

THE SOCIAL AND ECONOMIC AFFECTS OF THE SAN JOSE SHARKS



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¹ Jim Trotter, "Sharks supporters applaud a franchise full of promise," San Jose Mercury News, (May 18, 1994), p. 1A.

TABLE OF CONTENTS

Introduction	P. 3
Social Affects	P. 11
Economic Affects	P. 29
Conclusion	P. 40
Bibliography	P. 43



INTRODUCTION

He shoots and scores! Jamie Baker makes it 3-2 in favor of the Sharks in Game Seven against the highly favored Detroit Red Wings. That unforgettable moment in hockey history has made the world aware of the San Jose Sharks. What if the Sharks never came to San Jose? San Jose has enlarged both socially and economically partly because of the NHL franchise.

Before the Sharks, San Jose was home to a professional team only once. That team was the San Jose Earthquakes, a franchise that played in the old soccer league. After the Earthquakes ceased to exist, San Jose had the 11th largest market in the country, but it did not house a major-league sports franchise. "San Jose has enough big-city problems, but until lately, it hasn't had much big-city good stuff."² Instead of visiting other traditions in San Francisco and Oakland, those smaller towns can now send their citizens south to spend money here. The San Jose Sharks made their NHL debut in 1991. Before this, however, the city, the NHL, and the owners had to work through many dilemmas. One problem dealt with the location of the team. The San Jose Sharks owners, George and Gordon Gund, originally wanted an arena in San Francisco or Oakland. Howard Baldwin, however, badgered the Gunds into looking at San Jose. Why did they finally decide to come to San Jose? "Because they had an arena, and we needed one. We couldn't play out in a parking lot."³ After much talk and deliberation, the historic agreement between the NHL, San Jose, and the Gunds was announced on May 9, 1990. The Gunds paid \$50 million for the expansion

² Mark Purdy, "San Jose Takes Center Ice," San Jose Mercury News, (September 5, 1993), p. 4.

³ George Gund as cited by Steve Cameron, Feeding Frenzy, (Dallas, 1994), p. 34.

franchise and another \$34 million in arena improvements.⁴ These improvements included offices and luxury suites to make the arena suitable for NHL hockey. Another task involved naming the NHL team. This is when the Sharks first got their grand exposure. On July 30, 1990, the "Name the Team" sweepstakes ended with more than 5,700 entries accounting for more than 2,300 nicknames. Entries came from 47 U.S. states, every Canadian province and from as far away as Italy.⁵ The most popular names: Blades, Breakers, Breeze, Condors, Fog, Gold, Golden Gators, Golden Skaters, Grizzlies, Icebreakers, Knights, Redwoods, Sea Lions, Sharks and Waves. One ballot even suggested the San Jose Microchips! The club, in September of 1990, announced the Bay Area franchise will be known as the "Sharks." The details of the logo provided for a long and rigorous task.

The people involved with making the logo wanted a very successful marketing design. "After a franchise awarded to San Jose, team marketing people spent 13 months on consumer research before choosing San Jose's name, color and logos."⁶ A saw-toothed typeface was unveiled as a secondary usage trademark. In February of the next year, the team colors were revealed: Pacific teal, gray, black and white. Because of the time spent thinking of the logo, people were not surprised when it became so successful. As of June 1992, the national sales of Shark gear totaled about \$150 million, an unprecedented figure for a NHL franchise.⁷ "We had some

⁴ Cameron, p. 42.

⁵ "Sharks History," internet address: www.sj-sharks.com.

⁶ David E. Klutho, "San Jose Sharks," *Sports Illustrated*, (March, 1993), p. 36.

⁷ Wayne M. Barrett, "NHL: Color Me Nostalgic," *USA Today*, (March, 1992), p. 65.

ambitious objectives, and that's why we spent so much time and money on design and development of our name, logo, colors, and uniforms.”⁸

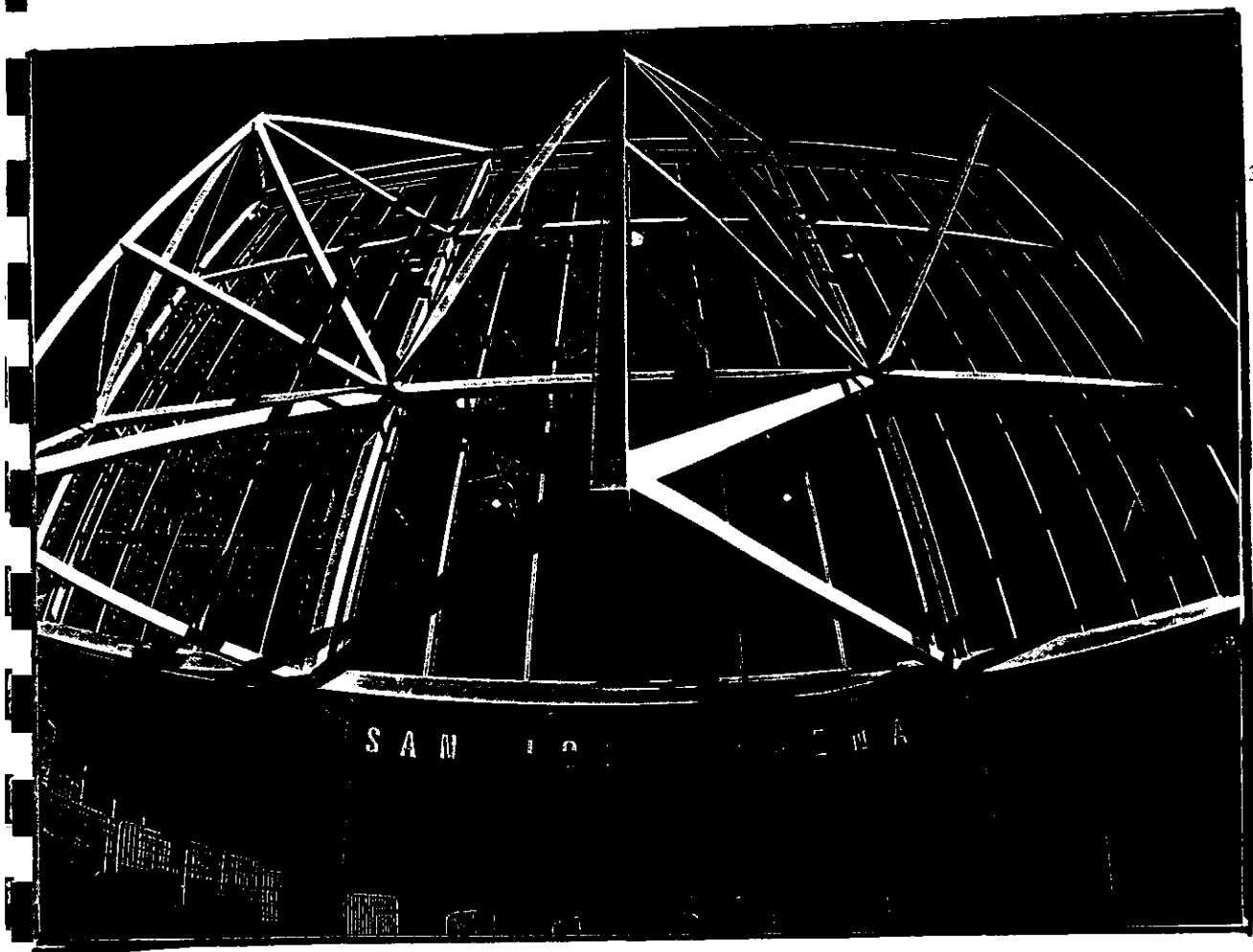
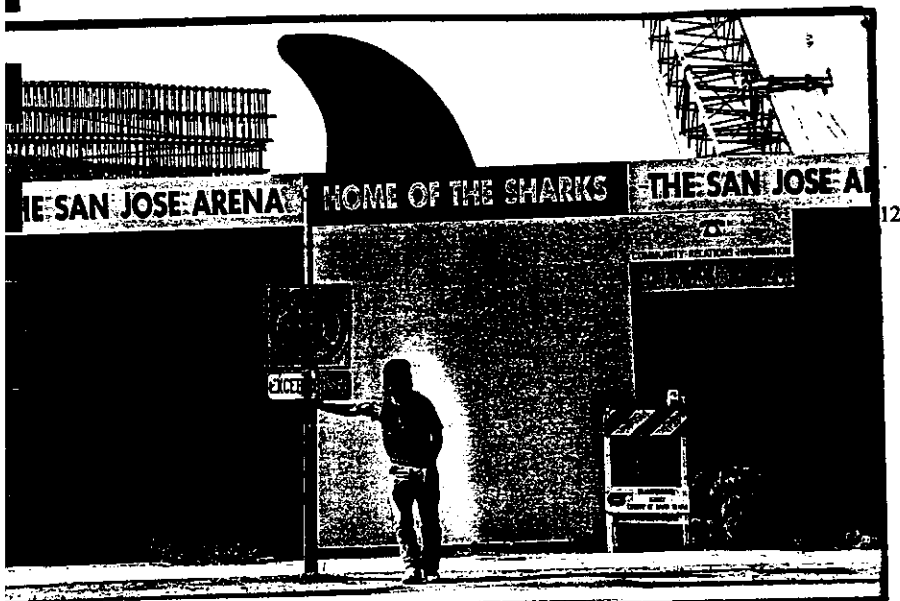
The Sharks have played a total of seven seasons. This includes one lockout-shortened season, four not very good seasons, and two playoff seasons. They began their inaugural season in October of 1991. First, though, they needed players. In the initial entry draft, the Sharks obtained players from the other NHL teams. Then, the Sharks NHL draft occurred. In this momentous occasion, they chose Pat Falloon as their number one pick. The season began, but not in the “Shark Tank.” The building of the San Jose Arena was not yet complete. Instead, the Sharks played at the Cow Palace, “an ancient venue that hosts an annual rodeo and retains a barn-like odor year-round.”⁹ The first two seasons did not go well for the Sharks. In their first year, the Sharks finished with a record of 17 wins, 58 losses, and 5 ties. Their second season turned out worse, however. The Sharks finished the season with a 11-71-2 record (11 wins, 71 losses, and 2 ties), establishing a NHL record for most losses in a season.¹⁰ The third season brought about a definite change. Not only did the arena change, so did the end result. Although the Sharks started out 0-8-1 under their new coach, Kevin Constatine, they quickly turned their season around. With goalie Arturs Irbe, nicknamed “Like Wall,” the Sharks finished their season 33-35-16, 58 points better than the previous year.¹¹ This record led them to their first ever playoff berth. They had to play against the Detroit Red Wings, one of the top contenders for the

