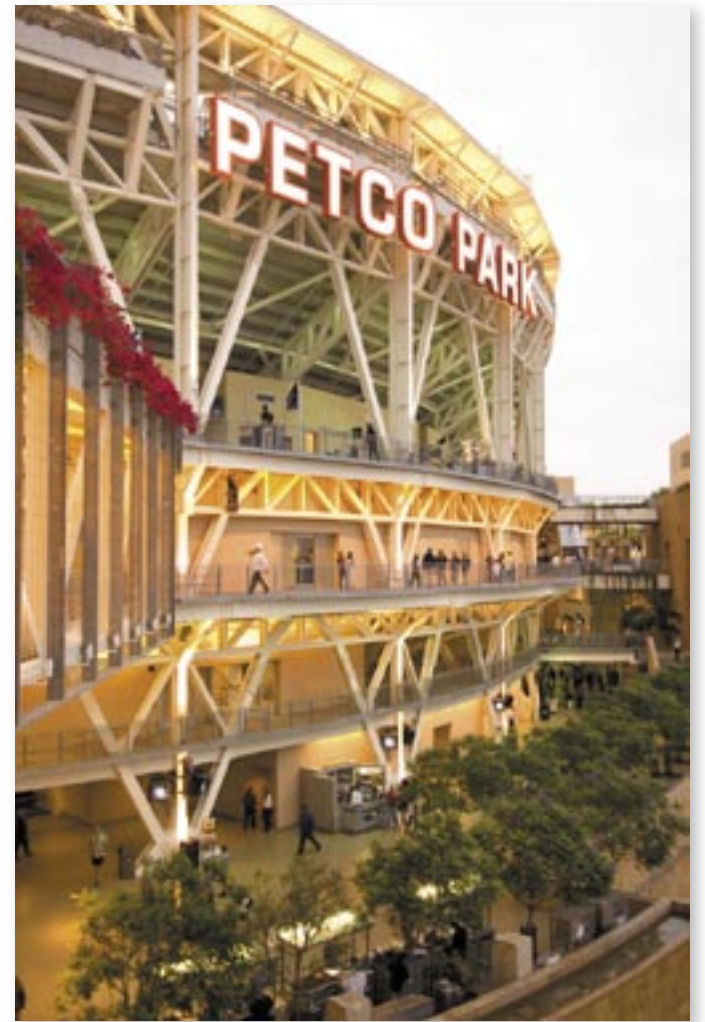


DELAWARE NORTH COMPANIES

The green experience.





## Delaware North Companies Sportservice Taking the GreenPath

At PETCO Park, where as many as 42,500 San Diego Padres fans devour peanuts, Diego Dogs and fish tacos during a game, they don't just track the food that's eaten.

In fact, the Padres and Delaware North Companies Sportservice, the exclusive food service provider at PETCO Park, also count the food that's not eaten — by the ton.

It's part of a comprehensive food waste diversion program in which Sportservice and PETCO Park associates collect the remains of hot dogs, peanut shells, popcorn and other foods that can be composted and turned into fertilizer. Since 2004, more

than 336 tons of food waste have been collected from PETCO Park's kitchens, concession stands, suites and seating areas and diverted from placement in a landfill.

The amount of food waste collected has

increased dramatically as the program has been expanded. In 2008, more than 153 tons were diverted, or nearly two tons per game. During each home stand, the diversion saves PETCO Park an estimated \$1,200 in waste-hauling fees.

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“Our efforts at PETCO Park, working with the Padres, have been a huge success. We’re helping the environment and helping our client save money,” said Rick Abramson, president of Delaware North Companies Sportservice.

That’s just one of the many environmental initiatives of Delaware North’s Sportservice division, which handles food service and retail at numerous professional and minor league stadiums around the country.

Some of Sportservice’s efforts date back several years, such as the food composting at PETCO and various back-of-the-house recycling programs. This year, Sportservice has begun enhancing its efforts by formally launching GreenPath®, the Delaware North environmental stewardship program developed at its Parks & Resorts division locations.

After winning the concessionaire contract for Yosemite National Park in the early 1990s, Delaware North began developing and implementing sustainable operating practices. Those practices and the approach were formalized as Delaware North’s proprietary program, GreenPath.

