	11:15 AM	Resurface	11:15 AM
11:30 AM	NHL	11:30 AM	Public	11:30 AM	Resurface	11:30 AM
11:45 AM	Resurface	11:45 AM	Resurface	11:45 AM	Public	11:45 AM
12:00 PM		12:00 PM	Resurface	12:00 PM	Public	12:00 PM
12:15 PM		12:15 PM	Curling	12:15 PM	Public	12:15 PM
12:30 PM		12:30 PM	Curling	12:30 PM	Public	12:30 PM
12:45 PM		12:45 PM	Curling	12:45 PM	Public	12:45 PM
1:00 PM		1:00 PM	Curling	1:00 PM	Public	1:00 PM
1:15 PM		1:15 PM	Curling	1:15 PM	Public	1:15 PM
1:30 PM		1:30 PM	Curling	1:30 PM	Public	1:30 PM
1:45 PM	Gretzky	1:45 PM	Curling	1:45 PM	Public	1:45 PM
2:00 PM	Gretzky	2:00 PM	Curling	2:00 PM	Public	2:00 PM
2:15 PM	Gretzky	2:15 PM	Resurface	2:15 PM	Resurface	2:15 PM
2:30 PM	Gretzky	2:30 PM	Public	2:30 PM	Resurface	2:30 PM
2:45 PM	Gretzky	2:45 PM	Public	2:45 PM	Bellarmino	2:45 PM
3:00 PM	Gretzky	3:00 PM	Public	3:00 PM	Bellarmino	3:00 PM
3:15 PM	Resurface	3:15 PM	Public	3:15 PM	Bellarmino	3:15 PM
3:30 PM	Figure Lessons	3:30 PM	Public	3:30 PM	Dance	3:30 PM
3:45 PM	Figure Lessons	3:45 PM	Public	3:45 PM	Dance	3:45 PM
4:00 PM	Figure Lessons	4:00 PM	Public	4:00 PM	Resurface	4:00 PM
4:15 PM	Figure Lessons	4:15 PM	Public	4:15 PM	Freestyle	4:15 PM
4:30 PM	Figure Lessons	4:30 PM	Public	4:30 PM	Freestyle	4:30 PM
4:45 PM	Figure Lessons	4:45 PM	Public	4:45 PM	Freestyle	4:45 PM
5:00 PM	Resurface	5:00 PM	Resurface	5:00 PM	Sync	5:00 PM
5:15 PM	Jr. Sharks	5:15 PM	Figure Lessons	5:15 PM	Resurface	5:15 PM
5:30 PM	Jr. Sharks	5:30 PM	Figure Lessons	5:30 PM	JSHL	5:30 PM
5:45 PM	Jr. Sharks	5:45 PM	Figure Lessons	5:45 PM	JSHL	5:45 PM
6:00 PM	Jr. Sharks	6:00 PM	Figure Lessons	6:00 PM	JSHL	6:00 PM
6:15 PM	Jr. Sharks	6:15 PM	JSHL	6:15 PM	JSHL	6:15 PM
6:30 PM	Resurface	6:30 PM	JSHL	6:30 PM	JSHL	6:30 PM
6:45 PM	Jr. Sharks	6:45 PM	JSHL	6:45 PM	JSHL	6:45 PM
7:00 PM	Jr. Sharks	7:00 PM	JSHL	7:00 PM	JSHL	7:00 PM
7:15 PM	Jr. Sharks	7:15 PM	Resurface	7:15 PM	JSHL	7:15 PM
7:30 PM	Jr. Sharks	7:30 PM	Public	7:30 PM	Resurface	7:30 PM
7:45 PM	Jr. Sharks	7:45 PM	Public	7:45 PM	Curling	7:45 PM
8:00 PM	Resurface	8:00 PM	Public	8:00 PM	Curling	8:00 PM
8:15 PM	Jr. Sharks	8:15 PM	Public	8:15 PM	Curling	8:15 PM
8:30 PM	Jr. Sharks	8:30 PM	Public	8:30 PM	Curling	8:30 PM
8:45 PM	Jr. Sharks	8:45 PM	Public	8:45 PM	Curling	8:45 PM
9:00 PM	Jr. Sharks	9:00 PM	Public	9:00 PM	Curling	9:00 PM
9:15 PM	Jr. Sharks	9:15 PM	Public	9:15 PM	Resurface	9:15 PM

SAMPLE ICE SCHEDULE - WINTER
SATURDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM
5:30 AM	5:30 AM	5:30 AM	5:30 AM	5:30 AM	5:30 AM
5:45 AM	5:45 AM	5:45 AM	5:45 AM	5:45 AM	5:45 AM
6:00 AM	6:00 AM	6:00 AM	6:00 AM	6:00 AM	6:00 AM
6:15 AM	SCVHA	6:15 AM	6:15 AM	Freestyle	6:15 AM
6:30 AM	SCVHA	6:30 AM	Gretzky	Freestyle	6:30 AM
6:45 AM	SCVHA	Hockey Lessons	Gretzky	Freestyle	6:45 AM
7:00 AM	SCVHA	Hockey Lessons	Gretzky	Freestyle	7:00 AM
7:15 AM	SCVHA	Hockey Lessons	Gretzky	Freestyle	7:15 AM
7:30 AM	Resurface	Hockey Lessons	Resurface	Freestyle	Sled
7:45 AM	Hockey Lessons	Hockey Lessons	JSHL	Freestyle	Sled
8:00 AM	Hockey Lessons	Hockey Lessons	JSHL	Resurface	Sled
8:15 AM	Hockey Lessons	Hockey Lessons	JSHL	JSHL	Sled
8:30 AM	Hockey Lessons	Hockey Lessons	JSHL	JSHL	Sled
8:45 AM	Resurface	Hockey Lessons	JSHL	JSHL	Sled
9:00 AM	Figure Lessons	Hockey Lessons	JSHL	JSHL	Sled
9:15 AM	Figure Lessons	Resurface	JSHL	Resurface	Resurface
9:30 AM	Figure Lessons	Hockey Lessons	JSHL	JSHL	Resurface
9:45 AM	Figure Lessons	Hockey Lessons	Resurface	JSHL	Resurface
10:00 AM	Resurface	Hockey Lessons	JSHL	JSHL	NHL
10:15 AM	Figure Lessons	Hockey Lessons	JSHL	JSHL	NHL
10:30 AM	Figure Lessons	Resurface	JSHL	Resurface	NHL
10:45 AM	Figure Lessons	Figure Lessons	JSHL	JSHL	NHL
11:00 AM	Figure Lessons	Figure Lessons	JSHL	JSHL	NHL
11:15 AM	Resurface	Figure Lessons	JSHL	JSHL	NHL
11:30 AM	Hockey Lessons	Figure Lessons	JSHL	JSHL	NHL
11:45 AM	Hockey Lessons	Figure Lessons	JSHL	Resurface	NHL
12:00 PM	Hockey Lessons	Figure Lessons	Resurface	JSHL	Resurface
12:15 PM	Hockey Lessons	Figure Lessons	JSHL	JSHL	Jr. Sharks
12:30 PM	Resurface	Figure Lessons	JSHL	JSHL	Jr. Sharks
12:45 PM	Jr. Sharks	Figure Lessons	JSHL	JSHL	Jr. Sharks
1:00 PM	Jr. Sharks	Resurface	JSHL	Resurface	Jr. Sharks
1:15 PM	Jr. Sharks	Public	JSHL	JSHL	Jr. Sharks
1:30 PM	Jr. Sharks	Public	JSHL	JSHL	Resurface
1:45 PM	Jr. Sharks	Public	JSHL	JSHL	Jr. Sharks
2:00 PM	Resurface	Public	JSHL	JSHL	Jr. Sharks
2:15 PM	Jr. Sharks	Public	Resurface	Resurface	Jr. Sharks
2:30 PM	Jr. Sharks	Public	JSHL	JSHL	Jr. Sharks
2:45 PM	Jr. Sharks	Public	JSHL	JSHL	Jr. Sharks
3:00 PM	Jr. Sharks	Public	JSHL	JSHL	Resurface
3:15 PM	Jr. Sharks	Resurface	JSHL	JSHL	Drop-in
3:30 PM	Jr. Sharks	Resurface	Resurface	Resurface	Drop-in
3:45 PM	Resurface	Public	JSHL	JSHL	Drop-in