⁸ Matt Levine as cited by Mary Gottschalk, “Team exceeds it goal in becoming No. 1 seller,” San Jose Mercury News, (November 18, 1991), p. 8c.

⁹ Austin Murphy, “Toothsome,” Sports Illustrated, (May 16, 1994), p. 45.

¹⁰ “San Jose Sharks: Fifth Season,” Media Guide, (1996), p. 132.

¹¹ Media Guide, p.131.



¹² Cameron, p. 25.

¹³ Mark Purdy, "Rinkmanship," Arena Guide, (Fall, 1994), p. 18.

Stanley Cup. Going against all odds, the Sharks beat the number 1 seed. Their playoff run did not end there, however. They took the Toronto Maple Leafs, another highly favored team, to the maximum seven games before losing the series. During an after season rally, Shark fans poured to see the players for the last time that season. "I never dreamed of this at all. This story, this season... was not about a player scoring a goal. It was not about a line combination getting some points... What is really neat about this story is... an entire community accomplishing something that we'd all dreamed about and I think that's what made this so special--we were able to share this all with you."¹⁴ The season of 1994-1995 began with many expectations. Everyone was expecting the Sharks to do well. Instead of skating on the ice, though, the league started a lockout that lasted 104 days, from October 1995 until January 1995.¹⁵ This lockout hit San Jose even harder because it brought about the cancellation of the NHL all-star game. When they finally hit the ice, however, the Sharks played well. They ended their season with a record of 19-25-4.¹⁶ This record left them in seventh place. In the playoffs, the Cinderella team of the year before returned. In Game 7, Ray Whitney scored in double-overtime to give the Sharks the upset victory in the series. The Sharks went on to meet the revenge-seeking Detroit Red Wings in the second round of the playoffs. San Jose lost all four games to the Wings. The next two seasons, after 1994-1995, did not turn out well. These seasons brought about many trades and many losses. In 1995-1996, the Sharks started and

¹⁴ Kevin Constatine as cited by Rodney Foo, "10,000 lavish love on Sharks," San Jose Mercury News, (May 18, 1994), p. 6A.

¹⁵ Donna Kato, "After being put on hold for months, fans are unsure," San Jose Mercury News, (January 20, 1995), p. 1A.

¹⁶ Media Guide, p. 98.

ended poorly. Their final record ended up being 20-55-7.¹⁷ Even with this horrible record, fans kept supporting their team. One sign at a game even said, "You guys played really hard on Wednesday, that's all we ask, winning will come."¹⁸ The San Jose Sharks came into the 1996-1997 season as a new team. Fans expected them not only to get to the playoffs, but play well there. This, unfortunately, did not occur. The Sharks ended up rattled with injuries. They were the second worst team in the league with a record of 27-47-8.¹⁹ The 1996-1997 season, however, was different from all the others because it contained the NHL all-star weekend. The weekend filled San Jose hockey fans with great excitement. It contained a NHL fantasy exhibition at the McEnery Convention Center, an old-timer's hockey game, skill's competition, and the NHL all-star game. The weekend brought many social and economic benefits that will be discussed later. The Sharks, overall, have been an exciting team. They have had an up and down career, but they have done pretty well for an expansion team. Their coaches, on the other hand, have not done so well. The Sharks have had five coaches in their seven years of play. These coaches are George Kingston, Kevin Constatine, Jim Wiley, Al Sims, and, currently, Darryl Sutter.

The San Jose Sharks are currently in the playoffs against the Dallas Stars. They again have a lot more expectations. Although they have the best fans in the league, the fans might not want to watch a losing team much longer. "After six seasons, the honeymoon should be over, shouldn't it? It's about time to take off the

¹⁷ Chris Kellera, phone interview with the author, May 21, 1997.

¹⁸ "Thanks," poster made by the San Jose Sharks, (April, 1996).

¹⁹ Chris Kellera, phone interview with the author, May 21, 1997.

silk negligee and put on the flannel shirt, right?"²⁰ This question cannot be answered until future years. Right now, though, the Sharks fans still love their team and the city has experienced radical social and economic benefits.

²⁰ Ed Pope, "Sharks fans' feeding frenzy goes unabated," San Jose Mercury News, (January 18, 1997), p.

SOCIAL AFFECTS

1A.

The San Jose Sharks have definitely changed the San Jose area for the better. These changes include many social affects. Some of these social affects have to do with city pride, community programs, youth and adult hockey, and the fans.

The San Jose Sharks have changed San Jose forever. Our city is more known now, much of that due to the hockey team. Before the Sharks, San Jose was the 11th biggest city in the nation, but it was not known to many. People did not even know San Jose was in California! "We know we've got a good city. We may even be a great city. We know we weren't recognized within the world, and that irritated the hell out of us."²¹ After the Sharks, hockey fans all over the world have begun to know where San Jose is located. "San Jose finally has a national identity, and it's all because of them."²² San Jose was used to being put down. Nobody had noticed all the changes downtown had experienced. When the Sharks were successful, people finally started to notice the tremendous change that had taken place in downtown. The Sharks also make fans proud to be in San Jose. Before the Sharks, our pride only ran with the computer industry. Now, people "Reveal their Teal" to show Sharks pride. "The presence of a professional team has increased pride in the community, fostered camaraderie among our diverse ethnic and socio-economic residents, and increased charitable works."²³ In 1993-1994, the Sharks captured the world's attention with their Cinderella season. "This is the most excitement we've had around here since they lynched a couple of guys in St. James Park in 1933."²⁴ Yes, the fact about

²¹ Cameron, p. 158.

