

Black Bear Sports Group, Inc.

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Attention: City of York, PA, City Council

RE: YORK ICE ARENA

Dear Council Members:

We are pleased to offer you this summary information on our company. Black Bear Sports Group, Inc. ("Black Bear") is a Maryland-based corporation involved in the development, lease, acquisition, and operation of multi-purpose recreation and entertainment facilities (including but not limited to facilities that operate ice rinks, turf fields, and other sport-surfaces) in the United States. Black Bear currently owns 14 arenas and leases one additional facility (see chart on page 2). Black Bear also owns and/or manages seven youth hockey clubs, owns three junior hockey (ages 16-21) franchises (the Youngstown Phantoms of the United States Hockey League, the Maryland Black Bears of the North American Hockey League, and Team Maryland of the Eastern Hockey League). Black Bear owns a youth hockey tournament company called Defender Hockey Tournaments and an affiliate of Black Bear owns a second tournament company, SuperSeries AAA which is one of the leading hockey tournament companies in North America. Combined, Defender and SuperSeries host 25 multiple youth hockey tournaments and showcases hosting over 10,000 youth hockey players including approximately 10 tournaments annually in Black Bear's Arenas. Black Bear Sports Group is the largest owner and operator of ice rinks in the United States with 15 ice rinks and 27 sheets of ice.

Four years ago, we took over and completely renovated and restored the almost 30-year old Piney Orchard Ice Arena (Odenton, MD) from what had become a dilapidated, depressing operation. Now, Piney Orchard is a thriving rink with an active junior hockey team with attendance of 300-500 fans at weekend games, with vibrant and growing hockey clubs and high school teams and with an active figure skating community. We have replicated this model of turning around old ice rinks with great success across the Mid-Atlantic and Midwest.

Our partner in this venture, is the Weiss family. We have partnered with the Weiss family in two of our Maryland ice rinks (Piney Orchard in Odenton, MD, and Ice World Maryland in Abingdon, MD); and Mr. Weiss manages three additional rinks for our company out of state (2 in NJ and 1 in CT). Mr. Weiss, through his management entity, also manages the Rockville Ice Arena, a premier 3-sheet facility in Rockville, MD, for a total of six arenas under his direct oversight.

Attached is a short summary of our operations and case studies of significant renovations we have completed.

<u>Ice Arena</u>	<u># of Surfaces</u>		<u>Region</u>
	<u>Ice</u>	<u>Turf</u>	
1. Piney Orchard	2	0	Washington - Baltimore
2. Ice World Maryland	2	0	Washington - Baltimore
3. Printscape Arena at Southpoin	1	1	Pittsburgh
4. Seven Bridges	2	1	Chicago
5. Center Ice of DuPage	2	0	Chicago
6. American Heartland Ice Arena	2	0	Chicago
7. Southwest Ice Arena	1	0	Chicago
8. Ice Land Skating Center	2	0	Central New Jersey
9. Jersey Shore Ice Arena	3	0	Central New Jersey
10. Milford Ice Pavilion	1	0	Connecticut
11. Revolution Ice Gardens	2	0	Central NJ / Philadelphia
12. Aspen Ice Arena	2	0	Northern New Jersey
13. Skylands Ice World	2	0	Northern New Jersey
14. Igloo at Mt. Laurel	2	0	Central NJ / Philadelphia
15. Bucks County Ice	1	0	Central NJ / Philadelphia
Total Ice Rinks	27	2	

<u>Junior Hockey Franchise</u>	<u>League</u>	<u>Region</u>
1. Youngstown Phantoms	USHL (Tier 1)	Youngstown, OH
2. Maryland Black Bears	NAHL (Tier 2)	Washington - Baltimore
3. Team Maryland	EHL (Tier 3)	Washington - Baltimore
4. Skylands Kings	NA3HL (Tier 3)	Northern New Jersey