4:00 PM	High School	Public	JSHL	JSHL	Drop-in
4:15 PM	High School	Public	JSHL	JSHL	Drop-in
4:30 PM	High School	Public	JSHL	JSHL	Drop-in
4:45 PM	High School	Public	Resurface	Resurface	Resurface
5:00 PM	High School	Public	JSHL	JSHL	SIAHL
5:15 PM	High School	Public	JSHL	JSHL	SIAHL
5:30 PM	Resurface	Public	JSHL	JSHL	SIAHL
5:45 PM	High School	Resurface	JSHL	JSHL	SIAHL
6:00 PM	High School	Jr. Sharks	Resurface	Resurface	SIAHL
6:15 PM	High School	Jr. Sharks	Resurface	JSHL	Resurface
6:30 PM	High School	Jr. Sharks	Resurface	JSHL	SIAHL
6:45 PM	High School	Jr. Sharks	College	JSHL	SIAHL
7:00 PM	High School	Jr. Sharks	College	JSHL	SIAHL
7:15 PM	Resurface	Jr. Sharks	College	Resurface	SIAHL
7:30 PM	SIAHL	Resurface	College	Jr. Sharks	SIAHL
7:45 PM	SIAHL	Public	College	Jr. Sharks	Resurface
8:00 PM	SIAHL	Public	College	Jr. Sharks	SIAHL
8:15 PM	SIAHL	Public	College	Jr. Sharks	SIAHL
8:30 PM	SIAHL	Public	College	Jr. Sharks	SIAHL
8:45 PM	Resurface	Public	College	Resurface	SIAHL
9:00 PM	SIAHL	Public	College	Resurface	SIAHL
9:15 PM	SIAHL	Public	Resurface	SIAHL	Resurface

SAMPLE ICE SCHEDULE - WINTER
SUNDAY

South	Center	North	East	Rink 5	Rink 6						
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM						
5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM						
5:30 AM	5:30 AM	5:30 AM	5:30 AM	5:30 AM	5:30 AM						
5:45 AM	5:45 AM	Freestyle	5:45 AM	5:45 AM	5:45 AM						
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM						
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM						
6:30 AM	6:30 AM	Freestyle	6:30 AM	Gretzky	6:30 AM						
6:45 AM	6:45 AM	Freestyle	6:45 AM	Gretzky	6:45 AM						
7:00 AM	Resurface	7:00 AM	Freestyle	7:00 AM	Gretzky	7:00 AM	SCVHA	7:00 AM	Jr. Sharks		
7:15 AM	Resurface	7:15 AM	Freestyle	7:15 AM	Gretzky	7:15 AM	SCVHA	7:15 AM	Jr. Sharks		
7:30 AM	Jr. Sharks	7:30 AM	Freestyle	7:30 AM	Gretzky	7:30 AM	SCVHA	7:30 AM	Jr. Sharks		
7:45 AM	Jr. Sharks	7:45 AM	Resurface	7:45 AM	Resurface	7:45 AM	SCVHA	7:45 AM	Jr. Sharks		
8:00 AM	Jr. Sharks	8:00 AM	Freestyle	8:00 AM	JSHL	8:00 AM	SCVHA	8:00 AM	Jr. Sharks		
8:15 AM	Jr. Sharks	8:15 AM	Freestyle	8:15 AM	JSHL	8:15 AM	SCVHA	8:15 AM	Jr. Sharks		
8:30 AM	Jr. Sharks	8:30 AM	Freestyle	8:30 AM	Jr. Sharks	8:30 AM	JSHL	8:30 AM	Resurface	8:30 AM	Resurface
8:45 AM	Resurface	8:45 AM	Freestyle	8:45 AM	Jr. Sharks	8:45 AM	JSHL	8:45 AM	SCVHA	8:45 AM	Jr. Sharks
9:00 AM	Jr. Sharks	9:00 AM	Resurface	9:00 AM	Jr. Sharks	9:00 AM	JSHL	9:00 AM	SCVHA	9:00 AM	Jr. Sharks
9:15 AM	Jr. Sharks	9:15 AM	Dance	9:15 AM	Jr. Sharks	9:15 AM	JSHL	9:15 AM	SCVHA	9:15 AM	Jr. Sharks
9:30 AM	Jr. Sharks	9:30 AM	Dance	9:30 AM	Jr. Sharks	9:30 AM	JSHL	9:30 AM	SCVHA	9:30 AM	Jr. Sharks
9:45 AM	Jr. Sharks	9:45 AM	Dance	9:45 AM	Resurface	9:45 AM	JSHL	9:45 AM	SCVHA	9:45 AM	Jr. Sharks
10:00 AM	Jr. Sharks	10:00 AM	Dance	10:00 AM	Jr. Sharks	10:00 AM	Resurface	10:00 AM	SCVHA	10:00 AM	Jr. Sharks
10:15 AM	Jr. Sharks	10:15 AM	Dance	10:15 AM	Jr. Sharks	10:15 AM	Jr. Sharks	10:15 AM	Resurface	10:15 AM	Resurface
10:30 AM	Resurface	10:30 AM	Dance	10:30 AM	Jr. Sharks	10:30 AM	Jr. Sharks	10:30 AM	SCVHA	10:30 AM	High School
10:45 AM	Resurface	10:45 AM	Dance	10:45 AM	Jr. Sharks	10:45 AM	Jr. Sharks	10:45 AM	SCVHA	10:45 AM	High School
11:00 AM	NHL	11:00 AM	Dance	11:00 AM	Jr. Sharks	11:00 AM	Jr. Sharks	11:00 AM	SCVHA	11:00 AM	High School
11:15 AM	NHL	11:15 AM	Resurface	11:15 AM	Jr. Sharks	11:15 AM	Jr. Sharks	11:15 AM	SCVHA	11:15 AM	High School
11:30 AM	NHL	11:30 AM	Other Rental	11:30 AM	Resurface	11:30 AM	Resurface	11:30 AM	SCVHA	11:30 AM	High School
11:45 AM	NHL	11:45 AM	Other Rental	11:45 AM	Jr. Sharks	11:45 AM	Jr. Sharks	11:45 AM	SCVHA	11:45 AM	High School
12:00 PM	Resurface	12:00 PM	Other Rental	12:00 PM	Jr. Sharks	12:00 PM	Jr. Sharks	12:00 PM	Resurface	12:00 PM	Resurface
12:15 PM	Jr. Sharks	12:15 PM	Other Rental	12:15 PM	Jr. Sharks	12:15 PM	Jr. Sharks	12:15 PM	SIAHL	12:15 PM	High School
12:30 PM	Jr. Sharks	12:30 PM	Other Rental	12:30 PM	Jr. Sharks	12:30 PM	Jr. Sharks	12:30 PM	SIAHL	12:30 PM	High School
12:45 PM	Jr. Sharks	12:45 PM	Other Rental	12:45 PM	Jr. Sharks	12:45 PM	Jr. Sharks	12:45 PM	SIAHL	12:45 PM	High School
1:00 PM	Jr. Sharks	1:00 PM	Resurface	1:00 PM	Jr. Sharks	1:00 PM	Resurface	1:00 PM	SIAHL	1:00 PM	High School
1:15 PM	Jr. Sharks	1:15 PM	Public	1:15 PM	Resurface	1:15 PM	Jr. Sharks	1:15 PM	SIAHL	1:15 PM	High School
1:30 PM	Resurface	1:30 PM	Public	1:30 PM	Jr. Sharks	1:30 PM	Jr. Sharks	1:30 PM	Resurface	1:30 PM	High School
1:45 PM	Jr. Sharks	1:45 PM	Public	1:45 PM	Jr. Sharks	1:45 PM	Jr. Sharks	1:45 PM	SIAHL	1:45 PM	Resurface
2:00 PM	Jr. Sharks	2:00 PM	Public	2:00 PM	Jr. Sharks	2:00 PM	Jr. Sharks	2:00 PM	SIAHL	2:00 PM	High School
2:15 PM	Jr. Sharks	2:15 PM	Public	2:15 PM	Jr. Sharks	2:15 PM	Jr. Sharks	2:15 PM	SIAHL	2:15 PM	High School