²² Michelle Guido, "Happy Sharks make good neighbors," *San Jose Mercury News*, (May 8, 1994), p. 1A.

²³ Jack Gelb, e-mail with the author, jackgelb@raleigh.ibm.com, February 17, 1997.

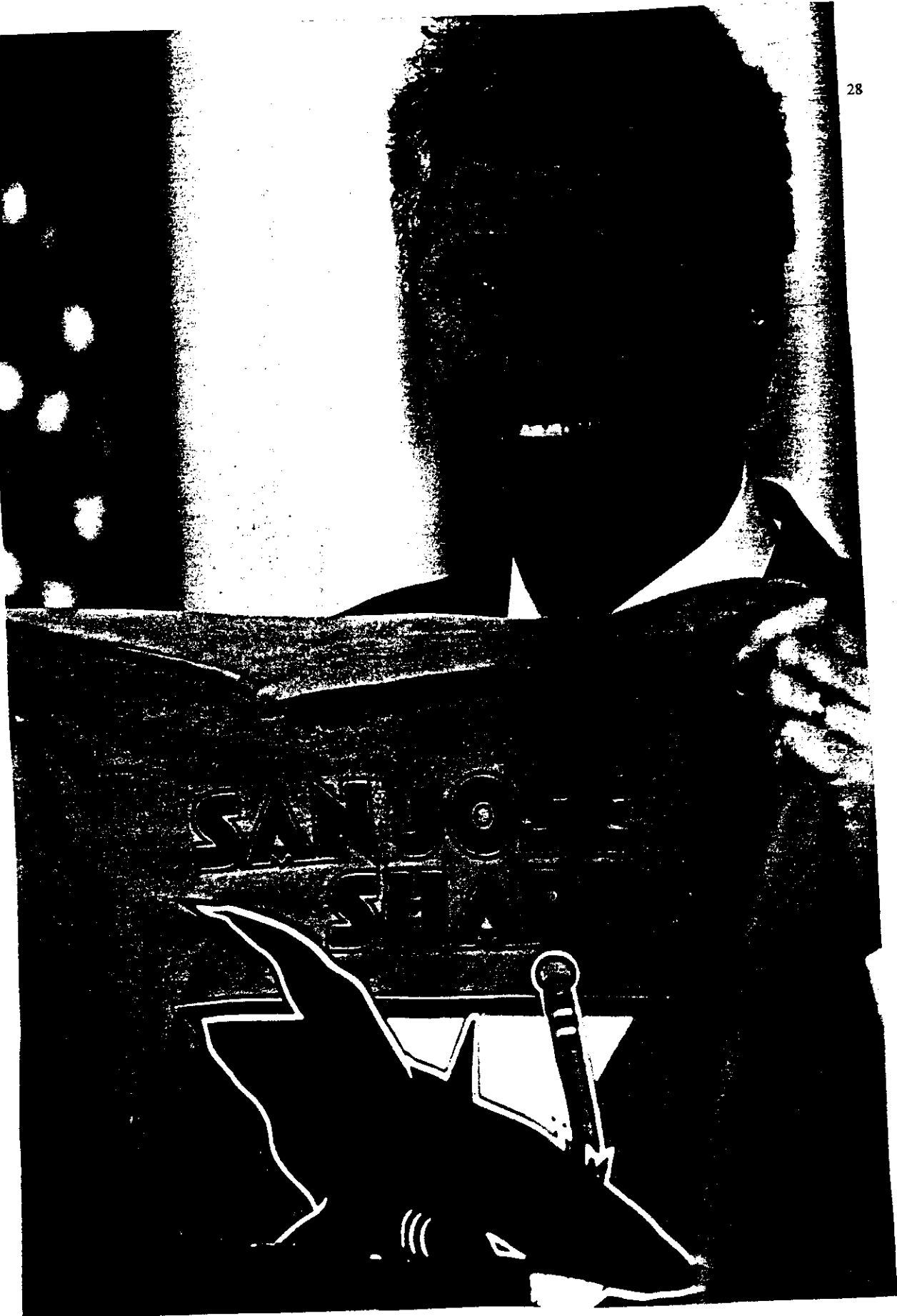
²⁴ Steve Behm as cited by Murphy, "Toothsome," p. 4-5.

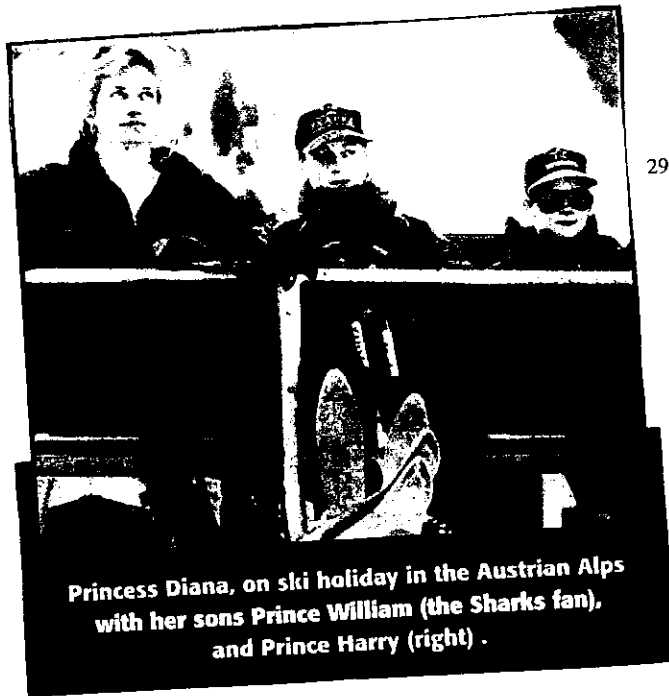
excitement is definitely true. The San Jose Sharks also brought about fame during that incredible season. More and more often San Jose was mentioned in national television shows and national newspapers such as CBS, *USA Today*, and *The New York Times*. This provided for an immeasurable amount of free advertising. The Sharks themselves have aspirations in becoming more known. "The San Jose Gang won't be satisfied until everyone on the planet owns at least one chomping-Shark sweatshirt."²⁵ They are coming close to that. Latvia, a small country near Russia, contains residents that adore the Sharks. Some of Latvia's hotels not only sell toothpaste and postcards, but along with it, they sell Sharks' apparel. "This weekend the people of Latvia were awaiting news on two significant events: 1) the results of the meeting between President Yeltsin and Latvia's President Ulmanis in Moscow over troop withdrawal, and 2) the results of the Sharks-Red Wings game... The Sharks are clearly Latvia's team as well as San Jose."²⁶ The Sharks not only want to be Latvia's team, they want to be the world's team as well. "You've heard of Canada's Team, America's Team. Our goal is to be the World's Team."²⁷ They have had some success at that, too. Princess Diana's son, the heir to the British throne, was spotted wearing the familiar teal-and-black ball-cap. President Clinton was also seen showing off a Sharks T-shirt. The Sharks can be the "World's Team" even if it just has fans from the Bay Area. Our surroundings contain people from all backgrounds. The Sharks bring those ethnicities together.

²⁵ Cameron, p. 109.

²⁶ Ojars Kainins as cited by "What they were saying," *Almost a Miracle*, (Fall, 1994), p. 44.

²⁷ Chuck Grillo as cited by Cameron, p. 121.





29

Princess Diana, on ski holiday in the Austrian Alps
with her sons Prince William (the Sharks fan),
and Prince Harry (right) .