“Delaware North’s deep roots in the environmental sustainability movement have helped Sportservice move quickly to bring similar practices to its operations at sports venues,” Abramson said. “Bringing GreenPath to our stadiums and ballparks has been a very important initiative for our company this year.”

Abramson said Sportservice is focused on making its operations as green as possible and working with clients to assist in their environmental efforts.



New biodegradable cups at Progressive Field in Cleveland reduce Sportservice’s impact on the environment.

Delaware North’s director of sustainability and environmental affairs, John Huey, is assisting Sportservice’s location general managers with implementing GreenPath. Huey has overseen Delaware North’s environmental efforts since the 1990s.

“I’ve visited a number of our Sportservice venues,” Huey said. “All of our operations are doing a number of things and we’re working to

standardize those processes and model our successful efforts for all of our venues.”

Here are some of Sportservice’s green initiatives:



- In collaboration with the Cleveland Indians, Sportservice in 2008 introduced cornstarch cups at Progressive Field. The Fabri-Kal Greenware cups, made from a resin derived entirely from plants, primarily corn, decompose in 30 days. Sportservice associates at Progressive Field also go through trash after each game to separate recyclable bottles.

- Many Sportservice locations have switched from standard wax-coated paper cups, which are not recyclable and can become soggy during use, to recyclable Solo Cup Co. cups made of polyethylene terephthalate (PET). Because most soft drink and water bottles are also made of PET, the cups can be incorporated into a single recycling stream.

**“These honors have established Delaware North as an industry leader in green efforts at state and national parks, and Sportservice is eager to establish a similar presence in the sports sector.”**

— Rick Abramson  
president, Delaware North Companies Sportservice

- Sportservice has been working with many clients on venue-wide recycling initiatives for plastic bottles and PET cups, including placement of plastic recycling bins. Savings can be realized through the reduction of the waste stream and land-filling costs for the venue.
- At TD Banknorth Garden in Boston, owned and operated by Delaware North, Sportservice is launching a number of new recycling initiatives and has developed what is likely the greenest concession stand in sports. One of the Pile High deli locations at TD Banknorth Garden uses EnergyStar-approved equipment for long-term energy savings, produce from local vendors, recyclable materials and environmentally friendly cleaning supplies. All of these efforts are part of the building’s quest to become International Organization for Standardization (ISO) 14001 certified in 2009.
- Sportservice has begun phasing in use of biodegradable and compostable Eco-Craft deli wrap for hot dogs used other food.

Earlier this year, Delaware North won the contract to operate all concessions, premium dining and retail at the Minnesota Twins’ new

ballpark, scheduled to open in 2010. The Twins and Sportservice are collaborating on ways to make the new stadium eco-friendly.

“All of the individual efforts at our locations add up to a significant positive impact on the environment,” Huey said.

Abramson said Sportservice is seeking the same type of success with GreenPath that Delaware North’s Parks & Resorts division has had. GreenPath has helped Delaware North earn more than 40 green awards for its sustain-



Delaware North will work with the Minnesota Twins to infuse green practices into the team’s new ballpark opening in 2010. Delaware North will handle all food service and retail at the new venue.

ability, recycling and other programs, including 15 consecutive California Waste Reduction awards.

“These honors have established Delaware North as an industry leader in green efforts at state and national parks, and Sportservice is eager to establish a similar presence in the sports sector,” Abramson said. “Our units will continue working with their clients to further implement GreenPath and to look for new ways to reduce our operations’ impact on the environment.” ●

## Delaware North in the LEED



In addition to its own extensive environmental management program, GreenPath®, Delaware North can also point to a number of major construction and development projects built to green building standards.

Those standards have been put in place by the U.S. Green Building Council under a certification program known as Leadership in Engineering and Environmental Design (LEED). It’s a voluntary rating system that has become a national standard for developing high-performance sustainable buildings.

LEED provides four levels of certification for buildings in the United States: certified,

See LEED page 6A.



## Garden grows greener

As Delaware North Companies began extending its award-winning GreenPath sustainability and environmental program to its diverse worldwide operations, one location quickly became a key focus.