2:30 PM	Jr. Sharks	2:30 PM	Public	2:30 PM	Jr. Sharks	2:30 PM	Resurface	2:30 PM	SIAHL	2:30 PM	High School
2:45 PM	Jr. Sharks	2:45 PM	Public	2:45 PM	Jr. Sharks	2:45 PM	Jr. Sharks	2:45 PM	SIAHL	2:45 PM	High School
3:00 PM	Resurface	3:00 PM	Public	3:00 PM	Resurface	3:00 PM	Jr. Sharks	3:00 PM	Resurface	3:00 PM	High School
3:15 PM	Jr. Sharks	3:15 PM	Resurface	3:15 PM	Jr. Sharks	3:15 PM	Jr. Sharks	3:15 PM	SIAHL	3:15 PM	High School
3:30 PM	Jr. Sharks	3:30 PM	Resurface	3:30 PM	Jr. Sharks	3:30 PM	Jr. Sharks	3:30 PM	SIAHL	3:30 PM	Resurface
3:45 PM	Jr. Sharks	3:45 PM	Jr. Sharks	3:45 PM	Jr. Sharks	3:45 PM	Jr. Sharks	3:45 PM	SIAHL	3:45 PM	High School
4:00 PM	Jr. Sharks	4:00 PM	Drop-in	4:00 PM	Jr. Sharks	4:00 PM	Jr. Sharks	4:00 PM	SIAHL	4:00 PM	High School
4:15 PM	Jr. Sharks	4:15 PM	Drop-in	4:15 PM	Jr. Sharks	4:15 PM	Resurface	4:15 PM	SIAHL	4:15 PM	High School
4:30 PM	Jr. Sharks	4:30 PM	Drop-in	4:30 PM	Jr. Sharks	4:30 PM	High School	4:30 PM	Resurface	4:30 PM	High School
4:45 PM	Resurface	4:45 PM	Drop-in	4:45 PM	Resurface	4:45 PM	High School	4:45 PM	SIAHL	4:45 PM	High School
5:00 PM	Jr. Sharks	5:00 PM	Drop-in	5:00 PM	Jr. Sharks	5:00 PM	High School	5:00 PM	SIAHL	5:00 PM	High School
5:15 PM	Jr. Sharks	5:15 PM	Drop-in	5:15 PM	Jr. Sharks	5:15 PM	High School	5:15 PM	SIAHL	5:15 PM	Resurface
5:30 PM	Jr. Sharks	5:30 PM	Resurface	5:30 PM	Jr. Sharks	5:30 PM	High School	5:30 PM	SIAHL	5:30 PM	High School
5:45 PM	Jr. Sharks	5:45 PM	Jr. Sharks	5:45 PM	Jr. Sharks	5:45 PM	High School	5:45 PM	SIAHL	5:45 PM	High School
6:00 PM	Jr. Sharks	6:00 PM	Public	6:00 PM	Jr. Sharks	6:00 PM	Resurface	6:00 PM	Resurface	6:00 PM	High School
6:15 PM	Jr. Sharks	6:15 PM	Public	6:15 PM	Jr. Sharks	6:15 PM	High School	6:15 PM	SIAHL	6:15 PM	High School
6:30 PM	Resurface	6:30 PM	Public	6:30 PM	Resurface	6:30 PM	High School	6:30 PM	SIAHL	6:30 PM	High School
6:45 PM	SIAHL	6:45 PM	Public	6:45 PM	SIAHL	6:45 PM	High School	6:45 PM	SIAHL	6:45 PM	High School
7:00 PM	SIAHL	7:00 PM	Public	7:00 PM	SIAHL	7:00 PM	High School	7:00 PM	SIAHL	7:00 PM	Resurface
7:15 PM	SIAHL	7:15 PM	Public	7:15 PM	SIAHL	7:15 PM	High School	7:15 PM	SIAHL	7:15 PM	High School
7:30 PM	SIAHL	7:30 PM	Public	7:30 PM	SIAHL	7:30 PM	High School	7:30 PM	Resurface	7:30 PM	High School
7:45 PM	SIAHL	7:45 PM	Public	7:45 PM	SIAHL	7:45 PM	Resurface	7:45 PM	SIAHL	7:45 PM	High School
8:00 PM	Resurface	8:00 PM	Resurface	8:00 PM	Resurface	8:00 PM	SIAHL	8:00 PM	SIAHL	8:00 PM	High School
8:15 PM	SIAHL	8:15 PM	SIAHL	8:15 PM	SIAHL	8:15 PM	SIAHL	8:15 PM	SIAHL	8:15 PM	High School
8:30 PM	SIAHL	8:30 PM	SIAHL	8:30 PM	SIAHL	8:30 PM	SIAHL	8:30 PM	SIAHL	8:30 PM	High School
8:45 PM	SIAHL	8:45 PM	SIAHL	8:45 PM	SIAHL	8:45 PM	SIAHL	8:45 PM	SIAHL	8:45 PM	Resurface
9:00 PM	SIAHL	9:00 PM	SIAHL	9:00 PM	SIAHL	9:00 PM	SIAHL	9:00 PM	Resurface	9:00 PM	SIAHL
9:15 PM	SIAHL	9:15 PM	SIAHL	9:15 PM	SIAHL	9:15 PM	Resurface	9:15 PM	SIAHL	9:15 PM	SIAHL

SAMPLE ICE SCHEDULE - SUMMER
MONDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM
6:30 AM	Gretzky	6:30 AM	6:30 AM	6:30 AM	6:30 AM
6:45 AM	Gretzky	6:45 AM	6:45 AM	6:45 AM	6:45 AM
7:00 AM	Gretzky	7:00 AM	7:00 AM	7:00 AM	7:00 AM
7:15 AM	Gretzky	7:15 AM	7:15 AM	7:15 AM	7:15 AM
7:30 AM	Gretzky	7:30 AM	7:30 AM	7:30 AM	7:30 AM
7:45 AM	Resurface	7:45 AM	7:45 AM	7:45 AM	7:45 AM
8:00 AM	Camp/Clinic	8:00 AM	8:00 AM	8:00 AM	8:00 AM
8:15 AM	Camp/Clinic	8:15 AM	8:15 AM	8:15 AM	8:15 AM
8:30 AM	Camp/Clinic	8:30 AM	8:30 AM	8:30 AM	8:30 AM
8:45 AM	Camp/Clinic	8:45 AM	8:45 AM	8:45 AM	8:45 AM
9:00 AM	Resurface	9:00 AM	9:00 AM	9:00 AM	9:00 AM
9:15 AM	Camp/Clinic	9:15 AM	9:15 AM	9:15 AM	9:15 AM
9:30 AM	Camp/Clinic	9:30 AM	9:30 AM	9:30 AM	9:30 AM
9:45 AM	Camp/Clinic	9:45 AM	9:45 AM	9:45 AM	9:45 AM
10:00 AM	Resurface	10:00 AM	10:00 AM	10:00 AM	10:00 AM
10:15 AM	Camp/Clinic	10:15 AM	10:15 AM	10:15 AM	10:15 AM
10:30 AM	Camp/Clinic	10:30 AM	10:30 AM	10:30 AM	10:30 AM
10:45 AM	Camp/Clinic	10:45 AM	10:45 AM	10:45 AM	10:45 AM
11:00 AM	Camp/Clinic	11:00 AM	11:00 AM	11:00 AM	11:00 AM
11:15 AM	Resurface	11:15 AM	11:15 AM	11:15 AM	11:15 AM
11:30 AM	Camp/Clinic	11:30 AM	11:30 AM	11:30 AM	11:30 AM
11:45 AM	Camp/Clinic	11:45 AM	11:45 AM	11:45 AM	11:45 AM
12:00 PM	Camp/Clinic	12:00 PM	12:00 PM	12:00 PM	12:00 PM
12:15 PM	Camp/Clinic	12:15 PM	12:15 PM	12:15 PM	12:15 PM
12:30 PM	Resurface	12:30 PM	12:30 PM	12:30 PM	12:30 PM
12:45 PM	Camp/Clinic	12:45 PM	12:45 PM	12:45 PM	12:45 PM
1:00 PM	Camp/Clinic	1:00 PM	1:00 PM	1:00 PM	1:00 PM
1:15 PM	Camp/Clinic	1:15 PM	1:15 PM	1:15 PM	1:15 PM
1:30 PM	Camp/Clinic	1:30 PM	1:30 PM	1:30 PM	1:30 PM
1:45 PM	Resurface	1:45 PM	1:45 PM	1:45 PM	1:45 PM
2:00 PM	Camp/Clinic	2:00 PM	2:00 PM	2:00 PM	2:00 PM