30

²⁹ Cameron, p. 109.

³⁰ Jim Trotter, "We're No.1, We're No. 1," Almost a Miracle, (Fall, 1994), p. 56.

“Lots of people that you see at Shark games go to see them all the time. I have seen fans of different cultures, who probably wouldn’t even speak to each other anywhere, hug and slap hands when their team scores.”³¹ The San Jose Sharks, however, did not make San Jose well known until about the third season. This was after the famous Cinderella season. “I have to admit when I first found out I was coming to play hockey in San Jose, I had to look at the map to see where I was going. But I don’t think there is a hockey player or hockey fan now who doesn’t know where San Jose, California, is and just how great we are.”³² The Sharks have also contributed in bringing more people to see San Jose. “I was walking through (downtown) here, and I said ‘I haven’t been here. This is great.’ The Sharks made me see more of San Jose.”³³ Even though the San Jose Sharks have largely contributed to San Jose’s fame, the recent computer surge has also made our city famous. “The Sharks have had a greater impact on San Jose than anything except Silicon Valley. And you could probably get an argument about that on game nights.”³⁴ The Sharks can take a lot of the credit, just not all of it. The NHL all-star weekend that was held in January also brought a lot of attention to San Jose. For one weekend, the city was able to showcase itself to the world. The game was televised in 140 different countries, it brought 100,000 people from in and around San Jose, and 3,000 to 3,500 out of town guests.³⁵ This alone brought an immense amount of beneficial advertising to San Jose. The all-star weekend also provided a moment for families to share time with each other.

³¹ F. Ferrett, e-mail with the author, Fferrett@aol.com, April 2, 1997.

³² Jeff Odgers as cited by Foo, “10,000 lavish love on Sharks,” p. 6A.

³³ Jim Hansen as cited by Foo, “10,000 lavish love on Sharks,” p. 6A.

³⁴ Tom McEnery as cited by Cameron, p. 9.

³⁵ Beth Anderson, e-mail with the author, blanderson@hotmail.com, April 9, 1997.

“When the all-star game came to San Jose and I took my 12-year-old son to the convention center to see the NHL Fantasy exhibition there, we were standing in line to have my son’s picture taken with the Stanley Cup. It occurred to me right then that if the 75,000 or so people in San Jose who voted “yes” on the Arena instead voted “no,” my son and I would never have had that moment we will always remember. I don’t know how you put an economic or social “benefit” price on that.”³⁶ The Sharks have also made San Francisco jealous. Since their newfound popularity has given San Jose a better name, the northerners are envious. “The city has snatched several prestigious events away from San Francisco and Oakland- a major tennis tournament, the national figure-skating championships and, the NHL all-star Game.”³⁷

Another social impact is the numerous community programs the San Jose Sharks have created. “The Sharks are deeply involved with the community we live in as we are with the game we play.”³⁸ The Sharks have donated a substantial amount of money to these programs. “More than three-quarters of a million dollars (\$764,000) in value was delivered during the Sharks fiscal year ending July 31, 1996.”³⁹ The Sharks have many programs involving education. For example, S.J. Sharkie’s Be a Sport provides kids with information about sportsmanship. S.J. Sharkie, the Sharks famous mascot, visits many Bay Area elementary schools to educate the young children. This program includes a five-minute video on the components of good sportsmanship, as well as special appearances by members of the Sharks. This

³⁶ Mark Purdy, e-mail with the author, DMarkPurdy@aol.com, February 13, 1997.

³⁷ Cameron, p. 156.

³⁸ San Jose Sharks Community Pamphlets, circular in the San Jose Sharks front offices, 1997.

³⁹ News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 17, 1996.

program has definitely improved the youth's attitudes toward others. Because of this program, fewer children probably get teased in school. That affect alone makes the Sharks worthwhile in San Jose. Another program, Score With School, provides children with a great educational experience. This season alone, more than 6,000 5th grade students participated in this three-part educational program.⁴⁰ It begins with the 10-minute Sharks video, "Ready, Set Your Goal." After viewing the video, students are invited to visit San Jose Arena, where they use their newly acquired skills to participate in team-building exercises. Then the children write essays connecting their personal experiences with Sharks philosophies on teamwork, setting goals and communication. The essay winners receive two tickets to a Sharks game, autographed merchandise and the chance to attend a reception at the end of the season. Two winners also receive a \$500 saving's bond. This program meets criteria for California State Board of Education field trip experience. So, the Sharks not only play hockey, but they actually educate young children while doing it. While the Sharks are educating, the kids are having fun as well. The San Jose Sharks want to give back to the community; "that's why the Sharks established outreach programs to provide leadership for our local youth, as well as sharing our unique resources with civic and non-profit organizations."⁴¹ Shadow the Sharks, yet another educational program exposes junior and senior high school students to opportunities in the workplace. "This unique program includes a video highlighting an array of career options, an essay competition and the chance to spend time with an employee of San

⁴⁰ Media Guide, p. 172.

⁴¹ San Jose Sharks Community Pamphlets, circular in the San Jose Sharks front offices, 1997.



⁴² San Jose Sharks Community Pamphlets, circular in the San Jose Sharks front offices, 1997.

Jose Arena or the San Jose Sharks.”⁴³ The Sharks have helped people of all ages and in many different ways. Next, The Badge Program gives Girl Scouts the opportunity to earn a Sports Badge while learning about the sport of ice hockey. More than 300 scouts visit the San Jose Arena to participate in this program every year.⁴⁴ The Girl Scouts Association approves this program. The Sharks have done a lot to improve the education and environment for the youth in the Bay Area. This has definitely made an impact socially. “We have made a pledge to the community to produce and support programs which enhance the lives of local youth.”⁴⁵ In the following area, youth sports will be discussed. The Sharks have put much effort in getting more people interested in hockey. The Nike Street Sharks and Parks program helps many children in playing youth hockey. “The San Jose Sharks were the very first NHL club to implement such a program. It introduces many to the sport of hockey.”⁴⁶ This program is in conjunction with Northern California school districts, park and recreation programs departments, youth organizations, and cultural community centers. Approximately 50% of the centers are located in the South Bay, 20% in the East Bay, 15% in the West Bay, and 15% in the North Bay and San Francisco. The Sharks provide an opportunity for local youth to play street hockey at no cost. Sponsorship provides training and equipment worth more than \$1,000 to each program center. Up to this moment, the program has introduced street hockey to more than 50,000 youths at 170 centers.⁴⁷ Last season, the San Jose Sharks teamed up

⁴³ “Sharks Community Development,” internet address: www.sj-sharks.com.

⁴⁴ *Media Guide*, p. 173.

⁴⁵ *Lessons For Life: the Sharks Future Goals*, circular in the San Jose Sharks front offices, Winter, 1996.

⁴⁶ Kenneth S. Caveny, interview with the author, San Jose, California, March 13, 1997.