And with good reason. The location, TD Banknorth Garden in Boston, is owned and operated by Delaware North Companies. Sportservice handles all food service and retail at the venue. And while it's true Sportservice handles food service and retail operations at a number of other sports venues, separate clients – teams, municipal governments or private companies, own the stadiums, arenas and ballparks. The ability to utilize the TD Banknorth Garden as a pilot site allows Delaware North the ability to set high standards through its GreenPath® program.

Delaware North and Sportservice officials have launched an aggressive effort to work with clients on environmental programs for their venues.

“We have great control in developing and implementing green programs, plus we can test certain initiatives at TD Banknorth Garden

that we would consider implementing in Sportservice at our clients' venues,” said John Huey, Delaware North's director of sustainability and environmental affairs.

For example, Sportservice at TD Banknorth Garden has taken steps to make one of its Pile High Deli concession stands as green as possible. Among those steps taken prior to the beginning of this hockey season was purchasing all Energy Star-certified energy-efficient equipment such as ice machines, refrigeration and display cases. In addition, all produce comes from local vendors, food containers and cutlery are made of recyclable materials and only environmentally friendly cleaning supplies are used.

Testing such sustainable practices will be a challenge at TD Banknorth Garden, which seats nearly 20,000 people and is one of the busiest indoor entertainment and sports venues in the world. Home to two of the most well-known and successful franchises in all of professional sports, more than 3.5 million people per year attend Boston Bruins and Boston Celtics games

and dozens of major concerts and special events – plus the building is adding an indoor National Lacrosse League team, the Boston Blazers, to the roster in January 2009.

“The green agenda is broad and ambitious for TD Banknorth Garden's entire operations,” said Nick Langella, senior vice president of arena business and operations. He is the point person for implementing Delaware North's GreenPath program at the venue.

TD Banknorth Garden's continued commitment to environmental responsibility includes a feasibility study for energy conservation and a recently signed contract with ConEdison Solutions to reduce electricity usage by 15 to 20 percent. In addition, Delaware North, in a continued partnership with the Massachusetts Bay Transit Authority (MBTA), was responsible for revamping the North Station train concourse area that underlies the arena in order to provide more energy-efficient heating and air conditioning. The TD Banknorth Garden's aggressive recycling program has also extended to the concourse area.

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“At TD Banknorth Garden, we have been taking steps to study and implement sustainable practices for a number of years and are now focused on two key initiatives – implementing GreenPath and achieving ISO 14001 certification in 2009,” Langella said.

The International Organization for Standardization (ISO) provides independent, third-party registration of environmental management systems, among other business and industrial processes. Delaware North was the first U.S. hospitality company to achieve ISO 14001 registration – for its operations at Yosemite National Park – and has now registered its Parks & Resorts locations and world headquarters offices.

Toward that objective, Delaware North has a number of GreenPath programs in place at TD Banknorth Garden:

- Use of only Green Seal-approved chemicals in all areas for cleaning;
- Recycling of “back-of-the-house” and office cardboard and paper products;
- Recycling of plastic bottles and glass bottles building wide;
- Recycling waste grease for use in manufacturing of bio-fuel;
- Use of Ecoflame, a sugar cane-based ethanol, to replace alcohol-based Sterno for buffet cooking and heating;



TD Banknorth Garden, home to the Boston Bruins, is making strides toward ISO registration for 2009.

- Use of 100 percent recycled dinnerware in the press room;
- Lighting fixtures in all kitchens have been changed to energy-efficient compact fluorescent and from 80-watt to 50-watt bulbs;
- Use of local farm-raised fish and fish approved by the Monterey Bay Aquarium’s Seafood Watch List;
- Increased use of local micro-breweries for beer selection;
- Serving only Fair Trade-certified coffee; and
- Reduction and better coordination of vendor product deliveries to reduce fuel waste and carbon emissions.

In addition, other programs are being implemented at TD Banknorth Garden during the 2008-2009 season, including the collection of food waste for composting, the green concession stand and the use of sustainable local food products at Banners Harbor View restaurant. ●



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Delaware North constructed the Daytona Beach Kennel Club & Poker Room with LEED certification in mind.