2:15 PM	Camp/Clinic	2:15 PM	2:15 PM	2:15 PM	2:15 PM
2:30 PM	Camp/Clinic	2:30 PM	2:30 PM	2:30 PM	2:30 PM
2:45 PM	Camp/Clinic	2:45 PM	2:45 PM	2:45 PM	2:45 PM
3:00 PM	Resurface	3:00 PM	3:00 PM	3:00 PM	3:00 PM
3:15 PM	Camp/Clinic	3:15 PM	3:15 PM	3:15 PM	3:15 PM
3:30 PM	Camp/Clinic	3:30 PM	3:30 PM	3:30 PM	3:30 PM
3:45 PM	Camp/Clinic	3:45 PM	3:45 PM	3:45 PM	3:45 PM
4:00 PM	Camp/Clinic	4:00 PM	4:00 PM	4:00 PM	4:00 PM
4:15 PM	Resurface	4:15 PM	4:15 PM	4:15 PM	4:15 PM
4:30 PM	Camp/Clinic	4:30 PM	4:30 PM	4:30 PM	4:30 PM
4:45 PM	Camp/Clinic	4:45 PM	4:45 PM	4:45 PM	4:45 PM
5:00 PM	Camp/Clinic	5:00 PM	5:00 PM	5:00 PM	5:00 PM
5:15 PM	Resurface	5:15 PM	5:15 PM	5:15 PM	5:15 PM
5:30 PM	Camp/Clinic	5:30 PM	5:30 PM	5:30 PM	5:30 PM
5:45 PM	Camp/Clinic	5:45 PM	5:45 PM	5:45 PM	5:45 PM
6:00 PM	Camp/Clinic	6:00 PM	6:00 PM	6:00 PM	6:00 PM
6:15 PM	Camp/Clinic	6:15 PM	6:15 PM	6:15 PM	6:15 PM
6:30 PM	Resurface	6:30 PM	6:30 PM	6:30 PM	6:30 PM
6:45 PM	SIAHL	6:45 PM	6:45 PM	6:45 PM	6:45 PM
7:00 PM	SIAHL	7:00 PM	7:00 PM	7:00 PM	7:00 PM
7:15 PM	SIAHL	7:15 PM	7:15 PM	7:15 PM	7:15 PM
7:30 PM	SIAHL	7:30 PM	7:30 PM	7:30 PM	7:30 PM
7:45 PM	SIAHL	7:45 PM	7:45 PM	7:45 PM	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	8:00 PM	8:00 PM
8:15 PM	SIAHL	8:15 PM	8:15 PM	8:15 PM	8:15 PM
8:30 PM	SIAHL	8:30 PM	8:30 PM	8:30 PM	8:30 PM
8:45 PM	SIAHL	8:45 PM	8:45 PM	8:45 PM	8:45 PM
9:00 PM	SIAHL	9:00 PM	9:00 PM	9:00 PM	9:00 PM
9:15 PM	SIAHL	9:15 PM	9:15 PM	9:15 PM	9:15 PM

SAMPLE ICE SCHEDULE -SUMMER
TUESDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM
6:30 AM	Gretzky	6:30 AM	6:30 AM	6:30 AM	6:30 AM
6:45 AM	Gretzky	6:45 AM	6:45 AM	6:45 AM	6:45 AM
7:00 AM	Gretzky	7:00 AM	7:00 AM	7:00 AM	7:00 AM
7:15 AM	Gretzky	7:15 AM	7:15 AM	7:15 AM	7:15 AM
7:30 AM	Gretzky	7:30 AM	7:30 AM	7:30 AM	7:30 AM
7:45 AM	Resurface	7:45 AM	7:45 AM	7:45 AM	7:45 AM
8:00 AM	Camp/Clinic	8:00 AM	8:00 AM	8:00 AM	8:00 AM
8:15 AM	Camp/Clinic	8:15 AM	8:15 AM	8:15 AM	8:15 AM
8:30 AM	Camp/Clinic	8:30 AM	8:30 AM	8:30 AM	8:30 AM
8:45 AM	Camp/Clinic	8:45 AM	8:45 AM	8:45 AM	8:45 AM
9:00 AM	Resurface	9:00 AM	9:00 AM	9:00 AM	9:00 AM
9:15 AM	Camp/Clinic	9:15 AM	9:15 AM	9:15 AM	9:15 AM
9:30 AM	Camp/Clinic	9:30 AM	9:30 AM	9:30 AM	9:30 AM
9:45 AM	Camp/Clinic	9:45 AM	9:45 AM	9:45 AM	9:45 AM
10:00 AM	Resurface	10:00 AM	10:00 AM	10:00 AM	10:00 AM
10:15 AM	Camp/Clinic	10:15 AM	10:15 AM	10:15 AM	10:15 AM
10:30 AM	Camp/Clinic	10:30 AM	10:30 AM	10:30 AM	10:30 AM
10:45 AM	Camp/Clinic	10:45 AM	10:45 AM	10:45 AM	10:45 AM
11:00 AM	Camp/Clinic	11:00 AM	11:00 AM	11:00 AM	11:00 AM
11:15 AM	Resurface	11:15 AM	11:15 AM	11:15 AM	11:15 AM
11:30 AM	Camp/Clinic	11:30 AM	11:30 AM	11:30 AM	11:30 AM
11:45 AM	Camp/Clinic	11:45 AM	11:45 AM	11:45 AM	11:45 AM
12:00 PM	Camp/Clinic	12:00 PM	12:00 PM	12:00 PM	12:00 PM
12:15 PM	Camp/Clinic	12:15 PM	12:15 PM	12:15 PM	12:15 PM
12:30 PM	Resurface	12:30 PM	12:30 PM	12:30 PM	12:30 PM
12:45 PM	Camp/Clinic	12:45 PM	12:45 PM	12:45 PM	12:45 PM
1:00 PM	Camp/Clinic	1:00 PM	1:00 PM	1:00 PM	1:00 PM
1:15 PM	Camp/Clinic	1:15 PM	1:15 PM	1:15 PM	1:15 PM
1:30 PM	Camp/Clinic	1:30 PM	1:30 PM	1:30 PM	1:30 PM
1:45 PM	Resurface	1:45 PM	1:45 PM	1:45 PM	1:45 PM
2:00 PM	Camp/Clinic	2:00 PM	2:00 PM	2:00 PM	2:00 PM
2:15 PM	Camp/Clinic	2:15 PM	2:15 PM	2:15 PM	2:15 PM
2:30 PM	Camp/Clinic	2:30 PM	2:30 PM	2:30 PM	2:30 PM
2:45 PM	Camp/Clinic	2:45 PM	2:45 PM	2:45 PM	2:45 PM
3:00 PM	Resurface	3:00 PM	3:00 PM	3:00 PM	3:00 PM
3:15 PM	Camp/Clinic	3:15 PM	3:15 PM	3:15 PM	3:15 PM
3:30 PM	Camp/Clinic	3:30 PM	3:30 PM	3:30 PM	3:30 PM
3:45 PM	Camp/Clinic	3:45 PM	3:45 PM	3:45 PM	3:45 PM
4:00 PM	Camp/Clinic	4:00 PM	4:00 PM	4:00 PM	4:00 PM
4:15 PM	Resurface	4:15 PM	4:15 PM	4:15 PM	4:15 PM
4:30 PM	Camp/Clinic	4:30 PM	4:30 PM	4:30 PM	4:30 PM
4:45 PM	Camp/Clinic	4:45 PM	4:45 PM	4:45 PM	4:45 PM
5:00 PM	Camp/Clinic	5:00 PM	5:00 PM	5:00 PM	5:00 PM
5:15 PM	Resurface	5:15 PM	5:15 PM	5:15 PM	5:15 PM
5:30 PM	Camp/Clinic	5:30 PM	5:30 PM	5:30 PM	5:30 PM
5:45 PM	Camp/Clinic	5:45 PM	5:45 PM	5:45 PM	5:45 PM
6:00 PM	Camp/Clinic	6:00 PM	6:00 PM	6:00 PM	6:00 PM
6:15 PM	Camp/Clinic	6:15 PM	6:15 PM	6:15 PM	6:15 PM
6:30 PM	Resurface	6:30 PM	6:30 PM	6:30 PM	6:30 PM
6:45 PM	SIAHL	6:45 PM	6:45 PM	6:45 PM	6:45 PM
7:00 PM	SIAHL	7:00 PM	7:00 PM	7:00 PM	7:00 PM
7:15 PM	SIAHL	7:15 PM	7:15 PM	7:15 PM	7:15 PM
7:30 PM	SIAHL	7:30 PM	7:30 PM	7:30 PM	7:30 PM
7:45 PM	SIAHL	7:45 PM	7:45 PM	7:45 PM	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	8:00 PM	8:00 PM
8:15 PM	SIAHL	8:15 PM	8:15 PM	8:15 PM	8:15 PM
8:30 PM	SIAHL	8:30 PM	8:30 PM	8:30 PM	8:30 PM
8:45 PM	SIAHL	8:45 PM	8:45 PM	8:45 PM	8:45 PM
9:00 PM	SIAHL	9:00 PM	9:00 PM	9:00 PM	9:00 PM
9:15 PM	SIAHL	9:15 PM	9:15 PM	9:15 PM	9:15 PM

SAMPLE ICE SCHEDULE -SUMMER