⁴⁷ “Sharks and Parks, a Nike Street Hockey Program,” undated circular in the San Jose Sharks front offices.

with Sportmart to host free street hockey clinics for kids of all levels and ages. The Sharks make many mergers with various corporations to make a better environment for their programs. "The Sharks are committed to improving the lives of local youth, and by partnering with our new beneficiaries we can have more of an impact on individuals and the future of our community."⁴⁸ There is also a scholarship some street hockey players can receive. The Mike Caldarulo Youth Hockey Scholarship component of the Sharks and Parks program allows a select group of youths to make the transition from street to ice hockey. "Our goal is to expose as many kids as possible to the sport of hockey and educate them about the game. Equipment is donated to the schools and centers for kids use, we just ask that they use it as much as possible and learn the basics of the game."⁴⁹ The Summer Hockey Schools introduce innovative and progressive techniques and strategies to youth players. These schools come around every year and it features instruction by top youth hockey coaches from around the world as well as Sharks players and coaches. This program involves intense, week-long day camps that make the players develop their hockey techniques and attitudes on and off the ice. The Future Sharks program is the Sharks reward to hard-working players in the Bay Area. These youngsters, ages' 5-10, are randomly selected to play a mini-game on NHL ice during the intermission of select Sharks home games, as Sharks fans cheer them on. The Sharks also help in the development of the community. Their mascot, famous S.J. Sharkie, spends a great deal of time volunteering at hospitals, schools, community events, and for charitable

⁴⁸ Lori Smith as cited by News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 7, 1996.

organizations. Players make many appearances as well. Individually and as a team, players make appearances throughout the year to organizations that serve youth and the disadvantaged. "From visiting schools, children's shelters and hospitals, to serving meals to the homeless and assisting neighbors with flood-related clean up efforts, the Sharks players have joined forces to make a positive impact on our community."⁵⁰ The Celebrity Waiter Luncheon has helped the San Jose Unified School District tremendously. This "Save High School Sports" luncheon raises \$100,000 annually for the financially strained San Jose Unified District sports programs.⁵¹ All Sharks players and coaches participate in the presentation, and serve lunch along with other local celebrities. This directly involves Leland High School. Every year, numerous students from Leland, such as cheerleaders and band members, attend the luncheon. The wives of the San Jose Sharks are also instrumental to the Sharks' community outreach activities. They have adopted Next Door- "an organization dedicated to fighting domestic violence in our community- as their charitable cause and have raised more than \$20,000 for this organization."⁵² The wives also assist with the Sharks Foundation's fund-raising activities. The S.J. Sharkie Invitational Miniature Golf Tournament calls up S. J. Sharkie and the San Jose Sharks players in the fall to play miniature golf, eat pizza, play games and make the day brighter for children from the "Make-A-Wish Foundation" and American Cancer Society's "Courageous Kids" program. This golf tournament is an annual

⁴⁹ San Jose Sharks Community Programs Pamphlet, circular in the San Jose Sharks front offices, 1997.

⁵⁰ San Jose Sharks Community Programs Pamphlet, circular in the San Jose Sharks front offices, 1997.

⁵¹ Media Guide, p. 172.

⁵² San Jose Sharks Community Programs Pamphlet, circular in the San Jose Sharks front offices, 1997.

event. The FinAtical Fan Club invites fans 14 years or younger to become members. "Club members get the royal treatment, with membership cards, special Sharks merchandise, player picture cards, newsletters and the opportunity to attend an exclusive FinAtical Fan Club party."⁵³ Finally, the Sharks donated signed merchandise to more than 800 non-profit organizations in the community. The Sharks also provide a lot of hockey education. One is the Sharks School. This hockey classroom is for Shark fans who want to increase their hockey knowledge. It includes a question and answer session with a Sharks player. Sharks School concludes with the group attending a Sharks game, to test their knowledge acquired from the classes. The other hockey education program is the Break the Ice program. "The ice events are recreational extravaganzas for employees of Bay Area companies, who are given the chance to learn to play hockey with Sharks players, coaches and staff in a fun and relaxed atmosphere."⁵⁴ Finally, the Sharks Foundation provides much needed help to various organizations by donations and volunteer work. It is dedicated to meeting the educational, social and cultural needs of our community. The foundation offers unique resources and financial support to organizations that enhance the lives of local youth. The beneficiaries for the 1996-1997 year were City Year San Jose, New Children's Shelter Fund, San Jose Police Activities League, Kids Voting in San Jose, Wheels on Fire, Junior Achievement, Adult and Child Guidance Center, Child Advocates, San Jose Museum of Art, The Role Model Program, and Child Quest

⁵³ "Sharks Community Development," internet address: www.sj-sharks.com.

⁵⁴ Lessons For Life: the Sharks Future Goals, circular in the San Jose Sharks front offices, Winter, 1996.

International.⁵⁵ “Now in its third year, the Foundation has committed to granting more than \$200,000 to its new beneficiaries.”⁵⁶ The Sharks Foundation also has many fund-raisers. Two of the major ones are the Sharks Fest, and the San Jose Sharks Annual Golf Classic. The Sharks Fest is a spectacular event held at the San Jose Arena. It features carnival games, prizes, photo opportunities and the chance to meet and receive autographs from favorite Sharks player. The Shark Fest of 1997 even had Owen Nolan, one of the fans favorite players, in the dunk tank. All proceeds benefit the Shark Foundations beneficiaries. The San Jose Sharks Annual Golf Classic is a fun and sporty event. Sharks players tee off with local business people for a vivacious day of golf. A live auction is also present on this day. Even if the golfers do not play well, they make an ever-lasting impact on the lives on many young people. All the proceeds of this day go directly to children’s charities. The Sharks help so many people in so many different ways. Without them, none of the programs mentioned above would have occurred.

Another affect the Sharks have had is with the enrollment of youth and adults to the sport of hockey. Before the Sharks, how many kids played hockey on the street? Usually, people spotted kids playing basketball, baseball, or football. Nowadays, more and more kids are playing hockey. The Sharks are one of the main reasons this has occurred. “I started playing hockey after I saw the Sharks. It seemed like a fun sport. I still like basketball, but I like hockey more. Even at school, more

⁵⁵ News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 7, 1996.

⁵⁶ News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 7, 1996.

and more of my friends play hockey. We even got a hockey team now.”⁵⁷ Enrollment in all type of hockey has also increased. “For fans who are inspired to take a more active interest in the sport, a number of choices let children of all ages and adults participate in activities; even novices who don’t know a Zamboni from a zucchini can find programs that will teach them how to handle a stick and puck on ice or dry land.”⁵⁸ Many ice hockey leagues have shown a dramatic increase since the Sharks have come to San Jose. “In the late 70’s, when the Oakland Seals were around, ice hockey became real popular. When they left, it seemed like interest in ice hockey left with them. Now, when the Sharks came, hockey is popular again.”⁵⁹ Even more than ice hockey, the Sharks have affected roller hockey. Some of this is due to the Nike Sharks and Parks Program. The program introduces many to the sport of hockey. As mentioned before, the Sharks have introduced 50,000 kids to the sport of street hockey. If the Sharks were not in San Jose, those 50,000 kids probably would not be playing street hockey. “Hockey, in general, is the fastest growing sport in the last five seasons. A lot of that has to do with the expansion teams, including the San Jose Sharks. Stores have seen hockey helmets outselling football helmets, and they are selling 50% to 60% more every year. Our place has seen a 10% to 20% increase in people skating since the Sharks came to San Jose.”⁶⁰ Adult hockey has also increased. More adults are joining classes that are hockey related. The classes the Sharks offer have been filled up easily. “You see people coming late at night to play hockey. They

⁵⁷ Sal Baglione, interview with the author, San Jose, California, May 20, 1997.

⁵⁸ “Why leave it to the Sharks?,” Sunset, (November, 1991), p.30.

⁵⁹ Bonnie Cooper, interview with the author, San Jose, California, April 25, 1997.

⁶⁰ Eastridge Arena, interview with the author, San Jose, California, April 25, 1997.

come after work and play until very late at night. They seem so dedicated.”⁶¹ The Sharks have definitely helped increase the rise in popularity of hockey. When the NHL all-star game came, more than 40,000 fans visited the Pinnacle NHL Fantasy.⁶² This activity was not even related to the actual game. This shows that the number of people who like playing the sport of hockey has increased since the Sharks came to San Jose.

Finally, the fans have been affected because of the San Jose Sharks. The Sharks have changed San Jose forever. “The Sharks have affected me a lot! I didn’t even know what hockey was until the Sharks came to San Jose. I now go to many games and I am a hockey fanatic! Watching the Sharks has lead me to watch other teams too.”⁶³ The Shark fans can feel proud because of the Sharks. The fans are often mentioned on television and in the newspapers for being so gracious to the team. “I love coming to San Jose. They have the best fans in the league. They are so loyal.”⁶⁴ The Sharks have also unified the city. There are so many different types of people that watch the Sharks. Our diverse society is expressed through the San Jose Sharks. “The first word than comes to my mind is that the Sharks were a unifying force. Look around you see all ages of people here today [at the Shark’s rally]. It’s great for the city of San Jose that people have something to root for. Our priest even mentioned the Sharks in church last Sunday.”⁶⁵ The Sharks have had the best fans in the league for two years in a row, according to the *Sporting News*. This is definitely an ego

⁶¹ Kenneth S. Caveney, interview with the author, San Jose, California, March 13, 1997.