*LEED continued from page 3A.*

silver, gold and platinum, which is the highest rating. The certification is based on assessing five key areas: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

**“I’m very proud of how we have designed, engineered and built our significant construction projects in recent years.”**

**– Roy Olsen, Delaware North’s director of facilities project management**

Delaware North earlier this year completed construction of its new \$30 million Daytona Beach (Fla.) gaming and entertainment venue. The company recycled about 95 percent of all construction waste from the Daytona project. The new facility is also 40 percent more water efficient and 25 percent more energy efficient than the 60-year-old complex it replaced next to the Daytona International Speedway.

The Daytona project followed another Delaware North project designed for silver LEED certification, a \$40 million renovation and expansion to add gaming and hospitality amenities to Southland Park Gaming & Racing in West Memphis, Ark. That project was completed in 2006.

“I’m very proud of how we have designed, engineered and built our significant construction projects in recent years,” said Roy Olsen, Delaware North’s director of facilities project management and one of five company project managers who are LEED accredited. “Every major project has been designed and constructed toward LEED standards.”

Jim Houser, Delaware North’s vice president of facilities and construction, noted several current and planned projects will also seek LEED certification, including an 18,000-square-foot addition housing a

new spa at Tenaya Lodge near Yosemite National Park. The company also undertakes construction and renovation projects at its airport restaurant and retail store locations as well as its Sportservice division locations.

“Delaware North approaches all projects with LEED in mind,” Houser said.

A longtime Sportservice operations manager, Houser noted Sportservice has extensive construction experience in developing new club, concession and retail outlets in the stadiums, ballparks and arenas at which it operates.



Delaware North is working on LEED-certified additions at Tenaya Lodge, a property the company owns and operates, located just south of Yosemite National Park.

Sportservice has also helped several clients, including the St. Louis Cardinals, Detroit Tigers, Cincinnati Reds and Milwaukee Brewers, with outfitting newly constructed ballparks with food service and retail amenities.

Currently, Sportservice is assisting the Minnesota Twins, who earlier this year named the company the exclusive food service and retail provider for the team’s new ballpark, set to open in 2010. The Twins are working toward LEED certification on the project.

“We’re very comfortable with these types of construction projects and have the experience needed to make our operations environmentally friendly,” Olsen said. ●

# Delaware North promotes eco-friendly Fan Zone bag

Fans shopping at team stores operated by Delaware North Companies Sportservice will soon be able to take items home in the company's new reusable Fan Zone bag. The company has begun rolling the bag out at retail locations nationwide.



"The Fan Zone bag is an exciting venture for Sportservice," said Donna Genesky, director of retail for Delaware North Companies Sportservice. "As our retail operations continue to grow, we need to work harder to lessen our environmental impact."

The Fan Zone bag can be reused by fans after they leave the team store. It is given to guests as a gift with purchases of \$100 or fans can purchase it for \$2.50.

The Fan Zone initiative is part of Delaware North's focus on bringing its award-winning environmental management system, GreenPath® to Sportservice. Company leaders have helped Sportservice operations make great strides in limit-



Bruins fans and anyone visiting TD Banknorth Garden will be able to take home merchandise in a reusable Fan Zone Bag.

ing their impact on the environment this year.

"Bringing GreenPath to Sportservice doesn't just mean infusing eco-friendly practices into our culinary operations, we need to look at what we can do from a retail perspective," Genesky added. "The Fan Zone bag is a great start."

Delaware North stocks numerous eco-friendly products in its Parks & Resorts division and is looking to add green sections to stores it operates in airports. These sections would contain only eco-friendly products. Delaware North's airport operations are also looking into using a reusable bag. ●

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\*Based on a 2008 nationally conducted audit of .5L bottles across twelve cities. Over 130 different .5L bottles were weighed across the water, soda, juice and tea categories. On average, the Eco-Shape® bottle was found to be the lightest .5L bottle on the market, containing 30% less plastic when compared to the average of other .5L beverage bottles.  
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**Please Recycle**



Jeremy Jacobs, Jeremy Jacobs Jr., Lou Jacobs and the Jacobs family donate \$1 million to Nichols School to fund a green-friendly building.

## Jacobs family donates \$1 million to make school's science building green

Delaware North Companies' founding Jacobs family celebrated Earth Day 2008 by donating \$1 million to a college preparatory school so it can design and build an environmentally sustainable science and technology building.

