

**unique genuine iconic breathtaking
natural authentic passionate memorable**





It begins with a place.

But not just any place – the place. Natural wonders.

The ones that take your breath away. As hard as you try,
it is nearly impossible to find the words to describe them.

But that's just the beginning. You add people.

The ones who see things differently. Educators. Protectors.

Interpreters. Stewards of the extraordinary. Their knowledge
and passion are infectious to everyone they encounter.

We are those places. We are those people. Together, we help
those seeking something different find what is truly authentic.





A tradition of excellence.

Delaware North Companies Parks & Resorts is a member of Delaware North Companies, a nearly 100-year-old firm whose family-owned companies is an innovator in hospitality, entertainment, food service and retail. With annual revenues approaching \$2 billion and 40,000 employee-associates serving more than 500 million customers each year, the company is regularly included in Forbes' ranking of the largest privately held firms. We have prospered in large part by upholding our values of integrity, financial stability and creativity, and by nurturing our relationships with clients, guests and each other.

Delaware North Companies Parks & Resorts, our newest operating company, was founded in 1992 when Yosemite National Park – the largest contract in the U.S. National Park Service – was placed in our care. In many ways, the decision to branch out into ownership and/or operation of parks, resorts and attractions was a natural one for us, providing us with an opportunity to bring our longstanding philosophy of stewardship and collaboration to yet another area of hospitality and entertainment.

Today, you will find us in some of the most recognizable national and state parks. Regarding them as far more than destinations, we tell the stories of these special places so that they are as authentic and meaningful to our guests as they are to us.

As we work to preserve and protect these special places, it is our hope they will live forever in the hearts and minds of all those who experience them.







An approach as unique as our destinations.

Stewards of the Environment

Consider the fact that we operate in settings steps from the rim of the Grand Canyon, giant Sequoias in Sequoia National Park and the geysers and bison of Yellowstone National Park. Our duty is to be caring and sensitive guardians of these incredible natural environments.

Stewards of Historic Structures and Artifacts Entrusted to Our Care

Our ongoing challenges are never taken lightly. We are responsible for displaying and providing access to artifacts that range from rugs made by Southern Miwok and Mono Paiutes Indians of Yosemite National Park to the Mercury spacesuit that Gus Grissom wore during the flight of Liberty Bell 7. Four of our hotels, The Wawona and Ahwahnee in Yosemite National Park, Gideon Putnam Resort, and The BALSAMS Grand Resort Hotel are listed in the National Register of Historic Places. It is entrusted to us to care for these special places and continue to tell the historic story of each location.

Stewards of Interpretation and Education

And, what incredible stories they are! Many of our properties have educational activities, tours and other programs directed to a variety of ages. We offer formalized educational experiences, including field trip programs for school and youth groups, summer camps, overnight experiences and live interpretive presentations aimed at the general public.

Retail, recreation, even culinary experiences are all designed to let visitors know unmistakably they are in the midst of a special place.

GuestPath®

Delaware North has embarked upon a new and expanded guest relations program for all operations. From national parks and attractions to sporting venues, GuestPath® reflects the commitment we have to providing every customer with a memorable experience, and to empowering our associates with the knowledge and skills they need to deliver first-rate customer service. This intensive program, supported by customer e-surveys, quality assurance audits and service training, helps Delaware North associates meet the challenge of making each of our guests a satisfied customer.





The Ahwahnee Dining Room
Yosemite National Park

GreenPath®

Our rigorous, formal and documented environmental management system stands as a testament to our insistence on the importance of caring not only for the locations that have been entrusted to us, but for our communities and our planet. Our GreenPath® program has earned industry recognition, won countless regional, national and international awards and achieved the coveted registration to the ISO 14001 standard for environmental programs, a first for a U.S. hospitality company. As well, it has been an incentive to our competitors to implement their own environmental management systems, which benefits us all.



Sierra National Forest



The secrets to our success.

With a passion for preserving the beauty and integrity of the special places in our care, we offer a unique blend of diverse talents and expertise with a focus on seamless operations, sincere hospitality and the unwavering responsibility to never intrude on or detract from our surroundings.