⁶² Beth Anderson, e-mail with the author, blanderson@hotmail.com, April 9, 1997.

⁶³ E-mail with the author, jen20001@ix.netcom.com, April 2, 1997.

⁶⁴ Tom Mees as cited by “Thanks,” poster made by the San Jose Sharks, (April, 1996).

⁶⁵ Angleo Suneri as cited by Rodney Foo, “10,000 lavish love on Sharks, p. 6A.

booster. The fans showed their true nature when they came to the arena to watch away games! "Think about it: Thousands of fans, all hollering like mad and there's nothing in front of them but empty ice. What an experience."⁶⁶ Fans have created the Hammerheads, a "fin"actic fan club. Kin Roble is the founder of this club. "He founded the fan club in 1993, before the Sharks third season,...membership is up more than 400%."⁶⁷ During the Cinderella season, the "Shark Tank" was as loud as a jet engine. San Jose became a party town. Fans not only filled The Tank game after game, they jammed sports bars and restaurants to see the Sharks phenomenon for themselves. The once run-down town became a mad-house. "Our fans are so loud it's just unbelievable. There isn't a building in the league with more noise than this. They just lift us up whenever we need it."⁶⁸ Now, when people are bored, they can visit a Sharks game. That is only if they can obtain tickets. The Sharks have sold out most of their games in San Jose. At one point, they sold out 100 games in a row. They have sold all these games with a losing team! "Imagine if they were big-time winners!"⁶⁹ NHL hockey usually correlates with cold weather climates such as Boston, Massachusetts or Montreal, Quebec. Now, however, San Jose has the best fans and can officially be called Hockeytown, USA. The Sharks have affected family life in San Jose as well. No longer do kids want to go see a baseball game with their dad; they rather go watch a fast-paced hockey game. "'Let's go see the Sharks, Daddy.'" My mind conjured up flashes of when I took her to Oakland to see the A's-

⁶⁶ Tom McEnery as cited by Cameron, p. 158.

⁶⁷ Murphy, "Toothsome," p. 47.

⁶⁸ Jayson More as cited by Cameron, p. 9.

⁶⁹ Jack Gelb, e-mail with the author, jackgelb@raleigh.ibm.com, February 17, 1997.

[I had to make] a fifth inning departure.”⁷⁰ Our community has become such a different place since the Sharks. “Before, I did not mind people not knowing where San Jose was. Now, when someone does not know where San Jose is, I ask, haven’t you heard of the San Jose Sharks?”⁷¹ Even the amount of teal cars around the Bay Area has increased. During the playoffs, one can spot a teal Camaro with a fin on top. There are also numerous license plates that show Shark pride. The Sharks have affected the fans so much in our city. Not many people are embarrassed to say that they are from San Jose, home of the San Jose Sharks.

The Sharks have had many social affects throughout the world. From city pride to helping the youth, the Sharks have provided our city with many beneficial impacts. Without the Sharks, our city would probably still be known as a city with a lot of computers but no fun. “Their impact to our great city has been so tremendous that it can’t be put into words.”⁷²

⁷⁰ Alison Piccoli as cited by Patrick Piccoli, “Let’s go see the Sharks, Daddy!,” San Jose Mercury News, (March 6, 1997), p. 1E.

⁷¹ Sal Baglione, interview with the author, San Jose, California, May 20, 1997.

⁷² E-mail with the author, jen20001@ix.netcom.com, April 2, 1997.

ECONOMIC AFFECTS

The San Jose Sharks have also provided many economic affects in and around the city of San Jose. The Sharks have made economic impacts in restaurants, hotels, stores, revenue for the city, jobs, and the NHL all-star game. "The economic impact has been incredible."⁷³

The restaurants in our area have earned an incredible financial lift from the San Jose Sharks. All the restaurants, in and around the arena, have gotten a 10-100% increase in business because of the Sharks.⁷⁴ This alone creates more jobs because the restaurants hire more people to work there. Before and after the game, a good number of fans eat at the downtown restaurants. For example, Henry's World Famous Hi-Life, located on 301 West Saint John Street, shows a major increase in patrons on game nights. Between 5:00 p.m. and 7:00 p.m. (Games start at 7:30), this restaurant sells around 300 dinners. An average dinner runs about \$11.00. This makes the total for 300 dinners' \$3300.00. On a day when the Sharks are not playing at the San Jose Arena, the amount of dinners sold is about 80. The total amount on average on these evenings is therefore, \$880.00. This makes a difference of \$2420.00. Obviously, the Sharks make an immense impact on Henry's World Famous Hi-Life.⁷⁵ Henry's Hi-Life is not the only restaurant that shows an economical impact because of the Sharks. Lou's Village also shows an increase in business. "When the Sharks our playing we get at least 40 to 50 people. When the Warriors are playing, however, nobody comes."⁷⁶ This refutes the idea that any sports team would make an impact in

⁷³ Murphy, "Toothsome," p. 45.

⁷⁴ Abi Maghamfar, e-mail with the author, Abi-Maghamfar@livewire.com, February 2, 1997.

⁷⁵ Richard Aranda, interview with the author, San Jose, California, April 3, 1997.

⁷⁶ Ruben Rodriguez, interview with the author, San Jose, California, March 30, 1997.

San Jose. Lou's Village also gets extra business because they provide a shuttle between the restaurant and the arena. On Shark nights, the shuttle makes many trips. Other restaurants count on the Sharks to survive. Without the Sharks, they say, many restaurants would go bankrupt. This was evident when the league went into a lockout. By looking at the amount of money lost when the Sharks are not present, it shows the impact they have when they are playing. For example, "the Arena Cafe, Bar and Grill, [was] hit hard by the shut down of professional hockey. Every month the Sharks do not skate, Lygizos [the owner was] out between \$15,000 and \$20,000."⁷⁷ Lygizo was afraid that he might have had to file for bankruptcy. This means that the Sharks either make or break his restaurant. The Arena Cafe, Bar and Grill is not the only restaurant to have this problem. "Lygizos' woes are emblematic of a deepening problem in downtown San Jose-businesses that are suffering through a huge economic slump as the NHL lockout wears on."⁷⁸ The total amount of business revenue lost during this time totaled \$30 million or more. The total loss for San Jose, including the NHL all-star game, is at least \$50 million.⁷⁹ The Sharks also affect San Jose Live, another fan hangout. "We won't see about \$30,000 if (hockey) isn't played."⁸⁰ The Tied House Restaurant serves 500 people on Sharks nights compared with 150 to 200 on non-Sharks nights. This totals to \$4,500 per game. "San Jose has yet to tally the total economic impact. But, for example, the Tied Hose Cafe and Brewery on San Pedro Square, the closest commercial strip to the arena, says its

⁷⁷ Jonathan Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," San Francisco Chronicle, (December 27, 1994), p. A1.

⁷⁸ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

⁷⁹ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

⁸⁰ Mark Stegner as cited by Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

business has quadrupled.”⁸¹ The Blake’s Steakout opened because of the Sharks.

When the lockout occurred, the restaurant lost \$4,000 a game. Another restaurant, Bergin’s Shark & Rose, was also opened due to the Sharks. “If we know the Sharks weren’t going to be here, we wouldn’t have opened. Our whole focus was to locate near the arena, call (the place) Sharks, sell Shark.”⁸² Peggy Sue’s is yet another restaurant that counts on the Sharks to survive. The Sharks hurt many restaurants during the lockout. When the Sharks are playing, though, the amounts listed above go into reverse. All restaurants make money instead of losing money. The San Jose Sharks are the reason many of these restaurants are staying alive. The amount the restaurants lost when the Sharks were not playing shows this.