TUESDAY

South	Center	North	East	Rink 5	Rink 6
9:30 PM	Resurface	9:30 PM	Curling	9:30 PM	SIAHL
9:45 PM	SIAHL	9:45 PM	Resurface	9:45 PM	Public
10:00 PM	SIAHL	10:00 PM	SIAHL	10:00 PM	Resurface
10:15 PM	SIAHL	10:15 PM	SIAHL	10:15 PM	Resurface
10:30 PM	SIAHL	10:30 PM	SIAHL	10:30 PM	SIAHL
10:45 PM	SIAHL	10:45 PM	SIAHL	10:45 PM	Resurface
11:00 PM	Resurface	11:00 PM	SIAHL	11:00 PM	SIAHL
11:15 PM		11:15 PM	Resurface	11:15 PM	SIAHL
11:30 PM		11:30 PM	SIAHL	11:30 PM	SIAHL
11:45 PM		11:45 PM	SIAHL	11:45 PM	Resurface
12:00 AM		12:00 AM	SIAHL	12:00 AM	SIAHL
12:15 AM		12:15 AM	Resurface	12:15 AM	Resurface
12:30 AM		12:30 AM		12:30 AM	
12:45 AM		12:45 AM		12:45 AM	
1:00 AM		1:00 AM		1:00 AM	
1:15 AM		1:15 AM		1:15 AM	
1:30 AM		1:30 AM		1:30 AM	

SAMPLE ICE SCHEDULE - SUMMER
WEDNESDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	Dance	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	Dance	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	Dance	6:00 AM
6:15 AM	Other Rental	Freestyle	6:15 AM	Freestyle	6:15 AM
6:30 AM	Other Rental	Freestyle	6:30 AM	Freestyle	6:30 AM
6:45 AM	Other Rental	Freestyle	6:45 AM	Freestyle	6:45 AM
7:00 AM	Other Rental	Freestyle	7:00 AM	Freestyle	7:00 AM
7:15 AM	Other Rental	Freestyle	7:15 AM	Resurface	7:15 AM
7:30 AM	Other Rental	Freestyle	7:30 AM	Freestyle	7:30 AM
7:45 AM	Resurface	Freestyle	7:45 AM	Freestyle	7:45 AM
8:00 AM	Camp/Clinic	8:00 AM	Freestyle	8:00 AM	Resurface
8:15 AM	Camp/Clinic	8:15 AM	Freestyle	8:15 AM	Resurface
8:30 AM	Camp/Clinic	8:30 AM	Resurface	8:30 AM	Resurface
8:45 AM	Camp/Clinic	8:45 AM	Freestyle	8:45 AM	Police/Fire
9:00 AM	Resurface	9:00 AM	Freestyle	9:00 AM	Police/Fire
9:15 AM	Camp/Clinic	9:15 AM	Freestyle	9:15 AM	Police/Fire
9:30 AM	Camp/Clinic	9:30 AM	Freestyle	9:30 AM	Police/Fire
9:45 AM	Camp/Clinic	9:45 AM	Freestyle	9:45 AM	Police/Fire
10:00 AM	Resurface	10:00 AM	Freestyle	10:00 AM	Police/Fire
10:15 AM	Camp/Clinic	10:15 AM	Freestyle	10:15 AM	Resurface
10:30 AM	Camp/Clinic	10:30 AM	Freestyle	10:30 AM	Resurface
10:45 AM	Camp/Clinic	10:45 AM	Resurface	10:45 AM	Resurface
11:00 AM	Camp/Clinic	11:00 AM	Public	11:00 AM	Resurface
11:15 AM	Resurface	11:15 AM	Public	11:15 AM	Resurface
11:30 AM	Camp/Clinic	11:30 AM	Public	11:30 AM	Resurface
11:45 AM	Camp/Clinic	11:45 AM	Public	11:45 AM	Resurface
12:00 PM	Camp/Clinic	12:00 PM	Public	12:00 PM	Resurface
12:15 PM	Camp/Clinic	12:15 PM	Public	12:15 PM	Resurface
12:30 PM	Resurface	12:30 PM	Public	12:30 PM	Resurface
12:45 PM	Camp/Clinic	12:45 PM	Public	12:45 PM	Resurface
1:00 PM	Camp/Clinic	1:00 PM	Public	1:00 PM	Resurface
1:15 PM	Camp/Clinic	1:15 PM	Public	1:15 PM	Resurface
1:30 PM	Camp/Clinic	1:30 PM	Public	1:30 PM	Resurface
1:45 PM	Resurface	1:45 PM	Public	1:45 PM	Resurface
2:00 PM	Camp/Clinic	2:00 PM	Public	2:00 PM	Resurface
2:15 PM	Camp/Clinic	2:15 PM	Public	2:15 PM	Resurface
2:30 PM	Camp/Clinic	2:30 PM	Public	2:30 PM	Resurface
2:45 PM	Camp/Clinic	2:45 PM	Public	2:45 PM	Resurface
3:00 PM	Resurface	3:00 PM	Public	3:00 PM	Resurface
3:15 PM	Camp/Clinic	3:15 PM	Public	3:15 PM	Resurface
3:30 PM	Camp/Clinic	3:30 PM	Public	3:30 PM	Resurface
3:45 PM	Camp/Clinic	3:45 PM	Public	3:45 PM	Resurface
4:00 PM	Camp/Clinic	4:00 PM	Public	4:00 PM	Resurface
4:15 PM	Resurface	4:15 PM	Public	4:15 PM	Resurface
4:30 PM	Camp/Clinic	4:30 PM	Public	4:30 PM	Resurface
4:45 PM	Camp/Clinic	4:45 PM	Public	4:45 PM	Resurface
5:00 PM	Camp/Clinic	5:00 PM	Resurface	5:00 PM	Resurface
5:15 PM	Resurface	5:15 PM	Jr. Sharks	5:15 PM	Resurface
5:30 PM	Camp/Clinic	5:30 PM	Jr. Sharks	5:30 PM	Resurface
5:45 PM	Camp/Clinic	5:45 PM	Jr. Sharks	5:45 PM	Resurface
6:00 PM	Camp/Clinic	6:00 PM	Jr. Sharks	6:00 PM	Resurface
6:15 PM	Camp/Clinic	6:15 PM	Jr. Sharks	6:15 PM	Resurface
6:30 PM	Resurface	6:30 PM	Jr. Sharks	6:30 PM	Resurface
6:45 PM	SIAHL	6:45 PM	Jr. Sharks	6:45 PM	Resurface
7:00 PM	SIAHL	7:00 PM	Jr. Sharks	7:00 PM	Resurface
7:15 PM	SIAHL	7:15 PM	Resurface	7:15 PM	Resurface
7:30 PM	SIAHL	7:30 PM	Public	7:30 PM	Resurface
7:45 PM	SIAHL	7:45 PM	Public	7:45 PM	Resurface
8:00 PM	Resurface	8:00 PM	Public	8:00 PM	Resurface
8:15 PM	SIAHL	8:15 PM	Public	8:15 PM	Resurface
8:30 PM	SIAHL	8:30 PM	Public	8:30 PM	Resurface
8:45 PM	SIAHL	8:45 PM	Public	8:45 PM	Resurface
9:00 PM	SIAHL	9:00 PM	Public	9:00 PM	Resurface
9:15 PM	SIAHL	9:15 PM	Public	9:15 PM	Resurface

SAMPLE ICE SCHEDULE - SUMMER
THURSDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM
6:30 AM	Gretzky	6:30 AM	6:30 AM	6:30 AM	6:30 AM
6:45 AM	Gretzky	6:45 AM	6:45 AM	6:45 AM	6:45 AM
7:00 AM	Gretzky	7:00 AM	7:00 AM	7:00 AM	7:00 AM
7:15 AM	Gretzky	7:15 AM	7:15 AM	7:15 AM	7:15 AM
7:30 AM	Gretzky	7:30 AM	7:30 AM	7:30 AM	7:30 AM
7:45 AM	Resurface	7:45 AM	7:45 AM	7:45 AM	7:45 AM