Youth Hockey Clubs

<u>Youth Hockey Club</u>	<u>Level</u>	<u>Region</u>
1. Mercer Chiefs AAA	Tier 1 Youth	Central NJ / Philadelphia
2. Philadelphia Revolution AAA	Tier 1 Youth	Central NJ / Philadelphia
3. Royals Hockey Club	Tier 2 Youth	Central NJ / Philadelphia
4. Igloo Jaguars	Tier 2 Youth	Central NJ / Philadelphia
5. Skylands Kings	Tier 2 Youth	Northern New Jersey
6. Jersey Shore Wildcats	Tier 2 Youth	Northern New Jersey
7. New Jersey Jets	Tier 2 Youth	Northern New Jersey

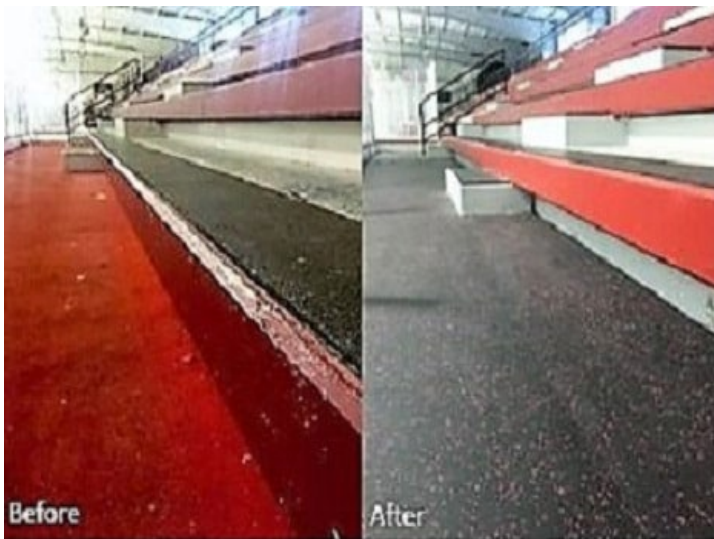
Black Bear's east coast footprint of rinks and junior hockey teams is shown to the right. Blue diamonds represent ice arena locations and green diamonds represent junior hockey team franchise locations. The east-coast footprint consists of 11 ice arenas proximate to the I-95 corridor from Washington, DC to New Haven, CT plus one facility in Pittsburgh, PA for a total of 12 locations in the region. Two of Black Bear's junior hockey franchises, the Maryland Black Bears and Team Maryland EHL, play out of Piney Orchard Ice Arena in Odenton, MD. The Youngstown Phantoms play out of a 5,500 seat municipal arena owned by the City of Youngstown, OH.



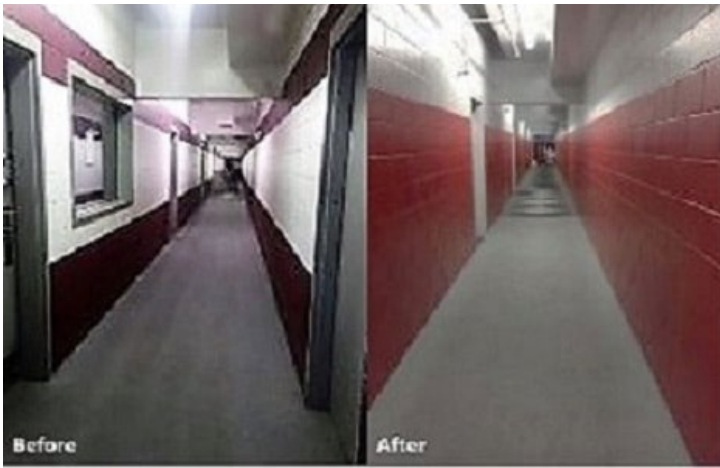
Operating Philosophy: Black Bear and the Weiss family have adopted a winning formula focused on quality ice, excellent staff, efficient operations, and upfront investment (and subsequent maintenance) to improve our Arenas. Black Bear has acquired many capital-starved rinks that are in need of professional management. In most cases, we have made significant investments in upgrading our facilities, focused our attention on keeping clean and bright rinks, and offered customers consistency in quality of programming, creating lasting partnerships. Certain examples of large projects completed by Black Bear are listed below.