Lodging

Our lodging experience extends from wilderness camps to luxury hotel suites to National Historic Landmarks – each requiring a specific set of skills. Our ability to overcome challenges and give our guests one-of-a-kind experiences translates into above-average RevPar for our properties. Our goal is to provide the kind of exceptional experience our guests not only will return for, but remember for generations.

Food & Beverage

Our operations encompass the entire spectrum of food-and- beverage service – from cafeterias and casual restaurants to gourmet dining. We have the capability to cater everything from box lunches to black-tie events. We pride ourselves on the highest-quality product and service to our guests.

A culinary team – led by American Culinary Federation-certified chefs – is in place at every property. This team of professionals offers regional, sustainable and organic cuisine, in addition to meeting guests' special requests. Our culinary team is handpicked and trained in our quality and safety assurance programs, including the National Restaurant Association's ServSafe program.

Culinary Apprenticeship

The BALSAMS Grand Resort Hotel has long recognized that an excellent dining experience can only be provided by a reliable culinary staff operating with a high degree of professionalism. One means of acquiring such chefs is to train them yourself. The BALSAMS did just that in 1978, when it adopted the National Apprenticeship Training Program for Cooks and Pastry CooksSM.

Since then, dozens of students have been graduated by the program – one of only 90 American Culinary Federation-approved apprenticeships still in existence.



Sierra Restaurant at Tenaya Lodge



Niagara Falls State Park

Attractions

We take pride in the responsibility of caring for our nation's treasures. It takes a special kind of know-how to ensure people get the most from their travels. It's not just providing what they need, it's also knowing how to meet those needs in a memorable way.

We are the stewards of some of the most celebrated attractions in the world, including Kennedy Space Center Visitor Complex, The Grand Canyon, Sequoia National Park, Yellowstone National Park and Niagara Falls State Park.

Recreational Services

We believe that innovative recreational programs attract guests. With this philosophy, we have taken under-performing golf courses, ski resorts and spas and successfully developed them into highly sought-after amenities that add significant revenue. We also manage a wide variety of programs that include summer and winter activities, including: recreational and instructional ice skating, cross-country and Alpine skiing, mountaineering and climbing schools, stables, rafting, bike rentals and extensive tours.

Transportation

Through our work in Yosemite National Park and at the Kennedy Space Center Visitor Complex, Delaware North manages one of the largest fleets of vehicles in the United States. We provide specialty guest transportation as well as VIP tours. Maintaining all of our own vehicles, we currently operate a variety of alternative fuel and hybrid vehicles in support of our environmental efforts.

Conference Centers

While leisure travelers make up the largest share of our hospitality business, our ability to attract and retain conference customers gives our business partners a substantial revenue stream in the shoulder seasons.

Throughout our locations, there are examples of upgraded meeting rooms that provide groups with state-of-the-art facilities and technology that make meetings productive. Our coordinators are experienced in understanding each group's needs and tailoring a conference to meet them. And, our ability to stage green meetings was recognized internationally by an IMEX award.

Retail Operations

Each location in our care has its own identity and special historical, cultural and environmental significance. The goal of our retail program is to meet those differing expectations in a way that enhances our visitors' experiences and helps tell the story of each special place where we are privileged to operate. As a result of our size, we have negotiated competitive national agreements with suppliers and attracted a team of experienced merchandisers and retailers to our company.

Sales & Marketing

The approach to marketing has changed dramatically in recent years. How a company handles modern trends can account for the difference between financial success and failure. Our approach is based on maximizing the return for all sales and marketing initiatives. It is highly integrated and customized based on the specialized needs of our clients and properties.

Our set of resources and processes includes:

Market analysis

Guest analysis at the household level

Revenue management

Distribution and channel management

Group sales and reservations

Public relations

Direct mail

E-mail

Web development that is fully e-Commerce-enabled

We have partnered with several national companies that provide specialized solutions focused on the hospitality industry. This provides the highest level of expertise in strategy and execution, with full involvement from the property to ensure the nuances of each property are communicated.