Hotels, not just restaurants, obtain an economic impact due to the San Jose Sharks. Many away teams stay at hotels near the Arena. Fans from other cities also remain at hotels in downtown. For example, in the Hilton Hotel, away teams occupy 28 rooms. Without the Sharks, these 28 rooms would have been vacant.⁸³ Hotel De Anza, another hotel in downtown, also has many rooms occupied because of the San Jose Sharks. The Sharks greatly increase their business because of a special they offer. “We give a breakfast, wine, two tickets to a Sharks game, and a room, all for \$179. We offer this for 16 nights in the season, and about 10-15 rooms per night. This adds up to around 200 packages.”⁸⁴ After calculating the total, the amount the Hotel earns is \$35,800 per year, not counting the cost of the tickets.

⁸¹ Gross, Jane, “San Jose Leaps Into Big Leagues,” New York Times, (May 6, 1994), p. A10.

⁸² Curiel, “Hockey Lockout Hurts Hangouts for Sharks Fans,” p. A1.

⁸³ Hilton Hotel, interview with the author, San Jose, California, April 25, 1997.

⁸⁴ Judy O’Brien, interview with the author, San Jose, California, May 1, 1997.

Without the Sharks in San Jose, this amount of money would not be present. The Fairmont also gets tremendous help from the Sharks. When an away team stays there, the hotel makes \$5,000.⁸⁵ This adds up to a lot of money by the end of the season. The Sharks also drew other people to San Jose. "It's the marquee name. San Francisco isn't a world-class city because of the Giants and 49ers. It's a big city, a physically impressive city. But the Sharks put us in the same rink."⁸⁶ More people in downtown means more people staying in downtown, which makes a great impact. Mostly all hotels in downtown San Jose have increased business because of the Sharks. Even though the hotels are experiencing a boom because of Silicon Valley, the Sharks make an impact on the business as well.

Stores have also seen a major change since the Sharks came to San Jose. Many stores came to San Jose specifically because the Sharks were here. This occurred in the case of the Hockey Workout. The owner of the store moved to San Jose because of the Sharks. It has been in San Jose for 2 1/2 years and already can tell the Sharks have "greatly impacted San Jose by sparking enthusiasm."⁸⁷ Many stores receive great economic impact because of Sharks' merchandise. The Sharks have sold an extensive amount of merchandise. "The San Jose items have been selling in waves, claiming a 28% share of all NHL merchandising, with projected sales expected to reach \$100,000,000 this season."⁸⁸ Even in Southern California, the Sharks are creating a hysteria in the stores. "We have a hard time keeping it in the

⁸⁵ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

⁸⁶ Steve Tedesco as cited by Cameron, p. 151.

⁸⁷ Mitch Kane, interview with the author, San Jose, California, April 25, 1997.

⁸⁸ Wayne M. Barrett, "NHL: Color Me Nostalgic," USA Today, (March, 1992), p. 65.

store. We probably sell more stuff for the Sharks than any team besides the Kings.”⁸⁹

The Sharks clothes were going faster than anyone anticipated it would. Each Shark item that is sold makes the store money. This total adds up quickly. The Sharks store alone draws about 80 paying customers a day whom spend about \$40 each. This adds up to a daily gross of \$3,200.⁹⁰ Everyone wants a piece of the teal. “Jay Walker, a professional hockey sports writer who works at the Sports fan in the Pavilion, has sold thousands of dollars worth of teal and black team memorabilia.”⁹¹ The teal clothing has been selling the fastest. The color, called Pacific Teal, is a strong color in the market place. It is also a hard color to produce. The San Jose Sharks even have had to authorize production by manufacturers who have not been licensed by the NHL because licensees have run out of raw material. “They’ve run out of teal. They weren’t expecting this kind of demand.”⁹² This means the Sharks have impacted not only merchandise selling stores, but teal manufactures as well. Another manufacturer that is affected by the Sharks is the Showerman Distributor. This distributor sells beer to the San Jose Arena and to nearby bars and restaurants. When the lockout occurred, this distributor was especially hurt. For every game missed, the Showerman Distributor lost \$10,000. The loss totaled up to \$440,000.⁹³ Stores specializing in sports merchandise are not the only ones getting a lot of business due to the Sharks. Even places such as J.C. Penny sell their Shark merchandise quickly. The city is also happy that the Sharks merchandise has been selling because it makes San Jose more

⁸⁹ Tad Dawley as cited by Mike Weaver, “Sharks fans voracious for clothes with a bite,” San Jose Mercury News, (July 1, 1991), p. 1A.

⁹⁰ Weaver, “Sharks fans voracious for clothes with a bite,” p. 1A.

⁹¹ Lori Sinsley, “The Sharks Phenomenon,” San Jose City Times, (October, 1991), p. 17.

⁹² Matt Levine as cited by Weaver, “Sharks fans voracious for clothes with a bite,” p. 1A.

attractive. "We're really smiling right now. You can walk down the street and see the Sharks frenzy overflowing into the restaurants and retail shops."⁹⁴ Not only Sharks apparel has increased. Many more children are playing street and roller hockey because of the Sharks. To play roller hockey, for example, kids need a puck, a stick, a net, and in-line skates. All of these items have been sold at a faster rate since the Sharks have been present in San Jose. Stores such as Sportmart and Big 5 Sporting Goods have seen an increase in hockey-related purchases. Practically every store that sells hockey items has increased in business because of the rise in popularity of the sport itself. As one can notice from the information above, the Sharks have affected stores a lot due to their residence in San Jose.

The City has gotten an economic impact because of the Sharks as well. When the lockout occurred, the city lost \$50 million in revenue; if they played, San Jose would have gained that much.⁹⁵ The San Jose Water Company even earns money because of the Sharks. Every game the Sharks play, the Water Company receives \$9,000.⁹⁶ When our city signed the lease for the Sharks, a clause stated that the city of San Jose shall receive some money. "The city is guaranteed at least \$100,000 annually from parking revenues and will receive an estimated \$450,000 a year from luxury box revenues starting in the fourth year."⁹⁷ San Jose also receives rent from the Gunds. For the first 6 years, the rent will be \$500,000. Then it will increase by \$100,000 per season for the next four years. In the 11th year, the rent will be either

⁹³ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

⁹⁴ Mike Ellzey as cited by Barry Witt, "Sharks franchise on a \$40 million roll," San Jose Mercury News, (May 8, 1994), p. 1A.

⁹⁵ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

⁹⁶ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

\$1 million or 5 percent of hockey ticket sales, whichever is more.⁹⁸ The city also makes a lot of money on parking tickets given during the game. Many people do not want to pay \$10 to park in the Arena's parking lot. Instead, they park along the street. Numerous streets, however, have two-hour parking limits which parkers do not realize. "The parking limit is two hours, and the game lasts three. The city goes around and gives these people \$33 tickets. These tickets give a lot of revenue to the city. They are making a lot of money because of the Sharks."⁹⁹ Train usage has also increased in the area. More and more people are using public transportation to get to the San Jose Sharks games. This also increases revenue for the city. For the Sharks first ever game at the San Jose Arena, "at least one in every seven came to the game on mass transit, easily beating the prediction of one in ten. Light rail is fast, cheap and easy, so why not?"¹⁰⁰ Another area the city has benefited economically is the free advertising the Sharks have given San Jose. "National exposure is something that's almost invaluable. This sort of thing can really mean big money to the city's bottom line. You're talking about free advertising, the type a city couldn't buy if it tried."¹⁰¹ Even though some say the city gave the Sharks an excellent lease, the Sharks impact to the city has been tremendous. If the total dollar amount does not seem like it, the indirect impact of the Sharks runs to a very high amount. "The Sharks and other attractions have given the 821,700 citizens of San Jose 'something to rally around'

⁹⁷ Gary Richard, "Don't be afraid to ask," Arena Guide, (September 5, 1993), p. 73.