8:00 AM	Camp/Clinic	8:00 AM	8:00 AM	8:00 AM	8:00 AM
8:15 AM	Camp/Clinic	8:15 AM	8:15 AM	8:15 AM	8:15 AM
8:30 AM	Camp/Clinic	8:30 AM	8:30 AM	8:30 AM	8:30 AM
8:45 AM	Camp/Clinic	8:45 AM	8:45 AM	8:45 AM	8:45 AM
9:00 AM	Resurface	9:00 AM	9:00 AM	9:00 AM	9:00 AM
9:15 AM	Camp/Clinic	9:15 AM	9:15 AM	9:15 AM	9:15 AM
9:30 AM	Camp/Clinic	9:30 AM	9:30 AM	9:30 AM	9:30 AM
9:45 AM	Camp/Clinic	9:45 AM	9:45 AM	9:45 AM	9:45 AM
10:00 AM	Resurface	10:00 AM	10:00 AM	10:00 AM	10:00 AM
10:15 AM	Camp/Clinic	10:15 AM	10:15 AM	10:15 AM	10:15 AM
10:30 AM	Camp/Clinic	10:30 AM	10:30 AM	10:30 AM	10:30 AM
10:45 AM	Camp/Clinic	10:45 AM	10:45 AM	10:45 AM	10:45 AM
11:00 AM	Camp/Clinic	11:00 AM	11:00 AM	11:00 AM	11:00 AM
11:15 AM	Resurface	11:15 AM	11:15 AM	11:15 AM	11:15 AM
11:30 AM	Camp/Clinic	11:30 AM	11:30 AM	11:30 AM	11:30 AM
11:45 AM	Camp/Clinic	11:45 AM	11:45 AM	11:45 AM	11:45 AM
12:00 PM	Camp/Clinic	12:00 PM	12:00 PM	12:00 PM	12:00 PM
12:15 PM	Camp/Clinic	12:15 PM	12:15 PM	12:15 PM	12:15 PM
12:30 PM	Resurface	12:30 PM	12:30 PM	12:30 PM	12:30 PM
12:45 PM	Camp/Clinic	12:45 PM	12:45 PM	12:45 PM	12:45 PM
1:00 PM	Camp/Clinic	1:00 PM	1:00 PM	1:00 PM	1:00 PM
1:15 PM	Camp/Clinic	1:15 PM	1:15 PM	1:15 PM	1:15 PM
1:30 PM	Camp/Clinic	1:30 PM	1:30 PM	1:30 PM	1:30 PM
1:45 PM	Resurface	1:45 PM	1:45 PM	1:45 PM	1:45 PM
2:00 PM	Camp/Clinic	2:00 PM	2:00 PM	2:00 PM	2:00 PM
2:15 PM	Camp/Clinic	2:15 PM	2:15 PM	2:15 PM	2:15 PM
2:30 PM	Camp/Clinic	2:30 PM	2:30 PM	2:30 PM	2:30 PM
2:45 PM	Camp/Clinic	2:45 PM	2:45 PM	2:45 PM	2:45 PM
3:00 PM	Resurface	3:00 PM	3:00 PM	3:00 PM	3:00 PM
3:15 PM	Camp/Clinic	3:15 PM	3:15 PM	3:15 PM	3:15 PM
3:30 PM	Camp/Clinic	3:30 PM	3:30 PM	3:30 PM	3:30 PM
3:45 PM	Camp/Clinic	3:45 PM	3:45 PM	3:45 PM	3:45 PM
4:00 PM	Camp/Clinic	4:00 PM	4:00 PM	4:00 PM	4:00 PM
4:15 PM	Resurface	4:15 PM	4:15 PM	4:15 PM	4:15 PM
4:30 PM	Camp/Clinic	4:30 PM	4:30 PM	4:30 PM	4:30 PM
4:45 PM	Camp/Clinic	4:45 PM	4:45 PM	4:45 PM	4:45 PM
5:00 PM	Camp/Clinic	5:00 PM	5:00 PM	5:00 PM	5:00 PM
5:15 PM	Resurface	5:15 PM	5:15 PM	5:15 PM	5:15 PM
5:30 PM	Camp/Clinic	5:30 PM	5:30 PM	5:30 PM	5:30 PM
5:45 PM	Camp/Clinic	5:45 PM	5:45 PM	5:45 PM	5:45 PM
6:00 PM	Camp/Clinic	6:00 PM	6:00 PM	6:00 PM	6:00 PM
6:15 PM	Camp/Clinic	6:15 PM	6:15 PM	6:15 PM	6:15 PM
6:30 PM	Resurface	6:30 PM	6:30 PM	6:30 PM	6:30 PM
6:45 PM	SIAHL	6:45 PM	6:45 PM	6:45 PM	6:45 PM
7:00 PM	SIAHL	7:00 PM	7:00 PM	7:00 PM	7:00 PM
7:15 PM	SIAHL	7:15 PM	7:15 PM	7:15 PM	7:15 PM
7:30 PM	SIAHL	7:30 PM	7:30 PM	7:30 PM	7:30 PM
7:45 PM	SIAHL	7:45 PM	7:45 PM	7:45 PM	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	8:00 PM	8:00 PM
8:15 PM	SIAHL	8:15 PM	8:15 PM	8:15 PM	8:15 PM
8:30 PM	SIAHL	8:30 PM	8:30 PM	8:30 PM	8:30 PM
8:45 PM	SIAHL	8:45 PM	8:45 PM	8:45 PM	8:45 PM
9:00 PM	SIAHL	9:00 PM	9:00 PM	9:00 PM	9:00 PM
9:15 PM	SIAHL	9:15 PM	9:15 PM	9:15 PM	9:15 PM

SAMPLE ICE SCHEDULE - SUMMER
FRIDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	Dance	5:15 AM
5:30 AM	5:30 AM	Freestyle	5:30 AM	Freestyle	5:30 AM
5:45 AM	5:45 AM	Freestyle	5:45 AM	Freestyle	5:45 AM
6:00 AM	6:00 AM	Freestyle	6:00 AM	Freestyle	6:00 AM
6:15 AM	6:15 AM	Freestyle	6:15 AM	Freestyle	6:15 AM
6:30 AM	Gretzky	6:30 AM	6:30 AM	6:30 AM	6:30 AM
6:45 AM	Gretzky	6:45 AM	6:45 AM	6:45 AM	6:45 AM
7:00 AM	Gretzky	7:00 AM	7:00 AM	7:00 AM	7:00 AM
7:15 AM	Gretzky	7:15 AM	7:15 AM	7:15 AM	7:15 AM
7:30 AM	Gretzky	7:30 AM	7:30 AM	7:30 AM	7:30 AM
7:45 AM	Resurface	7:45 AM	7:45 AM	7:45 AM	7:45 AM
8:00 AM	Camp/Clinic	8:00 AM	8:00 AM	8:00 AM	8:00 AM
8:15 AM	Camp/Clinic	8:15 AM	8:15 AM	8:15 AM	8:15 AM
8:30 AM	Camp/Clinic	8:30 AM	8:30 AM	8:30 AM	8:30 AM
8:45 AM	Camp/Clinic	8:45 AM	8:45 AM	8:45 AM	8:45 AM
9:00 AM	Resurface	9:00 AM	9:00 AM	9:00 AM	9:00 AM
9:15 AM	Camp/Clinic	9:15 AM	9:15 AM	9:15 AM	9:15 AM
9:30 AM	Camp/Clinic	9:30 AM	9:30 AM	9:30 AM	9:30 AM
9:45 AM	Camp/Clinic	9:45 AM	9:45 AM	9:45 AM	9:45 AM
10:00 AM	Resurface	10:00 AM	10:00 AM	10:00 AM	10:00 AM
10:15 AM	Camp/Clinic	10:15 AM	10:15 AM	10:15 AM	10:15 AM
10:30 AM	Camp/Clinic	10:30 AM	10:30 AM	10:30 AM	10:30 AM
10:45 AM	Camp/Clinic	10:45 AM	10:45 AM	10:45 AM	10:45 AM
11:00 AM	Camp/Clinic	11:00 AM	11:00 AM	11:00 AM	11:00 AM
11:15 AM	Resurface	11:15 AM	11:15 AM	11:15 AM	11:15 AM
11:30 AM	Camp/Clinic	11:30 AM	11:30 AM	11:30 AM	11:30 AM
11:45 AM	Camp/Clinic	11:45 AM	11:45 AM	11:45 AM	11:45 AM
12:00 PM	Camp/Clinic	12:00 PM	12:00 PM	12:00 PM	12:00 PM
12:15 PM	Camp/Clinic	12:15 PM	12:15 PM	12:15 PM	12:15 PM
12:30 PM	Resurface	12:30 PM	12:30 PM	12:30 PM	12:30 PM
12:45 PM	Camp/Clinic	12:45 PM	12:45 PM	12:45 PM	12:45 PM
1:00 PM	Camp/Clinic	1:00 PM	1:00 PM	1:00 PM	1:00 PM
1:15 PM	Camp/Clinic	1:15 PM	1:15 PM	1:15 PM	1:15 PM
1:30 PM	Camp/Clinic	1:30 PM	1:30 PM	1:30 PM	1:30 PM