Project #1 - Rehabilitation of Piney Orchard Ice Arena (Odenton, MD) and subsequent new construction of a second ice rink on the back of the existing facility.

Upon purchase in 2016, Piney Orchard underwent a transformation from a dark, low-quality arena, to a bright and refreshed facility with a quality ice surface. Black Bear invested approximately \$750k initially to improve the facility including a new Low-E ceiling, LED lights, rehab of all locker rooms, showers and public restrooms, replaced broken HVAC units, installed new flooring and repainted the interior. More capital was later invested to upgrade the facility for the Maryland Black Bears team (franchise acquired in 2018) and their fans (300-500 fans per game). Pictures of select improvements are shown below.



Fresh paint and new flooring in bleachers.



New flooring and paint



New LED lights and reflective Low-E ceiling installed to improve insulation and lighting

In 2018, Black Bear gained approval from Anne Arundel County to construct a second sheet of ice. Mr. Weiss managed the project and worked closely with both the construction GC and the ice rink installer to deliver the finished project in Summer of 2019. Design commenced in 2017 and the project broke ground in 2018. The second sheet was operational in June 2019.

Project #2 - Rehabilitation of Jersey Shore Ice Arena (Wall, NJ), replacement of all key mechanical, heating, refrigeration and dehumidification equipment, excavation and replacement of one rink subfloor heating system and renovation of all common areas.

Since purchase of the three-sheet ice rink in 2018, Black Bear has invested more than \$2.5 million in brand new mechanical equipment (multiple chillers, pumps, dehumidifiers and HVACs) for all three rinks, rehabilitated 12 locker rooms and all public restrooms with new flooring and fixtures, installed Low-E ceilings, paved the parking lot, and excavated one heaving rink floor. Additional work included new gutters, storm water management repair, roof repair, new cleaning equipment, protective diamond plating added to lobby and doors and a new coating of paint throughout the facility. This summer, a roof-top solar panel system will be installed to offset facility energy consumption from the grid. This rink was a major renovation as the rink required replacement of nearly all mechanical equipment. Mr. Weiss managed all improvements.

Before and after parking lot at Jersey Shore Ice Arena



Before and after locker rooms at Jersey Shore Ice Arena



Before and after bathroom flooring, fixture, and mirror upgrades at Jersey Shore Ice Arena.



Before and after. Removed non-compliant dehumidifier tubing previously inserted through back door; purchased new dehumidifier (see next page) and installed in proper area.



Before and after; new dehumidifier that supports the entire building



New chillers at Jersey Shore Ice Arena

Project #3 - Rehabilitation of Ice World Maryland (Abingdon, MD)

In 2017, Black Bear invested approximately \$550k to upgrade the facility including new lighting, flooring, a new cooling tower, new rental skates and rehabilitated and remodeled certain areas of the lobby and locker rooms. Our strategy, which was executed by Mr. Weiss, was to modernize the facility and invest capital in deferred maintenance that the prior owner had neglected to address.

Project #4 - Sub-Floor Excavation at Heartland Ice Arena (Lincolnwood, IL) and other upgrades

In 2018, Black Bear removed a heaving ice rink floor and excavated underground perma-frost. The project consisted of new sub-floors on two rinks and permafrost excavation and removal on one floor. The project was completed in approximately three months during the summer of 2018. In 2017 prior to the sub-floor project, Black Bear rebuilt compressors, performed maintenance on the ice plant, upgraded the arena's locker rooms, installed indoor turf and new fitness equipment to improve the second-floor gym, and added synthetic ice to the mezzanine to create stationary shooting lanes for youth players to practice shooting.

Project #5 - Rehabilitation of Center Ice of DuPage (Glen Ellyn, IL)

In 2018, Black Bear replaced the entire ice plant (chillers, compressors and pumps) of a 1991 chiller system and upgraded to a new chiller with an eco-friendly refrigerant. Additionally, Black Bear replaced the malfunctioning dehumidifier and HVAC units and invested in arena upgrades and refurbishments including locker room renovations, repaved parking lot, new building signage and roof repair. All projects were completed in Summer 2018.