⁹⁸ Richard, "Don't be afraid to ask," p. 73.

⁹⁹ Richard Aranda, interview with the author, San Jose, California, April 3, 1997.

¹⁰⁰ Purdy, Mark, "Arena's new, but result is the same," San Jose Mercury News, (October 15, 1993), p. 1A.

¹⁰¹ Tom McEnergy as cited by Cameron, p.151.

and poured 'millions and millions of dollars in spin-off revenues' into city coffers."¹⁰²

Another economical impact San Jose has received is in the area of jobs. More and more jobs have been given out in result of the Sharks. Because of the Sharks occupying the arena, many jobs had to be dealt out. San Jose has many homeless people, so maybe "some of those hungry people can get jobs at the new arena, which will employ hundreds of ushers and concession workers and parking lot attendants."¹⁰³ Restaurants also have hired more people because of the Sharks. When the lockout occurred, instead of hiring, many businesses fired waiters and waitresses. Since the amount of people coming to the restaurants lessened, more and more layoffs were needed. "If the season were going, I'd have a staff of 25 or 30 more."¹⁰⁴ The Sharks definitely changed the amount of jobs needed in San Jose. Although they add a smaller amount compared to the Silicon Valley, any amount of jobs helps the city fight unemployment.

Finally, the NHL-All Star game brought a huge amount of economical revenue to every way discussed above. The NHL all-star game helped the city, hotels, restaurants, stores, and even jobs. Even though the all-star game is a league event, the city would never have gotten one if the Sharks were not in San Jose. The all-star game brought many people to San Jose. This created a lot of revenue in many different areas. During the all-star weekend, which lasted from January 17 to January 19, 1997, downtown area experienced a huge boom in business. The city was bustling

¹⁰² Susan Hammer as cited by Gross, "San Jose Leaps into Big Leagues," p. A10.

¹⁰³ Mark Purdy, "Rinkmanship," Almost a Miracle, (Fall, 1994), p. 18.

with people. In the area of hotels, 6,000 rooms were occupied. For two nights, the arena packed in with around 36,000 people. 40,000 people visited the Pinnacle NHL Fantasy. That's a total of 76,000 that did even see the prime event, the NHL all-star game itself. At the NHL Breakout, a roller hockey event, 10 to 15 thousand people showed up. The amount of people that went through downtown is tremendous. There were a total of 100,000 people that came to visit San Jose, with 3,000 to 3,500 out of town guests. The restaurants experienced a boom as well. 18,000 meals were served in that one weekend.¹⁰⁵ All of this totaled to a great economic affect for San Jose. When the NHL all-star game was canceled in 1995, San Jose lost a lot of money. The all-star game alone probably made the city lose at least \$10 million in revenue.¹⁰⁶ In 1997, however, the city gained a lot of money. Without the Sharks, the city would never have gotten this money because there never would have been a NHL all-star game.

The Sharks have definitely impacted San Jose economically. Without the San Jose Sharks, the city would never have received more business. Their impact, some consider, is invaluable. "If you want to put a dollar value on what the Sharks have contributed to the city's image, you might start, honestly, with a billion dollars."¹⁰⁷ The city of San Jose changed a lot in the past decade. They never were able to draw people to San Jose so they could see the changes. The San Jose Sharks have provided

¹⁰⁴ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

¹⁰⁵ Beth Anderson, e-mail with the author, blanderson@hotmail.com, April, 9, 1997.

¹⁰⁶ Curiel, "Hockey Lockout Hurts Hangouts for Sharks Fans," p. A1.

¹⁰⁷ Tom McEnergy as cited by Cameron, p. 152.

that link to the outside world. Not only are our businesses more successful, our city is more successful as well.

CONCLUSION

The city of San Jose has become a different city since the Sharks inception. Most San Jose residents have has a longtime resentment at the perception their city received in the pre-Sharks era. After the Sharks, especially after the 1993-1994 season, more and more are proud to be in San Jose.

My hypothesis stated that San Jose has enlarged both socially and economically partly because of the NHL franchise. The word “partly” reflects the changes San Jose made itself. “We’ve had all kinds of great things going on in San Jose and throughout the Valley for some time- the revitalization of downtown, new industries, the Children’s Discovery Museum, the Technology center of Silicon Valley, great new hotels, an expansion of the art museum- but people outside the area still kind of looked at us like a farm town where there’s nothing to do. The arena and the hockey team put us on the map.”¹⁰⁸ Yes, San Jose went through many changes on their own, and the San Jose Sharks just helped the city introduce the new downtown to the world. The Silicon Valley computer surge also has made an impact on San Jose. The world recognizes San Jose as a major computer network in the world. Does San Jose really want to be known only as a computer site? The Sharks have changed that idea in the minds of many. San Jose no longer is a run-down town with nothing to do. The Sharks have helped that become reality. “Thank god for the Sharks.”¹⁰⁹

¹⁰⁸ Tom McEnery as cited by Canmeron, p. 150.

¹⁰⁹ Ruben Rodriguez, interview with the author, San Jose, California, March 30, 1997.



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PHONE AND PERSONAL INTERVIEWS

57. Personal Interview with Kenneth S. Caveney, Director of Finance of the San Jose Sharks, San Jose, California, March 13, 1997.
58. Personal Interview with Richard Aranda, Henry's Hi-Life, San Jose, California, April 3, 1997.
59. Personal Interview with Sal Baglione, roller hockey player, San Jose, California, May 20, 1997.
60. Phone Interview with Bonnie Cooper, Hockey Association (# 725-0404), San Jose, California, April 25, 1997.
61. Phone Interview with Chris Kellara, San Jose Sharks (# 287-7070), San Jose, California, May 19, 1997.
62. Phone Interview with Eastridge Arena (# 238-0440), San Jose, California, April 25, 1997.
63. Phone Interview with Eileen Castagna, President of the Northern California Hockey League (# 227-8835), San Jose, California, April 27, 1997.
64. Phone Interview with Fairmont Hotel (# 527-4727), San Jose, California, May 12, 1997.
65. Phone Interview with Hilton Hotel (# 287-2100), San Jose, California, April 25, 1997.
66. Phone Interview with Judy O'Brien, Manager at Hotel De Anza (# 286-1000), San Jose, California, May 1, 1997.
67. Phone Interview with Kevin Pursglove, San Jose Mayor's Press Liason (# 277-5800), San Jose, California, May 7, 1997.
68. Phone Interview with Leonard Hupes, San Jose Conventions and Visitor Bureau (# 295-9600), San Jose, California, May 2, 1997.
69. Phone Interview with Mitch Kane, Manager at Hockey Workout (# 292-7137), San Jose, California, April 25, 1997.
70. Phone Interview with Pauline Millard, Chamber of Commerce (# 291-5250), San Jose, California, May 2, 1997.
71. Phone Interview with Peggy Sue's (# 298-6750), San Jose, California, March 30, 1997.
72. Phone Interview With Ruben Rodriguez, Lou's Village Manager (# 293-4570), San Jose, California, March 30, 1997.

OTHER

- 73. "Lessons for life: the Sharks future goals," circular in the San Jose Sharks front offices, Winter, 1996.
- 74. News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 17, 1996.
- 75. News Release of the Sharks Foundation, circular in the San Jose Sharks front offices, October 7, 1996.
- 76. The San Jose Sharks Community Programs Pamphlet, circular in the San Jose Sharks front offices, 1997.
- 77. "San Jose Sharks: Fifth Season," Media Guide, San Jose, 1996, 181 pp.
- 78. "Sharks and Parks, a Nike Street Hockey Program," undated circular in the San Jose Sharks front offices.
- 79. "Thanks!," poster made by the San Jose Sharks, (April, 1996).