1:45 PM	Resurface	1:45 PM	1:45 PM	1:45 PM	1:45 PM
2:00 PM	Camp/Clinic	2:00 PM	2:00 PM	2:00 PM	2:00 PM
2:15 PM	Camp/Clinic	2:15 PM	2:15 PM	2:15 PM	2:15 PM
2:30 PM	Camp/Clinic	2:30 PM	2:30 PM	2:30 PM	2:30 PM
2:45 PM	Camp/Clinic	2:45 PM	2:45 PM	2:45 PM	2:45 PM
3:00 PM	Resurface	3:00 PM	3:00 PM	3:00 PM	3:00 PM
3:15 PM	Camp/Clinic	3:15 PM	3:15 PM	3:15 PM	3:15 PM
3:30 PM	Camp/Clinic	3:30 PM	3:30 PM	3:30 PM	3:30 PM
3:45 PM	Camp/Clinic	3:45 PM	3:45 PM	3:45 PM	3:45 PM
4:00 PM	Camp/Clinic	4:00 PM	4:00 PM	4:00 PM	4:00 PM
4:15 PM	Resurface	4:15 PM	4:15 PM	4:15 PM	4:15 PM
4:30 PM	Camp/Clinic	4:30 PM	4:30 PM	4:30 PM	4:30 PM
4:45 PM	Camp/Clinic	4:45 PM	4:45 PM	4:45 PM	4:45 PM
5:00 PM	Camp/Clinic	5:00 PM	5:00 PM	5:00 PM	5:00 PM
5:15 PM	Resurface	5:15 PM	5:15 PM	5:15 PM	5:15 PM
5:30 PM	Camp/Clinic	5:30 PM	5:30 PM	5:30 PM	5:30 PM
5:45 PM	Camp/Clinic	5:45 PM	5:45 PM	5:45 PM	5:45 PM
6:00 PM	Camp/Clinic	6:00 PM	6:00 PM	6:00 PM	6:00 PM
6:15 PM	Camp/Clinic	6:15 PM	6:15 PM	6:15 PM	6:15 PM
6:30 PM	Resurface	6:30 PM	6:30 PM	6:30 PM	6:30 PM
6:45 PM	SIAHL	6:45 PM	6:45 PM	6:45 PM	6:45 PM
7:00 PM	SIAHL	7:00 PM	7:00 PM	7:00 PM	7:00 PM
7:15 PM	SIAHL	7:15 PM	7:15 PM	7:15 PM	7:15 PM
7:30 PM	SIAHL	7:30 PM	7:30 PM	7:30 PM	7:30 PM
7:45 PM	SIAHL	7:45 PM	7:45 PM	7:45 PM	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	8:00 PM	8:00 PM
8:15 PM	SIAHL	8:15 PM	8:15 PM	8:15 PM	8:15 PM
8:30 PM	SIAHL	8:30 PM	8:30 PM	8:30 PM	8:30 PM
8:45 PM	SIAHL	8:45 PM	8:45 PM	8:45 PM	8:45 PM
9:00 PM	SIAHL	9:00 PM	9:00 PM	9:00 PM	9:00 PM
9:15 PM	SIAHL	9:15 PM	9:15 PM	9:15 PM	9:15 PM

SAMPLE ICE SCHEDULE - SUMMER
SATURDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	Freestyle	5:15 AM	5:15 AM
5:30 AM	5:30 AM	5:30 AM	Freestyle	5:30 AM	5:30 AM
5:45 AM	5:45 AM	5:45 AM	Freestyle	5:45 AM	5:45 AM
6:00 AM	6:00 AM	6:00 AM	Freestyle	6:00 AM	6:00 AM
6:15 AM	6:15 AM	6:15 AM	Resurface	Synchro	6:15 AM
6:30 AM	Gretzky 6:30 AM	6:30 AM	Freestyle	Synchro	6:30 AM
6:45 AM	Gretzky 6:45 AM	Hockey Lessons 6:45 AM	Freestyle	Synchro	6:45 AM
7:00 AM	Gretzky 7:00 AM	Hockey Lessons 7:00 AM	Freestyle	Synchro	7:00 AM
7:15 AM	Gretzky 7:15 AM	Hockey Lessons 7:15 AM	Freestyle	Synchro	7:15 AM
7:30 AM	Gretzky 7:30 AM	Hockey Lessons 7:30 AM	Resurface	Synchro	7:30 AM
7:45 AM	Resurface 7:45 AM	Hockey Lessons 7:45 AM	JSHL	Synchro	7:45 AM
8:00 AM	Jr. Sharks 8:00 AM	Hockey Lessons 8:00 AM	JSHL	Synchro	8:00 AM
8:15 AM	Jr. Sharks 8:15 AM	Hockey Lessons 8:15 AM	JSHL	Synchro	8:15 AM
8:30 AM	Jr. Sharks 8:30 AM	Hockey Lessons 8:30 AM	JSHL	Synchro	8:30 AM
8:45 AM	Jr. Sharks 8:45 AM	Hockey Lessons 8:45 AM	JSHL	Synchro	8:45 AM
9:00 AM	Jr. Sharks 9:00 AM	Hockey Lessons 9:00 AM	JSHL	Resurface	9:00 AM
9:15 AM	Resurface 9:15 AM	Resurface 9:15 AM	JSHL	High School	9:15 AM
9:30 AM	Jr. Sharks 9:30 AM	Hockey Lessons 9:30 AM	JSHL	High School	9:30 AM
9:45 AM	Jr. Sharks 9:45 AM	Hockey Lessons 9:45 AM	Resurface	High School	9:45 AM
10:00 AM	Jr. Sharks 10:00 AM	Hockey Lessons 10:00 AM	JSHL	High School	10:00 AM
10:15 AM	Jr. Sharks 10:15 AM	Hockey Lessons 10:15 AM	JSHL	High School	10:15 AM
10:30 AM	Jr. Sharks 10:30 AM	Resurface 10:30 AM	JSHL	Resurface	10:30 AM
10:45 AM	Jr. Sharks 10:45 AM	Figure Lessons 10:45 AM	JSHL	Jr. Sharks	10:45 AM
11:00 AM	Resurface 11:00 AM	Figure Lessons 11:00 AM	Resurface	Jr. Sharks	11:00 AM
11:15 AM	SCVHA 11:15 AM	Figure Lessons 11:15 AM	JSHL	Jr. Sharks	11:15 AM
11:30 AM	SCVHA 11:30 AM	Figure Lessons 11:30 AM	JSHL	Jr. Sharks	11:30 AM
11:45 AM	SCVHA 11:45 AM	Figure Lessons 11:45 AM	JSHL	Jr. Sharks	11:45 AM
12:00 PM	SCVHA 12:00 PM	Figure Lessons 12:00 PM	JSHL	Resurface	12:00 PM
12:15 PM	SCVHA 12:15 PM	Figure Lessons 12:15 PM	Resurface	SIAHL	12:15 PM
12:30 PM	Resurface 12:30 PM	Figure Lessons 12:30 PM	JSHL	SIAHL	12:30 PM
12:45 PM	SCVHA 12:45 PM	Figure Lessons 12:45 PM	JSHL	SIAHL	12:45 PM
1:00 PM	SCVHA 1:00 PM	Resurface 1:00 PM	JSHL	SIAHL	1:00 PM
1:15 PM	SCVHA 1:15 PM	Public 1:15 PM	JSHL	SIAHL	1:15 PM
1:30 PM	SCVHA 1:30 PM	Public 1:30 PM	Resurface	Resurface	1:30 PM
1:45 PM	SCVHA 1:45 PM	Public 1:45 PM	JSHL	SIAHL	1:45 PM
2:00 PM	SCVHA 2:00 PM	Public 2:00 PM	JSHL	SIAHL	2:00 PM
2:15 PM	SCVHA 2:15 PM	Public 2:15 PM	JSHL	SIAHL	2:15 PM
2:30 PM	SCVHA 2:30 PM	Public 2:30 PM	JSHL	SIAHL	2:30 PM
2:45 PM	Resurface 2:45 PM	Public 2:45 PM	Resurface	SIAHL	2:45 PM
3:00 PM	Jr. Sharks 3:00 PM	Public 3:00 PM	SIAHL	Resurface	3:00 PM
3:15 PM	Jr. Sharks 3:15 PM	Resurface 3:15 PM	SIAHL	SIAHL	3:15 PM
3:30 PM	Jr. Sharks 3:30 PM	Resurface 3:30 PM	SIAHL	SIAHL	3:30 PM
3:45 PM	Jr. Sharks 3:45 PM	Public 3:45 PM	SIAHL	SIAHL	3:45 PM
4:00 PM	Jr. Sharks 4:00 PM	Public 4:00 PM	SIAHL	SIAHL	4:00 PM
4:15 PM	Resurface 4:15 PM	Public 4:15 PM	Resurface	SIAHL	4:15 PM