EXPLORE



General Store
Yellowstone National Park

Online Marketing

In today's highly competitive environment and with many customers turning to the Internet to research travel and confirm bookings, we have focused many of our marketing efforts on online initiatives. Our unique approach to Internet marketing allows for full integration of online and traditional offline marketing programs.

We utilize solutions such as:

Search engine optimization

Linkage programs

Web site reporting and analysis

Return on investment tracking

Guest Database & Profiling

We use guest database profiling as our "big picture approach" to assist in developing, implementing, sustaining and tracking our efforts:

Conversion of raw data to usable marketing data

Comprehensive lifestyle and demographic market analysis

Purchase and stay patterns

Compilation of guest experience data

Establishment of data collection procedures

Comprehensive and flexible marketing support infrastructure

Consolidation of direct marketing and e-mail efforts – *this includes guest cognition, inspirational newsletters, signature postcards, etc.*

Project tracking – calculation of return on investment

Simultaneous management of corporate and property level needs

Other partnerships





The Ahwahnee Dining Room
Yosemite National Park

Outside Resources

We leverage opportunities for visibility and exposure by providing access to various other services:

Relationship with a national public relations agency that specializes in the travel industry

Partnership with market-leader companies

Cross-promotion and sharing of expertise with other Delaware North companies such as sport stadiums and airport venues

Reservations

Our central reservation center (CRES), located in Fresno, California, is a cornerstone of our success. The center has evolved into a full contact center, capable of not only handling incoming calls for reservations and information, but also managing:

E-mail booking requests

Fax bookings

Group bookings, both individual call-ins and rooming lists

Outbound call campaigns

Live chat for online Web support

The CRES has recently developed the newest in call center technology with a voice-over IP phone switch that allows for centralized management of call distribution, tracking and reporting, yet allows for decentralized workforce should a property be better served by handling some or all of its calls at the property. Additional services provided by the Fresno operation include:

Rate administration

Revenue and yield management

Distribution and channel management

Confirmation e-mails and letters

Spa, tour and recreational activity bookings

Full productivity and conversation reporting by property

Tracking of all marketing initiatives using unique phone numbers



Tenaya Lodge at Yosemite National Park

Facilities Management

With responsibility for the continuous maintenance of each property, we have managed major renovation projects, as well as “ground-up” development. The larger projects have varied from \$5 million to more than \$65 million for a single project. Historic properties that require specialized restoration pose no problem to Delaware North.

All Delaware North facility project managers are Leadership in Energy and Environmental Design (LEED) certified. LEED certification is a generally accepted sustainability building measurement tool.

Operations Support

Specialized departments within Delaware North provide support to each property and attraction:

Accounting – *financial reporting, payroll services and support for all accounting matters*

Internal audits – *ensure proper controls are implemented and maintained*

IT support – *all packaged software for operations, area networks, Internet and intranet capabilities, installations, support, back up and standard point-of-sale systems for food and beverage, retail, lodging, etc.*

Human resources – *recruitment, training programs, benefit and compensation administration, housing and current legal requirements*

Insurance and risk management – *compliance with statutory requirements*

Supply management – *national agreements and accounts with major vendors*

Security – *management of crime risk, on-site inspections*

Legal – *licensing, review of all agreements, annual statutory filings*





Why choose Delaware North Companies Parks & Resorts?

Because we are at home in special places. We are passionate people who think differently. And our dedication to the customer experience is as unique as the properties and destinations in our care.

Today, Delaware North Companies Parks & Resorts serves as the guardian of national and regional treasures, generating over \$350 million in annual sales, with over 5,000 associates nationwide. We operate more than 3,000 lodging units.

We offer a full array of attraction management services, including exhibit development, sales and marketing, ticketing, facilities and exhibit maintenance, ride and tour operations, food and beverage, and education.

We offer a full array of hotel management services, including traditional sales and marketing, food and beverage, lodging, retail, interpretation, and recreation services.

Most importantly, we are committed to the stewardship of each of these unique and special places, and to serve those seeking authentic, one-of-a-kind experiences.

We are Delaware North Companies Parks & Resorts.





Ski Instructor
Yosemite National Park





ExperienceDNC.com

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