Jeremy Jacobs, chairman and chief executive officer of the global hospitality and food service company, presented the gift to Nichols School in Buffalo, N.Y. Jacobs also owns the Boston Bruins of the National Hockey League and is chairman of the league's board of governors.

Jacobs was joined at an Earth Day ceremony on the Nichols campus by two of his sons, Jerry Jr. and Lou, who along with third brother Charlie are executive vice presidents of the company and Nichols alumni. Delaware North was founded by the elder Jacobs' father and two uncles in 1915.

"This gift to Nichols was prompted by the

synergies of the school's Big Green Initiative with Delaware North's GreenPath® environmental stewardship program," said Jerry Jacobs Jr., pictured above with his father presenting the donation to Nichols Headmaster Richard Bryan (at right).

GreenPath has garnered more than 40 environmental awards at Yosemite National Park and many other locations at which the company operates lodging and hospitality services and helped Delaware North become the first U.S. hospitality company to have its environmental management system meet international standards.

With its Big Green Initiative, Nichols is aggressively promoting environmental awareness among students and plans to seek Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green

Building Council for the new 26,000-square-foot building.

Providing a unique perspective on Earth Day at the ceremony was retired U.S. Navy Capt. and former NASA astronaut Eugene Cernan, who attended as a guest of Delaware North. Known as the last man to walk on the moon, Cernan credits Delaware North with transforming Kennedy Space Center's visitor complex, which the company has operated for NASA since 1995, into a more accessible and educational experience.

"Earth Day and education go hand in hand, so I congratulate the Jacobs family and Delaware North for setting such a great example for future generations," Cernan said. "I have seen the overpowering beauty of our Earth from a very unique spot, so I know we must do what is necessary to preserve it." ●

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## Delaware North increasing use of local, sustainable foods



The Pile High Station at TD Banknorth Garden is arguably the greenest concession stand in sports.

**I**ncreasing the use of locally and regionally grown and produced fruits and vegetables and other foods is another aspect of Delaware North Companies' efforts to make its food service operations more environmentally sustainable.



It's also another area where the company's Parks & Resorts division has been making strides for a number of years, providing the company's Sportservice division with examples and expertise as it expands its efforts.

For example, at The Ahwahnee and the other hotels and lodges in

Yosemite National Park in California, Delaware North uses sustainable food products such as grains, legumes, flour and sugar. Chefs also use free-range beef, antibiotic- and hormone-free pork and organic turkey, and all fish served is approved by the Monterey Bay Seafood Watch program. Delaware North partners with local organic farmers to supply many of the food products.

Sportservice chefs participate in the company's semiannual food and beverage summits, led by Chef Roland Henin, Delaware North's top corporate chef and culinary ambassador. Henin, a certified master chef for 25 years and mentor to renowned chef Thomas Keller, has long advocated and taught the benefits of using fresh and sustainable ingredients.

Sportservice's operations have long used many local produce and food suppliers. TD Banknorth Garden, which is owned and operated by Delaware North, has begun exclusively using a local produce supplier, a move also being explored by Sportservice for all of its operations.

In addition, Sportservice is increasingly incorporating locally produced menu items. For example, this season locally based Perry's Ice Cream was added to the menu at Ralph Wilson Stadium, home of the Buffalo Bills. ●



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## Delaware North celebrates 15 years of stewardship



The Ahwahnee is a fabled, historic lodge located in the heart of Yosemite Valley and operated by Delaware North.

This year marks the 15th anniversary of Delaware North Companies' creation of its Parks & Resorts division upon becoming the official concessionaire for Yosemite National Park in 1993. Since then, the company's passion to preserve has led it to develop and adopt GreenPath®, the company's proprietary and award-winning environmental management system.

GreenPath was born in Delaware North's Parks & Resorts division, but now encompasses the company's food service and hospitality operations worldwide.

"Our unique approach at Yosemite National Park put Delaware North at the forefront of hospitality companies with a sense of environmental awareness," said Dennis Szeffel, the company's chief

administrative officer and the framer of GreenPath.

After securing the Yosemite bid, Delaware North went to work and soon became the first U.S. hospitality company to have an environmental management system registered by the standards put forth by the International Organization for Standardization (ISO 14001). Since then, numerous Delaware North properties have achieved the same distinction, including the corporate headquarters in Buffalo, N.Y. There, the company has worked to limit its environmental impact by purchasing green products and implementing environmentally friendly practices such as recycling and timed lighting.

environmental conservation and stewardship at each of its venues.