4:30 PM	Jr. Sharks 4:30 PM	Public 4:30 PM	SIAHL	Resurface	4:30 PM
4:45 PM	Jr. Sharks 4:45 PM	Public 4:45 PM	SIAHL	SIAHL	4:45 PM
5:00 PM	Jr. Sharks 5:00 PM	Public 5:00 PM	SIAHL	SIAHL	5:00 PM
5:15 PM	Jr. Sharks 5:15 PM	Public 5:15 PM	SIAHL	SIAHL	5:15 PM
5:30 PM	Jr. Sharks 5:30 PM	Public 5:30 PM	SIAHL	SIAHL	5:30 PM
5:45 PM	Resurface 5:45 PM	Public 5:45 PM	Resurface	SIAHL	5:45 PM
6:00 PM	SIAHL 6:00 PM	Resurface 6:00 PM	SIAHL	Resurface	6:00 PM
6:15 PM	SIAHL 6:15 PM	Jr. Sharks 6:15 PM	SIAHL	SIAHL	6:15 PM
6:30 PM	SIAHL 6:30 PM	Jr. Sharks 6:30 PM	SIAHL	SIAHL	6:30 PM
6:45 PM	SIAHL 6:45 PM	Jr. Sharks 6:45 PM	SIAHL	SIAHL	6:45 PM
7:00 PM	SIAHL 7:00 PM	Jr. Sharks 7:00 PM	SIAHL	SIAHL	7:00 PM
7:15 PM	Resurface 7:15 PM	Jr. Sharks 7:15 PM	Resurface	SIAHL	7:15 PM
7:30 PM	SIAHL 7:30 PM	Resurface 7:30 PM	SIAHL	Resurface	7:30 PM
7:45 PM	SIAHL 7:45 PM	Public 7:45 PM	SIAHL	SIAHL	7:45 PM
8:00 PM	SIAHL 8:00 PM	Public 8:00 PM	SIAHL	SIAHL	8:00 PM
8:15 PM	SIAHL 8:15 PM	Public 8:15 PM	SIAHL	SIAHL	8:15 PM
8:30 PM	SIAHL 8:30 PM	Public 8:30 PM	SIAHL	SIAHL	8:30 PM
8:45 PM	Resurface 8:45 PM	Public 8:45 PM	Resurface	SIAHL	8:45 PM
9:00 PM	SIAHL 9:00 PM	Public 9:00 PM	SIAHL	Resurface	9:00 PM
9:15 PM	SIAHL 9:15 PM	Public 9:15 PM	SIAHL	SIAHL	9:15 PM

SAMPLE ICE SCHEDULE - SUMMER
SUNDAY

South	Center	North	East	Rink 5	Rink 6
5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM	5:00 AM
5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM	5:15 AM
5:30 AM	Freestyle	5:30 AM	5:30 AM	5:30 AM	5:30 AM
5:45 AM	Freestyle	5:45 AM	5:45 AM	5:45 AM	5:45 AM
6:00 AM	Freestyle	6:00 AM	6:00 AM	6:00 AM	6:00 AM
6:15 AM	Freestyle	6:15 AM	6:15 AM	6:15 AM	6:15 AM
6:30 AM	Freestyle	6:30 AM	6:30 AM	Gretzky	6:30 AM
6:45 AM	Freestyle	6:45 AM	6:45 AM	Gretzky	6:45 AM
7:00 AM	Freestyle	7:00 AM	7:00 AM	Gretzky	7:00 AM
7:15 AM	Freestyle	7:15 AM	7:15 AM	Gretzky	7:15 AM
7:30 AM	Resurface	7:30 AM	7:30 AM	Gretzky	7:30 AM
7:45 AM	Jr. Sharks	7:45 AM	7:45 AM	Resurface	7:45 AM
8:00 AM	Jr. Sharks	8:00 AM	8:00 AM	Jr. Sharks	8:00 AM
8:15 AM	Jr. Sharks	8:15 AM	8:15 AM	Jr. Sharks	8:15 AM
8:30 AM	Jr. Sharks	8:30 AM	8:30 AM	Jr. Sharks	8:30 AM
8:45 AM	Jr. Sharks	8:45 AM	8:45 AM	Jr. Sharks	8:45 AM
9:00 AM	Resurface	9:00 AM	9:00 AM	Jr. Sharks	9:00 AM
9:15 AM	Jr. Sharks	9:15 AM	9:15 AM	Jr. Sharks	9:15 AM
9:30 AM	Jr. Sharks	9:30 AM	9:30 AM	Jr. Sharks	9:30 AM
9:45 AM	Jr. Sharks	9:45 AM	9:45 AM	Jr. Sharks	9:45 AM
10:00 AM	Jr. Sharks	10:00 AM	10:00 AM	Resurface	10:00 AM
10:15 AM	Jr. Sharks	10:15 AM	10:15 AM	Jr. Sharks	10:15 AM
10:30 AM	Resurface	10:30 AM	10:30 AM	Jr. Sharks	10:30 AM
10:45 AM	Jr. Sharks	10:45 AM	10:45 AM	Jr. Sharks	10:45 AM
11:00 AM	Jr. Sharks	11:00 AM	11:00 AM	Jr. Sharks	11:00 AM
11:15 AM	Jr. Sharks	11:15 AM	11:15 AM	Resurface	11:15 AM
11:30 AM	Jr. Sharks	11:30 AM	11:30 AM	Jr. Sharks	11:30 AM
11:45 AM	Jr. Sharks	11:45 AM	11:45 AM	Jr. Sharks	11:45 AM
12:00 PM	Jr. Sharks	12:00 PM	12:00 PM	Jr. Sharks	12:00 PM
12:15 PM	Resurface	12:15 PM	12:15 PM	Jr. Sharks	12:15 PM
12:30 PM	Resurface	12:30 PM	12:30 PM	Jr. Sharks	12:30 PM
12:45 PM	SIAHL	12:45 PM	12:45 PM	Jr. Sharks	12:45 PM
1:00 PM	SIAHL	1:00 PM	1:00 PM	Resurface	1:00 PM
1:15 PM	SIAHL	1:15 PM	1:15 PM	Jr. Sharks	1:15 PM
1:30 PM	SIAHL	1:30 PM	1:30 PM	Jr. Sharks	1:30 PM
1:45 PM	Resurface	1:45 PM	1:45 PM	Jr. Sharks	1:45 PM
2:00 PM	SIAHL	2:00 PM	2:00 PM	Jr. Sharks	2:00 PM
2:15 PM	SIAHL	2:15 PM	2:15 PM	Jr. Sharks	2:15 PM
2:30 PM	SIAHL	2:30 PM	2:30 PM	Resurface	2:30 PM
2:45 PM	SIAHL	2:45 PM	2:45 PM	Jr. Sharks	2:45 PM
3:00 PM	SIAHL	3:00 PM	3:00 PM	Jr. Sharks	3:00 PM
3:15 PM	Resurface	3:15 PM	3:15 PM	Jr. Sharks	3:15 PM
3:30 PM	SIAHL	3:30 PM	3:30 PM	Jr. Sharks	3:30 PM
3:45 PM	SIAHL	3:45 PM	3:45 PM	Jr. Sharks	3:45 PM
4:00 PM	SIAHL	4:00 PM	4:00 PM	Resurface	4:00 PM
4:15 PM	SIAHL	4:15 PM	4:15 PM	SIAHL	4:15 PM
4:30 PM	SIAHL	4:30 PM	4:30 PM	SIAHL	4:30 PM
4:45 PM	Resurface	4:45 PM	4:45 PM	SIAHL	4:45 PM
5:00 PM	SIAHL	5:00 PM	5:00 PM	SIAHL	5:00 PM
5:15 PM	SIAHL	5:15 PM	5:15 PM	SIAHL	5:15 PM
5:30 PM	SIAHL	5:30 PM	5:30 PM	Resurface	5:30 PM
5:45 PM	SIAHL	5:45 PM	5:45 PM	SIAHL	5:45 PM
6:00 PM	SIAHL	6:00 PM	6:00 PM	SIAHL	6:00 PM
6:15 PM	Resurface	6:15 PM	6:15 PM	SIAHL	6:15 PM
6:30 PM	Gretzky	6:30 PM	6:30 PM	SIAHL	6:30 PM
6:45 PM	Gretzky	6:45 PM	6:45 PM	SIAHL	6:45 PM
7:00 PM	Gretzky	7:00 PM	7:00 PM	Resurface	7:00 PM
7:15 PM	Gretzky	7:15 PM	7:15 PM	SIAHL	7:15 PM
7:30 PM	Gretzky	7:30 PM	7:30 PM	SIAHL	7:30 PM
7:45 PM	Gretzky	7:45 PM	7:45 PM	SIAHL	7:45 PM
8:00 PM	Resurface	8:00 PM	8:00 PM	SIAHL	8:00 PM
8:15 PM	Drop-in	8:15 PM	8:15 PM	SIAHL	8:15 PM
8:30 PM	Drop-in	8:30 PM	8:30 PM	Resurface	8:30 PM
8:45 PM	Drop-in	8:45 PM	8:45 PM	SIAHL	8:45 PM
9:00 PM	Drop-in	9:00 PM	9:00 PM	SIAHL	9:00 PM
9:15 PM	Drop-in	9:15 PM	9:15 PM	SIAHL	9:15 PM