"It's a significant undertaking given the scope of our operations and our many clients and site partners, but it's the right thing to do. There are also sound business reasons – including energy efficiency – underlying the initiatives," Szeffel said.

Delaware North has already launched numerous ongoing initiatives that offer proof of its commitment to GreenPath and the environment. The company has unveiled a comprehensive recycling program at Boston's TD Banknorth Garden, which it owns and operates.

Delaware North is also in the midst of a feasibility study for

**"It's a significant undertaking given the scope of our operations and our many clients and site partners, but it's the right thing to do."**

**— Dennis Szeffel**  
chief administrative officer and the framer of GreenPath  
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"It's been a major goal of Delaware North this year to introduce GreenPath to our Sportservice operations," said John Huey, director of sustainability for Delaware North. "We started the process at the beginning of the year and we've already made great strides in our environmental efforts."

Considering Delaware North operates at more than 200 locations worldwide, serving half a billion customers each year, taking GreenPath corporate-wide is no small task. Delaware North has committed itself to seeing the implementation through and focusing on

additional energy conservation at the venue, and has already reduced electricity use.

Delaware North Companies Sportservice, the company's flagship division, handles food, beverage and retail services. It is working with clients on various recycling initiatives and a number of innovative approaches aimed at reducing the carbon footprint of feeding thousands of sports fans. At Progressive Field in Cleveland, for example, Sportservice has partnered with the Cleveland Indians to use cornstarch cups for cold beverages at concession stands.



World wonders like Half Dome have benefited from Delaware North's environmental efforts at Yosemite National Park.

The company is also working with the Minnesota Twins on what is hoped to be the first green ball-park in the majors. Sportservice is

doing its part to ensure food service and retail operations are environmentally friendly when the venue opens in 2010.

Delaware North has also continued to bolster its environmental efforts in its parks division. The company uses as many organic and

sustainable food products as possible at The Ahwahnee and other hotels and lodges in Yosemite National Park. At Asilomar State Beach & Conference Grounds in Pacific Grove, Calif., kitchen waste is recycled into liquid fertilizer by a local company. Delaware North has also invested in ovens that heat up quickly so they can be turned off when not in use.

GreenPath has garnered more than 40 green awards for its sustainability, recycling and other programs, including an IMEX green meetings award, recognition from the Travel Industry of America and the U.S. Department of the Interior and 15 consecutive California Waste Reduction awards. It has also helped Delaware North stay at the forefront of its industries as a leader in environmental practice.

Given the current projects inspired by GreenPath and its numerous awards, it's fair to say the program is a success. And still, Delaware North refuses to rest on its laurels. The company and its leaders are guided by their passion to preserve the environment and desire to make a positive difference, leaving the world a better place. ●

## Sportservice at Rexall Place

Delaware North Companies Sportservice at Rexall Place in Edmonton, Canada, home to the NHL's Edmonton Oilers, has begun an environmental initiative benefiting both the Earth and the local community.

The company, which employs hundreds of staff as the exclusive food-service provider at Rexall Place, has begun sending old Sportservice uniforms back to the embroiderer to have the logos removed. Without the logo, the uniforms can then be donated to local homeless shelters and food pantries throughout the city.

*"Associates loved the idea and soon started bringing in their own used winter clothing and children's clothing items that we are donating with our Sportservice items."*

— Nathan Richuk,  
Sportservice's general manager at Rexall Place

"This initiative has been a major focus at our property this year," said Nathan Richuk, Sportservice's general manager at Rexall Place. "Associates loved the idea and soon started bringing in their own used winter clothing and children's clothing items that we are donating with our Sportservice items."

The success of the clothing initiative has sparked many other Sportservice associates at Rexall Place to involve themselves in earth-friendly practices. Associates are encouraged to collect and bring in recyclable items from home since Rexall Place serves as a pickup point for certain items. Sportservice works closely with its client Northlands on many of these initiatives. Northlands is currently finalizing an agreement to have biodegradable cups at all Rexall Place concession stands.

Sportservice also offers subsidized public transportation passes to associates to encourage more energy-efficient commuting. ●

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